

Prisons Managing Volunteers in Europe

an insight into prisons' perceptions,
needs and current practices



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Abbreviations & Acronyms

BE – Belgium

CJS – Criminal Justice System

DE - Germany

EESC - European Economic and Social Committee

ETE - Education, Training and Employment

EU – European Union

JIVE – Justice Involving Volunteers in Europe

NGO - Non-Governmental Organization

PAVE - Policy Agenda on Volunteering in Europe

PL - Poland

PT - Portugal

RO – Romania

SD - Standard Deviation

VOLPRIS – Prison Managing Volunteers in EU

VSO – Voluntary Service Organisation

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Glossary

Communication plan: Appropriate and standardized documentation to provide needed information to stakeholders. (Project Builder, 2018)

Criminal Justice System (CJS): The system of law enforcement directly involved in apprehending, prosecuting, defending, sentencing, and punishing those who are suspected or convicted of criminal offence (JIVE, 2016a)

Good practice guide: A practical tool for the development, implementation, and evaluation of Volunteer Programmes in the Criminal Justice System (JIVE, 2016a)

Manager of volunteers: who has the responsibility for organizing/managing volunteers, but it can be only as one part of their wider role. (Machin, J., & Paine, A. E., 2008)

Multi-method selection process: including individual interviews, training and observation periods and tests and/or work assignments (JIVE, 2016a)

Peer review: When a paper/document is checked or evaluated by a group of experts in the same field (JIVE, 2016a)

Policy Agenda for Volunteering in Europe (PAVE): Provides recommendations for a more efficient and effective European policy framework to support and promote volunteers, volunteering, volunteer-involving organisations and their partners (JIVE, 2016a)

Prison staff: paid workers responsible for the supervision, security, and safety of prisoners in a prison unit (Council of Europe, 2018)

Process map: Structural analysis of a process flow which distinguishes how work should be done and how it is actually done (JIVE, 2016a)

Stakeholders: People, groups or organisations with interest in an organisation and who can affect or be affected by it (JIVE, 2016a)

Successful volunteer programme: approached from the perspectives of the organization, the population served, and the volunteer; focusing in on the overlap of needs and create a well-matched volunteer position—one that serves the organization and the community, as well as the volunteer (ICMA, 2019)

Volunteer engagement: Match process between volunteer and deployment institution, job description materials and designation of a local supervisor (JIVE, 2016a)

Volunteer job description: A written statement summarizing the duties and the essential responsibilities of the volunteer's work (JIVE, 2016a)

Volunteer manager/coordinator: who has a specific role called Volunteer Coordinator, Manager, Organiser, etc. or has volunteer management as his/her core work (Machin, J., & Paine, A. E., 2008)

Volunteer manager's profile: a framework containing all the skills, knowledge, behaviors, and abilities considered necessary for volunteer managers. (based on JIVE, 2016b)

Volunteer: A volunteer is a person who carries out activities benefiting society, by free will. These activities are undertaken for a non-profit cause, benefiting the personal development of the volunteer, who commits their time and energy for the general good without financial reward." (European Volunteering Charter, 2012)

Volunteer's profile: a framework containing all the skills, knowledge, behaviors, and abilities considered necessary for volunteers. (JIVE, 2016b)

Volunteering activity scope/area: area of endeavor by which a volunteering activity can be classified. (Brown, E., 1999)

Volunteering activity: a non-compelled purposeful activity executed by a volunteer considering that he/she will not capture the productive value of it. (Brown, E., 1999)

Voluntary Service Organisation (VSO): we use VSO in this report to mean an organisation which engages volunteers to create social impact, often called third sector organisations, civil society organisations or the not-for-profit organisations.

Executive summary

Prisons Managing Volunteers in EU (VOLPRIS) project is a three-year partnership, funded by the Erasmus+ Programme. Our main goal is to invest in the qualification of volunteering management in prison settings, and in doing so to support effective volunteering, building competence and skill in this crucial field.

This report describes the main findings of the study conducted by the VOLPRIS partnership on prison volunteering practices and needs across the various project countries: Germany, Belgium, Poland, Portugal and Romania. **79 prisons from 5 EU Member States voluntarily took part in the survey during the summer of 2020.**

Despite the fact that the data collected in this research is not representative of the situation in each partner country, it provides data on which further hypotheses may be based. The data was collected using a mixed methods design, implementing qualitative and quantitative data collection and analysis in parallel. A larger, confirmatory study should in the future bring certain aspects of this research into sharper focus, but the findings do bring to light interesting practice in a little explored field. With this in mind, our findings lend themselves to the following analyses:

1. More than 75% of the total sample agree that that both prison administration and professionals understand the role of volunteers in making an important contribution to accomplish their mission, build capacity and contribute to prisoners' wellbeing.
2. The three most important factors for successful prison volunteer activities listed, when asking participants about their perceptions about the value of prison volunteering activities were (1) Specific and adequate training; (2) Recognition of the value of volunteers and volunteer projects; and (3) Relationship between prison staff and volunteers.

3. From the 79 prisons that responded to the survey, 81% reported having volunteering activities.
4. Asked about staff training available to support prison volunteering, more than 50% of respondents reported a lack of suitable training available for guiding and supporting volunteering activities in their prison.
5. Many prisons had years of experience with volunteers, and respondents acknowledged the value of volunteering in the prison context. Nonetheless, data shows that most of the prisons that engage volunteers only have a very small number of volunteers (the most frequent number is '4 or fewer', with 28 respondents).
6. A general analysis shows that 52% (33) of the prisons that took part in the survey have a clear definition of the tasks and responsibilities of the volunteer.
7. Despite reporting to have a clear definition of the tasks and responsibilities of the volunteers, the results show that 59% of 63 participants do not have a volunteer profile to support their work with volunteers and Voluntary Service Organisations. Additionally, there tends to be a lack of procedure allowing systematic definition of the volunteers' activities and tasks according to the prisoners' needs in terms of volunteering activities: 47% (30) of participants indicated that they do not have a clear process to carry out a comprehensive prisoners' needs evaluation in terms of volunteering activities. Reiterating this finding, we note that of those prisons that reported having volunteering activities (N=64), the majority (53%) stated that these activities are not designed and built based on the prisoner's individual plan for rehabilitation.
8. Asked whether the prison adopts standards to ensure that Voluntary Service Organisations have clear criteria and procedures by which individual volunteers from the community are selected, informed about their tasks, responsibilities, limits of competence, accountability, and other issues, most of the participants (39) declared that this is common practice in their prison.
9. With regards to the recruitment and selection criteria of Voluntary Service Organisations, the most important factors identified by practitioners were: Commitment, Areas of volunteering, Competencies /Skills, Motivation, Ability

to respect diversity and Organisation's willingness to commit to a long-term partnership. In parallel, the same was asked in terms of selection and recruitment of volunteers, with the most important criteria being: Commitment, Competencies /Skills, Communication skills, Ability to respect diversity and Motivation of the volunteer. Besides knowing which criteria most matter to recruit and retain the VSOs and volunteers, the survey results revealed that prisons do not have a plan to identify and engage with essential civil society organisations or volunteers.

10. Concerning engagement and management processes of prisons, Voluntary Service Organisations and volunteers, most respondents (61%) said there are clear management policies and procedures in place to support professional staff to perform their duty to guide and support volunteers. However, 43 (67%) respondents reported that they do not have written volunteer policies and procedures in place for volunteering activities, and 42 respondents (66%) consider that their prison do not have the necessary resources, including space and tools, specifically designated for a volunteer activity; the same tendency can be seen in informal supervision procedures (e.g. face-to-face meetings, documents/report filling), where 39 respondents (61%) indicated not following this practice. Similarly, 30 participants (47%) said they do not have a risk assessment for all volunteer placements which would ensure that liability coverage is in place for all volunteers. On the other hand, 29 respondents (45%) indicated having formal evaluation procedures (e.g. beneficiary satisfaction surveys; mix-methods evaluation).
11. Regarding the existence of a coordinator of the volunteering in each VSO, the majority of prisons that responded to this question (76%) ensure that the VSO has a coordinator. However, when asked how the prison coordinates the VSOs/ volunteers, the majority of those who responded (46) out of the total sample (N=64) indicated that volunteer management is one of many duties for one staff member:

“There is no doubt that many issues need to be systematized and clarified. Important things happen but they are organized in a spontaneous way, which is an advantage as well as an obstacle.”

(testimony from a Polish prison)

12. So far as volunteer's profile and training needs are concerned, as we have seen, the results are divided: 59% (37) out of 63 participants do not have a volunteer profile to support their work with volunteers and VSOs, and 26 respondents (41%) reported having a dedicated volunteer profile. In terms of training, the answers follow the same trend, with 53% of prisons stating that volunteers do not receive training (including induction and ongoing training).
13. Regarding the volunteer manager's profile and training needs, 77% (49) of prisons which responded to this question reported having a dedicated volunteer coordinator. The functions of the volunteer coordinator in the prison mainly focus on volunteer management, such as volunteer engagement, monitoring and evaluation.
14. The top 5 key factors mentioned as crucial to the selection of a volunteer coordinator were 'Communication and interpersonal skills', 'Ability to design Volunteering Programmes, together with the Voluntary Service Organisation/Volunteer', 'Organizational and management skills', 'Sensitivity to volunteers' needs' and 'Team spiritedness'. In terms of training needs, the findings suggest that in 75% (48) of prisons which responded, the volunteer coordinators do not receive any training.



Key findings

Context of the research



5

focus groups conducted between February 2020 and June 2020 (one in each partner country) involving 34 participants - justice practitioners.



79

prisons from across 5 EU Member States voluntarily took part in the survey

Key Findings

By the total sample of prisons, 79, emerged the following three most important factors for successful prison volunteer activities:

1. Specific and adequate training
2. Recognition of the value of volunteers and volunteer projects
3. Relationship between prison staff and volunteers.

33 have a clear definition of the tasks and responsibilities of the volunteer.

Of the 64 prisons that reported having volunteering activities:



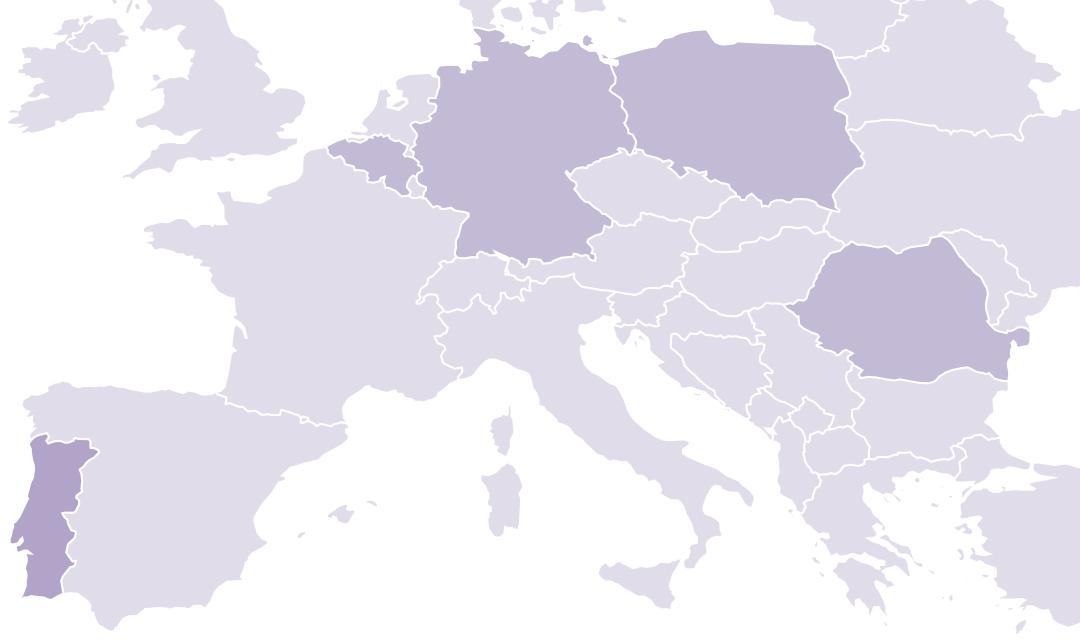
49

*reported having a dedicated **volunteer coordinator***



46

indicated that volunteer management is one of many duties for one staff member



47

*stated that the functions of the volunteer coordinator in the prison mainly focuses on **volunteer management***



48

*reported that the volunteer coordinators **do not receive any training***



37

*do **not have a volunteer profile** to support their work with volunteers and VSOs*



34

*stated that **volunteers do not receive training** (including induction and ongoing training)*



45

*stated that **no training is provided** at all or only for the volunteers/ Voluntary Service Organisations*



41

*reported that **there is no suitable training available** for guiding and supporting volunteering activities in their prison'*



48

*agree that both, prison administration and professionals **understand the role of volunteers***



43

do not have written volunteer policies and procedures that are in place and are clearly communicated and enforced with all volunteers



39

do not follow the practice of an informal supervision procedures



30

do not have a risk assessment for all volunteer placements



29

have formal evaluation procedures

The most frequent occurring range of programmes provide in respondent prisons

(Respondents could choose more than one answer to this question):



15

% Development of social and personal capabilities



13%

Community links



13%

Arts and Cultural activities



12%

Wellbeing (sports; art; meditation; yoga...)



30

do not have a clear process to carry out a comprehensive prisoners' needs evaluation in terms of volunteering activities



34

do not design and build the volunteering activities based on the individual plan for rehabilitation

5 Key criteria to select a volunteer coordinator emerged from the research:



Communication and interpersonal skills



Ability to design Volunteering Programmes in collaboration with the VSO/Volunteer



Organizational and management skills



Sensitivity to volunteers' needs



Team spiritedness

A close-up photograph of a person's face, partially obscured by a chain-link fence. The person has short, light-colored hair and is smiling broadly, showing their teeth. The background is a dark, textured surface of the fence.

01

Introduction

Introduction

Prisons Managing Volunteers in EU (VOLPRIS) project is a three-year partnership, funded by the Erasmus+ Programme, whose main goal is to invest in the qualification of volunteering management in prison settings, to support effective volunteering and build skills and competences in this crucial field.

This Report describes the main findings of the study conducted in the summer of 2020 by the VOLPRIS partnership on prison volunteering practices and needs across the various project countries: Germany, Belgium, Poland, Portugal and Romania. The research was developed in the framework of output 1, led by Aproximar, Cooperativa de Solidariedade Social (Portugal).

With this research's baseline information, the partnership will be able to better guide prison units to diagnose their needs and those of their volunteering programmes. Specifically, the results feed into the VOLPRIS project activities, beginning with the development of a Volunteering Managers profile, a training course for prison volunteering managers, minimum requirements for volunteering programmes in criminal justice systems (CJS). This research also forms the basis of the project's European platform on volunteering practices, knowledge, and experiences exchange in the CJS (www.volpris.eu).

The following data is not representative of the situation in each partner countries, but is a non-representative snapshot of needs, intended to inform improvements in service level delivery.

About the Prisons Managing Volunteers in Europe (VOLPRIS) project

Involving people from the community in prison life through Voluntary Sector Organisations (VSOs) can introduce opportunities for social participation, reinforce social ties and has the potential to enhance rehabilitative efforts

conducted by prison services to prepare a convicted persons' return to society.

Research in the field of volunteering in the CJS is scarce. Prisons and organisations who guide and support volunteers often lack the necessary information, resources and tools to support and value volunteers or to carry out a prison screening process to identify volunteering needs. VOLPRIS project partners were brought together by the aspiration to contribute to an engaged and active society, where volunteering is an expression of solidarity and of European values. Equally, we aspire to safer communities, where prisoners are fully supported to integrate back into their communities, address issues which lead to their offending and so lead crime-free lives.

VOLPRIS is a three-year partnership, funded by the Erasmus+ Programme, whose main goal is to invest in the qualification of volunteering management in prison settings, to support effective volunteering and build skills and competences in this crucial field. The project is being implemented in Germany, Belgium, Poland, Portugal and Romania. It runs from September 2019 until the end of August 2022.

VOLPRIS's main objectives:

1. **Explore mutual learning opportunities between CJS and VSOs** by creating exchange frameworks which will facilitate the comparability between different EU prison practices regarding volunteering.
2. **Identify key performance indicators between National Prison Administrations and volunteer organisations** within secure settings, namely by developing a competency profile of the manager of volunteering programmes in prison settings.
3. **Develop a training curriculum and programme** to support the development of a CJS volunteer manager profile and develop a European Volunteer Managers training guide.
4. **Establish common European minimum standards to train volunteers working in prison environment** and to assess the quality of volunteer organisations and/or programmes.
5. **Promote collaborative training** to take advantage of scale and creativity to ensure a common baseline message and reduce delivery costs.

This survey into the needs of prisons regarding their volunteering programmes is the first action of the project. With this baseline information, project partners will be able

to better diagnose trends in prisons regarding volunteering programmes and needs.

Brief Overview on Volunteering in the Criminal Justice System

How do we define volunteering and what is volunteering in the prison context?

Wilson defined volunteering as “any activity in which time is given freely to benefit another person, group, or organization” (Wilson, 2000, p.215). Moreover, volunteer action must be performed through free will and not due to obligation or coercion. Volunteering is considered a deliberative act, continuous over time. Volunteering cannot be recompensed with explicit rewards such as monetary payment and involves service to people or causes that need help and is usually carried out through organizations or agencies (Snyder & Omoto, 2008).

Volunteers are therefore people from a range of backgrounds undertaking tasks in conditions meeting principles of a person’s own free-will, choice and motivation, and without seeking financial gain. Volunteering is a journey of solidarity towards human, social and environment needs and concerns (P.A.V.E., 2011).

Volunteering in the Criminal Justice System has a tradition which extends for over a century, has taken many different forms and has contributed



in several ways to the rehabilitation of prisoners both in prison and on their release into the community. Volunteering in the prison context across Europe plays an integral role across a variety of contexts and settings, namely courts, prisons, probation systems and Non-Governmental Organisations (NGOs). The activities support work with prisoners, former prisoners, families and victims of crime, although the form and scale of this contribution varies significantly (JIVE, 2014). This breadth of provision reflects the complex reality of those in our criminal justice systems, recognised homogenously across criminal justice systems as barriers to a crime-free life, (re)integrated into communities. From a system point of view, these same barriers volunteers which help to address are commonly those used to assess a prisoners' likelihood of re-offending (Alvarez & Loureiro, 2012; Graffam et al., 2004):

- accommodation
- education, training and employment (ETE)
- health (including misuse of drugs and alcohol)
- drugs and alcohol
- finance, benefit and debt
- children, families and community networks
- attitudes, thinking and behaviour (including institutionalisation and life skills)
- being a victim of domestic abuse and/or a sex worker

VOLPRIS partners build upon the DG Justice Action Grant-funded Justice Involving Volunteers in Europe (JIVE) project. In 2014-16 JIVE was financed to tackle the lack of recognition of volunteering in Europe's Criminal Justice Systems. The goal was to bring volunteering in the CJS to the EU agenda, building on the work of the 2011 EV Alliance and the Policy Agenda for Volunteering in EU, (volunteering in criminal justice environments was omitted from their background research).

Over two years, partners mapped the needs and experiences of volunteers and Voluntary Service Organisations (VSOs), produced a training programme for volunteers, exchanged ideas and shared good practice on 1) the role and value of volunteers working with (ex) offenders, their families and victims of crime; 2) non-governmental organisations working effectively in partnership with statutory and private organisations. JIVE clearly

documented how volunteering activities enable offenders to engage with learning and improve their literacy and cultural awareness, impacting on the above barriers to rehabilitation and desistance from crime. You can find out more about the JIVE project here: <http://www.clinks.org/voluntary-sector/justice-involvingvolunteers-europe-jive>.

Building upon JIVE previous work, the VOLPRIS partnership adopted JIVE's definition of 'volunteering in CJS' namely defined as 'civic engagement without pay'. 'Work carried out by volunteers includes:

- Honorary, voluntary, legally regulated, or mandatory work within institutions – such as jury members, lay judges, prison board trustees, prison visitors, voluntary parole and probation officers
- Mentoring and befriending support with Non-Governmental Organisations (NGOs) in prisons or in the community
- Training, education and creative arts initiatives
- Roles within pressure/campaign groups, think tanks and lobbyists for legislative change' (BRIK report, p. 6, 2014).

Partner countries overview on managing volunteering in the prison context: The Legal environment

To sustain progress made in the 2011 Year of Volunteering, the European Economic and Social Committee (EESC) recommended that EU institutions and Member States could provide an effective, sustainable environment for volunteering by taking steps to ensure that national and EU legislation enables and encourages volunteering, protects volunteers and VSOs and removes legal barriers. This legislative protection becomes more important where the volunteer works in an environment known to be hazardous. Criminal justice volunteering can fall under this category and is particularly interesting because, alongside other volunteer activities such as firefighting, promoting voluntary work in statutory systems helps to enhance services traditionally delivered by government. Complex legal questions arise as to whether, for example, it actually makes a difference from the perspective of European health and safety regulation whether a person working under the direction of another person receives remuneration or not? (Risak, 2019). Volunteering legislation can also clarify the position of a volunteer or VSO with respect to liability, minimum wages, employee volunteering schemes,

tax law and a range of individual considerations. The absence of a legal framework is not necessarily an obstacle – indeed in some cases, lack of legal requirements actually promotes more diverse and spontaneous acts of community participation – and in the prison context, legislation must achieve a fine balance between supporting a culture of community participation in reintegration and smothering voluntary action in regulation. This requires the input of all stakeholders, and must allow for periods of adjustment: as we will see from the data, in asking about volunteer management policies, we found in our survey that introducing mandatory insurance may have contributed to a drop in volunteers for a certain period in one partner country.

The VOLPRIS partnership looked at legislation as part our baseline research to gain an indication of how embedded volunteering culture is specifically in our national prison contexts. The following matrix was developed to summarise key points from one VOLPRIS partner country's legislation, and cross references to see if similar provision appears in the legislation of the other partner countries:

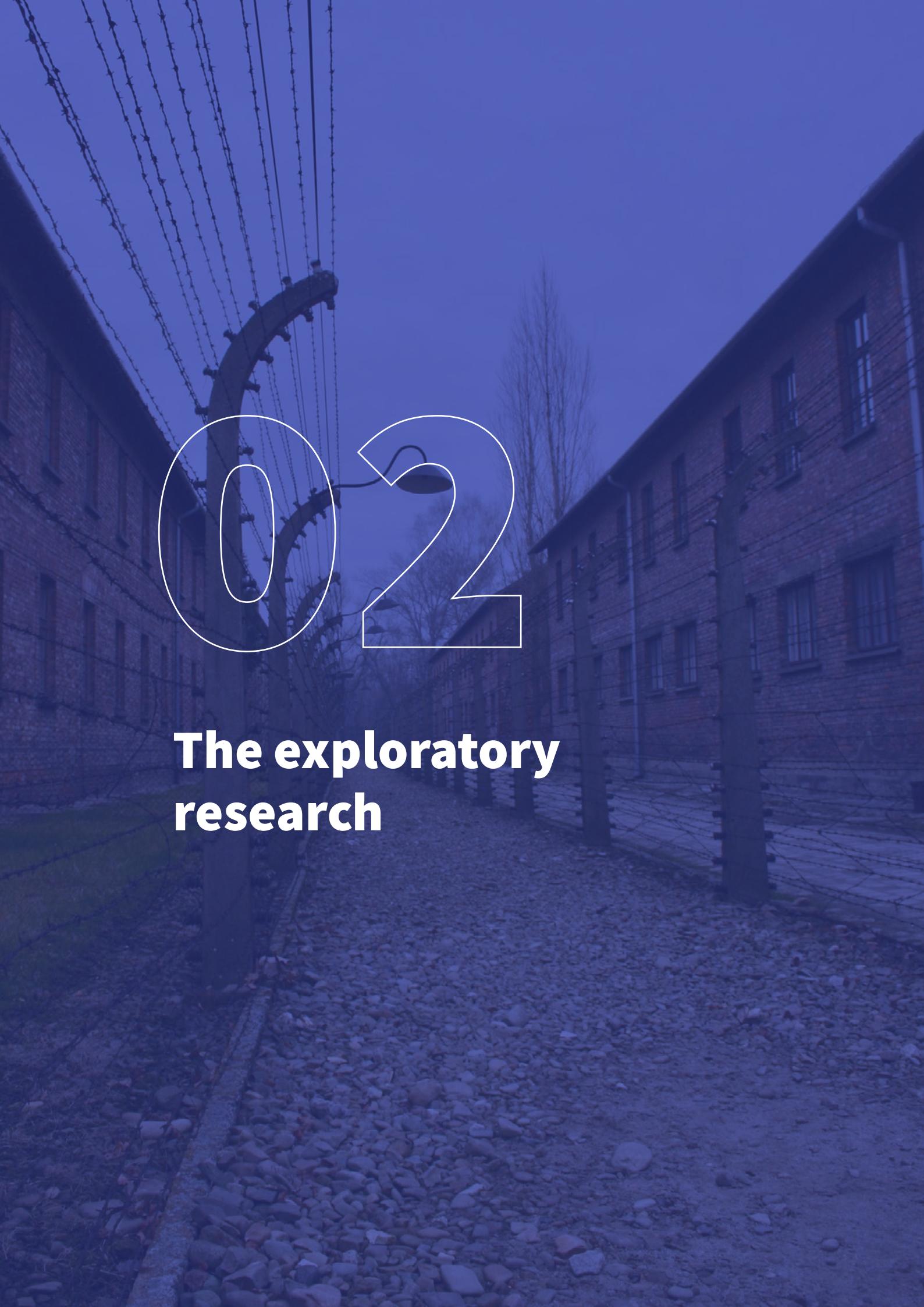
Volunteering (in Prisons) Legislation in VOLPRIS Partner Countries

Item of legislation	DE	PT	BE	PL	RO
<i>Is there a national legal framework for volunteering activities?</i>	●	●	●	●	●
<i>Does this law define ‘a volunteer’?</i>	●	●	●	●	●
<i>Does this law define ‘volunteering’?</i>	●	●	●	●	●
<i>Is there a national body which implements this volunteering legislation (a volunteering council or similar)?</i>	●	●		● **	
<i>Does this national body provide public research on volunteering in different sectors?</i>				●	
<i>Does national sentencing law generally encourage the involvement of civic society in prison life?</i>	●	●		●	●
<i>Is ‘volunteering’ explicitly addressed under the national criminal sentencing law?</i>		●			●
<i>Does this law detail explicitly detail that volunteering can support (re) socialisation on release?</i>	●	●	●	●	●
<i>Does this law detail explicitly detail that volunteering is encouraged in prison to keep prisoners connected whilst under sentence?</i>		●	●		●
<i>According to national law, does there have to be a formal agreement between volunteers/volunteering organisations and prisons where they volunteer?</i>		●			●
<i>Is there a legal requirement for the volunteering organisation to train the volunteer to work in prison?</i>					
<i>Is there a legal requirement for prisons to train volunteers prior to volunteering in prison?</i>	● *				

*Only for the specific roles of Vollzugshelfer/ Prison Assistant and for Voluntary Probation Officer

**This body is non-statutory

Table 1 - VOLPRIS partner country's legislation key points matrix



02

The exploratory research

The exploratory research

1. Design & methodology

VOLPRIS's research employed an exploratory design. "Exploratory research, as the name suggests, is often conducted to explore the research issue and is usually done when the alternative options have not been clearly defined or their scope is unclear." (Singh, 2007, p. 64). We chose this design because exploratory research "allows researchers to explore issues in detail in order to familiarize themselves with the problem or concept to be studied" (Ibid, p. 64). Since we were aware that little research exists in this field, this approach therefore allowed the VOLPRIS partnership to become more familiar with the European scenario in terms of volunteering activities/ volunteer program needs in CJS context as well as to identify possible training needs. Therefore, in order to obtain the best possible information on the volunteering practices within prisons and how they could be improved, the partnership identified the following research questions:

1. *What is the value of prison volunteering for prison staff?*
2. *What kind of volunteering activities / programmes exist inside prisons and how are these being implemented?*
3. *Is there a screening process for assessing prisoners' needs in terms of volunteering?*
4. *How are voluntary sector organisations / volunteers recruited and selected by prisons?*
5. *How do prisons engage with and manage voluntary sector organisations / volunteers?*
6. *Do voluntary sector organisations / volunteers receive any training and if so, how is it conducted?*

To better respond to the mentioned research questions, this study adopted a mixed methods design, including both qualitative and quantitative data collection and analysis in parallel form. In specific, a Triangulation Design using a Validating Quantitative Data Model (see Figure 1) was chosen to best understand the research problem.

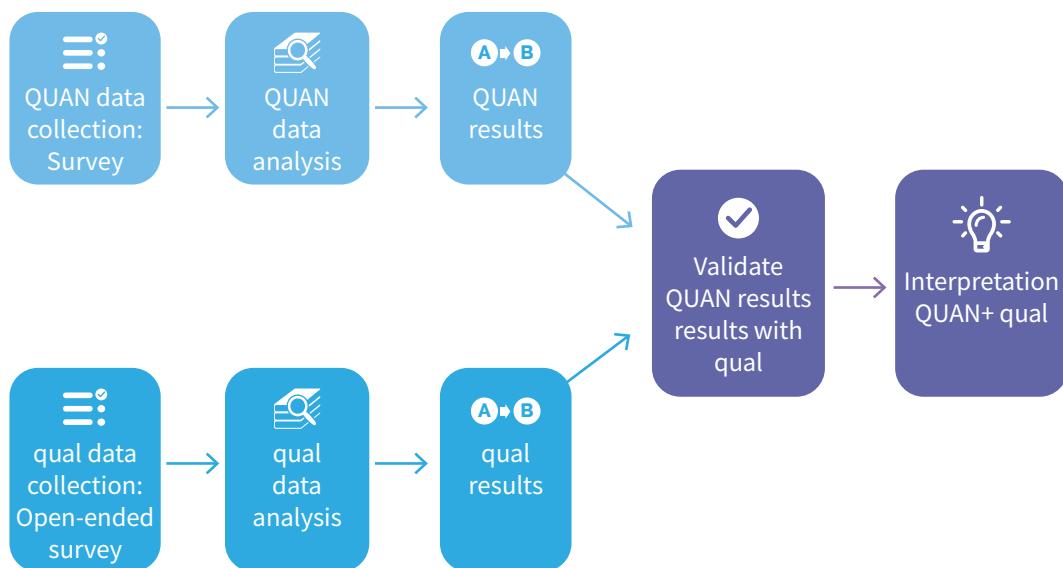


Figure 1 – Triangulation Design using Validating Quantitative Data Model

The method selected to collect the data was an exploratory survey, namely the Volunteering Needs Screening Tool (see Annex A), with open and close questions. The questions were built based on a evidence review regarding screening tools of volunteering needs and programmes in the criminal justice sector and informed by the partner organisations' practical experience on the issue (see Annex B).

Given that the survey was exploratory in nature, it was not tested for reliability or validity. However, the first version of the Volunteering Needs Screening Tool was tested for suitability using two different methods. First, it was subjected to a peer-review, collecting project partners' improvement suggestions. The second consultation involved external stakeholders. Each country partner organised a national focus group to present VOLPRIS project and the first version of the Volunteering Needs Screening Tool. A total of **5 focus groups** were conducted between February 2020 and June 2020 (one in each partner country) involving a total 34 participants, with justice practitioners. The aim of these events was to invite people that are expert in both volunteering in prison settings

and in rehabilitation to feedback on both the content of the questions we were to pose, and on the form these questions should take. The professionals gave feedback on the issues that contributed to volunteering qualifications in prison, issues that could be improved, needs to which the questionnaire did not respond and other improvement recommendations. The tool was adjusted taking these comments into account.

After collecting and analysing both methods of feedback, the final survey was made available, with a total of 39 questions in closed and open-ended format, clustered in four main sections (see Figure 2):

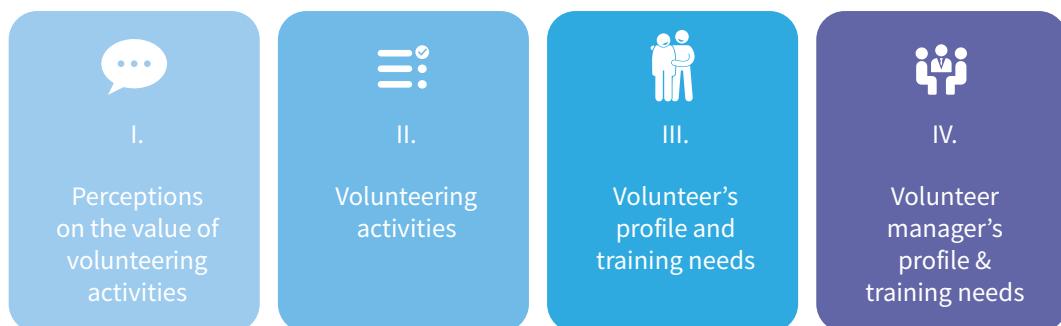


Figure 2 - Questionnaire four main sections

Initially designed in English, the survey was then translated into each partner country's native language to facilitate its completion.

2. Data Collection

According to the project application, the minimum sample size should have been 40 responses (each partner country involving a minimum of 8 prison establishments). Data was collected via an online survey, namely using the Jotform survey software. Due to contextual reasons, the Romanian partners collected the data using a word document.

The survey was distributed through prison administrations from the project partner countries, including the following statement “For the accuracy purposes, it is advisable that someone qualified complete the answers even if it should be guided by the respective team. We kindly request that you devote the necessary time and strongly consider the importance of filling the questionnaire as a teamwork activity.”

The survey was available in English, German, French, Polish, Portuguese, and Romanian and respondents could fill it in for 1 month (between 1st July 2020 and 31st July 2020).

3. Data Analysis

A descriptive quantitative analysis of the survey responses was carried out, and answers to the open questions were categorised thematically.

There are some important points to note concerning the interpretation of the data. The CJS, at the European level, is both highly complex and relatively unexplored. Given this 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, VOLPRIS do not presume that the data fully represents the countries involved, and no extrapolation at the national level is possible. In the strictest sense, it can only be said to be applicable to the prison establishments 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 is noted in the text.

The project partners reinforce that the data that follows is not representative of the situation in the partner countries. It is a non-representative snapshot of needs, intended to inform improvements in service level delivery. The results should be treated with a degree of caution and cannot be widespread to characterize the volunteering management practices across prisons in Europe.

4. About the respondents

79 prisons from across 5 EU Member States voluntarily took part in the survey, distributed as follows (Figure 3):

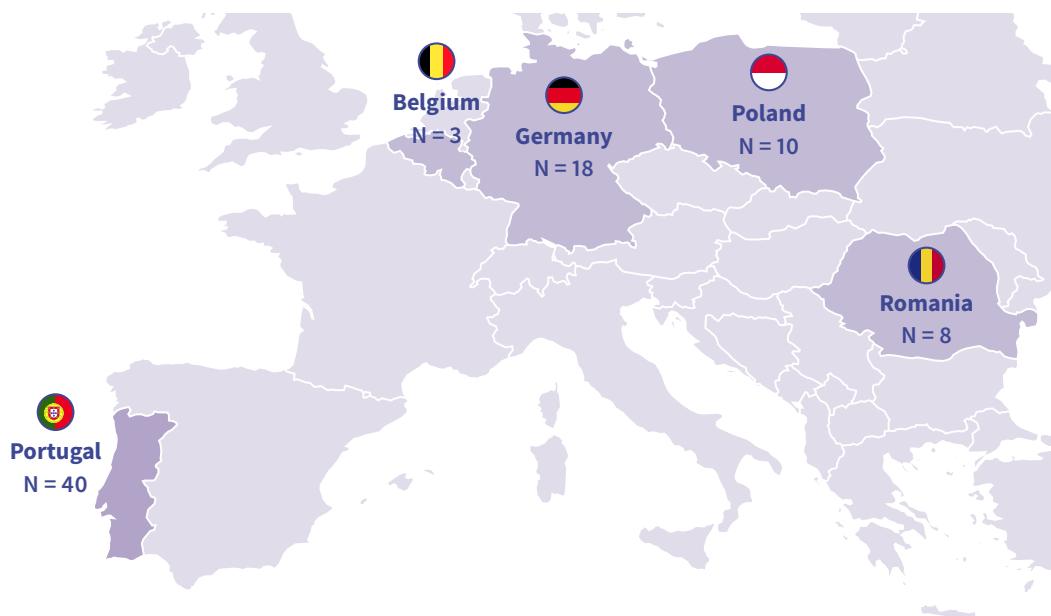


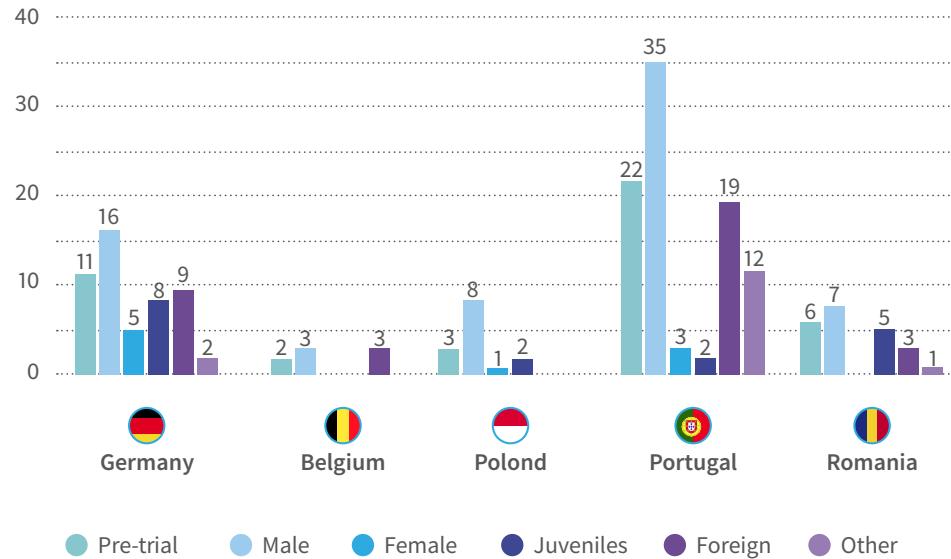
Figure 3 - Number of respondents per participating country

Portugal and Germany are the Member States with the highest number of answers (N=40 and N=18 respectively), followed by Poland (N=10) and Romania (N=8). Collecting data in Belgium prisons revealed to be a more complex process than expected, and at a time when prison staff were dealing with extraordinary pressure due to COVID-19 restrictions. Although the Belgian Prison Service supported and facilitated the requests, in the end fewer than 8 answers were collected from Belgium's Prison Administrations (N=3).

4.1 Prisons' Profile

The research started by asking prison staff about their prison's demographics, including location, type of prison (e.g., pre-trial detainees, male prisoners, foreign prisoners) and stock indicators (e.g., total number of prisoners; prison density).

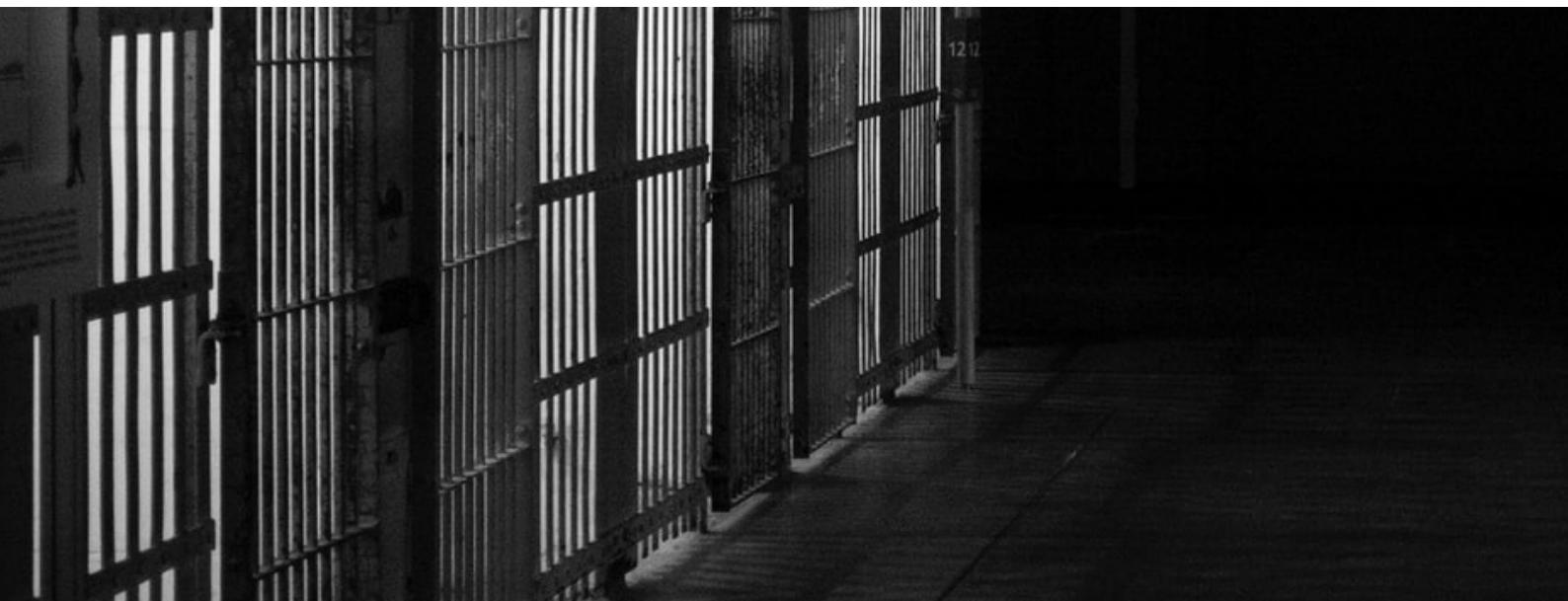
Graphic 1 illustrates the type of prisons represented in the sample by country in terms of holding pre-trial detainees, male prisoners, female prisoners, juveniles / minors / young prisoners, and foreign prisoners (respondents could select multiple answers). Respondent could choose more than one answer on all these questions. Most respondents are working in **male prisons**.

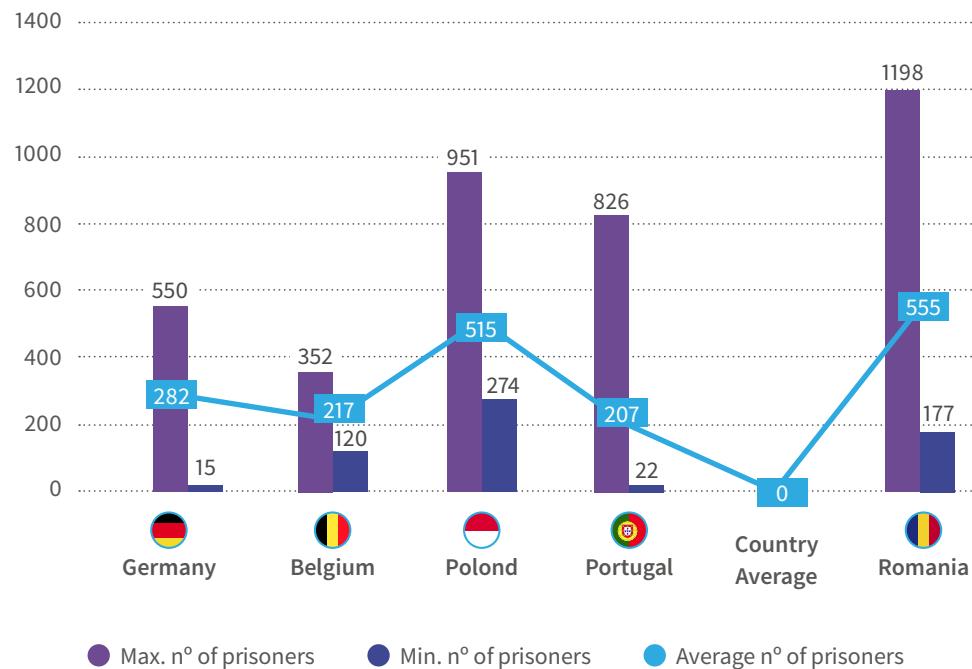


Graphic 1 - Types of prisons by country

Respondents were also questioned about various prison stock indicators, namely total number of prisoners (including pre-trial detainees), number of pre-trial detainees, total number of prison professionals (including custodial staff), and official capacity regarding their prison establishments. The average percentage of pre-trial detainees by country is available in Annex C (Graphic C2).

As shown in Graphic 2, the average number of prisoners in the sampled prisons is 259, ranging from 207 in Portuguese respondents to 555 in Romanian respondents. The standard deviation is high ($SD=246.6$), as evidenced by the variance between minimum and maximum number of prisoners in each country.

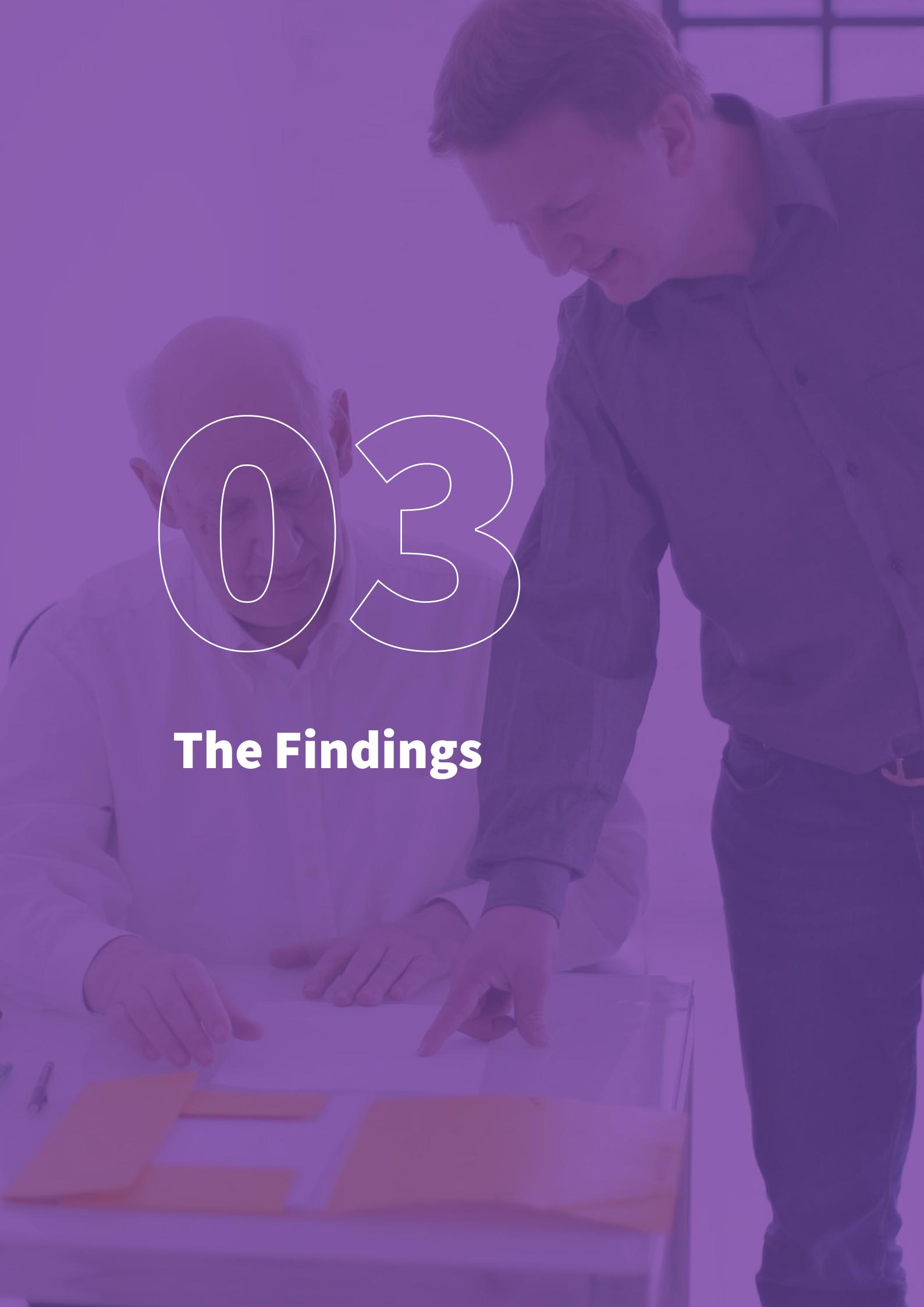




Graphic 2 - Average, maximum and minimum number of prisoners in each prison by country

Total n°. of prisoners	
Mean	301.0
Standard error	28.3
Median	258.5
Mode	42.0
Standard deviation	246.6



A photograph showing a man and a woman from the waist up, standing in an office environment. They are both looking down at a white document or blueprint spread out on a light-colored wooden table. The man, on the right, is wearing a dark long-sleeved shirt and jeans, and has his hands on the corners of the paper. The woman, on the left, is wearing a light-colored button-down shirt and has her hands resting on the table near the document. The background is slightly blurred, showing office chairs and windows.

03

The Findings

The Findings – *an insight into prisons' perceptions, needs & current practices*

SECTION I - Perceptions about the value of prison volunteering activities

“In your opinion, what are the key factors that support successful prison volunteering activities?”

The data obtained from this open question was analyzed through a process of qualitative content analysis, involving the grouping and categorization of the characteristics and ideas indicated by the total sample (Portugal: n=40; Romania: n=12; Germany: n=17; Belgium: n=3; Poland: n=10). The answers were organized and grouped considering their meaning and linguistic criteria (e.g., "commitment" and "engaged"; "Follow-up of the volunteer" and "monitoring of the activity") in a total of **19 final key factors**.

Table 2 shows the respondents' perceptions on the key factors that support successful prison volunteering activities. The five most important factors for successful prison volunteer activities are listed below (in descending order) as well as examples of quotes from respondents:

1) Specific and adequate training

- “Provide appropriate training to volunteers” (DE)
- “The main supporting factor for the effectiveness of voluntary activities is that volunteering groups should be trained” (PL)
- “Adequate training should be provided to volunteers in order to better work

with the reclusive population” (PT)

- “Training is first and foremost the most important” (RO)

2) Recognition of the value of volunteers and volunteer projects

- “Communication of the added values impacting the daily work of prison staff” (BE)
- “Support and appreciate volunteers” (DE)
- “Support and value volunteers as a way of bridging with the outside” (PT)
- “Supporting and valuing volunteers” (RO)

3) Relationship between prison staff and volunteers

- “Welcome by management - link with staff” (BE)
- “Supportive working relationship between skilled personnel and volunteers” (DE)
- “Developing appropriate relationships between prison service officers and volunteers” (PL)
- “The mutual support relationship between professionals and volunteers is essential” (PT)
- “One of the important factors is the relationship that is created between the volunteer and the program coordinator” (RO)

4) Volunteer profile and characteristics

- “Quality of volunteers” (BE)
- “Transparency, trust, education” (DE)
- “The goodwill of the volunteers, their field of expertise and the sharing of this wisdom with the reclusive population” (PT)
- “Their abilities to be proactive, engaged in this approach, their availability and flexibility but also their willingness to engage in a long-term partnership” (RO)

Other examples worth mentioning on important characteristics of a volunteer’ profile in prison context, provided by our sample are goodwill; expertise; involvement; motivation; technical competence; personal skills; commitment; desire to help others; ability to be proactive; empathic; availability; flexibility; transparency, experience; reliability; added

value; and willingness to engage long-term.

5) Matching volunteering activities with the needs of the beneficiaries

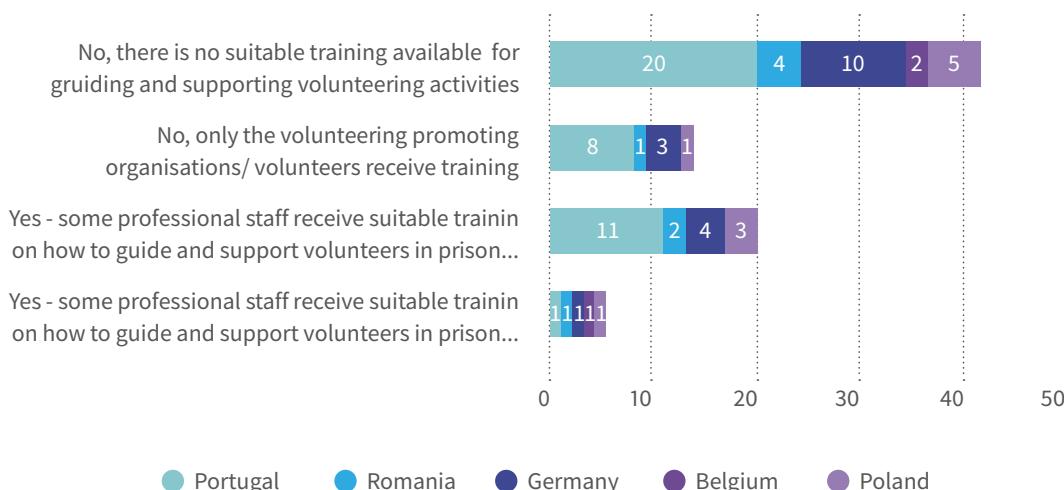
- “All volunteering must (...) meet the needs of the prison population” (PT)
- “Adjustment of the type of volunteering to the needs of the beneficiaries” (PT)
- “Adequacy of projects to the needs of the prison population” (PT)
- “Volunteers with competencies to meet the needs identified at the level of the detention unit” (RO)

Key factors that support successful prison volunteering activities	Nº responses
<i>Specific and adequate training</i>	32
<i>Recognition of the value of volunteers and volunteer projects</i>	29
<i>Relationship between prison staff and volunteers</i>	26
<i>Volunteer profile and characteristics</i>	21
<i>Match between the volunteering activities and the needs of the beneficiaries</i>	17
<i>Monitoring of the volunteering activity</i>	8
<i>Characteristics and relevance of the volunteer project & activities</i>	7
<i>Relationship between the volunteer and the prisoners</i>	6
<i>Responsiveness and availability of prison establishment and staff</i>	5
<i>Articulation and collaboration with key sectors of society</i>	5
<i>Good selection of volunteers</i>	5
<i>Volunteers integration into institutional dynamics and organics</i>	5
<i>Trust</i>	3
<i>Human and material resources provided by the prison</i>	2
<i>Dissemination of results and volunteer activity in the community</i>	2
<i>Support in the preparation of volunteer projects</i>	1
<i>Teamwork</i>	1
<i>Good flow of information</i>	1
<i>Understanding of the prison environment</i>	1

Table 2 - Perceptions on the key factors that support successful prison volunteering activities

'In your prison, are professional staff (Board Member, frontline staff, medical staff, etc.) trained to work effectively with volunteers?'

This first section of the survey also explored **respondents'** perceptions about staff training in prison **volunteering**. Results are presented in Graphic 3.



Graphic 3 - Staff training in prison volunteers

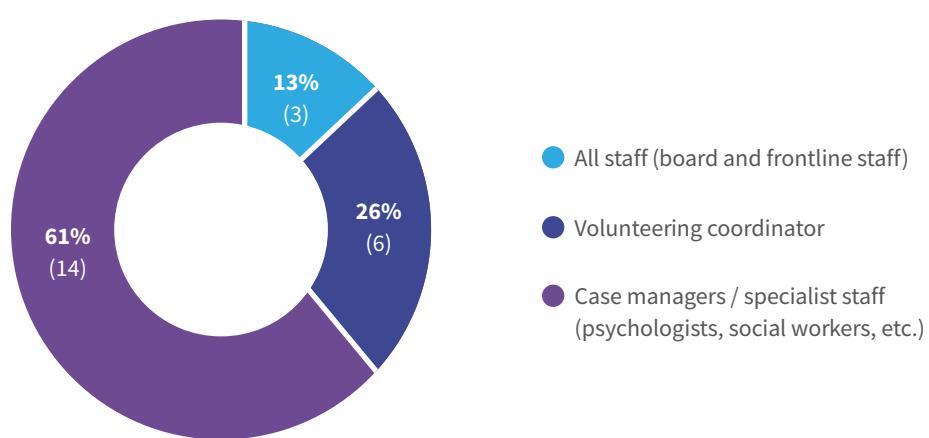
100% (N=79) of respondents answered to this question, more specifically, 41 of respondents (49,4%) reported that **there is no suitable training** available for guiding and supporting volunteering activities in their prison'; 20 respondents (25,3%) reported that '**some professional** staff receive suitable training on how to guide and support volunteers in prison settings'; 13 respondents (20,3%) reported that **only the VSOs/ volunteers** receive training. Only 5 respondents (5,1%) reported that '**all professional staff receive suitable training** on how to guide and support volunteers in prison settings'.

Deeper, by-country analysis is provided below on the existence of professionals within their prison that receive training on volunteering:

- **Belgium (n=3):** From the 3 Belgian respondents, 2 consider that there is no suitable training of staff. The remaining respondent (1) indicate that all professional staff receive training.

- **Germany (n=18):** The majority of the German sample (n=13), considered that the training for professionals in prison referring volunteering is missing. More exactly, 10 consider there is no training and other 3 consider that only the Voluntary Service Organisations or volunteers receive training.
- **Poland (n=10):** Stands out with 6 of the respondents of the total sample indicating that there is no suitable training that allow to guide and support the volunteering activities. 3 respondents indicate that some professional staff receive this kind of training.
- **Portugal (n=40):** From the Portuguese sample, 20 (corresponding to 50% of the Portuguese sample) respondents indicated that suitable training for guiding and supporting volunteers is missing in their prisons and 11 stated that some of professional staff receive training.
- **Romania (n=8):** From 8 Romanian respondents, 4 stated that there is no suitable training available for guiding and supporting these activities, and 3 considered that some professional staff receive training on how to guide volunteers in this setting.

If participants indicated that there is training for staff that supported the implementation of volunteering activities in prison context, they had the option to say in an open response who exactly received that kind of training (Graphic 4). As we can observe in the Graphic 4, 14 respondents (the majority) stated that the staff that receive training are the case managers/ specialists staff such as psychologists, social workers, etc., followed by volunteering coordinator (6 prisons).



Graphic 4 - Who receives suitable training

Some respondents referred to specific professionals within their prison that receive training on volunteering. Below are some of the responses given:

- **Belgium:** “*training is a big word but rather information*”
- **Germany:** “*The contact persons of the volunteers receive a briefing. Currently, it is a social pedagogue who, through her original training, has a professional proximity to the task*”
- **Poland:** “*Correctional officers (educators) from penitentiary department*”
- **Portugal:** “*All workers receive adequate training. Directorate, Senior Technicians, Administrative and Prison Guard Corp Elements.*”; “*The senior re-education technician responsible for volunteering in prison context receives training for this purpose*”
- **Romania:** “*The personnel from the Education Service, respectively the Psychosocial Assistance Service benefit from a specific training, in the conditions in which the activities carried out with the volunteers are limited to the field of social reintegration, according to the legislation in force (OMJ1322 / 2017; Decision No. 516/2019);*” “*At the time of the National Administration of penitentiaries decision that establishes the way of carrying out the activities with the volunteers, the whole staff was trained and periodically through the annual training plan this thing is done again.*”

‘Administration and prison professionals understand the role of volunteers in making an important contribution to accomplish their mission, build capacity and contribute to prisoners’ wellbeing’.

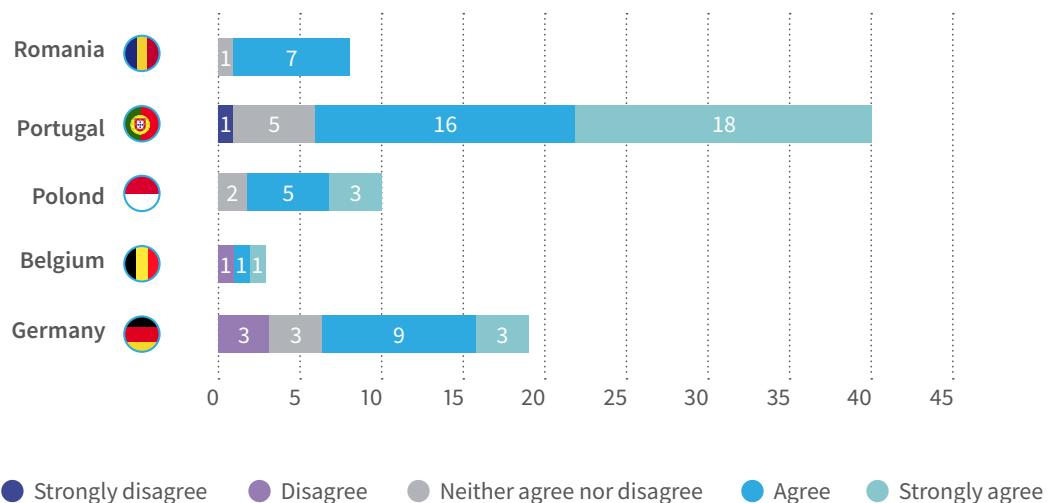
In the last research question on this section, respondents were asked about perceptions of the value of volunteering activities. 100% (N=79) of respondents provided information.

79% (n=63) of the respondents said that they ‘Agree’ or ‘Totally Agree’ that prison administration and prison professionals understand the role of volunteers in making an important contribution to accomplish their mission, build capacity and contribute to prisoners’ wellbeing.

20,3% (16) of the respondents reported that they ‘Strongly Disagree’ (1,3%; 1); ‘Disagree’ (5,1%; 4) or ‘Neither agree nor disagree’ (13,9%; 11).

Below it is provided an explanation by country partners level (Graphic 5):

- **Belgium (n=3):** In Belgian respondents were distributed between ‘Disagree’ (1), ‘Agree’ (1) and ‘Strongly Agree’ (1)
- **Germany (n=18):** 66% of the German respondents “Agree” (9) or ‘Strongly Agree’ (3) with the statement. 3 respondents ‘Disagree’ and the same number (3) ‘Neither agree nor disagree’.
- **Poland (n=10):** 8 of participants “Agree” (5) or ‘Strongly Agree’ (3) with the statement. 2 respondents ‘Neither agree nor disagree’.
- **Portugal (n=40):** Most of the respondents (34) either ‘Agree’ (16) or ‘Strongly Agree’ (18). Some respondents reported that they ‘Neither agree nor disagree’ (5) and 1 participant reported that he/she ‘Strongly Disagree’
- **Romania (n=8):** The majority of the participants agreed with the statement (7). 1 participant ‘Neither agree nor disagree’.



Graphic 5 - Respondents' perceptions on the valuing of volunteers from prison administration and paid staff

Respondents were given the opportunity to briefly explain their score. The responses identified a broad range of topics including: role of volunteers supporting prisoners, volunteers representing the link to community, volunteers playing a key contribution to prisoners' wellbeing and prisoners' re-entry.

Below are some of the responses given:

- **Germany:** "The interaction between prisoners and volunteers is detached from the context of sentence execution, whereby the prisoners can act and communicate "more freely" and in some way recover from the daily sentence. Prisoners perceive this as an appreciation and also make prosocial contacts.", "Contact with volunteers gives the detainees the opportunity to cooperate constructively and to exchange information with persons outside the staff working in prison. Volunteers open up new perspectives and perspectives.", "Volunteers do valuable work as non-direct enforcement personnel. They are geared to the individual needs of the prisoners, bring life experience and social competence with them."
- **Poland:** "Because it helps achieve mission, build capacity and improve the quality of life of inmates."; "Resocialization is a long-term process, contact with the outside world is very important"; "Volunteering activities in penitentiaries are a huge help and support for Prison Service officers"
- **Portugal:** "The role of volunteers is of the utmost importance. They fill gaps that even the inmates' own family can't." "Volunteers are an important part of the process of reintegration of prisoners." "By implementing projects that often the routines of professionals do not allow to enrich the intervention with prisoners, reinforcing skills, self-esteem, relationship skills, etc."
- **Romania:** "In the first stage of the deployment process, specialists perceive the monitoring and coordination process as an additional task but later, experience has shown the benefits of support from outsiders with a desire to proactively develop new approaches.", "staff lack training in the social reintegration sector, at unit level, so this is understood as compensating for this need by recruiting volunteers to carry out these activities and successful activities."

In contrast, some responses identified an emergent need to invest in awareness activities with some prison staff on the value and role of volunteers in the prison system. Below are some of the responses given:

- **Belgium:** "Prison staff are not sensitive to the added value which socialization brings through these activities. They experience this as work overload. The administration has not yet developed support including prison professionals on these subjects.", "Volunteers are more likely to disrupt the process than to "help""
- **Germany:** "The importance of voluntary work is mostly misunderstood. Many staff even see additional burdens, such as the transfer of detainees due to a perception

that there are too many group and individual leisure measures.", "Volunteers are often not noticed or forgotten"

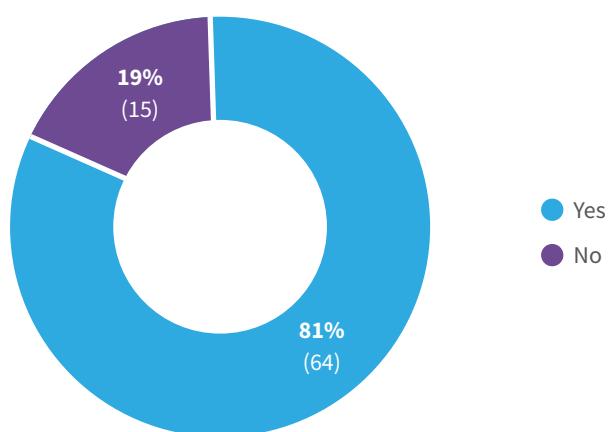
- **Poland:** "The subject of volunteering is occasionally raised"; "No studies referring to the awareness/knowledge of prison officers and employees have been carried out so far"
- **Portugal:** "There is a huge disbelief and lack of empathy on the part of some elements of the prison officers for the importance and purpose of volunteering.", "Although fundamental, the volunteer's work is not always well accepted."

SECTION II - Existence of Volunteering Activities

"Are there volunteering activities in your prison?"

In this section of the survey, respondents were asked about prison volunteering activities. 100% (N=79) answered to the questions from this section.

The first question of Section 2 was to find out whether volunteering activities existed in the prisons where respondents were working. The question was the following: 'Are there volunteering activities in your prison?'. Graphic 6 demonstrates that most of the prisons that participated in the research have volunteering activities (81%).



Graphic 6 - Presence of volunteering activities

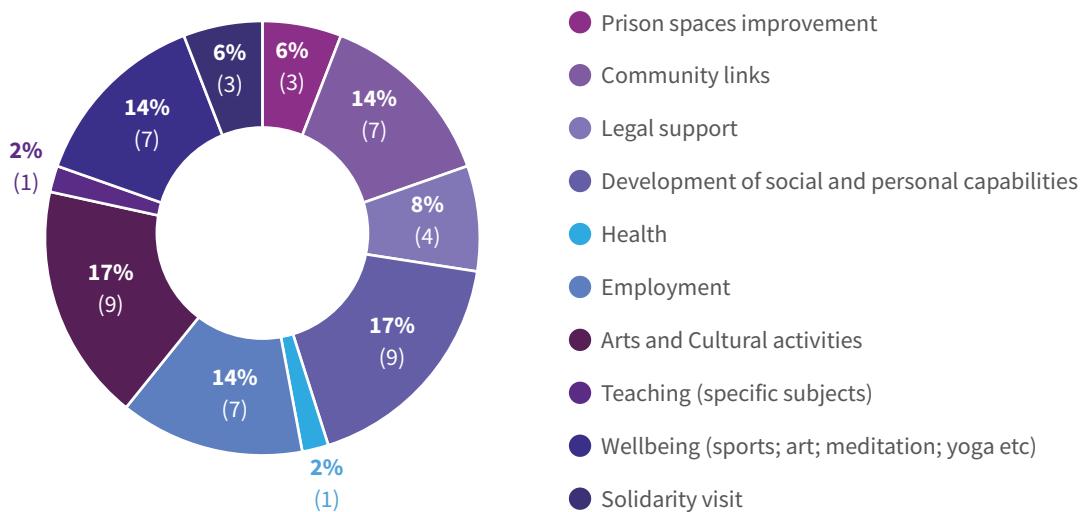
If no volunteering activities existed...

For the 15 respondents (19%) that responded **NO** (i.e., their prison does not have volunteering activities) and before finishing the survey, the research went into more detail about (1) their willingness to implement a volunteering activity ('Is there any interest in implementing one?'); (2) volunteer scope/areas that will meet the prison's needs in terms of volunteering activities ('Which of the following volunteer scopes/areas would best meet the prison's needs in terms of volunteering activities') and (3) Kind of help the respondent assesses as needed to start to implement volunteering activities in its prison ('What kind of help do you assess as most important in order to support your prison implementing volunteering activities').

From the 15 answers collected that responded NO, 13 (16,4% of all respondents) reported that they are willing to implement a volunteering activity.

'Which of the following volunteer scopes/areas would best meet the prison's needs in terms of volunteering activities'

Respondents could choose more than one answer to this question. The responses to this question showed a range of different areas/ scopes that best meet the prisons' needs in terms of involvement of volunteers to deliver these services.



Graphic 7 - Areas of volunteering that best meet the prison's needs

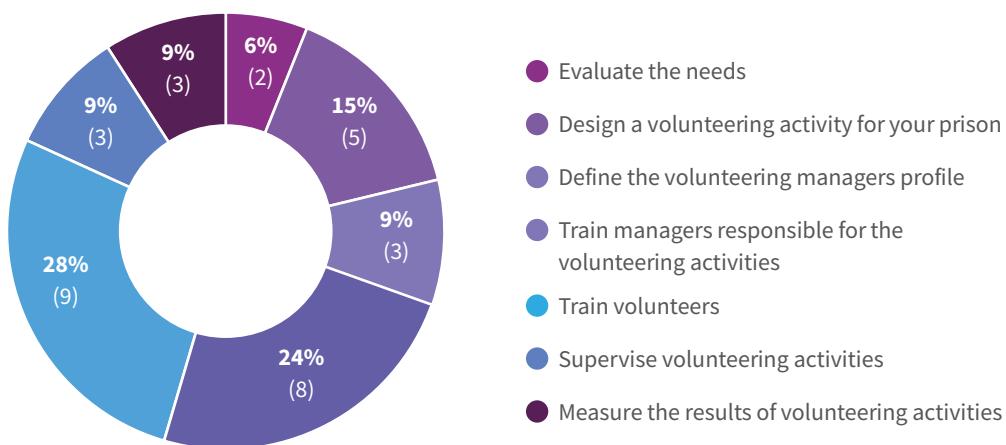
Areas of volunteering more listed were ‘Development of social and personal capabilities’ (n=9), Arts and Cultural activities (n=9) ‘Community links’ (n=7) and ‘Employment’ (n=7) and ‘Wellbeing (sports; art; meditation; yoga...)’ (n=7) (Graphic 7).

‘What kind of help do you assess as most important in order to support your prison implementing volunteering activities’

From the 12 participants that shared their needs in terms of volunteering activities, 10 reported that **they think that the prison will need help** implementing the activity.

A list of Volunteer Programme stages and steps were provided to the respondents: ‘Evaluate the needs’, ‘Design a volunteering activity for your prison’, ‘Define the volunteering managers profile’, ‘Train managers responsible for the volunteering activities’, ‘Train volunteers’, ‘Supervise volunteering activities’, Measure the results of volunteering activities’, and ‘Other’. Again, they could choose more than one answer on this question.

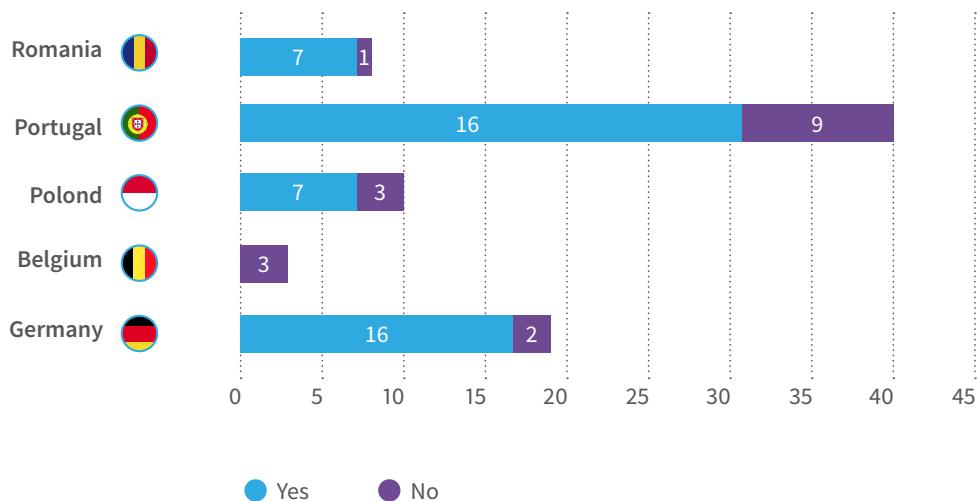
Respondents reported a need to support specific volunteering stages such as ‘Train Volunteers’ (n=9), ‘Train managers responsible for the volunteering activities’ (n=8) and ‘Design a volunteering activity for your prison’ (n=5) (Graphic 8).



Graphic 8 - Kind of help assessed as most important in order to support prison implementing volunteering activities

In case of existence of Volunteering activities...

As mentioned, 81% of the prisons that participated in the research have volunteering activities. The analysis per country present in Graphic 9 shows that in the majority of the prisons included in this study, there are volunteering activities.



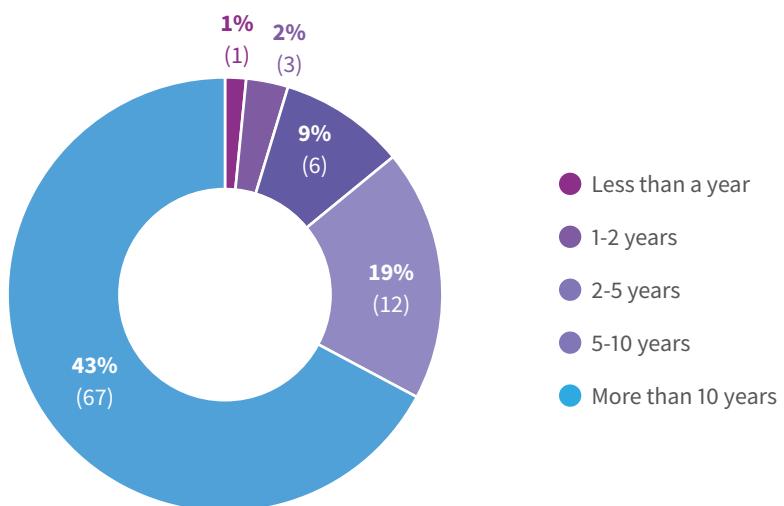
Graphic 9 - Presence of volunteering activities in prison per country

Graphic 10 below shows the experience of the survey respondents working with volunteers. From examining the answers provided, the most popular duration is 'more than 10 years' and accounts for 43 prisons, with the least popular duration period being 'Less than 1 year' accounting for only one answer.

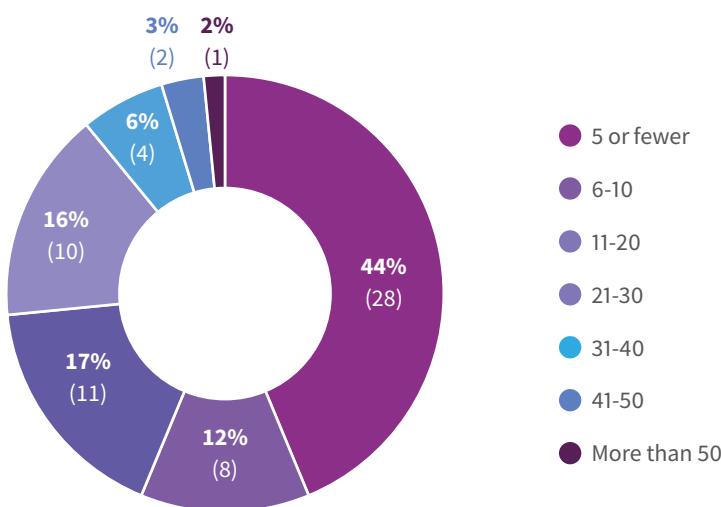
On closer examination, the distribution per country partner level (see Appendix C, Graphic C2) shows that 24 of the respondents that have volunteering activities for a period exceeding 10 years are Portuguese prisons, followed by German prisons (10).

The data in Graphic 11 shows that most of the prisons that participated in the survey and that have volunteering activities have a very small number of volunteers (the most frequent number is '4 or fewer, with 28 respondents). It appears that respondents acknowledge a culture of volunteering in the prison context, but also that it has not yet been fully developed. Respondents seem to indicate that the Volunteering Sector needs more cooperation between prisons and NGOs in order to mobilise.

Explore the extent of volunteering by country and the number of volunteers working by country in Annex C (Graphic C2 and Graphic C3).



Graphic 10 - Extent of prison volunteering activities



Graphic 11 - Number of volunteers working in prison

'Which volunteer scopes/areas does the volunteering activity meet?'

Respondent could choose more than one answer on this question. From examining the areas of volunteering available (Table 3), the most popular areas are 'Development of social and personal capabilities', 'Community links', 'Arts and Cultural activities', 'Wellbeing (sports; art; meditation; yoga...)' and 'Solidarity visit'. To consult the graphic representation of this table, and to view the area of volunteering activities per country go to Annex C (Graphic C4 and Graphic C5).

Areas of volunteering activity	%	Nº responses
<i>Development of social and personal capabilities</i>	15	41
<i>Community links</i>	13	34
<i>Arts and Cultural activities</i>	13	34
<i>Wellbeing (sports; art; meditation; yoga...)</i>	12	33
<i>Solidarity visit</i>	9	25
<i>Intermediating family relations/ working with prisoners' families</i>	7	20
<i>Teaching (specific subjects)</i>	7	19
<i>Health</i>	6	16
<i>Prison administrative support</i>	5	12
<i>Employment</i>	4	10
<i>Other</i>	4	10
<i>Legal support</i>	3	8
<i>Prison spaces improvement</i>	2	6
Total	100	268

Table 3 - Areas of volunteering activity

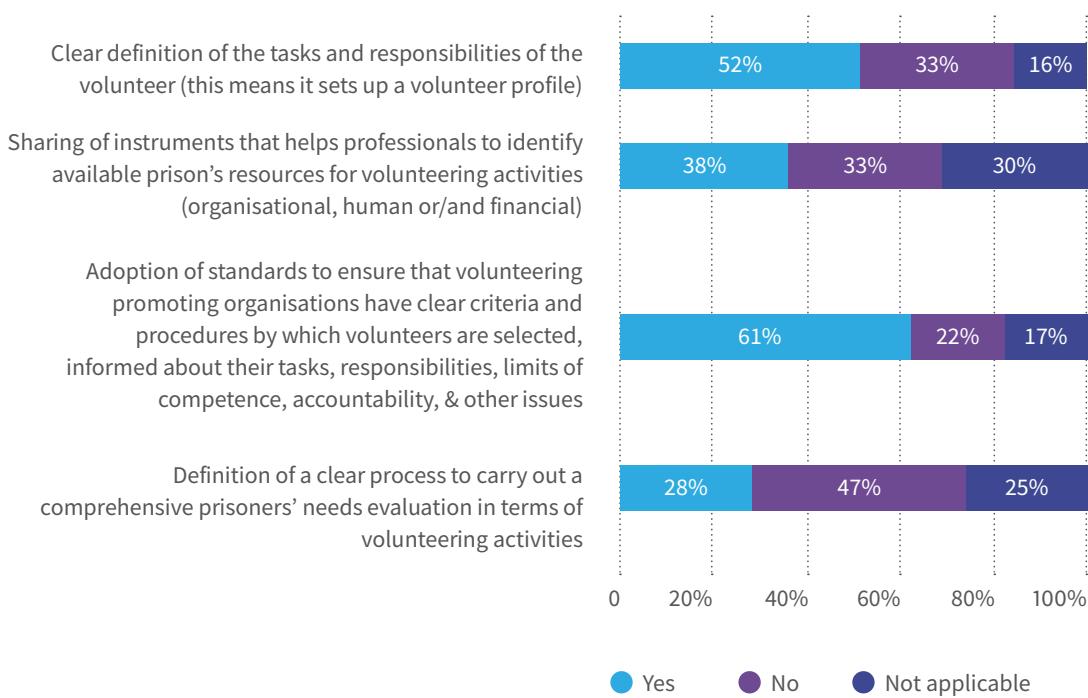
5. Screening process of Volunteering activities' needs and recruitment process

5.1 Practices/standards that take place within the prisons

The study explored the volunteering activities in terms of prisons' need and recruitment process. Therefore, we asked our participants that have volunteering activities (N=64) about some of the practices that take place or not in their prisons.

'Which of the following practices/standards take place within your prison?'

A general analysis (Graphic 12) shows that 52% (33) of respondents have a clear definition of the tasks and responsibilities of the volunteer (this means it sets up a volunteer profile).



Graphic 12 - Screening practices of volunteering needs

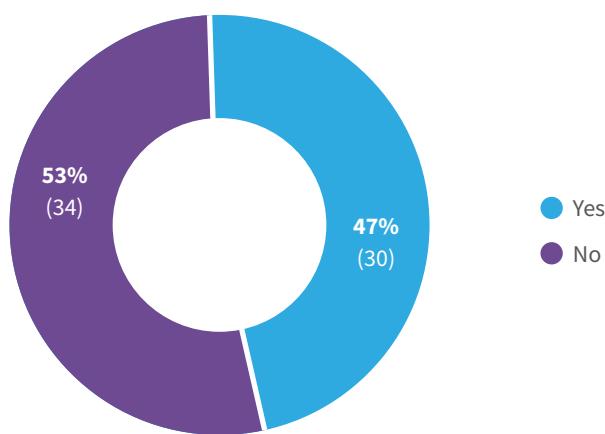
When asked about the sharing of tools that help professionals to identify what resources are available in their prison for use with volunteering activities (organisational, human or/and financial), the responses were more dispersed, namely, 38% (24) stated that sharing tools is a practice that occurs in the prison, while 33% (21) stated that sharing is not a practice that take place in the prison and 30% (19) considered that this issue does not apply to their current context. When asked about the adoption of standards to ensure that Voluntary Service Organisations have clear criteria and procedures by which individual volunteers from the community are selected, informed about their tasks, responsibilities, limits of competence, accountability, and other issues, the majority of participants (39) answered that this is a practice that take place in their prison. In other hand, 47% (30) of participants indicated that they do not have a clear process to carry out a comprehensive prisoners' needs evaluation in terms of volunteering activities.

For a deeper analysis of the prison practices and standards that take place in each of inquired country in terms of volunteering needs, consult Annex C (Graphics C6, C7, C8 and C9).

5.2 Strategic planning of volunteering activities

'Are the volunteering activities designed and built upon prisoner's individual plan for rehabilitation?'

Graphic 13 show that from the total sample (N=64), the majority of prisons surveyed (53%) do not design and build the volunteering activities based on the individual plan for rehabilitation.



Graphic 13 - Are the volunteering activities designed and built upon prisoner's individual plan for rehabilitation

The respondents had the opportunity to share the name of the **tools their prison uses to evaluate the prisoners' needs in terms of volunteering activities**, and to match volunteering activities with prisoners' needs in an open response. Below we list some examples:

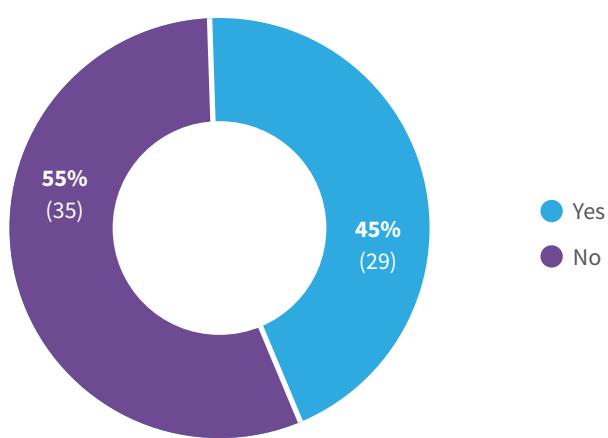
- **Germany:** “Conversations with prisoners, staff and volunteers”; “Each volunteer is carefully selected to allow for harmonious contact.”; Public Notes in the departments with the offer for the volunteers, surveys with the specialist services whether there are needs (e.g. for tutoring, case-by-case assistance)”; “Examination by enforcement department heads (e.g. lack of social contacts, need for help, etc.)”
- **Poland:** “The activities are planned within the Individual Case Plan (diagnosis of correctional officers and psychologists is required)”; “(...) from individual discussions between correctional officers/educators and prisoners”; “Individual Case Plan with listed tasks including taking part in resocialization programmes implemented in cooperation with volunteers.”
- **Portugal:** “Every year, we conduct a diagnosis of the most pressing needs of our prison

universe, based on the articulation with the Volunteering Promoter Organization the activities to be implemented in the prison”; “Evaluation form and individual plan of re-adaptation”; “Interview with prisoners’ formal meetings to assess the possibility of adapting the projects to prisoners”

- **Romania:** “The detainees have different educational, psychological and social assistance needs, recorded in the Individualized Intervention Plan. The activities carried out with the volunteers were based on these needs already identified and on the line of the programs and activities already recommended.”; “The initial and periodic evaluation is performed by the social reintegration specialists and so we identify the needs”.

‘Does the prison have a plan to identify and engage with key civil society organisations/ volunteers?’

From the total sample (N=64), the majority (55%) do not have a plan to identify and engage with essential civil society organisations or volunteers (Graphic 14).



Graphic 14 - Does the prison have a plan to identify and engage with key civil society organisations/ volunteers

The professionals provided some additional information on how they identify and engage with key civil society organisations/ volunteers on an open question:

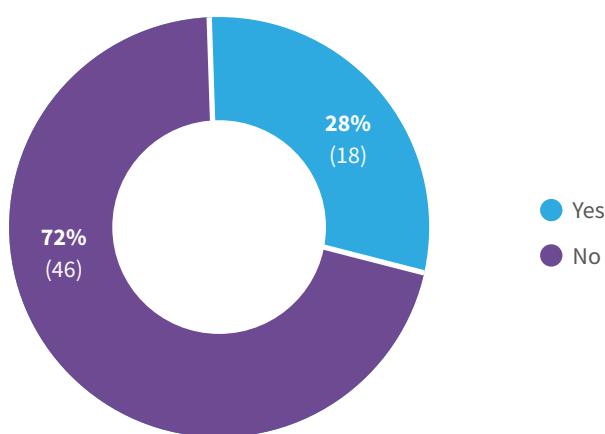
- **Germany:** "Criterion Guide (requirements for a volunteer, criminal record, age, etc.), life experience, personal aptitude and competence, social competence available, teamwork, ability to follow the rules, observance of rules, role model, participation in preparation event”; “Safety verification, compliance with the institution's safety

requirements, readiness and suitability to deal with young offenders and adolescents, reliability”

- **Poland:** “*If there is a need to involve an association, we contact them by phone or email and discuss the details”; “It takes place according to current needs in penitentiary and planned resocialization programmes focused on deficits of prisoners eligible to taking part in.”; “In a closed-type prison (where the security level is high), this is an essential part of working with a convicted person and we try to cooperate with anyone who offers support.”*
- **Portugal:** “*Our volunteers undergo prior selection through the Local Volunteer Bank, depending on the needs and profile we report”; “Existence of protocols with volunteering promoting organizations”; “Entities and organizations of the geographical area of the prison, as well as the areas of residence of prisoners”*
- **Romania:** “*Analysis of current or former partnerships, analysis of accredited / licensed social service providers”; “Collaboration protocols”; “Annual meetings are organized with volunteers, as well as with the representatives of the partner institutions and organizations, which carry out activities in the prison to evaluate the conduct of the development. In these meetings, possibilities to extend collaboration with other organizations are investigated.”*

‘Does the prison arrange an annual offer for volunteering opportunities?’

From the total sample that answered this question (N=64), 72% of respondents stated that the prison **do not** arrange an annual offer for volunteering opportunities (Graphic 15).

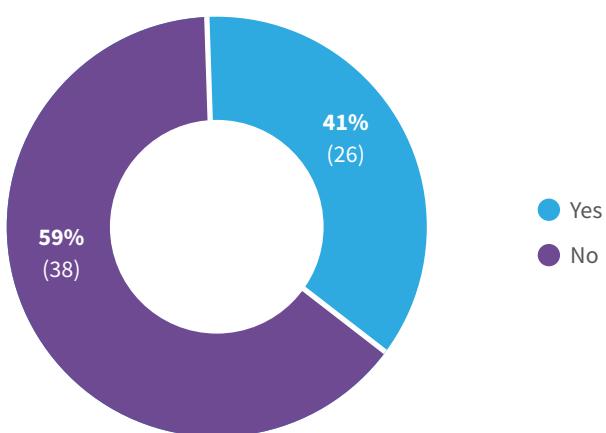


Graphic 15 - Does the prison arrange an annual offer for volunteering opportunities

5.3. Strategic procedures to select Voluntary Service Organisations or/ and Volunteers

‘Is there a comprehensive procedure to select a VSO/volunteers?’

Similar to previous answers, when analysing practices linked to the recruitment process and selection of volunteers or VSOs, 59% (38) of the total sample (N=64) indicated that there is no comprehensive procedure to select a volunteering promoter organisation or volunteers (Graphic 16).



Graphic 16 - Is there a comprehensive procedure to select a VSO/volunteers?

Participants could describe which criteria the prison uses to select a VSO/volunteers in an open response:

- **Germany:** “Leisure needs of the detainees or the prison”; “Organisations: experience, commitment, good support of the volunteers, good instructions for volunteers”; “Criminal record, resume and letter of application (motivation), personal impression, life experience, free of prejudice”; “Survey and interview”.
- **Poland:** “The selection requirements are based on the reputation of the organization, the instruction/recommendation by e.g. universities (Scientific Circle of Creative Social Rehabilitation Educator). One of the criteria is the ability to determine if a person is trustworthy, the legal profile of the person is checked”.
- **Portugal:** “Existence of a promoter and concrete objectives operationalized in the projects, response to the needs of the prison, monitoring and regular evaluation of actions”; “Trust and common sense, revealed over several years of collaboration,



with the technical team that selects the candidates, as well as the positive balance of the intervention of volunteers”; “ (...) training and selection of volunteers with an appropriate profile”.

- **Romania:** “The criteria used by the penitentiary regarding the selection of volunteers can be found in the Decision no. 516/2019 of August 29, 2019 for the approval of the Methodology on the organization and conduct of volunteer activities, carried out by civil society representatives with persons deprived of liberty, issued by the Ministry of Justice, National Administration of Penitentiaries, published in the Official Gazette no. 735 of September 9, 2019”

“Which of the following criteria you consider as the most important criterion for the recruitment, selection and retention of a Voluntary Service Organisation/volunteers?”

- *Voluntary Service Organisation (VSO)*

The survey also explored what prisons considered fundamental when professionals recruit and select the voluntary service organisations. The list of criteria that participants considered included the following: Ability to be proactive, Ability to respect diversity, Areas of volunteering, Availability, Commitment, Communication skills, Competencies /Skills, Motivation, Organisation’s willingness to commit for a long-term partnership, Organisation reputation, Past experience on volunteering and Teamwork spirit. The participant could select multiple criteria.

As it is possible to observe in Table 4, the most important factors identified were: Commitment, Areas of volunteering, Competencies /Skills, Motivation, Ability to respect diversity and Organisation's willingness to commit to a long-term partnership.

Criteria for selection & recruitment of VSO	%	Nº responses
<i>Commitment</i>	22	39
<i>Areas of volunteering</i>	16	28
<i>Competencies /Skills</i>	13	23
<i>Motivation</i>	9	17
<i>Ability to respect diversity</i>	7	13
<i>Organisation's willingness to commit for a long-term partnership</i>	7	13
<i>Past experience on volunteering</i>	6	11
<i>Ability to be proactive</i>	6	10
<i>Organisation reputation</i>	4	8
<i>Communication skills</i>	4	7
<i>Availability</i>	3	6
<i>Teamwork spirit</i>	3	6
Total	100	181

Table 4- Criteria for selection & recruitment of VSO

- *Volunteers*

Like the previous question, the same was asked in terms of selection and recruitment of volunteers. The list of criteria that participants considered included the following: Ability to be proactive, ability to be resilient, ability to respect diversity, Areas of interest, Availability, Commitment, Communication skills, Competencies /Skills, Matched expectation, Motivation, Past experience on volunteering and Teamwork spirit.

The results show that **the most important factors to prison when it comes to recruit and select volunteers are Commitment, Competencies /Skills, Communication skills, Ability to respect diversity and Motivation of the volunteer** (Table 5).

Criteria for selection & recruitment of VSO	%	Nº responses
<i>Commitment</i>	19	34
<i>Competencies /Skills</i>	13	24
<i>Communication skills</i>	11	19
<i>Ability to respect diversity</i>	10	18
<i>Motivation</i>	10	18
<i>Ability to be proactive</i>	7	12
<i>Ability to be resilient</i>	7	12
<i>Availability</i>	7	12
<i>Matched expectation</i>	5	10
<i>Areas of interest</i>	5	9
<i>Past experience on volunteering</i>	3	5
<i>Teamwork spirit</i>	3	5
Total	100	178

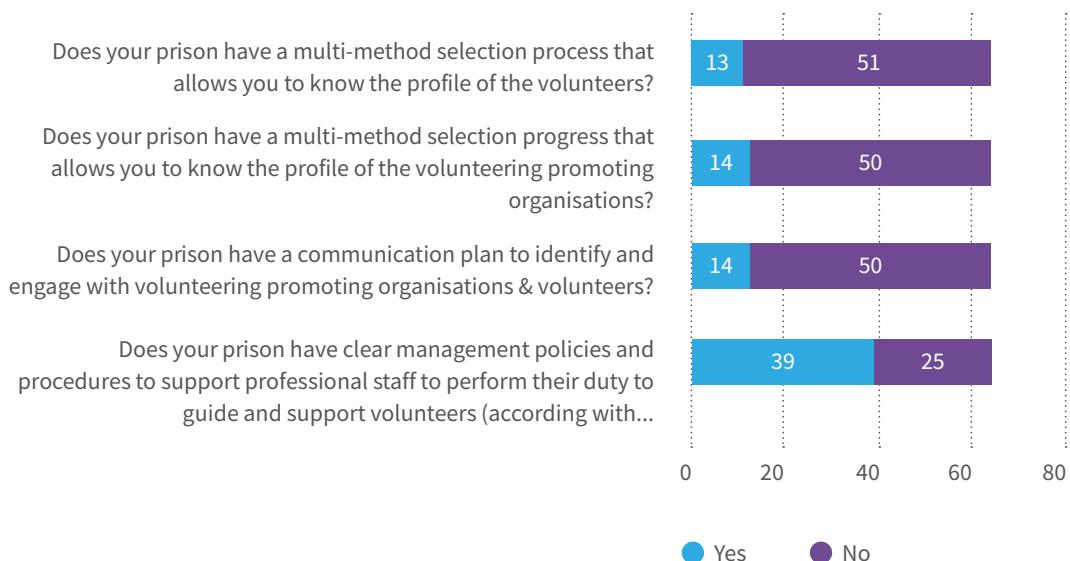
Table 5 - Criteria for selection & recruitment of Volunteers

5.4 Prison Voluntary Service Organisation/ Volunteers engagement & management

In terms of engagement and management processes of prison VSO and volunteers, the survey collected data on whether the prison has the following practices in the management of volunteering activities process:

- clear management policies and procedures to support professional staff to perform their duty to guide and support volunteers (according to pre-established duties appropriate to their skills and interest and within the boundaries of their roles)
- a communication plan to identify and engage with VSO & volunteers
- a multi-method selection process that allows you to know the profile of the voluntary service organisation
- a multi-method selection process that allows you to know the profile of the VSO

The results show (Graphic 17) that the majority of respondents (61%) have clear management policies and procedures to support professional staff to perform their duty to guide and support volunteers. The analysis of the remaining 3 indicators evaluated in this section, show that the majority of the prisons (78%; 78%; 80% respectively) do not have a communication plan to identify and engage with VSO & volunteers, a multi-method selection process that allows them to know the profile of the VSO or a multi-method selection process that allows them to know the profile of the volunteers (Graphic 17).



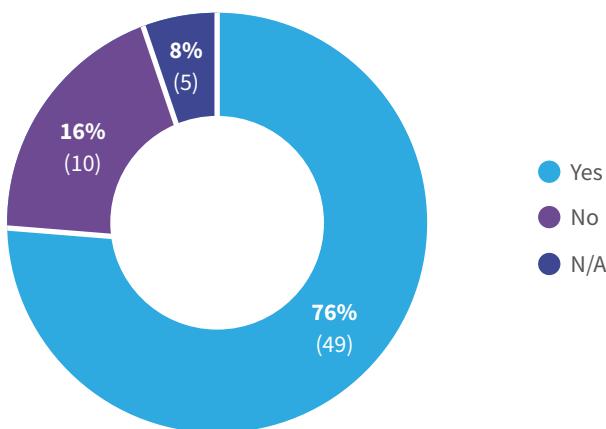
Graphic 17 - Prison Volunteering Organisations/ Volunteers engagement & management

On the topic '**Does your prison have clear management policies and procedures to support professional staff to perform their duty to guide and support volunteers (according with already established duties appropriate to their skills and interest within the boundaries of their roles)**', participants had the opportunity to share some of those policies and procedures, in an open question. Some of their responses are as follows:

- **Germany:** "Guide (Rights and Obligations), Section 181 NJVoLLzG and No. 3 to Section 154 NAV, volunteers' leaflet (revised in a uniform form throughout the country)"; "There is a commitment negotiation, which is agreed with the ministry. That "contract" is signed by both, the volunteer and the prisons contact person.;" "Safety instructions, rights and duties in prison and with the prisoners"

- **Poland:** “According to Regulation of the Prime Minister of 28 December 2016 about the cooperation between stakeholders in the implementation of penalties, criminal measures (...).”
- **Portugal:** “We inform volunteers about how they should work with the prison population and propose the best strategies to motivate them.”; “The prison has a good practice manual in the field of volunteering which is followed through monitoring templates and assessment per session”.
- **Romania:** “An analysis is carried out to highlight the degree of coverage of the need for human and material resources to be involved in social reintegration activities and identify those areas that can be covered by volunteering activities; after the initial training and the preparation of the related documentation, the coordinator of the social reintegration sector appoints representatives from the sector to ensure the coordination, monitoring and evaluation of the activity of the volunteers.”

The survey also asked if the prison ensures that the Voluntary Service Organisation (VSO) has a coordinator and as pictured in Graphic 18, the majority of prisons that responded to this question (76%) ensure that the VSO has a coordinator.



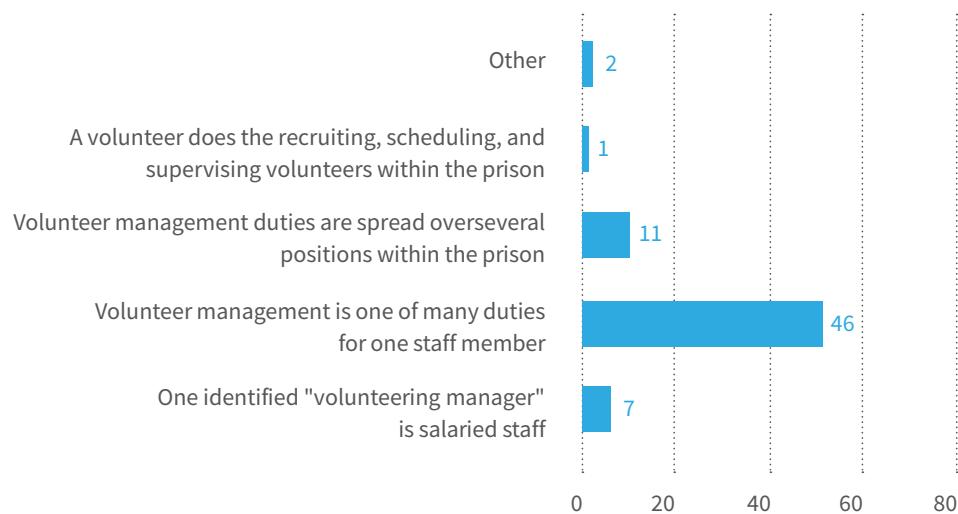
Graphic 18 - Does your prison ensure that the VSO has a coordinator

‘How does your prison coordinate VSO/volunteers & How would you describe your prison current volunteer management policies and procedures?’

In this section we explored the way prisons coordinate VSOs or volunteers. As it is clear from Graphic 19, the majority of those who responded (46) out of the total sample (N=64)

indicated that '**volunteer management is one of many duties for one staff member**'.

When asked about the current volunteer management policies and procedures, 27 out of the total sample (N=64) stated that the prison they work in struggles in some areas but is able to meet basic needs. On the other hand, 18 respondents stated that the prison they work in has clear volunteering policies and procedures and is able to effectively recruit, engage, manage, and retain VSOs/volunteers as needed to achieve their mission (Graphic 20).



Graphic 19 - How does your prison coordinate VSOs/ volunteers



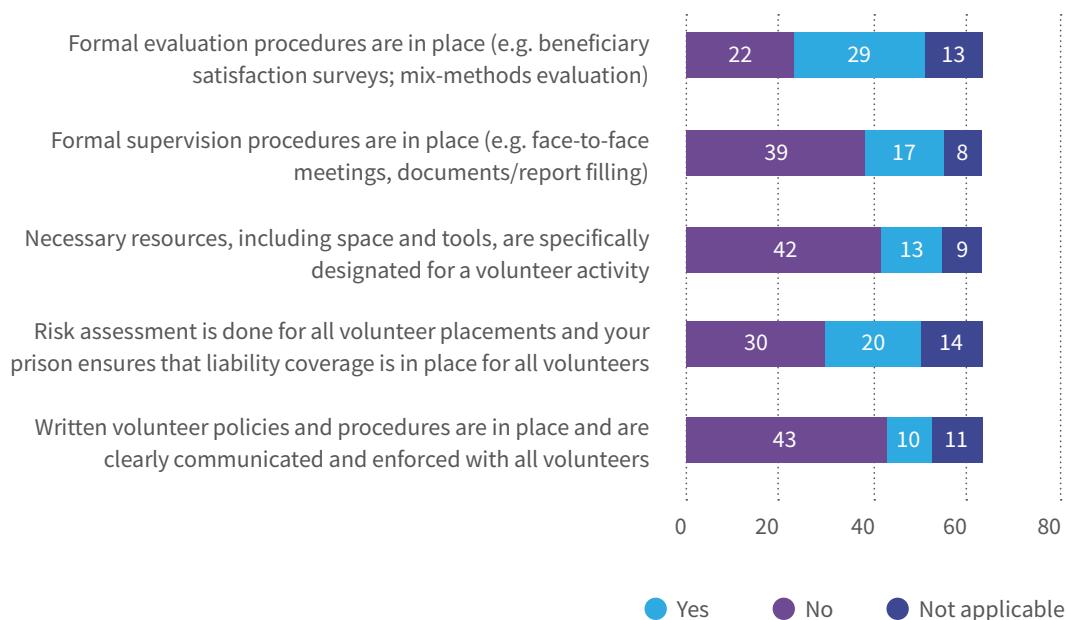
Graphic 20 - How would you describe your prison current volunteer management policies and procedures

When asked how their prison's current volunteer management policies and procedures could be described, the respondents had the opportunity to provide more insight in an open response. Some of the descriptions of procedures as well as some of the issues faced by prisons are listed below:

- **Belgium:** "Volunteering is not a federal competence and is organized by federated entities which have an equivalent status at the federal level; so that even if we merge or dialogue, we have no regulatory / organizational competence".
- **Germany:** "There is a good practice, close cooperation has proved its worth and is constantly improving"; "The tasks of volunteering have been delegated to me as a staff member, as self-responsible and designated coordinator for volunteers. I keep the needs and goals in mind"; "There are rules, but they are not fixed in such a way that they are always clear"
- **Poland:** "There is no doubt that many issues need to be systematized and clarified. Important things happen but they are organized in a spontaneous way, which is an advantage as well as an obstacle."
- **Portugal:** "Lack of human and technical resources": "(...) since insurance for volunteers became obligatory, the number of volunteers has decreased"; "It is through the actions of volunteering that we respond to some basic needs of the reclusive population. There is no culture of volunteerism"; "Staff knows the volunteer programs, being targeted for dissemination until registration of interested"

'Which of the following practices/standards take place within your prison?'

The survey also explored practices and standards within the prisons in terms of VSO and volunteers' engagement and management process. As can be seen in Graphic 21, 43 (67%) of respondents do not have written volunteer policies and procedures that are in place and are clearly communicated and enforced with all volunteers; as well as 42 (66%); do not have the necessary resources, including space and tools specifically designated for a volunteer activity; the same tendency can be seen in informal supervision procedures (e.g. face-to-face meetings, documents/report filling), where 39 respondents (61%) indicated not following this practice. Similarly, 30 participants (47%) said they do not have a risk assessment for all volunteer placements which would ensure that liability coverage is in place for all volunteers. On the other hand, 29 respondents (45%) indicated having formal evaluation procedures (e.g. beneficiary satisfaction surveys; mix-methods evaluation).



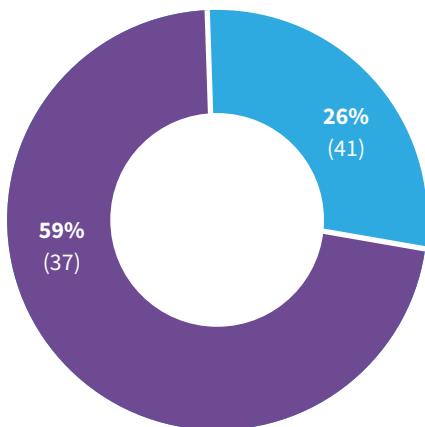
Graphic 21 - Practices/standards take place within the prison

SECTION III - Volunteer's profile and training needs

6. Volunteer's profile

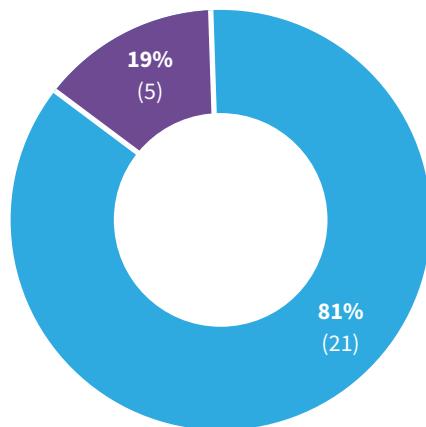
When analysing the existence of a volunteer profile, the results show that 59% out of 63 participants do not have a volunteer profile to support their work with volunteers and VSOs (Graphic 22). To explore in more depth these answers see Annex C (Graphic C10) where the data by country are displayed.

The findings also show that the majority (81%) of responses (N=26) the profile is aligned with the prisoner's process of rehabilitation (Graphic 23).



● Yes
● No

Graphic 22 - Does your prison have a volunteer profile



● Yes
● No

Graphic 23 - Volunteer profile by country

The participants were also asked to describe what characteristics the prison includes in their volunteer profile. Some examples of these characteristics are shown below:

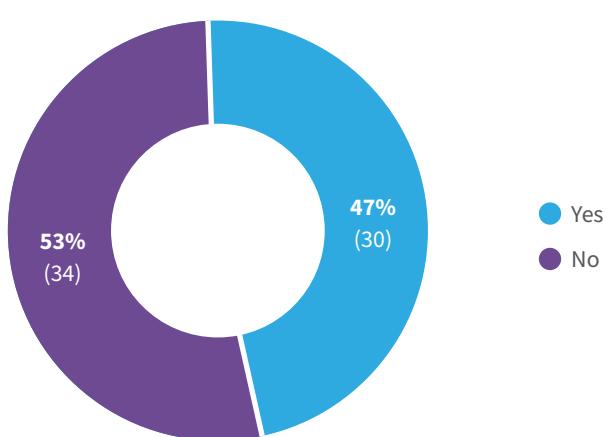
- **Germany:** "Of adult age, interest in human beings, free from prejudice, acceptance of the special rules in the execution of a sentence, lack of criminal record, preservation of proximity-distance, critical self-reflection of one's own motives"; "Social competence, experience, competence, personal aptitude, team/agreeable"; "No criminal record, empathy, motivation"
- **Poland:** "This is legal profile based on article 38 of The Executive Penal Code and the Regulation of the Prime Minister of 28 December 2016 about the cooperation between stakeholders in the implementation of penalties, criminal measures (...)."
- **Portugal:** "Sense of responsibility, commitment, resilience, communication skills, honesty, values"; "Availability, commitment and technical skills"; "Empathy, Understanding and Institutional Framework"; "Specific training in areas evaluated as useful, availability, commitment and good teamwork skills"; "(...) resilience, knowledge of the characteristics of the institution and the group"; "Qualification, training, motivation, integrated project that meets needs".

- **Romania:** “Area of expertise, communication skills, motivation, available material resources”; “Their abilities to be proactive, engaged in this endeavor, their availability and the flexibility of their schedule, but also their willingness to engage in a long-term partnership. Preferably students or graduates of socio-human faculties and law, with good communication and coping skills in tense situations”; “Competences and abilities proven by study documents, diplomas, certifications; previous experience (professional and/or volunteering); availability and motivation for activities; flexibility in thinking and approach to working with detainees”

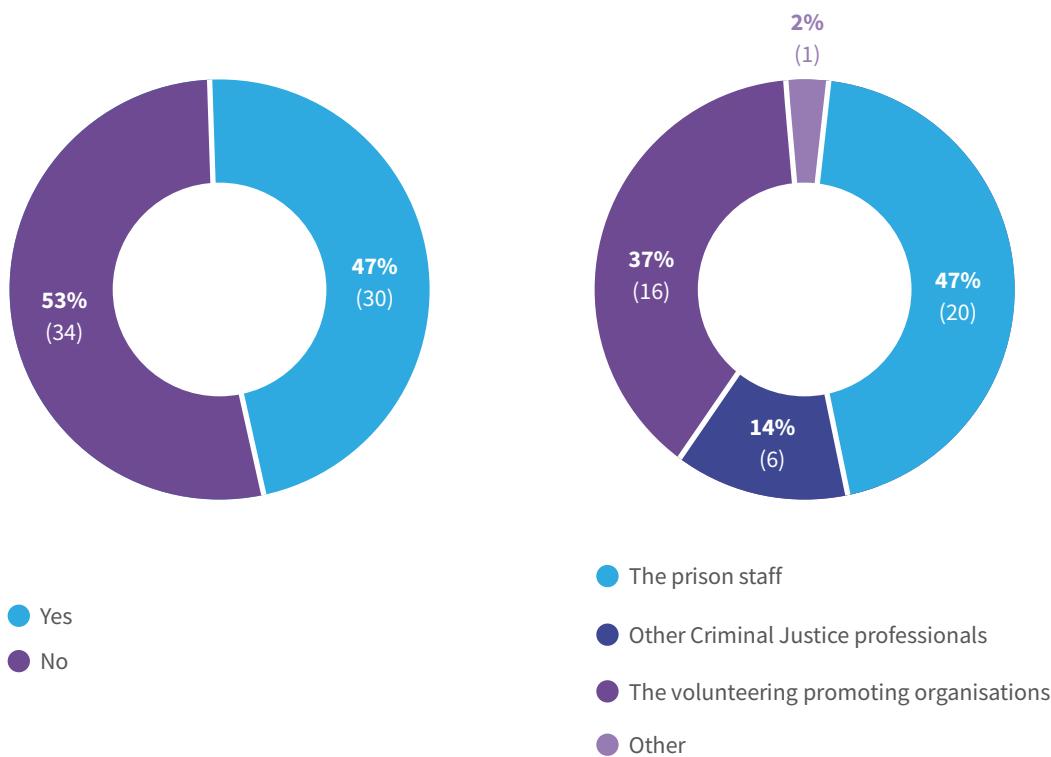
7. Volunteer’s training needs

‘Do the volunteers receive any training?’

In terms of training provided to the volunteers, the results do not show big differences, although it must be mentioned that **53% of prisons stated that volunteers do not receive training** (Graphic 24). The participants had the opportunity to indicate who provides training to the prison’s volunteers. As can be seen in Graphic 25, in 47% of cases it’s the prison staff that provides the training, followed by the VSOs (37%). Also, a big portion of prisons (77%) do not have a specific training programme to offer to VSO or volunteers that work in the prison setting (Graphic 26).

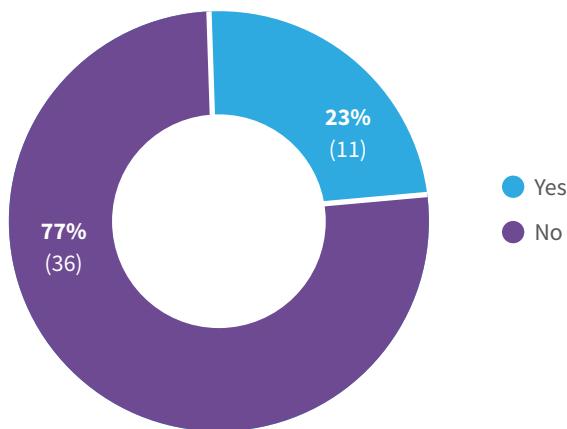


Graphic 24 - Do the volunteers receive any training?



Graphic 24 - Do the volunteers receive any training?

Graphic 25 - Who provides training to the prison's volunteers?



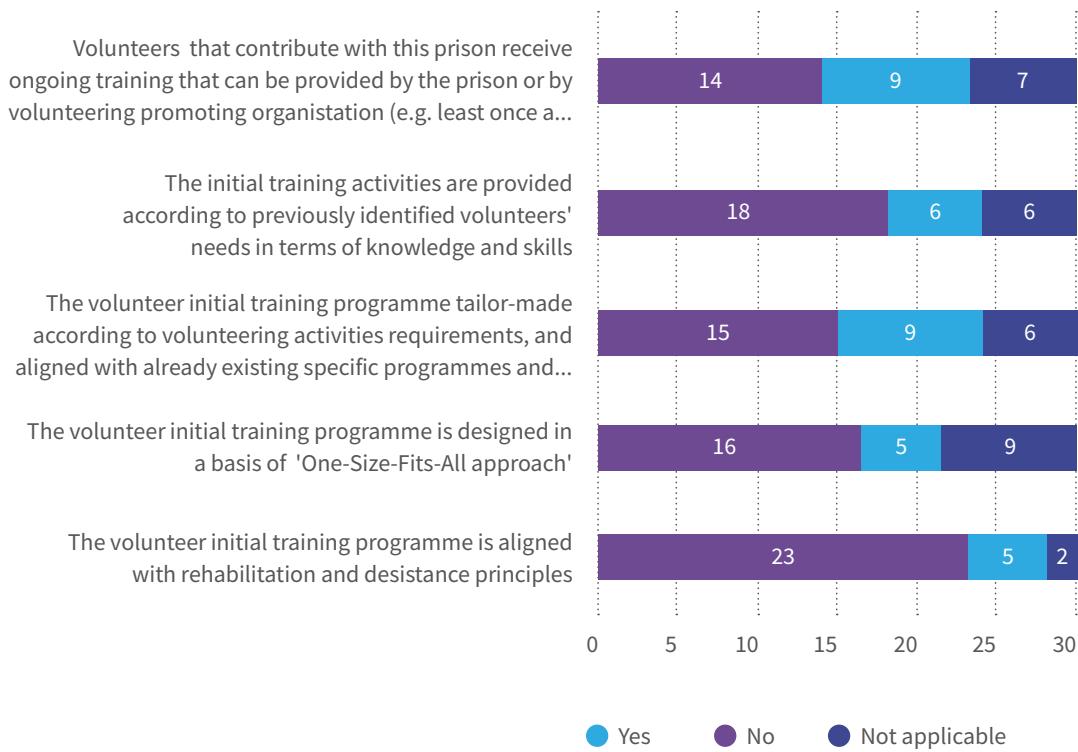
Graphic 26 - Does your prison have a specific programme to offer to VSOs/volunteers?

'How frequently do the practices, standards and other forms of training?'

The results referring to the existing practices and standards associated to the training activities and its adaptation to train volunteers, depicted in Graphic 27, show that 23

(77% of prisons that answered this question (N=30), stated that the volunteer initial training programme is not aligned with rehabilitation and desistance principles.

Also, the data shows that almost 50% of the prisons answering to this question (14) reported that volunteers do not receive ongoing training. When asked about the capacity of offering tailor-made training content to the volunteers (according to their needs in terms of knowledge and skills), more than 60% of the respondents (18) reported that NO – the training programmes are not tailor-made. Also, 47% answered that volunteers contributing to prisons do not receive ongoing training provided either by the prison or by voluntary service organisations (e.g.: at least once a year).



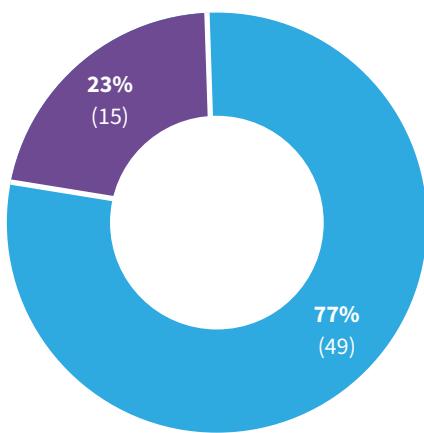
Graphic 27 - Practices, standards and other forms of training activities adopted by this prison to train volunteers incorporate the following principles

SECTION IV - Volunteer manager's profile and training needs

8. Volunteer manager's

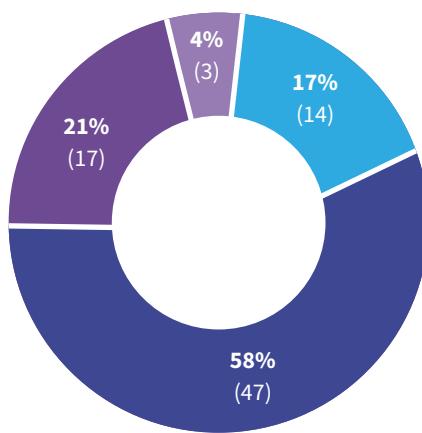
'In this prison, a specific individual has been designated as the volunteer coordinator'

The survey also explored the volunteer manager's profile. Results show that 77% (49) of questioned prisons have a volunteer coordinator (Graphic 28). From the 49 respondents that indicated having a volunteer coordinator, 47 stated that the functions of the volunteer coordinator in the prison mainly focuses on volunteer management, such as volunteer engagement, monitoring and evaluation (Graphic 29). Note that in the question depicted in Graphic 29, the respondents had the possibility of choosing more than one option. To analyse the existence of volunteer coordinators by country see Annex C (Graphic C11).



- Yes
- No

Graphic 28 - Existence of a volunteer coordinator



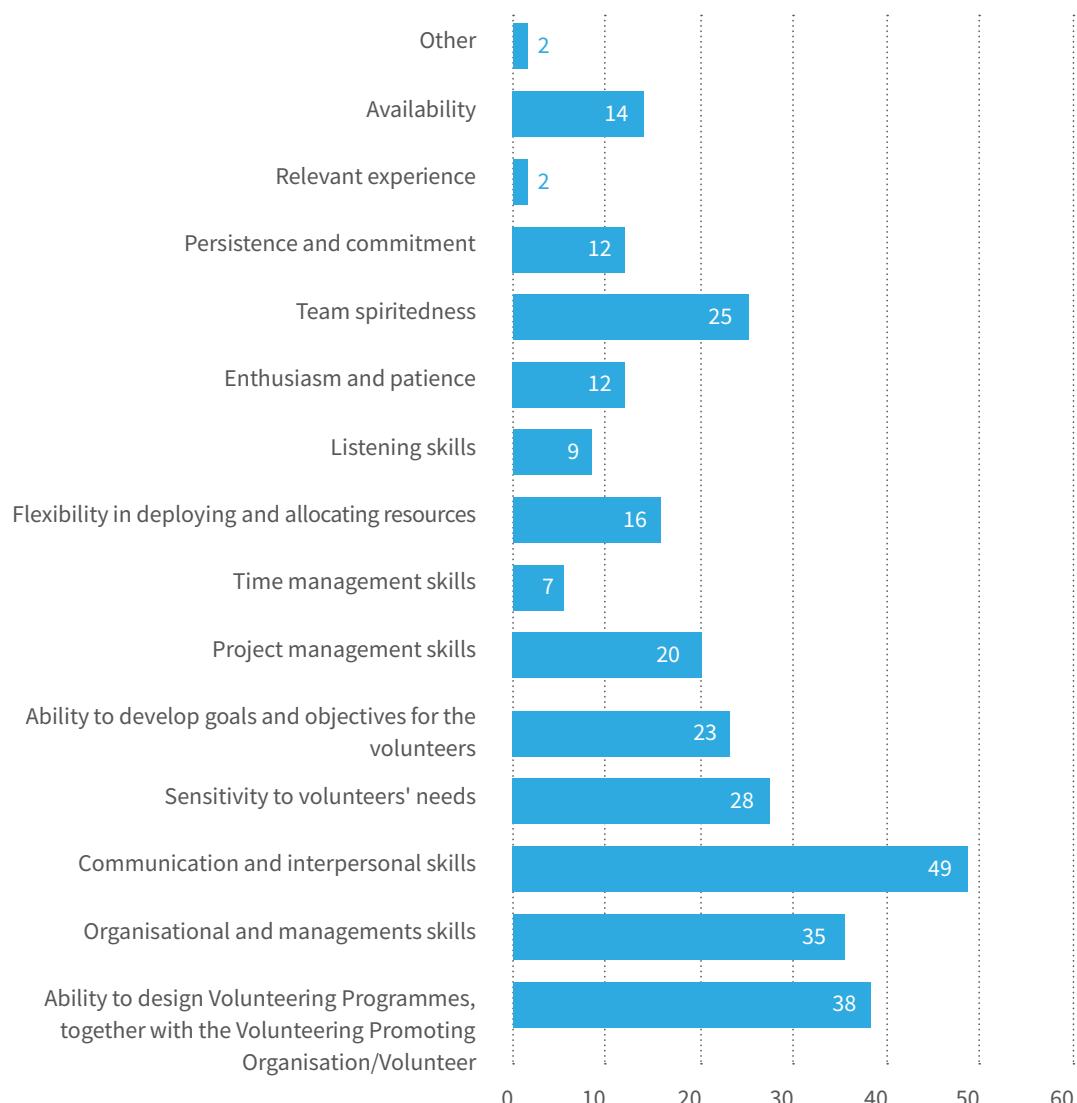
- Volunteer recruitment
- Volunteer management (volunteer engagement; monitoring; evaluation...)
- Volunteer training
- Other

Graphic 29 - Which roles the volunteer coordinator performs?

9. Volunteer manager's training needs

'Which criteria do you assess as important to select a volunteer coordinator? Please, choose the 5 (five) most relevant, in your opinion.'

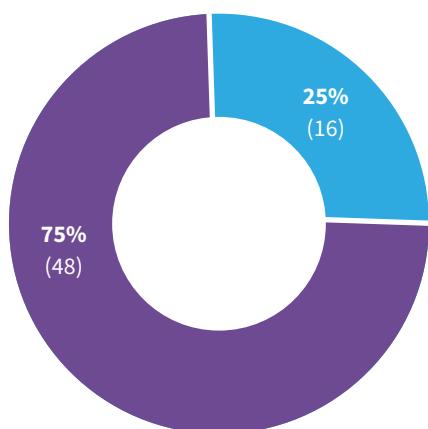
The criteria that the prison professionals participating in this study considered to be more important to select a volunteer coordinator are depicted in Graphic 30, where we can see the **top 5 key factors in selecting a coordinator are: Communication and interpersonal skills (N=49), Ability to design Volunteering Programmes, together with the VSO/Volunteer (N=38), Organizational and management skills (N=35), Sensitivity to volunteers' needs (N=28) and Team spiritedness (N=25).**



Graphic 30 - Key factors in selecting a volunteer coordinator

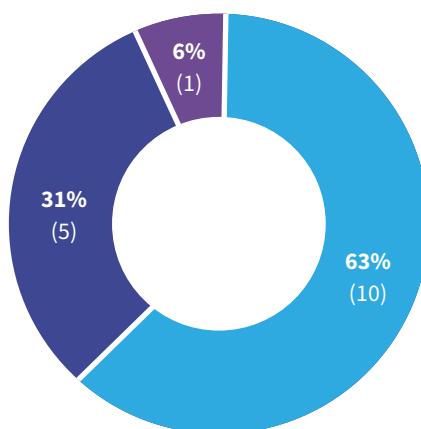
'Does the volunteer coordinator receive any training?'

The findings also suggest that **in 75% of prisons which responded, the volunteer coordinators do not receive any training**. In cases where training is provided to the coordinators (N=16), it is mostly provided by other CJS professionals (10) (Graphic 31 and Graphic 32) and in a classroom context (Graphic 33).



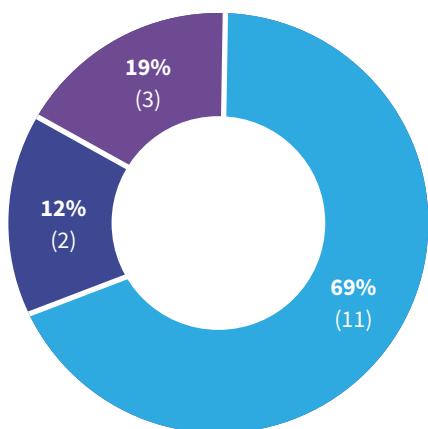
- Yes
- No

Graphic 31 - Does the volunteer coordinator receive any training?



- Classroom
- eLearning
- Other

Graphic 32 - Who provides training to the volunteer coordinator

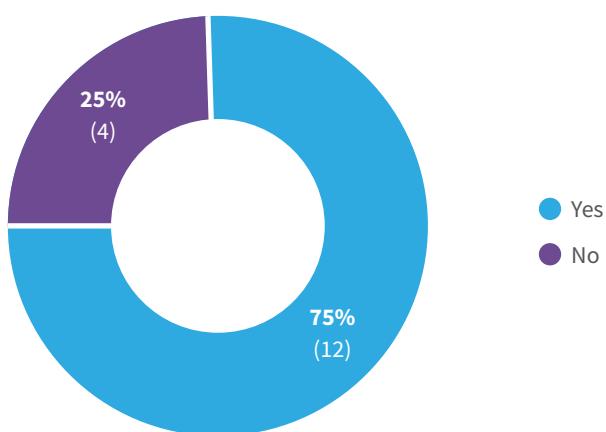


- Other Criminal Justice professionals
- The volunteering promoting organisation
- Other

Graphic 33 - Format that the training is conducted

'Does the training follow a specific programme/guide?'

The findings show that the 12 of the total respondents in this question (N=16), follow a specific programme or guide during training (Graphic 34). Some of the examples of the guides used during training given by the inquiry are listed below:



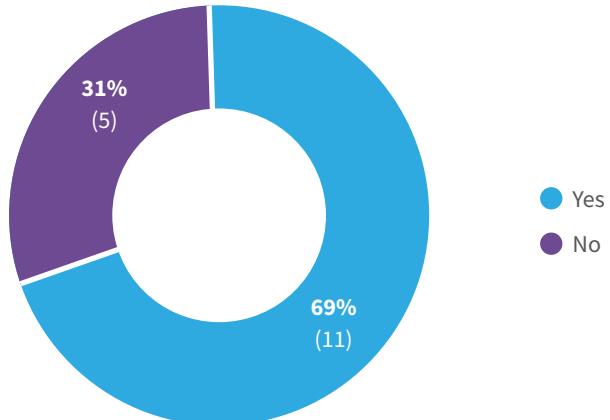
Graphic 34 - Existence of specific program/guide for training

'Do volunteer coordinator implement a good practices manual/ a handbook to guide and support him/her when performing volunteer management?'

Graphic 35 suggests that 16 respondents indicate that volunteer coordinators implement good practice handbooks or manuals to guide and support them in their volunteer coordination responsibilities. Participants gave some examples of the good practices' manuals/ handbooks used by volunteer coordinators:

- **Portugal (N=5):** Manual of Management of Volunteering in prison context provided by DGRSP¹
- **Romania (N=1):** "The methodology regarding the organization and development of volunteer activities carried out by representatives of civil society with individuals deprived of liberty in custody of National Administration of penitentiaries- approved by decision of general director to the National Administration of penitentiaries"

¹ DGRSP is the Portuguese Directorate-General for Reintegration and Prison Services and is the entity responsible for criminal prevention, execution of sentences, social reintegration and management of the prison systems.



Graphic 35 - Implementation of a good practices manual to guide and support volunteer coordinator

Key Findings

The VOLPRIS partnership undertook this research precisely because the issue of whether, how and why prisons in Europe engage with volunteers is not yet fully understood, and yet these questions impact greatly upon the kind of training a volunteer coordinator would require. We were aware that this exploratory qualitative and quantitative research into prison volunteering in this report would not provide conclusive results for VOLPRIS partner countries. However, through review of the (sparse) literature, and implementation of a well-honed survey directed at targeted practitioners, we now have a sharper understanding of the existing barriers to Prisons and VSO collaboration, and so preliminary formulations of key performance indicators for effective collaboration. This key finding section highlights which data from this survey has helped us to better understand each partners' needs:

Prison staff, volunteers and VSOs need training

From a wide range of factors which support successful prison volunteering activities, our 79 experts gave the **clear response that “specific and adequate training” is most important to make a project successful.** We know from other unique volunteering settings that training all those involved – from criminal justice leadership to front line staff to volunteers and VSOs – on the needs of volunteers would enable a holistic approach, with joint goals and increased understanding and trust between agencies. However, when we asked those respondents who already have volunteering activities who in their prison is receiving (any) training about 70% of the respondents stated that no training is provided at all or only for the volunteers/volunteering promoting organizations. 10 out of 12 participants working in prisons that do not have volunteer activities state that they will need support to know how to implement such activities. The areas in which the help was specified as most needed were “train volunteers” and “train managers responsible for the volunteering activities”.

Key finding: *A lack of training on the needs of volunteers, both for prison staff and for volunteers/VSOs. Providing this training would bring about more successful implementation of volunteering activities in prisons and would encourage the development of new initiatives.*



Valuing volunteers and volunteering activities, and promoting communication between prison staff and volunteers

As well as training, respondents also highlighted that “**recognition of the value of volunteers and volunteer projects**” was key to the success of projects involving volunteers. But what does it mean to value a volunteer or volunteering project which supports people with complex needs in an incarceration environment? Part of this answer is uncovered in responses as to whether prison leadership, administration and front line colleagues are aware of the contribution which volunteers make to accomplish the prisons’ mission, build capacity and contribute to prisoners’ wellbeing’. Later on, respondents highlight the importance of knowing how to evaluate both the needs of prisoners and the effectiveness of the programme once implemented, both of which could provide evidence to promote awareness. 4 out of 5 respondents were positive about their prison colleagues’ attitude to volunteering, but others acknowledged that it is often left to front line staff to bear the additional workload that managing volunteers and coordinating volunteering activities can bring. This can lead to volunteering activities being overlooked at best, viewed as disruptive to the daily regime at worst. Elsewhere, respondents highlighted that as well as training in prison protocols, an effective, professional chain of communication between staff and volunteers can positively influence the attitudes of both parties to one another, and so the outcomes for the beneficiaries. Correspondingly, respondents assessed “Communication and interpersonal skills” as the most important criteria to select a volunteer coordinator.

Key finding: Evidence and training about the contribution a community connection can have on prisoners’ reintegration prospects is scarce, contributing to a lack of understanding about how the rehabilitative mission of prison connects with and supports the activities of volunteers and volunteer projects. As well as assessment and evaluation skills to build evidence, improving communication between agencies and their staff is part of the picture of recognising value in volunteering.

Evidence of a nascent culture of volunteering in prison, but not necessarily tailored to prisoners' successful reintegration

In the majority of the 81% of prisons which already engage with volunteers, there are 5 or fewer volunteers, working in activities that have existed for 10 or more years. This seems

to indicate that the growth of volunteering culture between prisons and VSOs is somehow stifled: only 11% of new volunteer experience came from the last 5 years. VOLPRIS respondents show the wide range of programmes and services which volunteers provide in their prisons, with 'Development of social and personal capabilities' (15%), 'Community links' (13%), 'Arts and Cultural activities' (13%), 'Wellbeing (sports; art; meditation; yoga...)' (12%) most frequently occurring. However, they also indicated a disconnect between volunteering activities how these programmes came to be implemented and a prisoners' individual sentence plan tailored to their successful reintegration: 47% do not have a clear process to carry out a comprehensive prisoners' needs evaluation in terms of volunteering activities, and majority of prisons surveyed (53%) do not design and build the volunteering activities based on the individual plan for rehabilitation. Given what we now know about the lack of training and positive appreciation of volunteering, we could conclude that prisons and prison staff are unable to create and offer projects that provide more for the individual's rehabilitation, potentially because no trained staff is available to do so.

Key finding: *Given that respondents highlight the importance of the alignment of rehabilitative mission and volunteering activity, and against the backdrop of a general lack of training, active connections with the community are generally being supported, but these activities are not necessarily expanding and may not necessarily be meeting the complex reintegration needs of prisoners.*

Developing a strategic, collaborative approach to volunteering activities which respond to clear reintegration objectives

The majority of respondents rely here on their experience to identify and select providers, and on the reputation of the VSO. 55% of respondents do not have a plan to identify and engage with VSOs or volunteers, 72% said there is no annual plan to engage VSOs and 59% said there was no comprehensive procedure to select a VSO or volunteers. Those recruitment and selection criteria which respondents considered the most important were clear: Commitment, competencies /skills in a specific area of volunteering, communication skills, motivation and the ability to respect diversity.

Key finding: *Once the needs of prisoners have been assessed, and a responsive volunteering programme has been outlined whose value has been endorsed by*

*the whole prison, we found a need for a **clear strategy for multi-agency work to achieve transparent and reintegration-relevant objectives**. This will make the identification and selection of volunteer service providers more effective and efficient.*

Having dedicated volunteer services personnel, training and policies for volunteering could save time and promote professionalism

(78%) of respondents ensure that the VSO has a coordinator. Nevertheless, some weaknesses could be addressed which would both support volunteers and promote a professional profile of volunteers with prison staff. Despite the complex environment of the prison regime and complex needs of the prisoners, less than half of respondents state that there is a training for volunteers. (67%) of respondents said they do not have written volunteer policies and procedures that are in place and are clearly communicated and enforced with all volunteers. Considering too, that almost half of the prisons working with volunteers do not have a clear volunteer profile to work with, we can see how training and procedures such as profiling could provide substantial support for the volunteer managers and save them from time-consuming case-by-case examination. Additionally, time-saving, 75% of those who train volunteers follow a specific guide during volunteer training.

In 46 out of 64 of the cases, being the volunteer manager is one of many duties of staff members. Suitable training for staff members is only provided in about 30% of the cases, but key elements to this role would be: Communication and interpersonal skills (N=49), Ability to design Volunteering Programmes in collaboration with the VSO/Volunteer (N=38), , Organizational and management skills (N=35), and sensitivity to volunteers' needs (N=28). 14 out of 23 prisons provide such training to case managers/ specialist staff. Only 3 provide it to all staff and 6 to a specific volunteer coordinator. Even where respondents stated that volunteer work is highly valued, the majority of projects face inadequate training, both for the coordinator and the volunteers. In addition, with managing volunteers just one of many tasks, time and resources of many coordinators may be drained on other duties.

Key finding: *In order to grow volunteering activities to respond to identified prisoner needs, **dedicated coordination staff must be given the training and resources** to put in place policies and procedures, and to provide training to volunteers themselves as well as to colleagues.*



Recommendations

VOLPRIS's research was exploratory, and the situation within partner countries differs as much as the circumstances under which volunteer work is provided in the institutions which participated in our survey. These recommendations are therefore at best advisory, with the underlying suggestion that further research be undertaken, particularly against the backdrop of the immense upheaval the COVID-19 pandemic has brought to both the prison and the volunteer service sectors.

The VOLPRIS partnership sees this as an opportunity for change. The following recommendations on volunteering activities to prison administrations not only aim to inform the following project activities, but crucially to sensitize European Member States to the need to invest in the qualification of volunteering management in prisons and to use cross-border activities as a catalyst for the exchange of volunteering practices which actively promote successful reintegration on release from European prisons.

The VOLPRIS partners recommend:



- 1. Promote more research to highlight the diversity of volunteering activities in the prison context and evidence their impact on reintegration needs.*** VOLPRIS's research clearly shows the long history of promoting the contact between both prisoners and volunteers, and the management of volunteers as one part of the prisons staff's daily work. These volunteering activities differ from prison to prison, as do management practices. This research only provides a non-representative snapshot of 79 prisons' management practices and needs in terms of volunteering activities, but gives a taste of what we could learn from practices in the partner countries. We urge investment in research studies to better define, understand and evidence the impact of volunteering activities in prison settings (including volunteering with specific groups such as female prisoners, young people in prison and volunteering to connect with particular racial and ethnic groups).



2. Keeping the prison voluntary sector on the European Agenda.

Prison administrations and staff themselves have told us that volunteers play a pivotal role in accomplishing their rehabilitative mission, building capacity and contributing to prisoners' wellbeing. Nonetheless, this research shows that volunteering activities is not a priority for the prison administrations. Maybe this occurs because prisons are unique work environments in both context and purpose: they are complex to manage, with very limited resources and often regarded as a working environment that holds little prestige in our society. Receiving and managing volunteering activities can be viewed by prison staff as an additional work. VOLPRIS recommends that European Programmes further support prison voluntary activities by creating more funds, defining concrete prison volunteering policies linked to measurable reintegration goals which create safer communities, and by providing more resources to value – and communicate the value of – volunteering in the prison context. These actions would both contribute to a constructive environment inside prisons, and contribute to value and recognise the role of volunteering activities in the prison context (respecting diversity and local/ national contexts).



3. Set up European Recommendations related to volunteering practices in prisons and community sanctions and measures.

Although it is important to respect diversity in each prison practices to manage volunteering activities, the European project aims to achieve a greater unity between its members, and to increase international co-operation and the attendant high standards in the field of criminal justice. VOLPRIS strongly recommend that the Council of Europe defines some common guidelines to help prisons with written, local volunteer policies and procedures related to volunteering activities, aligned with European standards, the objectives of our justice systems and the social and economic reintegration of sentenced persons.



4. Awareness campaigns for what prison volunteering achieves and the added value this gives. Increasing prison staff, volunteers, volunteering activities coordinators/ managers and the whole society in the role and value of volunteers in the Criminal Justice Systems is a vital contribution increase the expression of the society's solidarity and European values in prison settings. These can be achieved by, *inter alia*, investment on impact evaluation studies to capture the volunteering programmes' results, campaigns on social media, public events, online networking activities.



5. Training those that manage volunteers matters! Whatever the local context, some basic training content is common to both volunteering coordinators and volunteers managers. These professionals are responsible for ensuring the good volunteering activities' performance in prisons. According to the research results, some common and basic contents are important: 'Communication and interpersonal skills', 'Ability to design Volunteering Programmes, together with the Volunteer Service Organisation/Volunteer', 'Organizational and management skills', 'Sensitivity to volunteers' needs' and 'Team spiritedness'. VOLPRIS training programme will include key-content to develop on the volunteering coordinators these five main competences. It is Recommended that these 5 key-topic should be included as a mandatory part of any training curricula that is delivered to prepare those selected to manage both volunteers and volunteering activities in the prison context.



6. Relationships matter! Through knowledge sharing, appreciation and communication, create the means to improve the quality of the relationships between all prison staff and volunteers. In addition to sufficient working hours to manage the volunteers, prison staff need to be aware of what it is that volunteers actually do in their prison, and why those activities matter. All staff should be trained to be able to meet known challenges, which could mean addressing a variety of different tasks. Starting with the rules for volunteers' engagement, these challenges could include creating instruments to screen the institutions and the prisoners' needs, identifying and engaging with organisations who can satisfy these needs and ensuring the quality of those activities before, during and after implementation. That requires training. Not only initial training or the training that come in some professions with general studies. But training that enables staff-members to stay on top of ever more effective ways to address reintegration, and even to pass on these working methods to volunteers. Always bear in mind that working with volunteers and VSOs might be an additional duty to the internal needs of the prison.



7. Promote quality in prison volunteering activity through the development of volunteering programmes that are aligned with a prisoners' reintegration needs. That gives the institutions the task to design volunteering programmes that are very specific to the topic of building and establishing suitable activities with the best results for prison rehabilitation programmes and the broader socio-economic reintegration of the prisoners. VOLPRIS recommends that prison volunteering programmes should be evidence-based and designed to prove their impact, so that prisons can assess and prioritise activities which correlate positively with lower recidivism and safer communities. For this to be effective and efficient, volunteer managers must be trained in how to evaluate impact and to report evidence.



8. Improve conditions for volunteering activities. For more effective volunteering activities, basic working conditions in prisons need to be improved. Prisons need to create clear structures when it comes to volunteer profiles, legal framework and the individual needs of both the institution and the person deprived of their liberty. These structures need to tailor to local conditions and specific groups and in awareness of their own situation. In many cases that will mean investing in work capacity and working time. VOLPRIS recommends that volunteering coordination be considered a full-time job and not one of many duties for one staff member to juggle.



9. Promote cross-border mobility of prison volunteering coordinators/ managers, and prison volunteers. The basic reintegration aims of Europe's justice systems are the same, as are baseline training needs for volunteer coordinators and for volunteers themselves. Sharing cross-border knowledge and networks can be pivotal to reinforce the execution of the European Recommendations related to volunteering practices in prisons and community sanctions and measures. Sharing best practice and experience can also help save valuable resources.



10. Continue to invest in the recognition of the prison volunteers' role. result of the previous Justice Involving Volunteers in Europe (JIVE) project results. VOLPRIS partners urge continued investment in the recognition of the prison volunteers' role as an expression of society's solidarity and of European values in prison settings. Society should know how we all benefit from a prison volunteers' contribution to safer communities, where volunteers provide support to prisoners to integrate back into their communities and the part that we all have to play in the successful social and economic inclusion. VOLPRIS recommends that each Member State recognise the need for investment in the recruitment, training, management, qualification, and value of Volunteer Service Organisations that deliver volunteering activities in the Criminal Justice Systems.



11. Ensuring citizens access to information about opportunities for volunteering in prison settings. Prison volunteering is still a mysterious world. VOLPRIS partners are developing an online platform to facilitate the exchange of practices on prison volunteering activities between European Member States. VOLPRIS recommends that each local prison and Volunteer Service Organisations begin a network and organise themselves, in order to facilitate the establishment of national databases on volunteer activities, opportunities and needs in the prison context. We further recommend them to pursue collaboration with civil society organisations (e.g. Universities, NGOs), media, state and volunteering umbrella organisations. Also, they should strongly invest in awareness campaigns across other volunteering platforms, in schools, on social media and/or other channels that will guarantee people see what prison volunteers actually do, and what that matters (also ensuring that information is accessible to disadvantaged segments of the population).

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Appendices

Appendice A - Volunteering Needs Screening Tool

Registration Form

Purpose of the survey

Volunteers are people from diverse groups undertaking tasks in conditions meeting principles of a person's own free-will, choice and motivation, and without seeking financial gain. It is in a journey of solidarity towards human, social and environment needs and concerns (P.A.V.E., 2011). Involving community members in the prison environment can introduce opportunities for social participation, reinforce social ties and has the potential to enhance the rehabilitative efforts conducted by prison services to prepare convicted persons return to society. Nevertheless, prisons and organisations who guide and support volunteers often lack of the necessary information, resources and tools to support and value volunteers or to carry out a prison screening process to identify volunteering needs.

VolPris is a three-year partnership, funded by the Erasmus+ Programme, whose main goal is to invest in the qualification of volunteering management in prison settings, to support effective volunteering and build skills and competences in this

crucial field. The project is being implemented in Germany, Belgium, Poland, Portugal and Romania.

This survey into the needs of volunteering programmes is the first action of the project. With this baseline information, we will be able to better guide prison units to quickly and effectively diagnose their status regarding volunteering programs and needs.

The results of this survey will be used as a reference to develop a report containing a partnering countries' overview on prison systems volunteering practices. What we find out will help us to develop a Volunteering Managers Profile, a Training Course for Prisons Volunteering Managers, Minimum Requirements for Volunteering Programs in CJS, and contribute to our European platform on volunteering practices, knowledge, and experiences exchange in CJS (www.volpris.eu).

For the accuracy purposes, it is advisable that someone qualified complete the answers even if it should be guided by the respective team. We kindly request that you devote the necessary time and strongly consider the importance of filling the questionnaire as a teamwork activity.

Your prison's participation is voluntary and all responses from across the country partners will be compiled together (per country) and analysed as a group.

If you have any questions or concerns, please contact Ms Rita Lourenço – rita.alves@aproximar.pt.

Your prison's response is very important to this questionnaire. If you decide to complete and return the questionnaire to VOLPRIS.EU partnership, you will help us investing in the qualification of volunteering in prison settings. The value of our results are directly linked to the number of prisons that choose to respond.

Thank you for your attention and time.

Volpris.EU partnership

General Data Protection Regulation

The data collected by the partners will be processed, managed and used exclusively by the partners according to the Data Protection Act (link to the data protection act: <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1532348683434&uri=CELEX:02016R0679-20160504>)

Do you authorize the data in this document to be used for project purposes?

(Yes (No

If you choose not to authorize the use of the data, we are not in conditions to proceed with the survey. However, we would like to highlight that your current or future relationship with Volpris.EU partners will not be affected.

Prison details

Prison Establishment:

Where it is located (City and Country):

Pre-trial detainees

Remand prisoners

Male prisoners

Female prisoners

Juveniles / minors / young prisoners

Foreign prisoners

If other, specify _____

Please specify:

- Total number of pre-trial detainees:_____
- Total number of remand prisoners:_____
- Total number of prisoners (including pre-trial detainees/remands prisoners)
- Official capacity of prison establishment:
- Total number of prison professionals total (including custodial staff):

Would you like to receive updated information about this project? (Yes (No

Questionnaire

I.PERCEPTIONS ON THE VALUE OF VOLUNTEERING ACTIVITIES

1. In your opinion, what are the key factors that support successful prison volunteering activities? (e.g. supportive working relationship between professional staff and volunteers; provide suitable training to volunteers; support and value volunteers, etc.) (max. 250 characters)

2. In your prison, are professional staff (Board Member, frontline staff, medical staff, etc.) trained to work effectively with volunteers?

(Yes – all professional staff receive suitable training on how to guide and support volunteers in prison settings

(Yes – some professional staff receive suitable training on how to guide and support volunteers in prison settings

Please, briefly specify who receives suitable training. (max. 250 characters)

(No, only the Voluntary Service Organisations/ volunteers receive training

(No, there is no suitable training available for guiding and supporting volunteering activities

(Other, please explain _____)

3. In your opinion:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A Administration and prison professionals understand the role of volunteers as making an important contribution to accomplish their mission, build capacity and contribute to prisoners' well-being.					

Please, briefly explain your score._____

VOLUNTEERING ACTIVITIES

4. Are there volunteering activities in your prison? (____) Yes (____) No

(If no, go to question 18)

If you have volunteering activity, answer the following questions:

5. For how long your prison have worked with volunteers?

(____) Less than a year

(____) 1-2 years

(____) 2-5 years

(____) 5-10 years

(____) More than 10 years

6. How many volunteers do you currently have in the prison? (describe the situation before pandemic; indicate an approximate figure)

(____) 5 or fewer

(____) 6-10

11-20

21-30

31-40

41-50

More than 50

7. Which volunteer scopes/areas does the volunteering activity meet (you can select more than one answer)?

Prison administrative support

Prison spaces improvement

Community links

Legal support

Development of social and personal capabilities

Health

Employment

Arts and Cultural activities

Teaching (specific subjects)

Wellbeing (sports; art; meditation; yoga...)

Solidarity visit

Intermediating family relations/ working with prisoners' families

Other: _____

A. Screening process of Volunteering activities' needs and recruitment process

8. Which of the following practices/standards take place within your prison?

			If yes, please specify the frequency:		
			No	Yes	Not applicable
A	Definition of a clear process to carry out a comprehensive prisoners' needs evaluation in terms of volunteering activities			<ul style="list-style-type: none">• occasionally (when we have time)• frequently (with a planned recurrence, specify what is)• systematically (planned recurrence and results reviewed)	
B	Adoption of standards to ensure that Voluntary Service Organisations have clear criteria and procedures by which individual volunteers from the community are selected, informed about their tasks, responsibilities, limits of competence, accountability, and other issues				
C	Sharing of hands-on instruments that helps professionals to identify available prison's resources for volunteering activities (organisational, human or/and financial)				
D	Clear definition of the tasks and responsibilities of the volunteer (this means it sets up a volunteer profile)				

9. Are the volunteering activities designed and built upon prisoner's individual plan for rehabilitation? (____) Yes (____) No

(if NO, go to question 10)

If YES:

Please, if possible share with us the name of the tools this prison uses to evaluate the prisoners' needs in terms of volunteering activities, and the name of the tools this prison uses to do the matching process between volunteering activities and prisoners' needs. (max. 250 characters)

10. Does the prison have a plan to identify and engage with key civil society organisations/ volunteers (e.g. is it possible to easily identify and mobilise the main key stakeholders)? Yes No

If YES:

Please, briefly explain how you identify and engage. (max. 250 characters)

11. Does the prison arrange an annual offer for volunteering opportunities?
 Yes No

B. Voluntary Service Organisations/ Volunteers selection process

12. Is there a comprehensive procedure to select a Voluntary Service Organisations/ volunteers? Yes No

If YES:

Please, briefly describe which criteria your prison uses to select a Voluntary Service Organisation/volunteers. (max. 250 characters)

13. Which of the following criteria you consider as the most important criterion for the recruitment, selection and retention of a Voluntary Service Organisation/volunteers? (please, select maximum 3)

a. Organisations

- Ability to be proactive
- Ability to respect diversity
- Areas of volunteering
- Availability
- Commitment
- Communication skills
- Competencies /Skills
- Motivation
- Organisation's willingness to commit for a long-term partnership
- Organisation reputation
- Past experience on volunteering
- Teamwork spirit
- Other: _____

b. Volunteers

- Ability to be proactive
- Ability to be resilient
- Ability to respect diversity
- Areas of interest
- Availability
- Commitment
- Communication skills
- Competencies /Skills
- Matched expectation
- Motivation
- Past experience on volunteering
- Teamwork spirit
- None
- Other: _____

C. Prison Volunteering Organisations/ Volunteers engagement & management

14. Does your prison...

a)...have clear management policies and procedures to support professional staff to perform their duty to guide and support volunteers (according with already established duties appropriate to their skills and interest within the boundaries of their roles)?
 Yes No

If yes, could you share them with us? Yes No

If yes, briefly describe (max. 250 characters)

b)...have a communication plan to identify and engage with Voluntary Service Organisations & volunteers? Yes No

c)...have a multi-method selection process that allows you to know the profile of the Voluntary Service Organisations? Yes No

d)...have a multi-method selection process that allows you to know the profile of the volunteers? Yes No

e)...ensure that the Voluntary Service Organisation has a coordinator? Yes No
 N/A

15. How does your prison coordinate Voluntary Service Organisations/ volunteers?

One identified "volunteering manager" is salaried staff

Volunteer management is one of many duties for one staff member

Volunteer management duties are spread over several positions within the prison

(____) A volunteer does the recruiting, scheduling, and supervising volunteers within the prison.

(____) other, please specify: _____

16. How would you describe your prison current volunteer management policies and procedures?

(____) This prison has clear volunteering policies and procedures and is able to effectively recruit, engage, manage, and retain Voluntary Service Organisations/volunteers as needed to achieve our mission.

(____) This prison has a strong volunteering activity, but policies and procedures are not all provided in writing or clearly communicated.

(____) This prison struggles in some areas but is able to meet our basic needs.

(____) This prison organization struggles in several areas.

Please, explain if needed. (max. 250 characters)

17. Which of the following practices/standards take place within your prison?

If yes, please specify the frequency:

- **occasionally** (when we have time)

No Yes

- **frequently** (with a planned recurrence, specify what is systematically (planned recurrence and results reviewed))

Not applicable

A Written volunteer policies and procedures are in place and are clearly communicated and enforced with all volunteers

-
- Risk assessment is done for all volunteer placements and your prison ensures that liability coverage is in place for all volunteers
 - B** Necessary resources, including space and tools, are specifically designated for a volunteer activity
 - D** Formal supervision procedures are in place (e.g. face-to-face meetings, documents/report filling)
 - E** Formal evaluation procedures are in place (e.g. beneficiary satisfaction surveys; mix-methods evaluation)
-

Please, go to question 22 - VOLUNTEER'S PROFILE AND TRAINING NEEDS.

In case there is not a volunteering activity, answer the following questions:

18. Is there any interest in implementing one? () Yes () No

If not

Could you please justify? (max. 250 characters)

would you like to be more informed? () Yes () No

(If NO)

Thank you for taking the time to complete this survey. The Volpris.EU Initiative values the information you have provided. Your responses will contribute to our understanding of your needs and suggest new lines of approach to training volunteering in supporting rehabilitation.

If yes, please, keep filling out the questionnaire:

19. Which of the following volunteer scopes/areas would best meet the prison's needs in terms of volunteering activities?

- Prison administrative support
- Prison spaces improvement
- Community links
- Legal support
- Development of social and personal capabilities
- Health
- Employment
- Arts and Cultural activities
- Teaching (specific subjects)
- Wellbeing (sports; art; meditation; yoga...)
- Solidarity visit
- Other: _____

20. Do you think that the prison will need help implementing the activity?

- Yes
- No

If YES:

21. What kind of help do you assess as most important in order to support your prison implementing volunteering activities?

Evaluate the needs

Design a volunteering activity for your prison

Define the volunteering managers profile

Train managers responsible for the volunteering activities

Train volunteers

Supervise volunteering activities

Measure the results of volunteering activities

Other _____

Thank you for taking the time to complete this survey. The Volpris.EU Initiative values the information you have provided. Your responses will contribute to our understanding of your needs and suggest new lines of approach to training volunteering in supporting rehabilitation.

VOLUNTEER'S PROFILE AND TRAINING NEEDS

A. Volunteer's profile

22. Does your prison have a volunteer profile? Yes No

(if no go to Part B)

If yes:

Is that profile aligned with the prisoner's process of rehabilitation? Yes No

23. Please, briefly describe what characteristics does your prison include in the volunteer profile. (max. 250 characters)

B. Volunteer training

24. Does your prison have a specific training programme to offer to Voluntary Service Organisations/ volunteers? (____) Yes (____) No

(if NO go to question 29)

If yes:

25. How frequently do the practices, standards and other forms of training activities adopted to train volunteers incorporate the following principles?

If yes, please specify the frequency:

- **occasionally** (when we have time)

No Yes

- **frequently** (with a planned recurrence, specify what is systematically (planned recurrence and results reviewed))

Not applicable

A Written volunteer policies and procedures are in place and are clearly communicated and enforced with all volunteers

B The volunteer initial training programme is designed in a basis of 'One-Size-Fits-All approach'

C The volunteer initial training programme is tailor-made according to volunteering activities requirements, and aligned with already existing specific programmes and interventions

D The Voluntary Service Organisations provide to volunteers initial training activities according to identified volunteers' self-assessment needs

E Ongoing training - volunteers that contribute with us receive ongoing training that can be provided by the prison or by Voluntary Service Organisation (e.g. at least once a year)

26. In which format is the training conducted?

Classroom

eLearning

bLearning (matching classroom and eLearning)

VOLUNTEERING ACTIVITIES

27. Who provides training to the prison's volunteers?

The prison staff

Other Criminal Justice professionals

The volunteering promoting organizations

Other, please specify: _____

IV. Volunteer manager's profile & training needs

28. In this prison, a specific individual has been designated as the volunteer coordinator.

1 (____) Yes (____) No

a) Which functions/roles the volunteer coordinator perform? (you can select more than one answer)

2 (____) Volunteer recruitment

3 (____) Volunteer management (volunteer engagement; monitoring; evaluation...)

4 (____) Volunteer training

5 (____) Other_____

b) Does the volunteer manager/coordinator occupy another position inside the prison? (____) Yes (____) No

c) If yes, which position: _____

29. Which criteria do you assess as important to select a volunteer coordinator?

Please, choose the 5 (five) most relevant, in your opinion.

(____) Organizational and management skills

(____) Communication and interpersonal skills

(____) Sensitivity to volunteers' needs

(____) Ability to develop goals and objectives for the volunteers

(____) Project management skills

(____) Time management skills

(____) Flexibility in deploying and allocating resources

(____) Listening skills

(____) Enthusiasm and patience

- Team spiritedness
 Persistence and commitment
 Relevant experience
 Availability
 Drafting Volunteering Programmes, together with the Voluntary Service Organisation or Volunteer
 Other – please, specify:

**30. In your opinion, which functions/roles should the volunteer manager perform?
(you can select more than one answer)**

- Volunteer recruitment
 Volunteer management (volunteer engagement; monitoring; evaluation...)
 Volunteer training
 Other _____

31. Does the volunteer manager receive any training? Yes No

If NO:

- is there an interest/need in receiving one? Yes No
- would you like to be more informed? Yes No

(If NO)

Thank you for taking the time to complete this survey. The Volpris.EU Initiative values the information you have provided. Your responses will contribute to our understanding of your needs and suggest new lines of approach to training volunteering in supporting rehabilitation.

If YES:

32. Who provides training to the volunteer coordinator?

- the prison service
- other Criminal Justice professionals
- the volunteering promoting organization
- other, please specify_____

33. In which format is the training conducted?

- Classroom
- eLearning
- bLearning (matching classroom and eLearning)
- Other, please specify_____

34. Which methods are used in the learning environment?

- Presentation
- Seminars
- Questionnaire
- Other, please specify_____

35. Does the training follow a specific program/guide? Yes No

(if NO)

Thank you for taking the time to complete this survey. The Volpris.EU Initiative values the information you have provided. Your responses will contribute to our understanding of your needs and suggest new lines of approach to training volunteering in supporting rehabilitation.

IF YES, which one(s)? _____

36. Do volunteer managers implement a “good practices” guide/ a handbook to guide and support them when performing volunteer management? (____) Yes (____) No

37. If yes, please, refer the name of the good practices manual/ handbook used by the volunteer coordinator in your prison to share in VOLPRIS online

38. Please, if possible share with us programmes/ guides/ manuals/ handbooks that you are aware of and that you would like recommend to share in VOLPRIS online platform.

Other data:

Name of the person completing this survey:

Position/title:

Contact details (name and email):

Thank you for your time!

Thank you for taking the time to complete this survey. The Volpris.EU Initiative values the information you have provided. Your responses will contribute to our understanding of your needs and suggest new lines of approach to training volunteering in supporting rehabilitation.

Appendice B - Evidence review table regarding screening tools of volunteers

Partner (who have found the source)	Language of publication	Date of publication (YYYY)	Title	Type of publication (projects, articles, publications, case series, reports, studies ...)	Topics addressed/ covered domains
	ENG	2015	IMPROVING VOLUNTEER ENGAGEMENT: RESULTS OF A STAFF NEEDS ASSESSMENT AT A COMMUNITY BASED ORGANIZATION	Article	<ul style="list-style-type: none"> Volunteers profile/training needs: organizational practices (recruitment; training; challenges; staff support); volunteer engagement (satisfaction; commitment; intent to stay); Volunteering program Staff assessment: questionnaire on organization volunteer needs, volunteer programs; Volunteer assessment: questionnaire
	ENG	2018	SCREENING FOR SOCIAL NEEDS	Report	<ul style="list-style-type: none"> Screening for social needs: choosing a screening tool; determining main domains; creating a customized screening tool; etc.
	ENG	-	5 VOLUNTEER NEEDS ASSESSMENT WORKSHEET	Project	<ul style="list-style-type: none"> Volunteers profile/training needs: management, support, recruitment; questionnaire
	ENG	-	VOLUNTEER ENGAGEMENT MOBILIZATION PLAN	Project	<ul style="list-style-type: none"> Volunteers profile/training needs Volunteering programs: volunteering manager profile
	ENG	-	VOLUNTEER CAPACITY ASSESSMENT		<ul style="list-style-type: none"> Volunteers profile/training needs: assessment tool
	ENG	-	VOLUNTEER MANAGEMENT CASE STUDIES: BETTER VOLUNTEER OUTCOMES THROUGH EXPERT SUPPORT	Case studies	<ul style="list-style-type: none"> Volunteers profile/training needs Volunteering programs
	ENG	-	NONPROFIT NEEDS ASSESSMENT - VOLUNTEER ENGAGEMENT	Survey	<ul style="list-style-type: none"> Volunteers profile/training needs Volunteering programs
	ENG	2017	EMPLOYEE VOLUNTEER EUROPEAN NETWORK (EVEN)	Project	<ul style="list-style-type: none"> Volunteers profile/training needs Volunteering programs

Volunteering needs and programmes in the Criminal Justice sector

Main conclusions (Abstract - 1 paragraph if possible)	Level of scope (EU; Transnational; National)	Webography or bibliography reference
Needs assessment to determine staff's volunteer needs and to plan the increase of volunteer engagement and retention. It provides organizational (volunteer recruitment; volunteer training; staff support) and volunteer engagement (volunteer satisfaction; volunteer commitment; volunteer intent to stay) practices and steps so volunteers can engage and remain committed to the organization. The survey approached the following aspects on a community-based organization: i) the number of staff with active volunteers and volunteer needs; ii) staff's foreseeing making use of volunteers; iii) ways to improve the volunteer program; iv) providing cost-effective solutions to increase volunteer participation/engagement.	NATIONAL	Thomas, T. (2016). Improving Volunteer Engagement: Results of a Staff Needs Assessment at a Community Based Organization.
Provides social needs screening tools to consumer health advocates as to better advocate for the effective and culturally competent use of the tools in state public programs. It gives directions on screening for social needs (choosing a screening tool; determining main domains; creating a customized screening tool; etc.)	NATIONAL	Centre for consumer engagement in health innovation. Access on November 4th, 2018. Available at < https://www.healthinnovation.org/resources/publications/screening-for-social-needs >
Volunteer management needs assessment which evaluates 5 aspects: i) Planning/Support System; ii) Effective Recruitment and Cultivation; iii) Screening; iv) Volunteer Support; v) Program Sustainability. The evaluation consists on a scale of: 0-Not completed; 1-In process; 3-Somewhat; 5-Completely; Training Needed – providing the average score, organizational strengths, areas for improvement/review, resources needed and level of priority (High, Moderate, Low, N/A)	NATIONAL	United Way of Greater Milwau-kee & Waukesha County. Access on November 4th, 2019. Available at < https://www.united-waygmwc.org/UnitedWayMilwau-kee/Volunteer-Resources/5VolunteerNeedsAssessmentWork-sheet.pdf >
It presents the decreasing of vol-unteeing as a central problem to today's society. The Plan aims to address the reasons why people don't volunteer and how to in-crease the volunteerism rate in Dane County. It provides a guide of best practices, examining the reasons why people volunteer, segments where volunteers act, the reasons why they start volun-teering, Volunteer managers pro-file. It proposes the following strategies: i) Raise awareness of the need for increased volunteer-ism to accelerate success on the Agenda for Change; ii) Increasing outreach to a larger and more diverse pool of potential volunteers; iii) Improving volunteer management practices to recruit, match, train and retain volunteers.	NATIONAL	United Way of Greater Milwaukee & Waukesha County. Access on November 4th, 2019. Available at < https://www.unitedwaydanecounty.org/reports/ >
The assessment measures the level of volunteer program infrastructure present at a service organization through 47 indicators. This tool is designed for use by non-profit, government, and education agencies. The best practices of volunteer management measured by this assessment fall in these categories: organizational structure; allocated resources for volunteers; outside partnerships; recruitment & outreach strategy; program policies; fully developed volunteer roles; screening procedures; training; supervision; relationships between volunteers & staff; recognition and retention strategies; volunteer feedback structures; tracking and recording systems.	NATIONAL	<u>Napa County Office of Education.</u> Access on November 5th, 2019
Tobi Johnson & Associates is a non-profit consulting firm that helps organizations of all shapes and sizes build their capacity through a targeted investment in their volunteer strategy, helping them identify and replace ineffective "old school" approaches with research-based practices that have proven success. The link shows a few Tobi Johnson & Associates volunteer management case.		Tobi Johnson & Associates. Access on November 5th, 2019. Available at < https://tobijohnson.com/case-studies/ >
The Upper Peninsula Volunteer Network is a collaborative group that aims to build the capacity of U.P. organizations to connect citizens with service opportunities that can match with community needs. The survey aimed to help the Network comprehend how U.P. nonprofits engage volunteers and to identify the areas of need regarding volunteer management.	NATIONAL	U.P. Volunteer Network. Access on November 5th, 2019. Available at < https://www.surveymonkey.com/r/ZZF7R8Q >
The Employee Volunteering European Network (EVEN) was established by the European Volunteer Centre (CEV), and aims to increase the number of employers and volunteer-involving organisations capable of implementing good quality employee volunteering. It provides guides/publications to help: employees organise private volunteering initiatives; organisers of volunteer activities during working time; organisers of team building events for staff based on volunteering.	EU	Employee Volunteering European Network (EVEN) - European Volunteer Centre (CEV). Access on November 5th, 2019. Available at < https://www.europeanvolunteercentre.org/even/ >

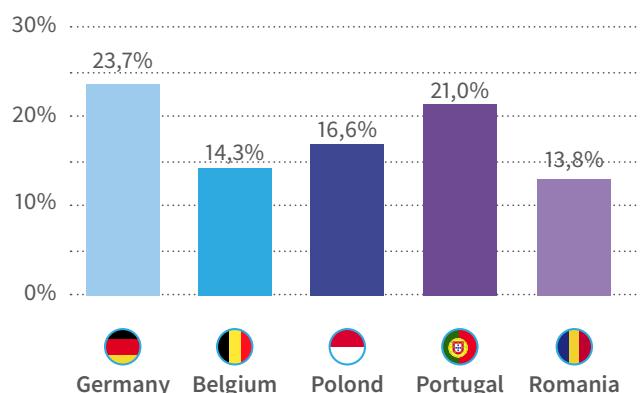
Partner (who have found the source)	Language of publication	Date of publication (YYYY)	Title	Type of publication (projects, articles, publications, case series, reports, studies ...)	Topics addressed/ covered domains
	ENG	2017	STANDARDS AND PROCEDURES REQUIRED BY EU AID VOLUNTEERS INITIATIVE - Guide-lines for Sending Organisations	Publication	<ul style="list-style-type: none"> • Volunteering profile/training needs
	ENG	2012	VOLUNTEER MAN-AGEMENT NEEDS ASSESSMENT OF THE TENNESSEE 4-H PROGRAM	Case study	<ul style="list-style-type: none"> • Volunteering program
					<ul style="list-style-type: none"> • Volunteering profile/training needs
	ENG	2004	VOLUNTEER MAN-AGEMENT PRACTIC-ES AND RETENTION OF VOLUNTEERS	Report	<ul style="list-style-type: none"> • Volunteering pro-file/training needs
	ENG	2008	MANAGEMENT MATTERS: A NA-TIONAL SURVEY OF VOLUNTEER MAN-AGEMENT CAPACITY	Case study	<ul style="list-style-type: none"> • Volunteering pro-file/training needs
	ENG	2003	VOLUNTEER MANAGEMENT IN THE PROBATION SERVICE – THE CASE OF SINGAPORE	Report	<ul style="list-style-type: none"> • Volunteering profile/training needs
	ENG	2016	VOLUNTEER MANAGEMENT HANDBOOK: A RESOURCE FOR SERVICE-PROVIDING ORGANIZATIONS ASSISTING NEWCOMERS TO CANADA	Publication	<ul style="list-style-type: none"> • Volunteering profile/training needs

Main conclusions (Abstract - 1 paragraph if possible)	Level of scope (EU; Transnational; National)	Webography or bibliography reference
Provides guidelines on process, quality standards and procedures of volunteer management. The publication approaches quality standards of EU Aid Volunteers covering the following topics: i) legal framework; ii) partnership; iii) volunteering management cycle (identification of task, identification and selection of volunteers, preparation, logistic aspects, deployment, monitoring and evaluation, recognition).	EU	EU Aid Volunteers Initiative. Access on November 6th, 2019. Available at < http://www.aidvolunteers.org/wp-content/uploads/2017/09/INGLES-GUIA-WEB.pdf >
The article consists on a survey aimed to determine the perceptions of working with 4-H volunteer leaders and knowledge level of volunteer management through a state-wide needs assessment among Tennessee Extension agents with 4-H youth responsibility. The method used for collecting data was a four-part, researcher-designed, Web-based questionnaire. The conclusions were that agents perceive themselves to have high knowledge/perception levels in working with 4-H volunteer leaders. However, they also emphasized a need for readily available volunteer management materials (available to agents and volunteers).	NATIONAL	Casteel, R. B. (2010). Volunteer management needs assessment of the Tennessee 4-H program.
The report belongs to a series of briefs reporting on findings from a 2003 survey of volunteer management capacity among charities and congregations. The findings in this report are based on practices, challenges, and aspirations for their volunteer programs. The report focused on charities' adoption of nine recommended practices for volunteer management: i) Regular supervision and communication with volunteers; ii) Liability coverage or insurance protection for volunteers; iii) Regular collection of information on volunteer numbers and hours; iv) Screening procedures to identify suitable volunteers; v) Written policies and job descriptions for volunteer involvement; vi) Recognition activities, such as award ceremonies, for volunteers; vii) Annual measurement of the impacts of volunteers; viii) Training and professional development opportunities for volunteers; ix) Training for paid staff in working with volunteers. There were new findings on volunteer management capacity and retention, regarding: Adoption of Volunteer Management Practices Not Widespread; Likelihood of Adoption Depends on Characteristics of the Charit; Some Practices Tied to Greater Retention of Volunteers, Some Not; Charities Can Do Others Things as Well to Maximize Volunteer Retention. Overall, the research showed the importance of volunteer management practices to the operations.	NATIONAL	Hager, M. A. (2004). Volunteer management practices and retention of volunteers.
The reports provides findings from a study of volunteer management capacity in organisations across England. The study explored the following topics: i) levels of financial and human resources dedicated by organisations to supporting volunteers; ii) the 'careers' (roles and positions) of those who manage volunteers the implementation of recognised elements of good practice in volunteer management; iii) issues faced in recruiting and retaining volunteers, and the future demand for volunteer involvement. There following conclusions were made: i) many organisations don't dedicate significant resources to the involvement of volunteers (particularly, funding); ii) Managing volunteers resources are dispersed and "hidden" within people's wider roles; iii) Managers of volunteers have less exposure to training on volunteer management; iv) Managers of volunteers implement practices considered good practice in volunteer management (more evidence on larger organisations than smaller ones); v) there is demand for more volunteers, although it isn't limitless; vi) The capacity of organisations to involve more volunteers well may be limited. Overall, the conclusions state that there isn't one model of volunteer management nor one way of developing and implementing good practice.	NATIONAL	Machin, J., & Paine, A. E. (2008). Management matters: A national survey of volunteer management capacity. London: Institute for Volunteering Research.
The paper provides guidelines to the volunteer life cycle, regarding: a good volunteer coordinator's profile; the role of a volunteer coordinator; a good volunteer management system; recruitment and deployment (distinction between regular and ad-hoc volunteer needs; volunteer recruitment programme); orientation; training and development; guidance; review and support; motivation; recognition; deferring and terminating services; training for volunteer coordinators.	NATIONAL	Ang, B. L. (2003). Volunteer management in the probation service: The case of Singapore.
This handbook provides a general overview of the volunteer management process focusing on volunteers supporting newcomers. It includes links to tools, resources and templates. The handbook also provides: the Canadian Code for volunteer involvement (values, guiding principles and organizational standards); Recommendations on screening (assessment, position assignment, recruitment, application forms, interview, references, police checks, orientation and training, support and supervision, follow-up and feedback); Risk management; Recruitment (strategy, volunteer selection, matching direct-service volunteers and newcomers); Orientation and training (volunteers and staff); Supervision; Evaluation and recognition; Records management; etc.	NATIONAL	Volunteer Benevoles Canada. Access on November 7th, 2019. Available at < https://volunteer.ca/vdemo/EngagingVolunteers_DOCS/VMH_Eng_2016_Print.pdf >

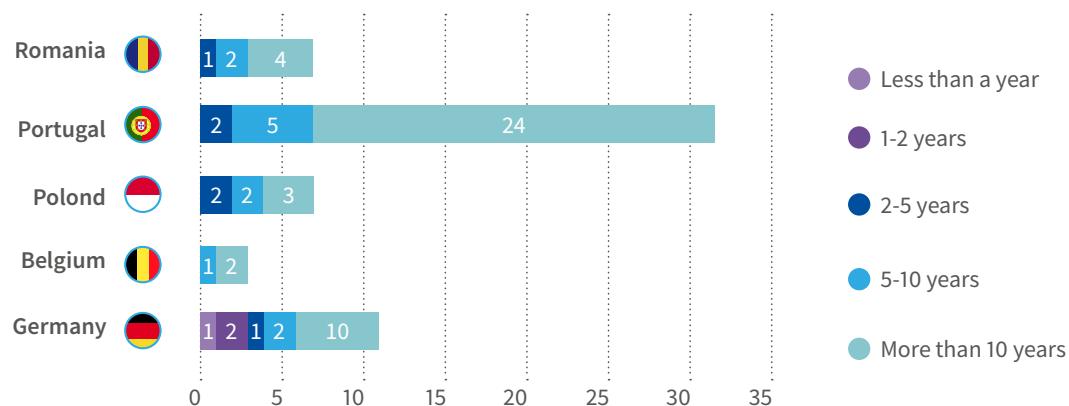
Partner (who have found the source)	Language of publication	Date of publication (YYYY)	Title	Type of publication (projects, articles, publications, case series, reports, studies ...)	Topics addressed/ covered domains
	ENG	2016	VOLUNTEER MANAGEMENT TOOLKIT	Publication	• Volunteering profile/training needs
	ENG	2008	NEED TO KNOW BASICS OF MANAGING VOLUNTEERS	Publication	• Volunteering profile/training needs
	ENG	2005	BEST PRACTICES IN VOLUNTEERING MANAGEMENT	Project	• Volunteering profile/training needs

Main conclusions (Abstract - 1 paragraph if possible)	Level of scope (EU; Transnational; National)	Webography or bibliography reference
The toolkit focuses on: indicating where and how to find enough “right” volunteers; what should be considered when engaging people in vulnerable circumstances; how to go about measuring the impact and value of volunteering. It also provides links to practice guides on volunteer recruitment processes, agreements, supervision and recognition.	NATIONAL	Shaping our lives. Access on November 7th, 2019. Available at < https://shapingourlives.org.uk/wp-content/uploads/2015/05/2015-VODG-NCF-Volunteer-management-toolkit-FINAL-WEB.pdf >
The toolkit includes a Best Practices Checklist to determinate the quality of a volunteer program (planning and organization, policies and procedures, volunteer recruitment orientation and training, supervision, volunteer performance evaluation); information about how to use those practices; bibliography containing written resources and websites.	NATIONAL	Volunteer Maine. Access on November 7th, 2019. Available at < http://www.volunteermaine.org/shared_media/publications/old/E245B0A4d01.pdf >
It presents ten best practices in volunteer management that can be divided as follows: i) role of volunteer; ii) rules and expectations; iii) volunteer management skills; iv) client and group risk; v) clear assignments; vi) volunteer recruitment; vii) volunteers orientation and training; viii) supervision; ix) volunteer input and involvement; x) volunteer contributions . The guide was developed as part of a project for the Community Support Centre of the Canada Volunteerism Initiative.	NATIONAL	Volunteer Yukon. Access on November 7th, 2019. Available at < https://www.volunteeryukon.ca/uploads/general/Best_Practices_Volunteer_Management.pdf >

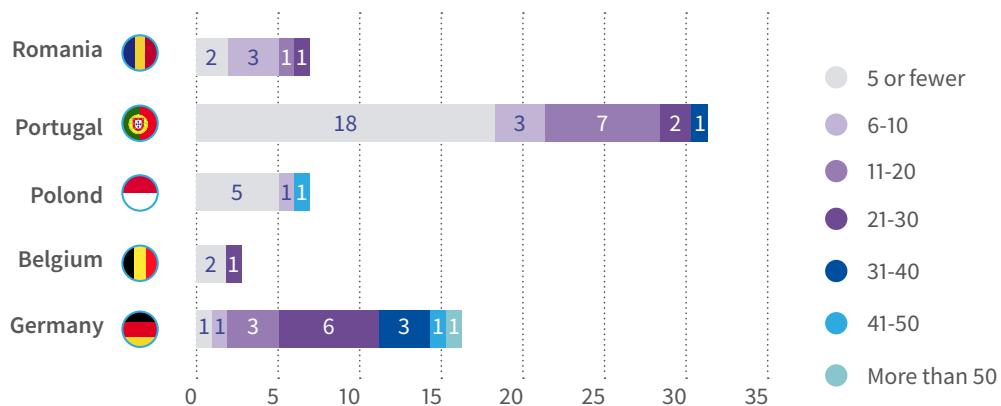
Appendice C – Additional graphics



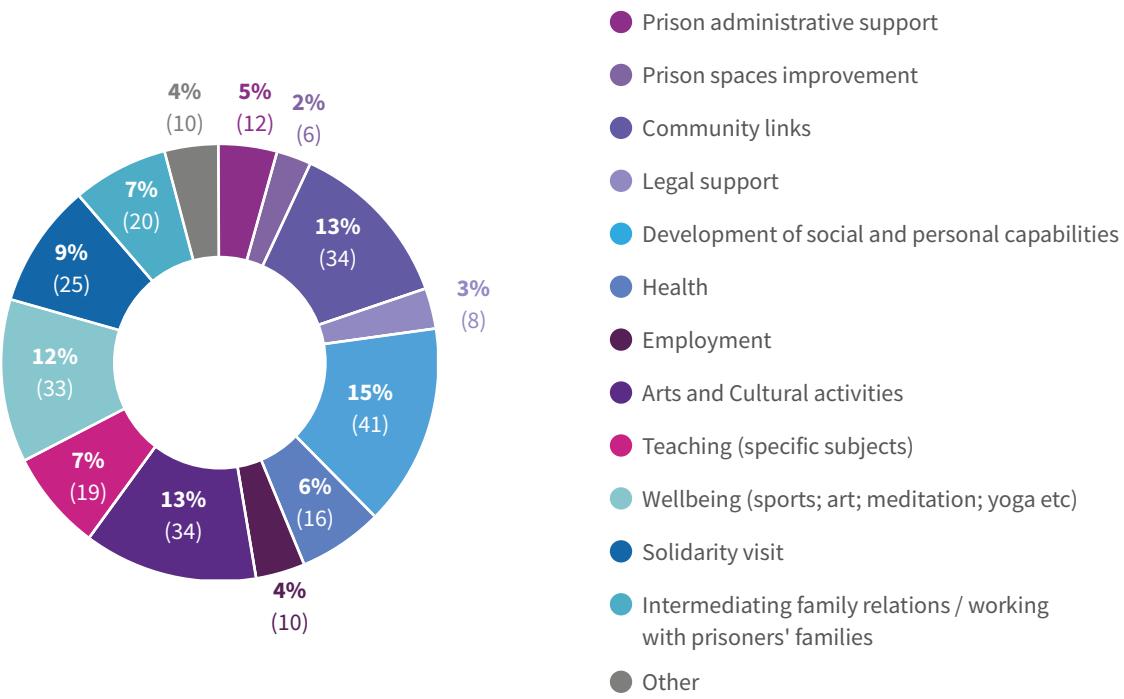
Graphic C 1 – Average percentage of pre-trial detainees by country



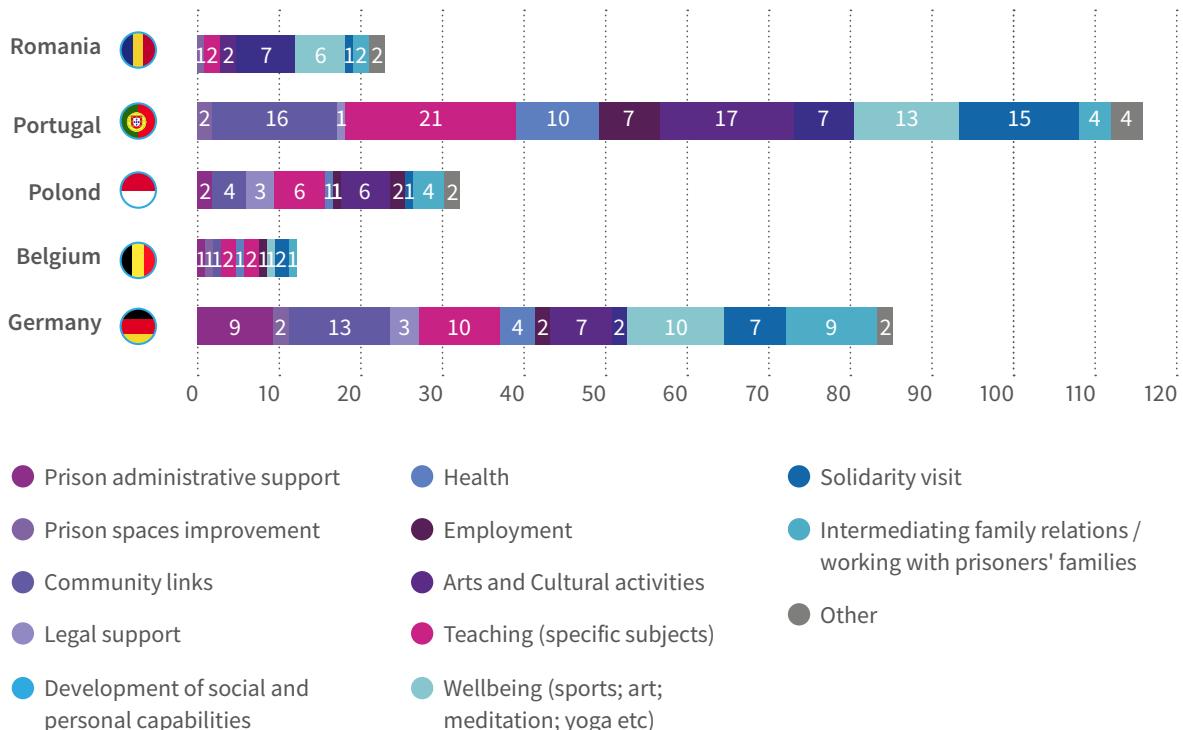
Graphic C 2 - Extent of prison volunteering activities by country



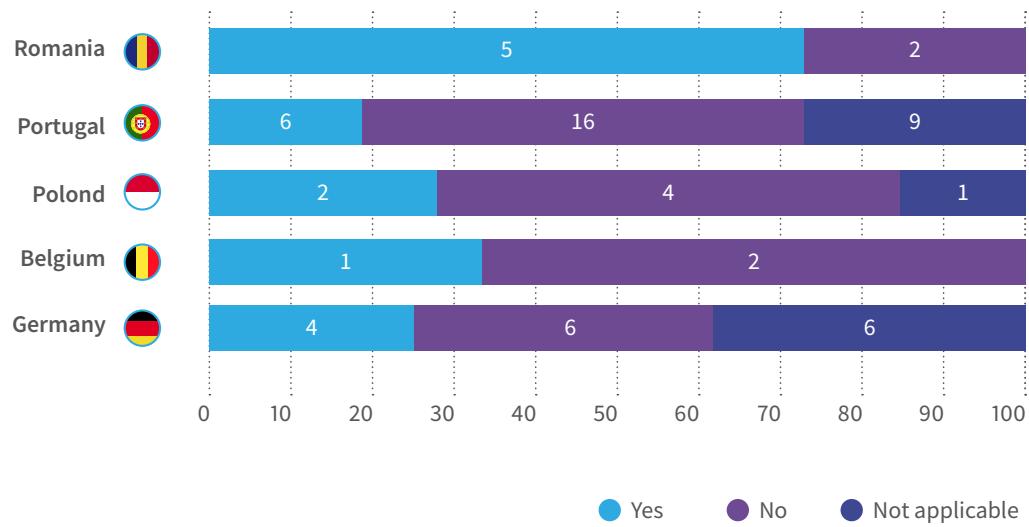
Graphic C 3 - Number of volunteers working in prison by country



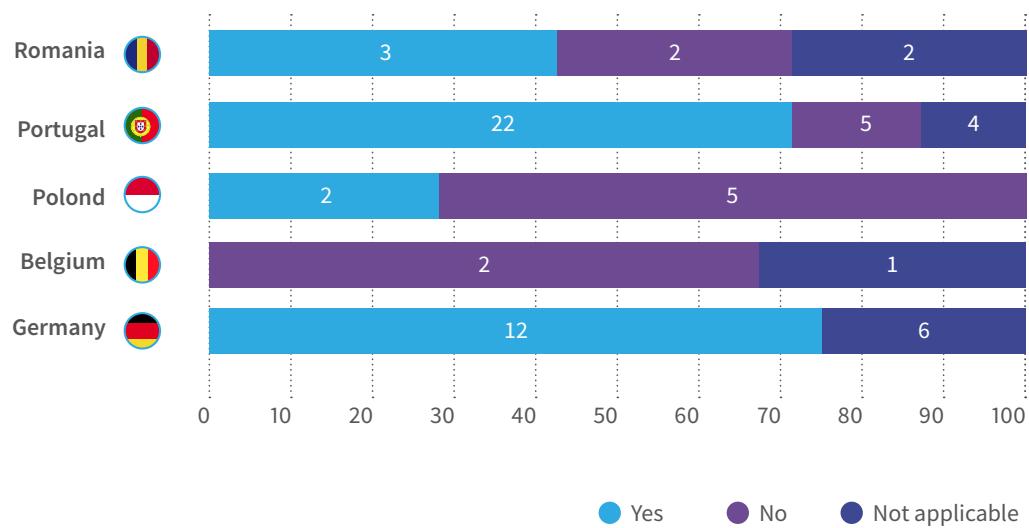
Graphic C 4 - Areas/scopes of the prison volunteering activities



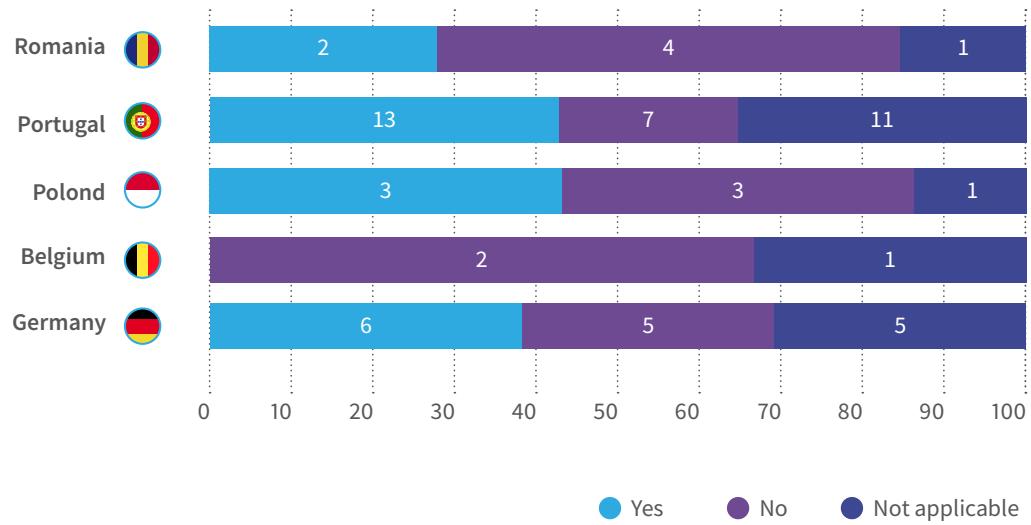
Graphic C 5 - Areas/scopes of the prison volunteering activities by country



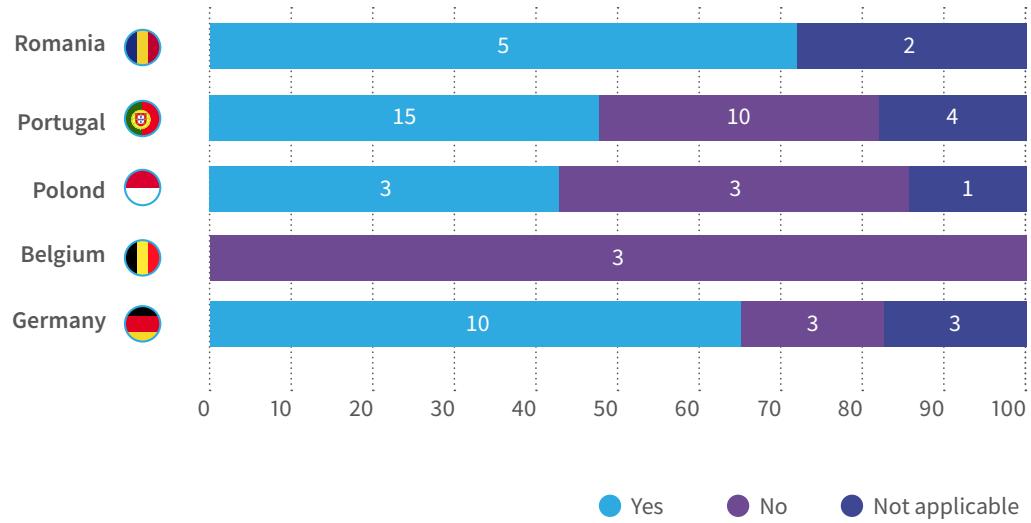
Graphic C6 - Definition of a clear process to carry out a comprehensive prisoners' needs evaluation in terms of volunteering activities per country



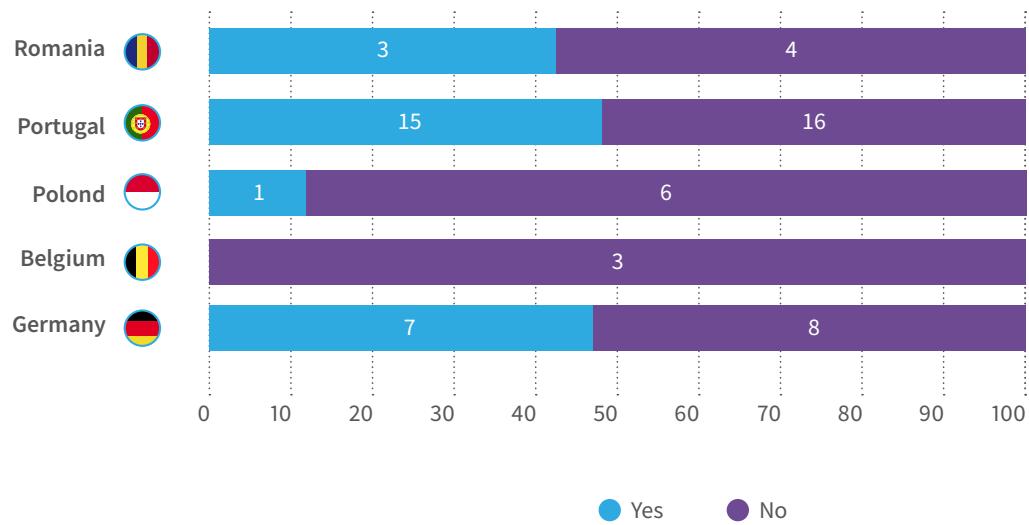
Graphic C7 - Adoption of standards to ensure that volunteering promoting organisations have clear criteria and procedures



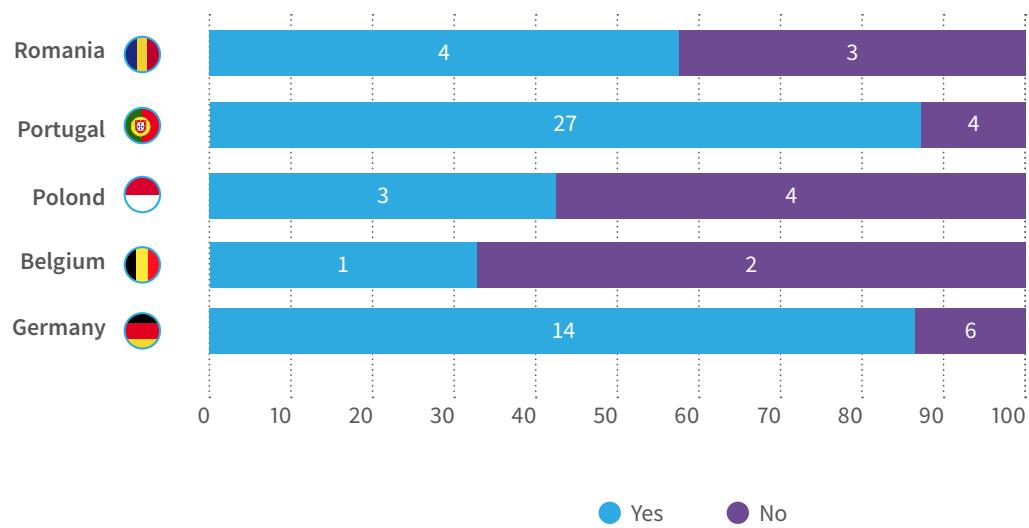
Graphic C8 - Sharing of instruments that helps professionals to identify available prison's resources for volunteering activities



Graphic C9 - Clear definition of the tasks and responsibilities of the volunteer



Graphic C10 - Volunteer profile by country



Graphic C11 - Existence of a volunteer coordinator by country



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