



Erasmus+



## Qualitative Services at local level for Emigrants and Refugees

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Deliverable IO3

# The Impact Circular Model: Step 5

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## Q-SER Consortium

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The Q-SER Consortium consists of:

MUNICIPALITY OF EGALEO	Greece
IOM Mezinárodní organizace pro migraci v Praze	Czech Republic
INTRACOM GMBH	Germany
MEDIA CREATIVA 2020, S.L.	Spain
SOCIAL COOPERATIVE ENTERPRISE DROSOSTALIDA	Greece
ECUMENICAL PATRIARCHAT – GREEK – ORTHODOX METROPOLIS OF GERMANY – COMMUNITY THE ASCENSION IN STUTTGART	Germany
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## Version History

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Rev. N	Description	Author	Date
1.0	D.IO3 - Peer review	All partners	1/09/2018
2.0	D.IO3 – Official release	Drosostalida	31/10/2018
3.0	D.IO3 – Minor modifications	Drosostalida	28/02/2020

# Table of Contents

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- 1. ORGANISATION LEVEL IMPACT .....8
- 2. SUGGESTED USEFUL TOOLS.....9
  - 2.1. Benefits of Mentoring.....9
  - 2.2. Q-SER – Impact review table..... 11

# 1. ORGANISATION LEVEL IMPACT

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As all activities pertaining training and education within an organisation, are of extreme importance, the impact they yield should be measured. At an organisational level, the data collected should be distinct into the following categories (non-exhaustive list):

- **Organisation level** i.e. how well has the performance of the actual training been
- **Department level:** the performance of the department on dealing with the target groups on the specific topic at hand. One indicator can be the number of complaints received or the number of immigrants served
- **Staff level:** satisfaction ratio of employees in completing work activities and motivation in serving target group members.

Preparation by organisation:

1. Set up monitoring aspects for impact. The monitoring is a horizontal activity which should be considered in all aspects of design as well as in specific milestones of the project. A close cooperation between departments should be sought in order to collect the relevant data. Each department should specifically declare the monitoring features they can apply, the data required to be collected as well as indicators for the long short and long term. Specific templates should be designed by the involved parties and collated into templates to be used by the departments.
2. Impact review table design. An impact review table should be designed by the organisation to specifically analyse the following aspects:
  - ✓ How impact was reached i.e. which activities were undertaken and by which department
  - ✓ How impact was measured, and which tools were used
  - ✓ How impact was reported
  - ✓ Specific numbers / measurements to be used in strategic planning
3. Design reporting templates for organisation and department level impact. All the above information needs to be reported and the organisation should draft a reporting template for this purpose.



## 2. SUGGESTED USEFUL TOOLS

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When planning the impact measurement from applying a mentoring model to your organization, it is good to know the expected benefits and the measurement revolves around them. The following is a summary of the benefits of applying a mentoring process and the areas where improvement is expected. These fields can be indicators of impact measurement at both human recourses and organizational level.

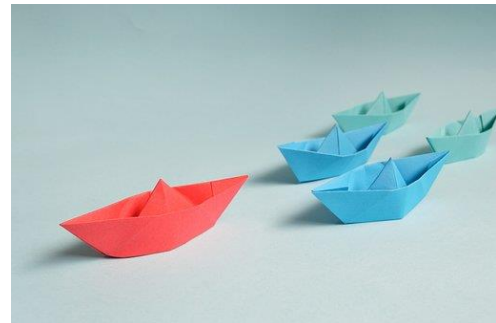
### 2.1. Benefits of Mentoring

A mentoring program according to the literature has many benefits which flow, not strictly to the individuals involved, but to the organization that fosters mentoring relationships<sup>1,2</sup> Principal benefits are the transmission of corporate culture and the provision of a “*deep sensing*” apparatus for top management<sup>3</sup>.

The following is a summary of some of the benefits that can be provided to the mentors, the mentees, and the organizations that implement the relevant mentoring programs.

#### Mentor benefits

- Personal growth and development as a mentor
- Encourages the mentor to share knowledge, which helps increase the mentor's sense of self-worth
- Strengthens the mentor's interpersonal relationship skills
- Developing a personal network
- Enhance productivity (mentors who work with mentees may enhance their own productivity)
- Promotion (mentoring counts toward criteria for
- promotion in most organisations)
- Career / personal satisfaction



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<sup>1</sup> Detsky AS, Baerlocher MO. Academic mentoring – how to give it and how to get it. *JAMA*; 297:2134-2136, 2007.  
Ludwig S, Stein R. Anatomy of mentoring. *J Pediatr*, 152(2):151-2, 2008.

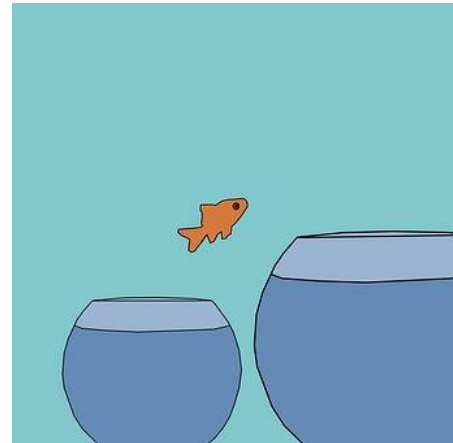
<sup>2</sup> <https://www.management-mentors.com/resources/benefits-of-mentoring>

<sup>3</sup>Wilson, J. & Elman, N. (1990). Organizational benefits of mentoring. *Academy of Management Perspectives*, Vol. 4, No. 4.

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### Mentee benefits

- ✓ Personal growth and development
- ✓ Increases the mentee's self-confidence
- ✓ Helps the mentee learn to take better control of his or her career
- ✓ Teaches the mentee how to speak up and be heard
- ✓ Educates the mentee on how to accept feedback in important areas, such as communications, technical abilities, change management, and leadership skills
- ✓ Improves the mentee's interpersonal relationship skills
- ✓ Networking
- ✓ Enhance productivity
- ✓ Career satisfaction/ Advancement and promotion
- ✓ Helps the mentee better understand the organization's culture and unspoken rules, both of which can be critical for success



### Organization's benefits

- ✓ Conveys to people within the organization that management is willing to invest in its members/employees
- ✓ Shows the outside world that the organization values its members/employees
- ✓ Fosters more loyal employees/members -- this can lead to reduction in turnover rates (which saves money on recruitment and training costs)
- ✓ Creates a more positive work environment
- ✓ Fosters leadership skills in mentors
- ✓ Encourages the mentee's growth from junior-level members/employee to future leader
- ✓ Promotes a sense of cooperation and harmony within the organization



## 2.2. Q-SER – Impact review table

AREA OF IMPACT	IMPACTS / OUTCOMES	INDICATORS	DATA SOURCES	TIMESCALE		
				SHORT TERM	MEDIUM TERM	LONG TERM
SYSTEMIC						
ORGANISATIONS						
LEARNERS						
STAFF						