



# **analysis of practices oriented towards vocational integration of prisoners**

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# 1. Introduction

The objective of this document is to present a synthesis of the analysis of practices oriented towards the vocational integration of prisoners. It is based on the analysis of the work implemented by the partners of the VIP project conducted through a SWOT approach in four steps:

1) in each organisation, a brainstorming with the team involved in training and vocational integration support has allowed to share the views regarding strengths, weaknesses, opportunities and threats<sup>1</sup>.

2) For the main strengths, weaknesses, opportunities and threats, some consequences have been identified in order to determine actions to undertake (trying to give some priorities: what is more important to do now?).

3) Assessment of strengths and weaknesses against opportunities and threats to answer the four following questions:

- What strengths do you have and how can you use them to take advantage of new or existing opportunities?
- What strategies are needed to overcome weaknesses so that you can take advantage of opportunities?
- What strengths can be used to minimise threats?
- What strategies will minimise weaknesses and help your team to cope with threats?

4) Each local team had then to make operational conclusions selecting three items that works well and that you would like to transfer and three points that you commit to improve in the 2-year VIP project.

Each local analyse is available *in extenso* on VIP web site under <http://vip-project.tk/content/outcomes>

## 2. Description of partners practices

### 2.1. Justizanstalt Simmering (AT)

The Justizanstalt Simmering is an institution for male prisoners with short- and medium-term imprisonments (- 5 years), located in Vienna. The share of prisoners who are in training measures is above average; 91 of in total 187 vocational trainings in 2008 in Austrian prisons were completed there.

Vocational training is offered in house: Carpenter, House-painter, Brick layer, Cook, Panel-beater, Metalworker, Baker, Store keeper on day pass basis: vocational training courses, university studies. Additionally, other training measures are offered as: German courses, ECDL, first aid courses, courses for forklift operators

Context of intervention:

In Austria, there are

- 7 penal institutions for men  
Stein, Graz-Karlau, Garsten, Suben, Sonnberg, Hirtenberg, Wien-Simmering
- 1 penal institution for adolescents: Gerasdorf
- 1 penal institutions for women: Schwarza

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1 Strengths and weaknesses are internal features: the members of the team can directly act on them (eg. lack of personal involvement, bad communication...), while opportunities and threats are external and linked to the context of action (eg. policies, regulation...).

- 3 institutions for involuntary detention („Maßnahmenvollzug“): Göllersdorf, Wien-Mittersteig, Wien-Favoriten
- 15 court institutions („gerichtliche Gefangenenhäuser“) Eisenstadt, Wien-Josefstadt, Wr. Neustadt, St. Pölten, Krems, Korneuburg, Graz-Jakomini, Leoben, Klagenfurt, Linz, Wels, Ried i.I., Salzburg, Innsbruck, Feldkirch
- Wiener Jugendgerichtshilfe

In total, in 2011, 2.973 prisoners were in training measures, 5% of them (n=121) in vocational training.

63 prisoners attended vocational training courses, 58 intensive training courses for skilled workers.

Total costs of training measures were € 453.537.

## **2.2. Greta du Velay (FR)**

The training organised in prison by Greta du Velay is the preparation of a diploma of cook (level 1) or a qualification as a cook.

We run a group of 8 learners. It is organised on an “open” base: learners can enter or leave the training (up to a maximum of height welcome).

The training is financed by the French administration of employment at a cost of 8,9 euros per hour.

5 trainers from Greta du Velay are involved. In addition a teacher from the Ministry of education is working full time, on the following subjects: French, Maths, general knowledge.

The training lasts from September to June, 850 hours in total, meaning 25 hours per week.

## **2.3. Cooperativa Lazzarelle Social Enterprises (IT)**

### **Context of intervention**

Employment of women prisoners in the labour market

### **group/individual**

Female detainees

### **Cost**

Lazzarelle is an enterprise; thus its activities are borne by the enterprise gain

### **Financers**

The project was funded by a public body for the start up and now it is autonomous

### **Place**

Female prisons

### **Actors Involved**

Regione Campania, social enterprises, justice department, prison administration

### **Numbers**

members 3; workers 5

## **2.4. ROC Noorderpoort (NL)**

Het Poortje in Veenhuizen, which is part of Portalis (min. of Justice) and education is taken care of by ROC

Noorderpoort;

A youth prison for youngsters between 14 and 23, nowadays boys. They live here for between 5 days and 4 years. Cost per year around 180.000,- per young inmate, individual.

Financing through the Dutch Ministry of Justice and Safety and partial by the Ministry of Education.

Involved are: teachers, social workers, psychologists, medical and household personnel; management; and guards.

At this moment around 44 (also maximum) young people are taken part in education, even more kept in the prison;

Most of them are in education on basic level or in vocational education, sometimes also working in the small factory they have inside the prison. Here pallets are made on behalf of industry (Faber pallets) in nearby Assen. The prison gets paid for the work done by the inmates and they also receive some money for their work. Money can be spend inside the prison for sweets, cigarettes etc.

Young inmates can do a vocational training mainly in technics and catering together with another of the NP schools, the "School voor Werkwijs". Assessment and examination is through this school in order to be able to hand out full diploma's which are useful on the labour market after returning into society. They also have lessons in the Dutch language, English, maths etc. Also is important that the name of the school at the diploma does not refer to the stay in prison but to a general vocational school. In general the diplomas are on EQF level 1 but higher is possible in general education (level 2, 3 or 4).

The factory and the school in Veenhuizen are in rather full work since 3 years.

The inmates also learn how to prepare meals for their fellow prisoners and for the staff. Once a week they cook dinner and set the tables etc. So they learn a lot of "domestic" skills also. And they work also learn to work as builders.

## **2.5. Association of Koinonia Jan Chrzciel (PL)**

The Association of Koinonia Jan Chrzciel - Oaza Wrocław has been engaged in the Wolow Penitentiary since the year 2000. For some time it was also actively working in the detention centre and in the penitentiary in Wrocław located in the Kleczkowska str.

There are about 30 volunteers (men and women) members of the Association engaged in the Wolow penitentiary. The activities include organizing religious and prayer meetings, formation meetings, pedagogical and bible courses and seminaries, social group trainings, relationship building and guidance for living in society. In addition to this, some prisoners can declare their membership to the Association and take part in its activities in the Wolow penitentiary. They organize meetings for other prisoners several times a week in a prison chapel where they can share and spread the experience and knowledge gained during courses, seminaries and other meetings in which they take part regularly. The members of the Association from the penitentiary and outside comprise a group which is called a Family Fellowship. They meet regularly once a month. The main purpose of those meetings is to introduce and implement formation materials developed and used in the Association.

There is also a meeting called Koinonia organized once a month in which both the volunteers, prisoners and well-wishers take part.

Two times a year a conference together with a musical concert is organized.

In addition to the above mentioned activities there are two special holiday meetings on the Christmas Day and Eastern when both volunteers and prisoners can spend time together building mutual relationships, sharing experiences and tasting homemade cakes.

The Association has been co-operating with the Wolow prison chaplain for many years.

Once a year some prisoners take part in the Confirmation celebration organized by the prison authorities and the District Chaplain.

During a year the Association held several meetings with musicians, theologians, psychologists, pedagogists and others in order to recognize and meet different needs of the prisoners. The experience acquired in this way is further used to plan the annual meetings of the Association in the Wolow penitentiary.

The cost of work in the Wolow penitentiary is about 50% of a regular monthly salary, i.e.  $\frac{1}{2}$  T3200 = 1600 PLN and the cost of delegation for 5 people is about 500-750 PLN, i.e. 5 T 50 PLN T 2 or T 3 standing for 2 or 3 visits a month. In addition to this there is cost of about 300 PLN connected with office work, office materials and others resulting in total amount of 2400 PLN.

All the expenses are covered by the Association from the private donations.

The following volunteers are engaged on regular basis in the permanent activities in the Wolow penitentiary: Marek Maj, Marek Wojdon, Aleksandra Maj, Bogumiła Maj, Anna and Gerard Grzybowski, Andrzej Baumgart, Jan Malawski, Andrzej Rogala, Jerzy Jankowicz, Alicja Chomik, Maciej Sionek. Besides, there are about 20 volunteers who join the activities provided by the Association on a temporary basis.

## **2.6. S.C. R.D. Profil Consult S.R.L. (RO)**

3 Trainings

Context of intervention: group

20 Youngest between 18 to 30 years/ group

October 2012-March 2013

60 h/training

## **2.7. Ukkader Association (TR)**

During the Project, Project team of association have many visits to prisons, institutions and prisoners and interviewed and observed them.

Professionals of the prisoners have their salaries from the government. By the way some of services and trainings comes by private organisations. Especially public education centres organize many different kind of social and vocational trainings. According to the needs of prisoners the teachers, trainers comes from public education centre at local. There is a training plan to show the prison training department. There can be some products and exhibitions after some of the trainings.

Visitings done by with different Project groups. We have still contacts with the prison professionals to have a good communication and common activities with the CSO and NGO's.

### 3. Actions to undertake

#### 3.1. How can we act on the internal factors?

##### 3.1.1. Analysis of strengths and actions to undertake in response to their consequences

Communication as always is a key factor. Regular meetings have to be organised within the team and the team has to work in close collaboration with the other stakeholders: the administration, the pedagogues and the economical sphere.

The following table shows the detailed answers of the professionals, identified by their country code.

Strengths	Consequences	Action
Regular meetings (PL)	Continuity, good organization and stability of activities	Planning of suitable dates, prior preparation of a group and arrangements settled in advance with the prison authorities
Permanent members of the team (PL)	Better understanding, unity, harmony, sharing experience, mutual support of team members.	Support in crisis situations, building of mutual trust and confidence, stability and sense of security in building of internal group of prisoners
Perseverance (PL)	Stability, building strong relationships and sense of integrity and unity with the people engaged, progress in achieving the determined goals	Long-term volunteer work, support and motivation of the team involved, as well as internal group of prisoners
Use of shared process for strategic decisions (IT)	Better adhesion to enterprise mission of all the members and workers	Periodic meetings
Reduce the re-offending rate (IT)	Reduce the number of processes Reduction of prison overcrowding Reduction of social service interventions Increase of social cohesion	Find job opportunities
Development of social enterprises (IT)	Enlargement of Lazzarelle enterprise Creation of new enterprise (work in progress)	Reinvest the profits from the sale of products within the cooperative, this allows to employ further inmates restricted.
Network with institutions linked to the Penitentiary system (IT)	Chance to work within the prison	Agreements with the institution
Employment contract following National laws for the collective labour agreement (IT)	Inmates workers have the same rights of "normal" workers	Education to respect of rules, laws through the respect of workers rights
Handcrafted product (coffee) sold in	Better quality of coffee blend and no	Vocational training on the job for

a market niche (IT)	taste uniformity; loyal and motivated customers (loyalty)	workers (that is possible to spend outside too)
Very well organised curricular programme (RO)	High level of understanding the information	Targeting efforts to realise well structured programme and adapting for each group regarding the necessity.
Date information (RO)	Maintaining a link with the outside reality and keeping a low difference between the life in the institution and the life in the community.	Being connected to the information and involving in activities to have new know-how
Accessible language (RO)	Adapting the language for the level of understanding of the participants at class for achieving the objectives.	Identifying the level and capacity of the beneficiary at course and adapting the language to their needs.
Team work (RO)	Resolving exercises individual and in team supporting in this way the collaboration and communication between them and this method improve the level of tolerance and respectful of team members.	Combining of theory with practice that has to be resolved individual and in team.
Study case (RO)	Exemplifying theory throw studies case	Identifying studies case as a support for the theoretical materials to rise the level of understanding of the participants
They have developed the so-called respect modules are working very well and who are developing new models. (ES)	Generate a new lifestyle based on trust, solidarity and peaceful conflict resolution.	Active policy integration
Inmates eligible for some jobs within prisons that allow them to develop a career. (ES)	Better integration to life after leaving prison.	Training action
Close cooperation with NP school for Werkwijns and therefore the possibility to hand out good and recognised diploma's (NL)	Stay the way it is organised now	Keep on track
Close cooperation with some companies in the neighbourhood, possibility to do "real" work and get some money out of it (NL)	Stay the way it is organised now	Keep on track
A good team of teachers and other staff (NL)	Stay the way it is organised now	Keep on track
Very small groups of max. 7 students. Good provisions and facilities (NL)	Stay the way it is organised now	Keep on track
Well established institutional culture (TR)	At same parts its needed to develop	New development and future planning to have better

-The understanding of strategic management is developing (TR)	Staff have necessary strategic management and its planning.	Increase of staff and professionals abilities at working field
-Penal system is open to development (TR)	New implementations is applied vey good	Improve the laws
- The staff are committed (TR)	That is a good point for prisons and prisoners	Support to staff and get them more new training activities
Exchange between peers (FR)	Better inclusion of new trainers and exchange of practices between trainers	This should be developed, including at EU level
Invitation of professionals to evaluate the work of prisoners (FR)	Employers get to know the skills of prisoners, and may have another opinion of them	Use this meeting to valorise the learners and facilitating practice periods or employment, when they leave the prison

### 3.1.2. Diagnostic of weaknesses and actions to undertake in response to their consequences

Weaknesses are linked to the people: lack of specific training for the professionals who have then to learn on the ground, difficulty to provide jobs adapted to the prisoners, difficulty to keep up to date with the market requirements, difficulty to work with people who are not part of our organisation and difficulty to find the finances are among partners main weaknesses.

The following table shows the answers of the professionals, identified by their country code.

Weaknesses	Consequences	Action
Finance (PL)	Meetings cannot take place as often as they could be, lack of opportunities to organize different kinds of meetings and involvement of a larger number of members, as well as prisons	Association covers all the costs of its private donations
No means of transportation (PL)	Difficulties with transportation of the volunteers to the penitentiary	The Association is unable to purchase some suitable means of transportation for volunteers. Private cars are used.
The inability to bring necessities to jail (PL)	Lack of diversity of meetings and limited opportunities for personal development of prisoners	The inability to use necessary equipment and materials such as multimedia and other useful means to work with prisoners
Difficulties to connect with the prison administration (IT)	Barriers to the implementation of the work	Share better agreements with the administration
Working with people who have difficulties in relationships within a work environment (IT)	Lack of work ethic	Education to respect of rules, laws through the respect of workers rights
Working with people who suffer from the dynamics within the prison hierarchy and inhibit the participatory process (IT)	Lack of participation in decision making and indolence	Implementation of shared processes for the decision making

Economical growth linked to participation to competition market (IT)	Continued upgrade to market requirements Growth compatible with the social mission of the enterprise	Information seeking and vocational training/guidance
Niche activities (RO)	Reduce experience in labour with the convicts. Custom implementation of the courses addressed to people from rehabilitation centers/prison.	Reducing the differences between classes supported for the individuals from the community and the individuals from the prison/ rehabilitation centre.
The necessity to spend a long time for each session. (RO)	This groups because of the characteristics that they have need a longer time to gain their interest, involvement and respect.	Creation of contexts that influence participants to adopt a positive attitude.
The prison system is poorly designed and poorly implemented (ES)	Errors in the Spanish prison system operation. This causes a precarious operation.	Changes in the legislation related to the operation of the Spanish prison system
Most prison staff is dedicated only to the control and supervision of inmates (ES)	Shortcomings in stimulating activities that participate to reintegration.	Increase professional profiles in prisons so that activities are not reduced only to the control of prisoners
The lack of activities within prisons leads to a lack of opportunities to reintegrate into society (ES)	Increased potential for prisoners to leave the prison are recidivists	Stimulating of activities that promote the reintegration into society.
The jobs that are developed within prisons are few and poorly paid (ES)	Causing demonization among prisoners who have access to them.	Try to increase both the number of jobs and the salaries thereof.
It is difficult to act not knowing when an inmate has to leave again, not because he has fulfilled his sentence but because they have to go to another prison or institution or are set free. Traineeships in practise in companies are difficult to organise (NL)	Ex inmates are “gone”	Follow up their actions after sentence
Staff shortage (TR)	The lack of qualifies services to the prisoners	Requests from the related institutions
Weak public relations (TR)	Communication problems and it causes to does not fulfil its function	Trainings and awareness activities for public relations
Physical capacity and technical infrastructure are not at a satisfactory level (TR)	It effects to number of participants to some kind of activities	Fund request to capacity developments

The lack of awareness of communication, participation and commitment (TR)	Public, prisoners, related organisations needs to learn more and have a good communication	Carry out activities to raise awareness with seminars, books, brochures, etc)
They have to reduce the practice (because of restricted access to material and products) (FR)	Learners are less well prepared than non-prisoners	Test and develop the use of videos and simulation software
Trainers never had the opportunity to be trained to act in prisons (FR)	They are not prepared to act in a jail, they are more easily manipulated by some prisoners.	Develop peer to peer training mechanisms.
Some trainers (especially the new engaged) feel stressed to work with prisoners (FR)	They are not happy to go to work and it may have negative consequences on the quality of their work	Organise a day session with other trainers and a psychologist to sensitize them. Possibly organise a short tutoring period so they are not alone the first time they intervention

### 3.1.3. Conclusion: how to consolidate strengths and reduce weaknesses?

To consolidate their strengths and reduce their weaknesses, partners need to:

- organise (or continue to) regular team meeting
- keep up to date with the information available
- develop (better) agreements with the prison administration
- stimulate activities that promote reintegration into the society
- provide new training modules for the prisoners (eg. “workers rights and duties”, “motivation”)
- provide more training opportunities to the trainers (eg. “peer to peer training”, “tutoring mechanisms”)
- look for alternatives to the lack of access to resources (eg. simulation software)
- develop training in the job for the prisoners who are working
- reduce the difference between the courses they offer to every citizen and what they offer to prisoners
- use better the contacts that prisoners have with companies to facilitate practice periods and employment.

## 3.2. How can we act on the external factors?

### 3.2.1. Analysis of opportunities and actions to undertake

The opportunities come from sponsors who want to contribute to the vocational integration of prisoners, from the evolution of the society model that tends to pay more attention to local and small activities. Opportunities lay in the development of citizenship that contributes to a better understanding of the differences in the society and the will to integrate ex-prisoners and in the willingness of the prisoners to participate to education and vocational integration programs.

The following table shows the detailed answers of the professionals, identified by their country code.

<b>Opportunities</b>	<b>Consequences</b>	<b>Action</b>
Raising of funds (PL)	More frequently held meetings, obtaining the stronger support from greater number of prisoners, the diversification of meetings	Looking for sponsors and donors
Additional education (PL)	Personal and professional development and training of prisoners	Organization of relevant courses, meetings and workshops
Involvement of a larger group of people (PL)	Increase the teamwork skills and better integration of team members	Acquisition of new team members and encouragement to participate in the program
Capability to produce social value and innovation (IT)	Ability to analyse the needs of the territory	Vocational training, guidance, creation of new employment opportunities
Ability to produce economic value (IT)	Improvement of enterprises gain	Payment of salary to workers Enlargement of the enterprise
Improving of market niche (IT)	Development of short chain	More opportunities for small producers
Availability for learning (RO)	Involvement in the course	Opportunity to take advantage of the desire for learning and maintaining interest for study through courses required for their personal and professional development.
Willingness for integration in the labor market (RO)	Influencing the employers regarding the candidates as a result of their participation to this course that prove the wish for change, to do things differently and to reintegrate in the society.	Adapting the courses for the professional needs of the beneficiaries.
Desire for learning how to reintegrate in the society (RO)	Making trainings that target the position of the individual in the society, role, moral and civic obligation, rights.	Cultivating citizenship.
Interest to engage in various activities to gain new information (RO)	Desire to spend time doing new activities, so time pass in a productive way.	Possibility to diversify the theme of the courses for keeping their interest.
The need to be noticed by proactive attitude regarding community reintegration (RO)	Involving in the courses give the students the opportunity to be noticed of attitude changed and behaviour intention.	Participating at the courses
Integrate in the prison system more professionals dedicated to addressing the problems of prisoners for reoffending (ES)	It would reduce recidivism of prisoners and prisons would be less crowded.	Work more specialized and personalized. Preventive action.
Increase training and educational activities in prisons (ES)	Improve education and training of prisoners and more chance of reintegrate into society.	Action training investment.
Spanish society is very near the prison population through	Better integration in society and less social exclusion.	Continue to promote this closeness between society and the prison population.

Opportunities	Consequences	Action
associations and NGOs (ES)		
Companies a board (NL)	The contacts should be broadened	Intensifying the contacts
Technological developments and facilitation of access to information (TR)	It reduce to the number of processing and it takes more time	Set up a working group in order to identify common problems
Public faith in the necessity of a judicial reform (TR)	It creates a common working area together	Creating public videos to present of juridical reforms for TV's or local media channels
The European Union membership process (TR)	This process accelerated to the reforms and its qualities	Related organisations have to work on the news on judicial system in Turkey and EU
Cooperation opportunities with national and international institutions (TR)	Cooperation level doesn't have at a good degree	Organising communication platforms, meetings to sharing experiences
Scientific studies regarding judicial services are increasing (TR)	This studies will create a knowledge database	Encourage to work on scientific studies in judicial services
Opportunities for cooperation with civil society organizations are increasing (TR)	It is not have a high degree	There can be more study visits and workshops to increase communications
Prisoners pass a test to evaluate their level of French when they enter the prison. (FR)	This allows to detect training needs.	The test could be enlarge to an evaluation of the eight key competence
Learners can keep the benefit of their evaluations for 2 years (FR)	They can continue their diploma, even after leaving the prison	Develop motivational actions and stronger follow-up with the probation services in order to pass the diploma
A job forum is organised each year within the prison (FR)	Prisoners get to know the economic context of the area and the employment opportunities.	Development of the job forum to include information on self-employment and creation of cooperative and a focus on training linked to the jobs.
The public service for vocational integration of prisoners is present at the regular meetings organised to evaluate the training (FR)	This helps the training team to have a better view of the whole learning / vocational integration path of the prisoners	Reinforce the cooperation with the public service for vocational integration of prisoners

### 3.2.2. Determination of threats existing in the partners context of work

Main threats are coming from the organisation of the prison system itself that is not organised to facilitate training and vocational integration and from the evolution of the economic situation (that reduces both the financial means for working with prisoners and their employment opportunities).

The following table shows the detailed answers of the professionals, identified by their country code.

<b>Threats</b>	<b>Consequences</b>	<b>Action</b>
Time limits imposed by the prison authorities (PL)	Time limits do not allow to fulfil the determined objectives	Limited visit time imposed by the prison authorities
Limited opportunities of prisoners to participate in group activities (PL)	Not all of the prisoners have a possibility to take part in meetings	Limited possibility to take part in the meetings
Economic crisis (IT)	Reduction sales	Greater development of sales networks and strengthen relationships with consumers
Increased cost of coffee (IT)	Increased prices	Agreement with small manufacturers of fair trade
Corporations' competition (IT)	Difficulties to get distribution	Network fair trade and handcrafting small manufactures
Small number of convicts with eligible under law requirements for access to external work (IT)	Reduction of workers' number	Agreement with penitentiary institution
Base cover for understanding and processing information (RO)	Low level of difficulty of the material used in presentation of the courses.	Adapting the courses at the capacity level of the participants.
Reduced social skills (RO)	Lack of experience in making new friends or the take handle the challenges to interact in different environment.	Putting the participants in new situation to make them to pass their comfort zone.
Limited financial resource to support this type of trainings (RO)	Reduced number of courses and trainings offered to this type of participants	Identifying opportunities that support financial this actions.
Different level of know-how of the participants (RO)	Formations of heterogenous groups regarding each one level of capacity.	Identification and adaptation of the courses to the intermediate level of the convicts.
Limited time managed to capture the attention of students and to be able to involve them in the activities (RO)	Trainings that develop on short period of time and is not enough time tu gain their interest and trust.	Creation of contexts and making the convicts to have trust in the trainer and in the courses.
Reactive attitudes if the convicts to courses (RO)	Resistance prisoners to engage in learning courses due to gaps in the learning process until that  The opinion regarding school of the prisoners. They don t find the purpose to go to courses and learn	Captation of the attention of the participants and change the reactive attitude into an proactive attitude.

Threats	Consequences	Action
The function of reintegration of the prison system do not work properly (ES)	The prisoners return to crime and re-entering prison.	Correcting the Spanish prison system.
Lack of professionals such as teachers, psychologists or social workers in Spanish prisons (ES)	The Spanish prison system does not fulfil its function of reintegrate into society.	Diversify professional profiles working in prisons.
The State has left to NGOs and associations many of the tasks of training and education of prisoners (ES)	• Creating Situations of lack of coordination between the organizations would collaborate and Spanish prison authorities	Coordination actions to improve the results
The current economic crisis is affecting the prison system, causing cuts affecting inmates (ES)	Worsening Spanish prison system.	Try to keep budgets.
The EU economic crisis (NL)	Reduction of money	Re organising the educational system within the prison
The personnel employment policy is restrictive policy in terms of quality and quantity (TR)	That threat effects to personnels and candidate staff and personnels	Job policy and necessities have to control again by the authorities
Organized crimes are increasing (TR)	That is not easy to control as natural.	Create awareness of people and related security offices
There are problems in the effectiveness of mechanisms for protecting the rights of women and children (TR)	That problem is getting reduced by new laws and corrections	Organising campaigns, increasing legal status, using the new laws as effective
Policies concerning law education are unsatisfactory (TR)	People needs to learn more and policies concerning law education have to be compulsory	New lessons or training topics and activities can add and adapt to the curriculums
Learners cannot make practice periods in companies (FR)	They cannot be evaluated like the other learners preparing the same diploma	An arrangement could be find with the validating authority. As they prepare the meals, it may be considered as the equivalent of the activity realised in a traditional private restaurant.
Learners may register but are not interested by undertaking a real training path (FR)	They take the seat of someone else and may have a negative effect on the motivation of the learners.	The selection committee should take this better into account (eg. by adding an interview with a psychologist)
The meeting with family take place during the courses (FR)	Interruption of the learning process.	Be more strict, and prevent it from the first interview. Ensure that it is not because of the prison authorities

### 3.2.3. Conclusion: how to take advantage of opportunities while preventing the threats?

To take advantage of opportunities and to prevent the threats, the main actions to be implemented by the partners are:

- look for sponsors,
- develop partnership with companies
- adapt their courses to the vocational needs of the prisoners
- evaluate better the level of prisoners (in order to adapt the courses)
- develop information on self-employment opportunities and creation of cooperatives
- reinforce the cooperation with the prevention and probation services
- organise trade and craft fairs in collaboration with prisons
- diversify the professional profiles working in prisons
- work better with the whole chain, in order to maintain a continuity in the learning and certification process

## 4. Operational conclusions

### 4.1. What works well

This table shows

1. what are the features that work well in the vocational integration path of prisoners and that partners are ready to transfer (T)<sup>2</sup>
2. the features that are part of the vocational integration paths managed by the partners but not enlighten as transferable (E)

Characteristics	ES	FR	IT	NL	PL	RO	TR
Regular meetings		E			T		
Permanent members of the team					T		
Perseverance					T		
Shared process for decisions making			T				
Vocational training and guidance process addressed to convicts			T				
Vocational trainings and updated topics of curriculums for the prisoners							T
Social value of the model			T				

<sup>2</sup> Partners could only quote 3 items for transfer

Possibility of the detained to choose their courses						T	
Having a diploma recognised in the public system		E		T		T	
Support in finding a job.						T	
Money earned by the prisoners		E				T	
Experience in training modules to develop respect	T						
Possibility of working in prisons	T	E	E	E	E	E	
The support of civil society in the prison system.	T						
Traineeships with Faber Pallets				T			
Providing education opportunities to specific groups				T			
Continuous assessment procedure for the obtention of diplomas		T					
Job forum organised within the prison		T					
Participation of employers to the evaluation of skills of learners		T					

## 4.2. Where improvement is needed

Commitment for improvement	ES	FR	IT	NL	PL	RO	TR
Finance					X		
Lack of involvement of young people					X		
No dissemination of data / reports describing the activities					X		
Social franchising of Lazzarelle model			X				
Definition of social innovation			X				
Prison as social enterprises incubator (inspired to Italian laws for working in prison using the type B cooperatives)			X				
Studying the information given by the partners to adapt the positive aspects in our system						X	
Actions to makes the successful approaches of the partners being known						X	
More professionals dedicated to reintegrating prisoners	X						

Increase in jobs offered to prisoners	X						
More offers of activities within prisons	X						
Provide more and better education on level 2 to complete (part of) vocational education, get assessed and get a diploma on level 2 in the end				X			
Improve the fine tuning of the content of the vocational education on EQF level 2				X			
More possible traineeship placements in industry				X			
Organise more pedagogical meetings between trainers		X					
Test simulation software to improve some teaching (physics, chemistry, biology...)		X					
Work on the motivation of (ex)-prisoners not to interrupt their learning path when they leave the jail		X					
Improving the communication level and degree with the prison staff and personnels							X
Creating 1 effective training to the prisoners by the public education centre. The topic will determine with the prisoners, staff and personnels and with our organisation							X
Organising a public campaign for families of prisoners and prisoners who are out of prisons							X

## 5. Conclusion

This report mixes voluntarily a partner approach and a synthetic approach but it doesn't pretend to draw conclusions regarding country policies and practices. We have reproduced the considerations of the partners as they have been formulated, in order to keep track of what is important for the dito partner in its own context. The swot analysis results from internal team meetings and doesn't refer to external data or experts views that could have been used to contextualise the information.

If the method was designed to facilitate the exchange within each partner organisation, this document also doesn't pretend to reflect all the discussion that took place to reach the consensus regarding the local action plans.

It is a working document for the partnership, it shows only some key results of the exchanges that took place in each locality. It helps each of us to understand better what is happening in other areas. It gives the lines of actions for the coming year and it may give some ideas for the future.