

Guidelines, tools and minimum standards on starting and managing the Refugee Outreach Volunteer (ROV) initiative

UNHCR Branch Office - Lebanon

December 2015

This tool is a work in progress. It will be revised in June 2016.

Please direct follow-up questions to elsayed@unhcr.org or kevorkia@unhcr.org

Table of contents

1.	Background information:	3
2.	Strategy for 2015:	3
3.	Role	3
4.	Rationale:	4
5.	Managing a Refugee Outreach Volunteer (ROV) Initiative	4
5.1.	<i>Summary Table</i>	4
5.2.	<i>Mobilization</i>	5
5.3.	<i>Coordination:</i>	7
5.4.	<i>Supervision and support</i>	7
5.5.	<i>Support cost</i>	8
5.6.	<i>Retention, rewards and recognition.</i>	8
5.7.	<i>Relationship between ROVs, UNHCR staff and partner staff</i>	9
5.8.	<i>Volunteer’s forum</i>	9
5.9.	<i>Grievances and disciplinary procedures</i>	10
5.10.	<i>Confidentiality</i>	10
5.11.	<i>Evaluation</i>	10
6.	Annexes(Tools)	11
6.1	<i>Application form for Refugee Outreach Volunteers (ROVs)</i>	11
6.2	<i>Interview questions</i>	12
6.3	<i>Induction Checklist</i>	13
6.4	<i>Certificate of Attendance</i>	14
6.5	<i>Training Record</i>	14
6.6	<i>Attestation Letter log</i>	14
6.7	<i>Assessment of volunteer needs</i>	15
6.8	<i>Tracking log</i>	16
6.9	<i>Non-material incentives for Refugee Outreach Volunteers (ROVs)</i>	16
6.10	<i>Minor complaints procedure</i>	16
6.11	<i>Major complaint procedure</i>	17
6.12	<i>Record of suggestion/complaint</i>	17
6.13	<i>Volunteer Self-Appraisal Form</i>	18
6.14	<i>Volunteer Appraisal Form (manager’s copy)</i>	19
6.15	<i>Evaluation of the Refugee Outreach Volunteer initiative</i>	20
6.16	<i>Letter of Appreciation</i>	22

Background information

Refugees live in over 1,700 different locations in Lebanon. This makes information dissemination and outreach vital to them. With the large-scale and dispersed nature of the refugee population, UNHCR Lebanon is turning to refugees to play a greater role in protection monitoring and response. The role of ROVs is to provide insight into their communities' capacities and protection priorities/solutions, to assist in the identification of persons at risk, to disseminate information about services and programmes to their communities, and to contribute to the assessment, design, monitoring and evaluation of humanitarian assistance programmes. This mobilization activity has long been considered an operational priority. In Lebanon, the refugee outreach volunteers' initiative started with the Iraqi operation in 2009 and it proved to be a success in providing community based protection response. In May 2011, with the rising of the Syrian refugee crisis, staff from the Ministry of Social affairs' staff were mobilized and trained to conduct outreach activities to Syrian refugees up until the creation of the refugee outreach volunteers' initiative in June 2012, in the North (Tripoli).

1. Strategy for 2015-2016

UNHCR's ultimate goal is to ensure one outreach volunteer per 1000 refugees (1:1000) as part of enhanced outreach and protection coverage. With 443 ROVs mobilized to date, the current ratio is 1:2,708. UNHCR projection in the 3RP is to reach 1,500 ROVs by the end of 2015, divided into 600 General ROVs, 900 ROVs specialized in education, health, child protection and paralegal.

ROVs work with UNHCR and case management agencies for referrals of persons at risk and in need of additional support, as well as organize community-based activities on specific themes e.g. early marriages, child labor, etc. with relevant organizations. They form one part of the overall monitoring process put in place for UNHCR protection and program interventions (e.g. home visits, multifunctional teams, participatory assessments, site visits, etc.)

2. Role

ROVs, whether general or specialized, play a key role in developing and being part of UNHCR's mass information strategy. This includes advising on the platforms for communication with refugee communities and playing a role in disseminating broad information on, for example, cash-based programming, livelihoods, birth registration, etc. They also play a role in ensuring that information reaches specific groups with limited mobility such as elderly persons, persons with disabilities and female-headed households, primarily through a house-to-house approach.

ROV play a role in broadening UNHCR's contacts with community-based or grass roots organizations. Given their field presence, ROV are able to identify individuals, charities, volunteers and other local or community networks that (a) are helping refugee and host communities or, (b) with some support, have the potential to expand help to refugees and host communities e.g. securing employment opportunities, preventing conflict, providing mediation and dialogue services in case of conflicts/restrictions in accessing services, advising on community needs and community support projects, identifying vulnerabilities, etc.

3. Rationale

As outreach will continue to be an operational priority in 2015, UNHCR has created a systematized set of tools and guidelines on the ROV implementation procedure, including recruitment, development/support, and monitoring/evaluation. The operational guidelines mentioned in the following document can serve as a tool to enhance our refugee outreach initiative and assist staff in field offices as well as the IPs involved in managing this initiative, especially given the increase in the number of refugee outreach volunteers for 2015.

4. Managing a Refugee Outreach Volunteer (ROV) Initiative

Summary Table

Phases	Actions	Action Plan	Guiding Principles
Assessment	Recruitment	Identification of individuals with profiles relevant to the Program Application form Interview background check Attestation Letter log	Diversity , UNHCR Accountability Framework for Age Gender and Diversity Mainstreaming (May 2007)
Resource Allocation		Support/cost	
Implementation and Coordination	Training	Induction training (checklist) COC ROVs attending the trainings receive an attendance certificate Every ROV has a training record .	Capacity Building and Training for Refugee Outreach Volunteers and other Community-based Structures in Lebanon (2014)
	Supervision and support	Tracking log Non-material incentives Health and safety	Confidentiality Equal opportunities
	Volunteer's forums	Trainings Bi-monthly meetings Volunteer's forum Assessment of volunteers' needs A major and minor complaint Refugee Outreach Volunteers (ROVs) Record of suggestion/complaint	
	Coordination	Direct implementation Indirect implementation through partners	"Position paper, Direct implementation of the refugee

			outreach volunteers Initiative: Building stronger linkages and enhancing community based protection” (January, 2014)
Monitoring/Evaluation	Evaluation	Self-appraisal form Volunteer Appraisal (manager) Programme Evaluation	“Enhancing UNHCR’s capacity to monitor the protection, rights and well-being of refugees” (June, 2004)
	Retention, rewards and recognition	Letter of Appreciation	

5. Mobilization

Diversity

A recruitment strategy or plan is crucial for the refugee outreach volunteer initiative to ensure that they represent the communities they come from. For UNHCR, diversity refers to age, gender, language, race, ethnicity and various other individual qualities. They are four layers of diversity: personality, internal dimensions (age, gender, race, ethnicity, physical ability, etc.), external dimensions (family status, income, religion, education background, personal habits, etc.) and organizational dimensions (work content/field, union affiliation, agency management status, etc.). For the recruitment of the ROVs three major dimensions will guide the recruitment as follows:

- 70% are women.
- 15% are persons with disabilities.
- Priority given to areas of high concentration and those with no access to existing services.

As more diverse volunteers are affiliated with the ROV, CDU will raise awareness of the current staff and volunteers on different themes. For example, there may be accommodations needed for volunteers with disabilities. Staff may have stereotypes about certain groups or fear that they will unintentionally say or do something offensive to someone of a different faith. We will continue pointing out that it is acceptable to recognize and even to celebrate differences in people, and the ways this contributes to a successful initiative.

Recruitment

The selection of the ROVs is to be carried out using the following modalities:

- Through focus group discussions to identify proactive members who are aware of Refugee communities challenges and have the capability to provide support.
- UNHCR Search tool ProGres/RAIS to identify volunteers with specific educational background or experience relevant to Programme requirements.
- Through] existing processes of community mobilization such as formal and non-formal leaders.
- Through the outreach visits and assessments conducted by community services and field protection staff.
- Through asking refugees and refugee outreach volunteers about trusted community persons.
- Through self-nominated refugees who are willing to provide support to others in need.

The refugees identified should complete an application form that gives an overview of their personal, professional and educational background as well as other interests.

Equal opportunities

UNHCR has an equal opportunities policy which also applies to ROVs in both (a) the way in which UNHCR/IPs treat volunteers in their responsibilities and (b) dealing with other refugees. Efforts will be made to ensure that persons with disabilities with relevant skills and commitments are invited to join the ROV program and receive training required to carry out their role effectively.

Interviews

Refugees willing to take part in the ROV initiative are asked to complete an application form and submit it either to UNHCR or to the implementing partner. After revising the application, the community services colleague, jointly with the field protection staff and the implementing partner conducts an interview using a set of ten questions developed for this purpose. The interviews give the applicant sufficient information to make a decision about volunteering and demonstrate that UNHCR takes the volunteer's involvement seriously. Above all, the interview serves as a background check of the applicant.

ROV documentation:

All the documents related to the refugee outreach volunteer are attached to his/her folders in the filing room. After the recruitment and training process, the volunteer receives an attestation document. In order to keep track of those letters, an [attestation letter log](#) is created including the attestation number, date issued, badge expiry date, name and surname of the badge holder, the assignment location, cell phone and the signature. The attestation document given to ROVs should clearly state that they are not employees of UNHCR and that we use the term "support costs" rather than incentives. ID cards are not issued for ROVs in the form of plastic IDs (looking like Lebanese ID card or ATM cards). It is recommended to maintain the harmonized ROV A4 document.

Filing and profiling

For better follow-up and assessment of the ROV initiative, a complete profiling of each ROV is undertaken following the attached form. Files should be organized and regularly updated. Files should be stored in the Community Services office or integrated within the filing storage system already in place and minimum standards of ethics, confidentiality should be ensured.

In addition to the induction training ([Induction training \(checklist\)](#)), additional training is provided based on a standard curriculum that is currently in development (Please see attached recommended list of training for the ROVs). ROVs attending the trainings receive an [attendance certificate](#) and their [training record](#) is updated. Quarterly assessment of Assessment of ROV is also undertaken to update the training list..

6. Coordination

Based on the position paper, “Direct implementation of the refugee outreach volunteers Initiative: Building stronger linkages and enhancing community based protection”, efforts have been undertaken to standardize the ROV initiative to ensure that:

- UNHCR maintains a direct and strong link with the general ROVs, especially in the initial phase of the program which enhances protection and oversight. It also reduces overhead costs from partners. This entails that UNHCR directly cover the support costs of the general ROVs (400) through ATM. Payment through ATM is considered a good practice.
- In line with this, 40% of the ROV initiative fall under the direct implementation of UNHCR whose role is to cover support costs and facilitate discussions and trainings. Partners could still play a role in providing logistical support (e.g. hosting the meetings, inviting refugees, training them through community centers) as they would for any mobilization activity (hybrid approach).
- UNHCR field offices dedicate one community development staff member full-time at the G4 or G5 level. This same staff member also provides technical support and oversight for the specialized ROV in coordination with the sector specialist and the partner. Given the increased load, SGBV and CP focal points. currently under community development, may be delegated to protection teams which have been comparatively strengthened in the field operations.
- Specialized ROVs may be absorbed under an implementing partner with the close oversight, contact and support of the relevant sector focal point and the dedicated community development staff member.
- A mid-year review is conducted on the achievements, challenges and constraints related to the ROV initiative, with involvement of the relevant sectors.

7. Supervision and support

Management

The coordinator of the Refugee Outreach Volunteer (ROV) initiative is the Associate or Senior Community Services Assistant who coordinates with the CS officer about the different aspects of the initiative. For the specialized ROVs, the CS colleagues provide technical support to the

specialized sector leads on education, health and child protection to manage their respective volunteer groups.

The CS colleagues meet with the Refugee Outreach Volunteers on a bi-weekly basis to discuss community-based protection concerns and solutions, high risk cases in need of support, receive trainings and information on new programs. The ROVs also receive individual guidance and supervision of their work as needed.

Supervision is geared towards helping the ROVs to gain competency, making them feel supported and valued, and making their involvement more effective. Based on previous experience, supervision can prevent problems at a later stage and if they arise. Accordingly, CS should be able to provide a standard against which performance, behavior and relationships can be measured. Supervision with constructive feedback results in more empowered ROVs who will feel they are structurally integrated into UNHCR's programs

ROVs are also asked to conduct a mid-year and end-of-year self-evaluation followed by an evaluation session with the supervisor who recommends either renewal or termination of mission.

Trainings

After having joined the program, ROVs are provided with an orientation to UNHCR's mandate, policies and procedures. The ROVs are capacitated to learn:

- What to do: Expectations as refugee outreach volunteers and responsibilities.
- How to do it: Methods of conducting outreach and guidance on whom to target.
- What not to do: Breach confidentiality and code of conduct.
- Who to contact in an emergency: CS officers.

Health and safety

The ROVs work in a healthy and safe environment and proactive measures are taken to avoid any situation that jeopardizes their safety. In case of any incident, the ROV is referred to the existing health referral system. Furthermore, in order to regularly assess health and safety information, meetings are held with volunteers to provide a forum to raise concerns and solutions.

8. Support cost

ROVs should be motivated by a strong It is important to ensure that volunteerism in the ROV initiative stems from deliberate, free choice, and not because of any obligation to participate in UNHCR-supported activities. However, given the difficult living conditions in Lebanon, the expensive transportation and phone costs, Community Services colleagues countrywide agreed to pay the amount of 200 USD as a support cost. Nevertheless, we highly encourage providing refugees with non-material incentives listed in the ROV tools. Hence, non-financial incentives should be understood as a tool to strengthen morale and express gratitude rather than as a form of compensation.

9. Retention, rewards and recognition

Everyone's motivation is different; nonetheless, as with other volunteers, ROVs need to:

- Have a sense of accomplishment and achievement
- Have opportunities for growth and development
- Feel that the ROV initiative is fair and consistent
- Have opportunities to have their voices heard by UNHCR.
- Understand where they fit in the larger scheme of UNHCR's programming.

By showing appreciation, ROVs are more likely to remain involved in the program, recommend the program as a volunteer placement to other qualified refugees, and more effectively carry out their ROV duties. Recognition can take many forms, including non-material incentives proposed by UNHCR.

10. Relationship between ROVs, UNHCR staff and partner staff

The refugee outreach volunteers are an integrated part of the UNHCR's community-based programs. They are directly linked to UNHCR's Community Development Unit which supports the general ROVs with IPs on administrative issues and provides technical support to the education, health and child protection focal persons for the specialized ROVs.

As per policy recommendations from HQ and branch office field management:

- ROVs are not UNHCR or partner personnel or employees. They are provided with support costs (to cover transportation and telephone call expenses) to carry out their volunteer services.
- They are functionally reporting to the UNHCR Field Office and administratively to the IP(s), with the latter providing support costs and other services.
- The above should be elucidated in the IP agreement between UNHCR and the NGO partner.
- Refugee Outreach Volunteers are volunteers; any additional tasks should be carefully weighed against responsibilities they perform and, for the specialized ROVs, be coordinated with Community Development field units. They should not be carrying out the same volunteer work with other organizations or associations. Until standards are finalized, volunteers should provide their services over 4 days per week, 4 hours per day.

11. Volunteer's forum

The refugee outreach volunteers are linked through many channels. They frequently get together during bi-monthly meetings, trainings as well as during the Volunteer's forum, in which the [Assessment of volunteers' needs](#) is conducted. Moreover, social media also serves as a virtual space for refugee outreach volunteers to communicate safely through protected groups (e.g. facebook, as suggested by the refugees themselves). ROVs also meet during a yearly gathering on the International Volunteers Day on December 5, and in a yearly retreat organized by the Community Development Unit.

12. Grievances and disciplinary procedures

When grievance occurs with the organization and/or staff, the refugee outreach volunteer can raise a complaint either to the Community Development colleague or the officer. Refugees are also given the chance to complain through the [major](#) and [minor](#) complaint forms that they can fill out and give to the CS staff. All complaints/suggestions raised by the volunteers are taken seriously and acted upon by the Community Development officers. Accordingly, every complaint or suggestion is recorded in a [Record of suggestion/complaint](#) that is managed by the CS staff.

13. Confidentiality

Volunteers are bound by the same requirements for confidentiality as UNHCR and IP staff. This minimizes the fear that volunteers working with UNHCR/IPs might act unprofessionally. Furthermore, if confidentiality is breached, and a major complaint is raised, the ROV immediately stops working. As such, procedures are set in place to deal with minor and major complaints (RAGHI).

14. Evaluation

Volunteer involvement is evaluated regularly. For that, each refugee outreach volunteer is required to complete a [Self-appraisal form](#) and his/her manager is required to evaluate the refugee performance according to the [Volunteer Appraisal \(manager\)](#). Building on the mid-year and year-end evaluation, the refugee is either offered the opportunity to continue his/her mission or has his/her mission terminated. In order to continue to improve the ROV program, the refugee fills out the [Programme Evaluation](#) form that measures the impact of the program on the Syrian population. The refugee is also given a [Letter of Appreciation](#) at the time of the completion of his mission.

15. Annexes (Tools)

15.1. Application form for Refugee Outreach Volunteers (ROVs)

Full name:

File number in UNHCR:

Address:

Telephone number:

Alternative number:

E-mail:

Date of submitting the application:

- Where did you hear about the ROV initiative? Please circle the right answer.
 - a) Word of mouth
 - b) At a talk
 - c) At the Community Center
 - d) Was supported by an ROV
 - e) Other please specify:
- Age group: a) 18-25 b) 26-39 c) 40-59 d) 60+
- What is your highest educational grade?
- Type of employment in country of origin? _____ In Lebanon? _____
- Why do you want to volunteer with us?
- Were you ever engaged in volunteer work? If yes, please specify :
- Are you volunteering now with another organization? Please specify:
- Please list any skills/qualities you have which might be useful in our programs?

Availability: Please tick when you will be available:

	Morning	Afternoon
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		

- Is there anything else you wish to tell us about yourself?
- Please provide us with the name of two people over the age of 18, not related, who can provide you with references, if any:

Full name: _____ Tel Number: _____ relationship: _____

Full name: _____ Tel Number: _____ relationship: _____

15.2 Interview questions

Date: _____

Interviewee name: _____

Interviewer name: _____

- What interested you about this volunteer position? Is there an aspect of our mission that motivates you to want to volunteer?
- Have you volunteered in the past?
 - Yes: What have you enjoyed most about previous volunteer work?
 - No: What have you enjoyed most about previous paid work or other activities?
- Are you involved in other organized activities?
- Are there tasks that you do not want to do as a volunteer?
- What would you say are three of your strengths?
- Do you prefer working independently or with a group?
- What are your personal goals for this experience?

- Do you have any concerns about what we expect from you?
- Are you willing to make a time commitment of _____?
- Any condition we need to consider before recruitment?
- Are you interested in some training pertinent to this position?

15.3 Induction Checklist

Name:

File Number:

Volunteer Role:

Date started:

Checklist	Signed	Date
Introduction to staff (UNHCR/IP directly involved in the initiative)		
Basic induction training (UNHCR mandate, protection policy, community based approaches, identification of persons with specific needs, existing services, referral pathways, basic counseling skills, revision of the TOR, signing the agreement, probation period and confidentiality letters).		
Share the different forms proposed in the guidelines.		
Share stationery and supplies.		
Share mass communication materials (booklets on services and other)		
Explain relationship with relevant external agencies.		
Explain communication system with the office.		
Strategic and development plans and future direction of service.		
Other (Specify per field office)		

15.4 Certificate of Attendance

(Insert organization name & logo)

This is to certify that _____

Attended training in
(Insert name of training)

(List of topics)

(Duration of training e.g. 2 hours, 1 day, 5 days)

Date _____
Training Co-coordinator

Date _____
Manager/Committee of Management

15.5 Training Record

Type of Course	Hours	Date completed	Signature

15.6 Attestation Letter log

Letter #	Date issued	Badge expiry date	Name and Surname	Assignment location	Cell phone	Signature

15.7 Assessment of volunteer needs

1. Do you think we are adequately meeting the objectives of the initiative?
Yes ___ No ___

1. If not, what areas can we improve?

- a) _____
- b) _____
- c) _____

2. Do you think we are adequately meeting the needs of refugees?
Yes ___ No ___

3. If not, what areas can we improve?

- a) _____
- b) _____
- c) _____

4. Do you have adequate support in your work?
Yes ___ No ___

5. If not which areas do you most need help?

- a) _____
- b) _____
- c) _____

6. What would you like to improve if you had more resources?

- a) _____
- b) _____
- c) _____

7. What is your general impression of volunteer?

- They are valuable resources and help.
- They can be put to good use if managed properly.
- They do not contribute much to the wellbeing of persons of concern.
- They add to the workload of staff.

8. Final recommendation:

- a) _____
- b) _____
- c) _____

- If the first contact is not available, the next point of contact is: (Enter the name of the next contact person, with phone number and mail address).
- If the problem is not resolved at the first stage, the issues will be raised at a higher level to the next supervisor.
- The final decision lies at the level of the Community Services Officer.
- Each stage should not take more than three days.
- The CS colleagues/if not the officer is involved at each stage.
- The person can continue working while the complaint is being looked into.
- The process will be recorded through mails and will be saved in the personal file of the refugee outreach volunteer.

15.11 Major complaint procedure

The incidents which require a volunteer to stop work immediately are related to the Code of Conduct that the ROV will agree to respect and they come as follows:

- Breach of confidentiality and disclosure of any personal information related to persons of concern to a third party.
- Accept payment or favor from asylum seekers and refugees;
- Engage in contact or exchanges with asylum seekers and refugees or other third parties that could undermine or be perceived to undermine impartiality as a volunteer or the fairness and integrity of UNHCR procedures.
- Any ties, professional or personal, with an asylum seeker or refugee in relation to whom the ROV has been assigned to provide volunteering services;
- Any employment, association or private, which could be inconsistent with or be perceived to be incompatible with the refugee's role as a UNHCR volunteer;
- Any other factors that could adversely affect my competence to provide the services assigned to me.
- In case major complaint occurs, the community services officer needs to be contacted.
- The incident should be recorded and saved in the personal file of the ROV.
- The follow-up with the volunteer will be done through the community services colleagues. If the CS colleagues are not available, the CS officer will nominate another colleague who will follow on the complaint.
- The ROV will have the option to appeal in case he thinks unfair judgment was done.
- If breach of code of conduct confirmed the ROV will be formally informed about the end of his mission with UNHCR.

15.12 Record of suggestion/complaint

Volunteer name:	
Date:	Time:
Reported to:	
Suggestion/complaint:	

Action (if necessary) by organization:
Date completed:
Signed:

15.13 Volunteer Self-Appraisal Form

<p>The purpose of this appraisal is to maintain good communication with the refugee outreach volunteers and to improve your volunteering experience as well as improving the services we provide to our <i>clients/customers</i>. As part of our continuous improvement program we request that you complete this self-appraisal and bring it to discuss at our appointment on <i>(insert appointment time)</i>.....</p> <p><i>Signed Volunteer Coordinator</i>.....</p>
<p>Volunteer Name: Volunteer file number:</p>
<p>Volunteer Role:</p>
<p>Date of appraisal:</p>
<p>What do you enjoy most in your volunteer role?</p>
<p>Which part of your volunteer role do you feel you do well?</p>
<p>Which part of your volunteer role do you feel you could do better?</p>
<p>Are there any factors that make your role easy or difficult?</p>
<p>Are there any aspects of your role in which you would benefit from further support/training?</p>
<p>Do you wish to:</p> <ul style="list-style-type: none"> ▪ Continue in this role? ▪ Develop this role further? ▪ Vary your role? ▪ Act as a buddy for new volunteers? ▪ Move into a different role? ▪ Take on greater responsibility? ▪ Contribute less/more time?

Any further comments?

Signed Volunteer:.....

Date Developed	_____	Signed	_____
Date Reviewed	_____	Signed	_____

15.14 Volunteer Appraisal Form (manager's copy)

Name of the volunteer supervisor:

Name of the ROV	Type of ROV:
-----------------	--------------

Date of Appraisal:	Appraisal Period:
--------------------	-------------------

Enjoyable aspects of role

Successes

Barriers experienced

Support or training required

Volunteer wishes to:

- Continue in this role?
- Develop this role further?
- Vary your role?
- Act as a buddy for new volunteers?
- Move into a different role?
- Take on greater responsibility?
- Contribute less/more time?

Details:

Results of discussion: (note any changes/variations/training/support required)
Signed: Volunteer.....Volunteer Coordinator.....

Date Developed	Signed	
Date Reviewed	Signed	

15.15 Evaluation of the Refugee Outreach Volunteer initiative

In order to continue to improve the refugee outreach volunteer program, we need to know how you feel about the part you play in supporting Syrian refugees. Your response will be confidential. There is no need to add your name.

Thank you for your support.
Please return your completed questionnaire to

Name:
(optional).....
Email/Phone
(optional).....

Please circle the number that best reflects your response to the question from 1 for poor to 5 for excellent.

How would you rate the administrative aspects of becoming a volunteer with the organization you are linked with:

Poor	1	2	3	4	5
Excellent					
Comment:					

Do you find your volunteer role rewarding?

Poor	1	2	3	4	5
Excellent					
Comment:					

1) Do you feel that you are a valuable part of the team?

Poor 1 2 3 4 5
Excellent
Comment:

Are you fully informed at all times?

Poor 1 2 3 4 5
Excellent
Comment:

2) Do you receive adequate support in your role?

Poor 1 2 3 4 5
Excellent
Comment:

3) How would you rate the effectiveness of training in which you have participated?

Poor 1 2 3 4 5
Excellent
Comment:

4) Are there any aspects of your role in which you would like more support/training?

Please list

5) What do you enjoy most in your volunteer work?

Please list

Any other comments?

Date Developed	_____	Signed	_____
Date Reviewed	_____	Signed	_____

15.16 Letter of Appreciation

(Address of the field office)

(Date)

Dear (name of the refugee outreach volunteer),

Thank you very much for the time and energy you have invested to assist us in providing support to refugees through sharing information on existing services, conducting counseling and enhancing community based support through your voluntary role.

Your contribution has made a difference to the lives of many refugees seeking asylum in Lebanon. Hence, the role played by volunteers is an important component of the community based protection solutions foreseen by the office.

(Comment on the particular role played by the volunteer)

Thank you again. We greatly appreciate your involvement with the refugee outreach volunteer program.

Our best wishes go with you as you (enter details)

Yours sincerely,
Community Services Officer
(Enter name)

(Signature)

Community Services

UNHCR Beirut