

# Humanizing Refugee Integration

RWII Strategy 2021-2022



**REFUGEE  
WELLBEING  
& INTEGRATION  
INITIATIVE**



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# 1 Mission Statement

Refugee Wellbeing and Integration Initiative humanizes the refugee integration experience. RWII collects humane data in order to build a narrative that reflects on refugees' wellbeing, journey and experience. Such data-driven narrative helps organizations which have an influence on integration design well-balanced policies and services to maximize their positive impact.

## 2 Directives

**RWII regards subjective wellbeing as the determining indicator to the success of refugee integration.** Under such, policies shall be primarily concerned about the dimensions of wellbeing to describe to the outcomes of integration for refugees.

**Refugees have the right to a timely and tailor-made assistance to improve their wellbeing.** An inclusive design and implementation of policies shall be ensured in a way that provides for the satisfaction of the needs of the refugee.

**Service providers play a key role in integrating refugees and improving their wellbeing.** RWII encourages stakeholder groups in the Netherlands to coordinate efforts across different sectors for addressing barriers in the integration journey of refugees.

## 3 Outline of Framework

RWII has chosen a range of research-based activities to advocate for the wellbeing of refugees and to provide informed advice on well-balanced integration policy and service design. We structure the activities in three layers.

### Refugee Wellbeing Monitor

The Refugee Wellbeing Monitor is a dashboard that provides information about the development of the refugees' subjective wellbeing in the Netherlands. With this information, recent trends can be picked up. For example, advice to address gaps in policy design can be made.

The monitor is based on a national yearly survey that measures refugees' satisfaction with 21 indicators divided over six themes of wellbeing including quality of life as whole, health, housing, work and education, finance and social life. This survey is a replication to the "here and now" dimension of the Wellbeing Monitor developed in 2017 by the Dutch Central Bureau of Statistics.

*Further research:* The data usage will be expanded step by step in the coming period. Our team of researchers are equipped with advanced modeling and analysis methods to provide reliable information that matches the initiative's mission and vision.

### Integration Journey Map

The Integration Journey Map is a resource that encompasses the refugees' interaction with the spectrum of services which influence their wellbeing and integration. This resource helps organizations contextualize their service in relation to the full range of needs of their client and in relation to other services available for refugees in the Netherlands.

This resource is developed using models commonly known in the business world as end-to-end customer experience, ecosystem mapping, touch-point analysis and UX design. The first layer of information is collected from the organizations' websites and verified with respective bodies within these organizations. The second layer of information is obtained by basket-analysis of data collected from refugees over the services they have encountered throughout their integration journey.

## Refugee User Experience

Refugee User Experience is a tool to measure the performance of services that have an influence on refugees' wellbeing and integration in the Netherlands. This tool allows organizations to put the refugee at the center of their service design.

The service must be useful to refugees, usable, findable, credible, desirable, accessible and valuable. (IDF, 2020) Besides measuring all of the mentioned, the tool is designed together with refugees to further identify impressions, the emotional state and reflections during the interaction with the service. Our team systematically studies the target audience and their requirement to help organizations generate a maximum impact.

## 4 Organization

### Supervisory Board

The Supervisory Board is charged with supervising the policy of the Executive Board, the budget, the annual accounts and the initiative plan and its organization. In addition, the Supervisory Board is responsible for appointing the members of the Executive Board. The members of the Supervisory Board are a Chairperson, a Vice Chairperson and other board members.

The members of the Supervisory Board are appointed by the Supervisory Board. The Chairperson and the members are appointed for a period of four years and may be reappointed twice, serving a maximum of three terms.

Per January 24<sup>th</sup>, 2020 the members of the Supervisory Board:

- Dr Karin Geuijen – Chairperson
- Dr Sergio España Cubillo – Vice Chairperson
- Phillip John Wozny – Treasurer

### Executive Board

The Executive Board is in charge of the management of the RWII. Its members are a Director, a Chief Financial Officer and other board members. The Executive board can be one-tier board consisting of the Director. The Executive Board is advised by the Supervisory Board.

The Director and members of the Executive Board are appointed by the Supervisory Board. The Director and the Chief Financial Officer are appointed for a period of five years. The other members are appointed for a period of three years. The Director and the members may be reappointed.

Per January 13<sup>th</sup>, 2021, Kinan Alajak is the Director of the Executive Board.

## 5 Quality Control

### Public Benefit Assurance

Members of the Supervisory Board, the most senior body within RWII, do not receive any compensation for their services. Additionally, Executive Board members are not allowed to take part in Supervisory Board deliberations.

### Representation Committee

RWII will establish an advisory committee of Dutch-resident refugees to be the guiding body to the decision-making process, and to ensure proposed plans and output conform with the reality of their experiences. Members of the committee are selectively recruited to represent the diverse community.

### Protection and Privacy

RWII attaches great importance to data protection and privacy. Several measures have been taken to ensure that data collection, storage, and usage processes comply with the European [General Data Protection Regulation \(GDPR\)](#).

### Ethical Responsibility

RWII recognizes its responsibility to ethically done research. As such, all studies which involve human are approved by the Utrecht University Ethical Committee of Social Sciences for five years from the 1st of January 2021.

## 6 Finances

### Funds and Spending

RWII will raise funds through operational, research grants, and donations. RWII has a non-profit motive. The capital is spent on the development of the aforementioned activities of RWII. Residual capital of a financial year is deposited in the RWII saving account at ING Bank Nederland. The funds of such a saving account are meant for future contingencies, research, and innovation or operations aligned with the RWII's mission.

The Executive members will work as volunteers under the unavailability of sufficient funds. Eventually, they will be assigned to get paid for their part-time or full-time activities for RWII. The salaries of the Executive Board will be in line with market practices and follow the basic salary guideline. The remuneration is determined by the Supervisory Board.

RWII does not grant structural rewards to its volunteers. Employees may be hired upon the availability of funds.

### Asset Management

The assets of RWII consist of all contributions, subsidies, gifts, as well as other assets. Such assets are managed and controlled by the Supervisory Board according to Articles of Incorporation.

**RWII – Stg. Refugee Wellbeing  
& Integration Initiative**

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