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MOBi
MOBilizing Society Towards
(ex) Offenders Reintegration

Methodology on Community Engagement in Criminal Justice System

September 2019

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Project
MOBi – Mobilizing Society Towards (ex) Offenders Reintegration

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Center for Promoting Lifelong Learning - CPIP (Promoter) (Romania)
Aproximar – Cooperativa de Solidariedade Social, CRL (Portugal)
Associazione Antigone Onlus – Antigone (Italy)
Bremen Senate of Justice and Constitution (Germany)
Direção-Geral de Reinserção e Serviços Prisionais – DGRSP (Portugal)
Genepi (France)
Hoppenbank e.V. (Germany)
The Baia Mare Penitentiary (Romania)

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01 Introduction

1. Introduction

About MOBi and Intellectual Output 3

The MOBi project is a partnership of eight organizations present in five different EU countries. The project is led by CPIP a nd aims to:

1. **Understand the European contemporary punishment and reintegration** picture in terms of society's perception to and participation in (a) the stigmatisation and labelling of offenders, (b) ex-offenders return to work or to community, and (c) building an assessment tool to measure society's cultural attitude to punishment and reintegration
2. **Create new, innovative and multidisciplinary approaches** to respond to (ex)offenders' reintegration process
3. **Develop a community engagement methodology to support Criminal Justice System (CJS)** organisations, practitioners, and closest stakeholders' efforts to reinforce existent community (society) based approaches
4. **Design one transnational training programme** aimed at civil society and to be executed by key-organisations to ensure that all citizens have access to knowledge of the rehabilitation model at work in their own criminal justice system. This programme should enable organisations to review their own, individual role in the reintegration process
5. **Deliver a handbook, to support different public, private and third sector organisations** in developing their social responsibility and participation in the CJS and offender's reintegration.

The eight organizations partners are Genepi (France)[1] , Bremen Ministry of Justice and Constitution and Hoppenbank e.V. (Germany), Associazione Antigone (Italy), Direção-Geral de Reinserção e Serviços Prisionais and Aproximar, Cooperativa de Solidariedade Social (Portugal), Center for Promoting Lifelong Learning - CPIP and The Baia Mare Penitentiary (Romania).

> *MOBi aims to deliver a multi-modal approach that brings together the CJS, civil society, and (ex) offenders. It is an innovative project that proposes a looking glass: how are we, civil society, contributing to be the turning point in each (ex) offenders' life? What are society's perceptions of (ex) offenders and the Criminal Justice System? And moreover, what is society's role in reintegration?*

MOBi proposes a re-thinking on the role of civil society in the process, taking a corporate social responsibility (public, private & NGOs) approach to a training strategy for people to find their role in helping to break the cycle of re-offending.

During the project partners have been developing a set of Intellectual Outputs (IO), namely:

IO1: Assessment Tool to screen society's perceptions on (ex) offenders needs and CJS function

IO2: Assessment Tool to screen offender's perceptions on society acceptance regarding reintegration process

IO3: Methodology on Community engagement in Criminal Justice System

IO4: Training course on community awareness on CJS, (ex)offenders' rehabilitation & reintegration processes

O5: Handbook on community awareness of (ex)offenders' rehabilitation & reintegration processes.

This methodology is designed to be read in conjunction with other outputs of the Erasmus+ funded project MOBi: Mobilizing Society Towards (Ex) Offenders' Reintegration (2017-2020).

More information and further outputs can be found at: **mobi-initiative.org.**

1. Genepi leaft the project in 2019.

The purpose of Intellectual Output 3 was to design a specific methodology to provide CJS with the critical guidance to implement effective community organization engagement. This output designs a methodology that can increase the number of partner organizations (civil society) engaging with (ex) offenders. reintegration process. The methodology also focus on creating tools/ resources that support CJS to commit the civil society to contribute with various resources and reach an agreement to work closely together towards common goals related to the reintegration of (ex) offenders.

To whom and what is this methodology intended for?

Whom?

This guide is intended to **support CJS professionals and Civil Society Organizations** that play a fundamental role supporting social reintegration of (ex) offenders.

Why?

Social reintegration is not an issue that can be resolved by legislation and institutions alone. The families of offenders, their immediate circle of friends, and the community have a fundamental role to play in assisting the offenders' return to society and supporting ex-offenders in rebuilding their lives (UNODC, 2006).

Civil Society Organizations are key to implementing Criminal Justice System measures. The development of relationships with community institutions (henceforth: stakeholders, community or

civil society) has a fundamental role to help the Criminal Justice System to fulfil its mission, namely to ensure public safety and to reduce reoffending. This participation also has a social impact on public expenditure and policies. Civil Society Organizations are not only important sources of technical and substantive expertise and skills, but also can provide to the system important resources to reduce reoffending (i.e. providing decent work, developing offenders' competencies and sense of belonging).

In many countries there is little public knowledge of the Criminal Justice System, namely the structure and organisation. In addition, there is little public knowledge of and concern about (ex) offenders' needs. The Criminal Justice System needs to generate greater awareness of the need for second chances, as one pathway to more effective offender and ex-offender rehabilitation.

The present Community Engagement Methodology in Criminal Justice System focus is for the Criminal Justice System to engage civil society with a view to increasing community participation and commitment in (ex) offenders' reintegration opportunities, as well as in preventing and controlling the risk of reoffending. If well performed, structured civil society engagement can be a win-win-win process (for offenders, society and CJS).

This method has been designed to provide guidance to site-level CJS professionals and Civil Society Organizations on how to plan and implement successful community engagement activities. It was designed considering the existing literature and good practices.

How to use this guide

The guide is divided into six chapters. The **Figure 1** is a synthesis of the chapters and what each covers.

Figure 1 – Guide structure

02 Community engagement

theory essentials

2. Community engagement

theory essentials

The research on community engagement has a vision that concepts like "engagement", "involvement" and "participation" are positively connected to each other.

According to MYHILL (2012), the community engagement with the police is called community policing, which is a process that enable the collaboration of individuals and/or the community as a whole with the police. In this sense, the engagement ranges from provision of information and encouragement to community empowerment in order to identify solutions to their needs and influence strategic priorities and decisions. This is an important contribution for an effective response from the police services and their partner organisations to community issues. In USA, for example, the term "community policing" is more used comparing with "community engagement". According to their philosophy, "community policing" reflects both the focus on the citizen and on the neighbourhood.

There are key levels of action related with community engagement:

- The 'democratic mandate' level – sets the philosophy for policing;
- The neighbourhood level – for local priorities and problems;
- The intermediate strategic level – for a broader coverage (regional and national priorities and problems).

(MYHILL, 2012)

For a successful community engagement, it is important to be aware of some implementation issues:

- **Organisational commitment and culture change** – in the police services' perspective, there are some aspects of community engagement that continue to have some constraints.
- **Mainstreaming** – community engagement should be part of the work of all individuals, and not only confined to specialist teams or one-off programmes.
- **Sharing power with communities** – the community must have an active role and a sense of belonging in the process of community engagement (e.g. planning; choosing approaches)
- **Tailoring and local flexibility** – community engagement should be a flexible process with suitable approaches that attend the community, depending on its needs.
- **Performance management** – there must be a balance between key performance indicators and effective community engagement at national and local levels.
- **Training and capacity building** – define with precision the role, skills and resources for both the police and the communities.
- **Confidence and trust** – non-judgmental attitude of the police towards poor past relations, especially in relation with minorities.
- **Communication** – it is important to value the community input. In this sense, the community engagement process must be done in a two-way communication approach, with useful information and feedback.
- **Partnership working** – it is important to have a multidisciplinary approach to tackle "quality of life issues" that arise.
- **Resources** – important role of volunteers and auxiliaries on training and capacity building

(MYHILL, 2012)

03 MOBi Methodology

3. MOBi Methodology

MOBi methodology focuses on how to engage the community in the CJS needs and mission. It is about moving to a more community-centred model of reintegration. It is about a sharing of responsibilities and power with community.

Based on the theory presented in the previous chapter, a methodological process was developed. **Figure 2** is an illustration of this process:

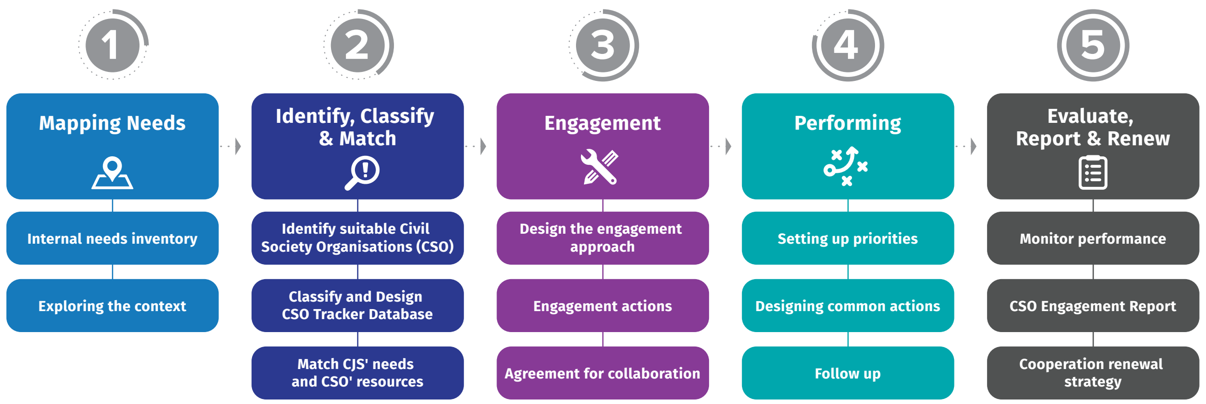


Figure 2 - Methodology's steps

Broadly, the establishment of CJS partnerships with civil society organizations can be divided into five interdependent phases:

1. Mapping Needs
2. Identify, Classify and Match
3. Engagement
4. Performing and
5. Evaluate, Report and Renew

Each phase is divided by recommended steps. Those steps provide to the reader suitable techniques for different situations, trends and case studies.

Some of these techniques are mandatory and some are optional. *For example, the Mapping Needs phase contains a technique that is mandatory – 'Thematic Network'*. All the techniques can be accessed through the project website - mobi-initiative.org.

The techniques were designed to be applied by CJS professionals and Civil Society Organizations to help them develop their own methodology for community engagement, according to their specific problems/needs/objectives are proposed for each phase.

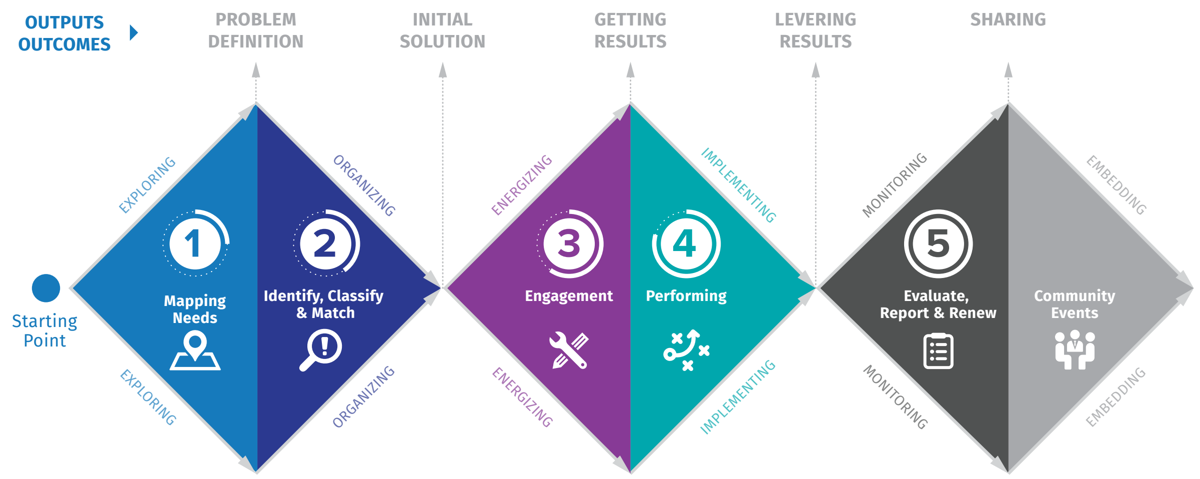


Figure 3 - Methodology of Community Engagement

As can be seen in **Figure 3**, the methodology starting point is an 'open' process, exploring the context. To begin, we should apply the **(1) Mapping Needs tool**. On completion of this step, we have the initial definition of the general problem.

In the sequence, there is an organizing process, where the data from step 1 is synthesized, in **phase (2)** this moves to Identify, **Classify and Match**. As a result, an *initial solution* is reached, without further definitions on how it will be put into practice.

Thus, begins an energizing process, **(3) Engagement**, where the actions will be planned to arrive at the resolution drawn. At the end of this, we will have the *resolutions*.

We then reach stage **(4) Performing**, which is a stage of implementing, where the priorities are detailed and follow the process, reaching the point *'levering results'*.

As the final stage, there is a monitoring process, **(5) Evaluate, Report and Renew**, ending with Community Events (*sharing the work made*), in an embedding process.

In addition to the five methodological phases, a broader model was created, also containing the steps of each of these phases. Following this chapter, each step will be explained.

It is not necessary to implement the steps outlined in sequence or even in their full length, since each context requires teams to create their own approach. However, we recommend users follow the phases and steps as proposed in this document once they were piloted and the pilot' results have shown that if properly performed as indicated, the final methodology can be successful.

From the methodology developed, techniques, resources, materials and forms were created / adapted to assist users in their processes. These elements are like 'ingredients' to generate a creative recipe adapted to any context and reality. Considering that different ingredients can be used to "cook the most suitable cake", different techniques can be used to generate "the most suitable engagement community methodology" (adaptability to the context and actors).

Once the techniques can be adapted to the different phases, a guide was created containing the 24 "ingredients", indicating in which they can be better explored – see Figure 4.

Techniques

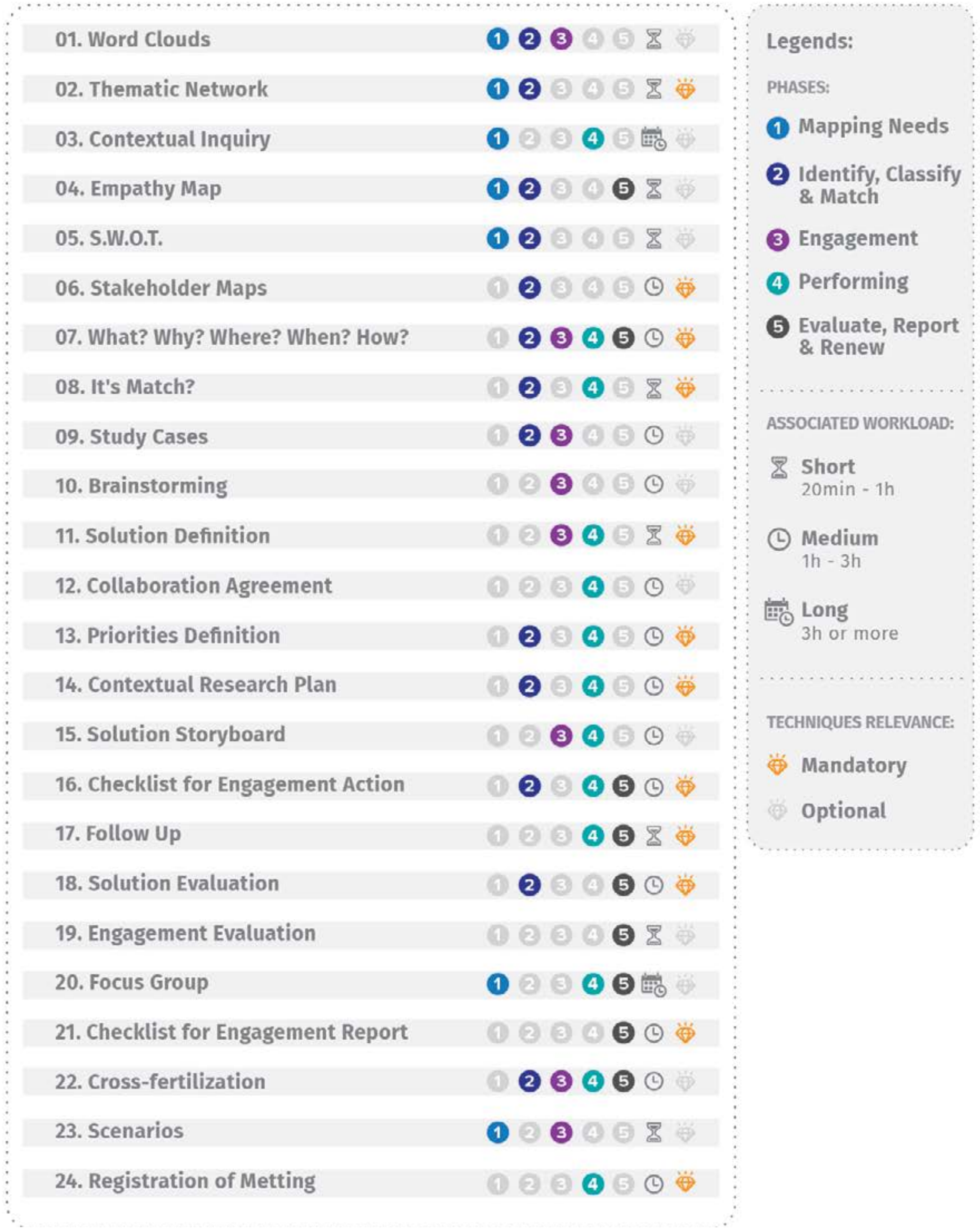


Figure 4 – Techniques

Figure 4 highlights in which phase each technique can be applied. **The same technique can be adapted to different phases**. But, as mentioned before, there are **mandatory techniques** according to each phase – in Figure 4 they are outlined with a yellow diamond. *For example, the technique 01 'Word Clouds': it is indicated to be used in phases 1, 2 and 3 (Figure 4), but it is not a mandatory technique.*

Another indication present in this figure refers to the predicted **time required to perform each technique**. The first technique requires short time, from 20 minutes to 1 hour to be done. Each of these techniques are presented in Chapter 4 of this guide.

Hence, for the guide readers to plan how they engage their communities, we suggest first reading the methodology presented in this chapter, then contemplating next steps.

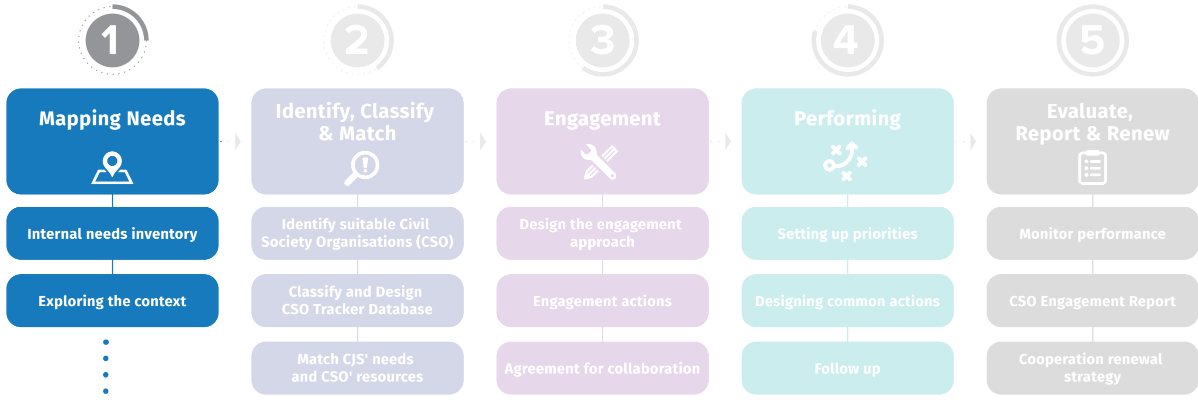
Read about the techniques in order (Chapter 5).

Only after having the existing steps and techniques in mind, guide users should configure what techniques will be used in each step. To facilitate this process activity, we developed the scheme shown in **Figure 6 – The methodology configuration guide**.

The 'methodology configuration guide' allows the readers to note, within each phase, which techniques they want to apply, which objectives will be reached, what the workload will be of each one, and with whom these activities will be implemented. Throughout the process, the team can sign the last column if the technique has already been done (like a checklist).

Figure 5 - Methodology Configuration Guide

Phase 1 - Mapping Needs



The first step in the Community Engagement process is to identify community issues and stakeholders, their interests and the ways in which those interests affect the CJS's operations and its projects' viability. Issue and stakeholder identification provides a starting point in building relationships both for successful community engagement and also for successful project development (MOLGROUP, 2017). ***In this sense, the central question in this step is what?***

Internal needs inventory

Identify which issues are considered relevant. Any issue that might affect project results (such as timing, budget, contractual terms, permits) should be considered as significant. It is recommended to start with the stakeholder perspective, and then cover the organization perspective (MOLGROUP, 2017).

During this phase, is important to answer the following questions:

- What are the problems?
- Which problems affect more people?
- What is the biggest problem to be settled?

A technique that can be use during this step is the **Word clouds** (Technique number 1): to organize keywords about the problem using different sizes or colors according to level of relevance. This technique can serve as a gateway to understanding deep, rich, qualitative, text-based data.

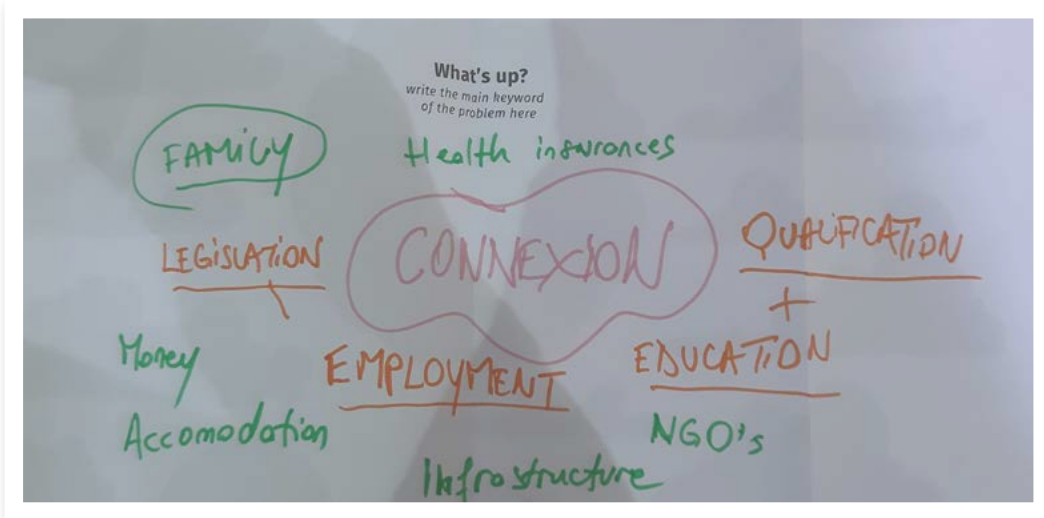


Figure 6 - Word Cloud made during the Short-Term Joint Staff Training Event in Rome (within the MOBi project implementation)

Exploring the context

After identifying the problem to be overcome, it is important to explore and analyse its context, namely to discover details about the environment, related actions, customs and even cultural factors.

Important questions:

- What are the causes of the problem?
- What is the environment in which the problem occurs?
- What are the impacts of this problem?

An example of an activity that can be used in this step is the **Thematic Network** (Technique number 2); it is a technique to help to systematically break down texts into simpler, manageable clusters of patterns and themes. It can help you to explore relationships between themes so that the most unifying message can be visualized. It helps to define in which of the branches (of the "tree") we should focus work on - it is not possible in a community engagement process to act on all the causes / effects of a problem.

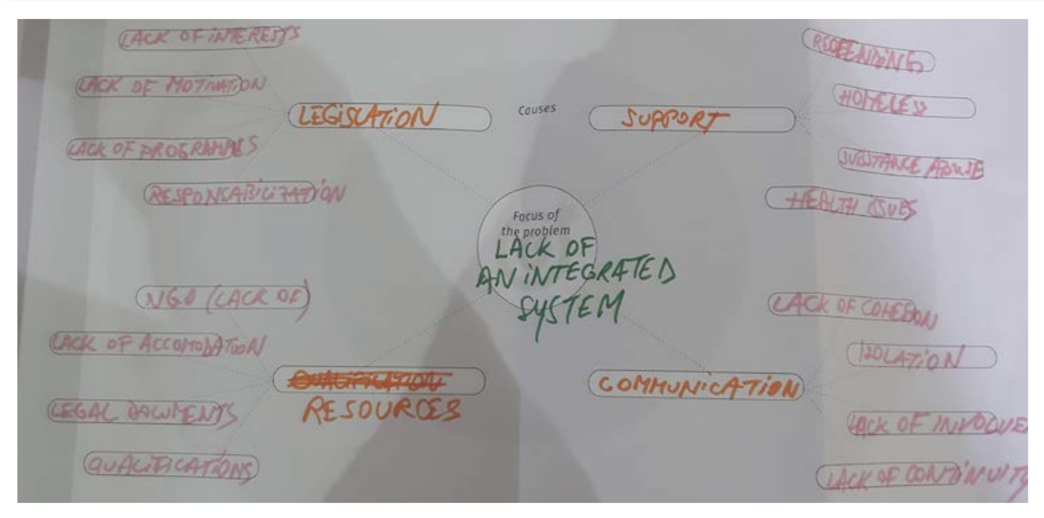
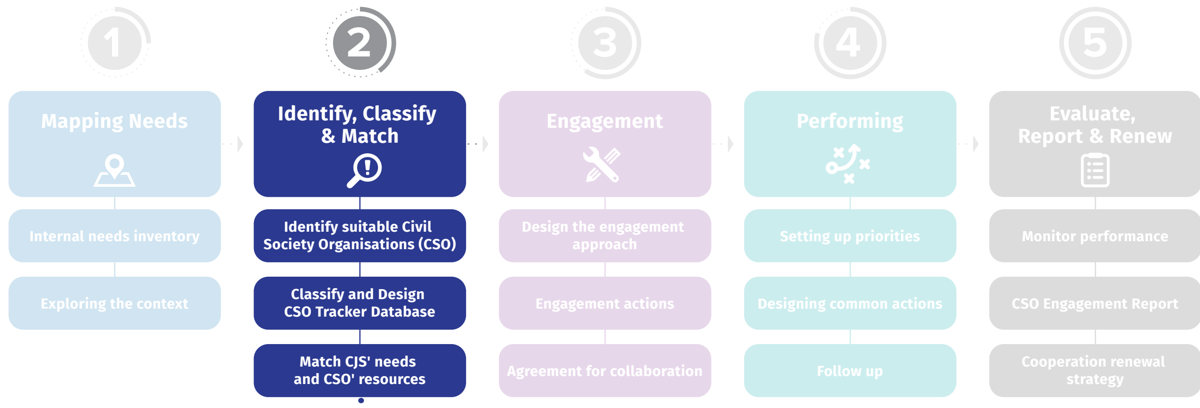


Figure 7 - Thematic Network made during the Short-Term Joint Staff Training Event in Rome (within MOBi project implementation)

Phase 2 - Identify, Classify and Match



Developing a national network of stakeholders who could contribute to the fulfilment of CJS's mission is a complex process. It requires the participation and cooperation of many agencies.

In general terms, teams shall be equipped with the necessary set of resources to accomplish the established goals and objectives. Effective collaboration and relationships require background information to work out. In this sense, the central question in the second phase is who?

Identify suitable Civil Society Organizations (CSO)

Stakeholders are people, groups or other legal entities that have direct or indirect stakes in an organization because they can affect or be affected by that organization's actions, performance, objectives and policies. They may be internal stakeholders (those participating in the organization's operations, such as employees, the management or the owners) or external stakeholders (those not participating in the organization's operations, like local communities, local media or the environment). Identifying stakeholders is important, because they may have influence on a specific issue and hence may help or obstruct the organization in achieving its business objectives (MOLGROUP, 2017).

Issues to consider include (COMMUNITY PLACES, 2014):

- Who might have resources to contribute?
- Who represents these interest groups?
- Are there existing community networks or forms of communication?
- Are there gaps in information which could be plugged through local knowledge?
- The relevant equality legislation
- What impact the issue or proposals will have on these stakeholder interests?

And some barriers to consider:

- The capacity and ability of different stakeholders to participate
- 'Hard to reach groups' (such as young people, older people, minority groups or socially excluded groups)
- Levels of community infrastructure
- Contested or divided communities
- Literacy and numeracy levels and dominance of oral culture

A good process to do this step is to develop **Stakeholder Maps** (Technique number 6). This technique is used to identify within a map of polarities *power vs. support issues* such as: which stakeholders have the power to mobilize resources and support us? Or, which stakeholders with power should we keep away from us, since they prevent us from getting more support?

Classify and Design CSO Tracker Database

The Civil Society Organizations Tracker Database is used to register relevant actions and issues regarding the stakeholders. The database could record expected outcomes and results, engagement actions, upcoming meetings, or even history of relationship. This step will enable the system to build up the history of engagement with a stakeholder and have ready-made data.

Classify issues based on their strategic importance to the Criminal Justice System.

Aspects to take into account when building up a database (according with MOLGROUP, 2017):

- Order the stakeholders by issues that are of strategic relevance to the CJS;
- The **Stakeholder Tracker Database** shall be updated after stakeholder engagement. The documentation should capture:

1. the purpose and aims of the engagement
2. the methods used
3. who participated and who did not
4. the time frame
5. a summary of stakeholder concerns, expectations and perceptions
6. a summary of key discussions and interventions
7. outputs (e.g. queries, proposals, recommendations, agreed decisions and actions)
8. possible negative impacts on CJS reputation of any kind.

A good technique for this step is the **What? Why? Where? When? How?** (Technique number 7) once the stakeholders have been revealed, identify what, why, when, where and how they can support them. The technique created is a step beyond the map of the stakeholders, because it aims to identify within the five questions.

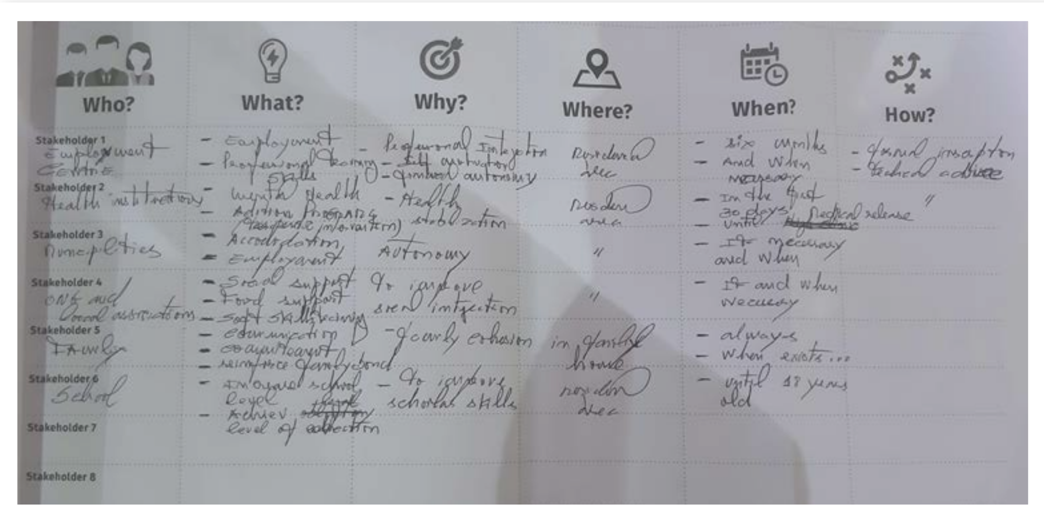


Figure 8 - What? Why? Where? When? How? - Technique filled in during the Short-Term Joint Staff Training Event, in Rome

Match CJS' needs and CSO' resources

In this step it is important to identify what CJS' needs can be attending and which are the CSO'/ stakeholders' resources for this. Matching CJS' needs and CSO' resources will help you to develop a comprehensive, well thought engagement plan (MOLGROUP, 2017).

It will help you to figure out what level of engagement with each CSO you should undertake. It will be the basis for your 'Community Engagement Plan'.

To do this step, it's proposed the technique **Does it match?** (Technique number 8). This technique aims to verify how the needs of the CJS (Criminal Justice System) are or will be met by CSO (Civil Society Organizations) resources. To do this, it is necessary to relate needs and resources, writing and finding connections.

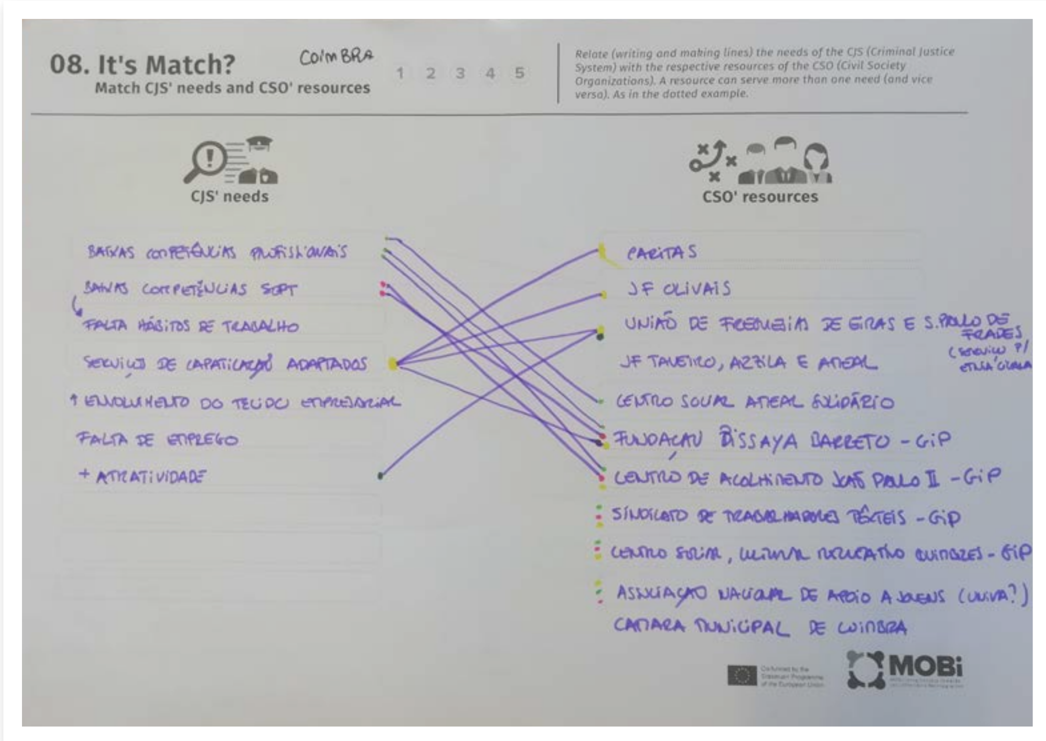
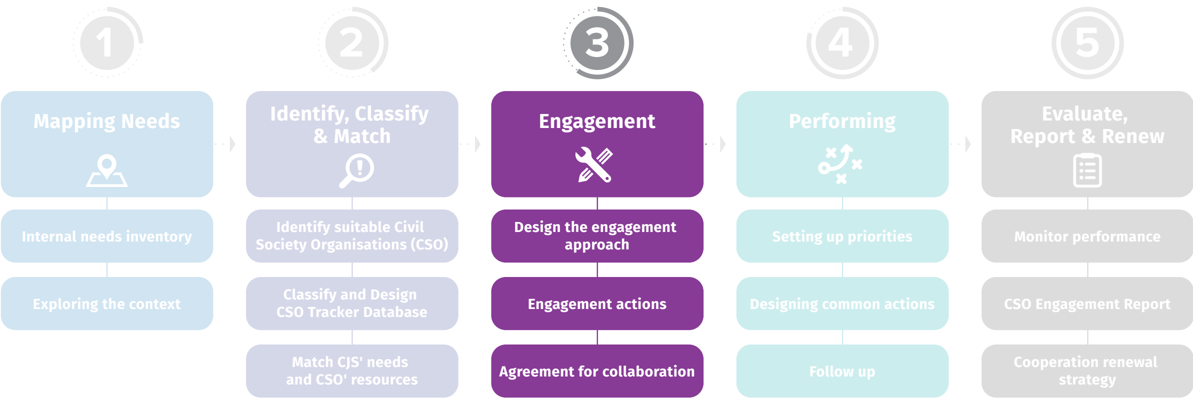


Figure 9 - Does it match? - Technique filled in during the IO3' workshop validation, in Coimbra (Portugal)

Phase 3 - Engagement



'Planning involves identifying alternative procedures for attaining some future goal' (United Nations, 2003, p. 9). Community engagement planning involves (1) identifying resources that can be allocated to identified needs and objectives, (2) identifying ways of making contacts with human resources departments and/or (3) developing a more efficient way to report.

In this sense, the central question is how?

Design the engagement approach

A strategy for engagement should be designed to ensure that engagement actions are planned for each identified issue and/or defined objectives.

Define a clear purpose will help identify engagement objectives, anticipated outcomes and help to determine the scope and depth of the engagement.

Here are some questions that can help you when starting to plan and design community engagement methodology (COMMUNITY PLACES, 2014):

- What level of participation is hoped to be achieved?
- What are the stages of the engagement process?
- What resources will I need?
- Are there any limitations?
- Which engagement' techniques can I use?
- In summary, how I will do this? What is the overall engagement strategy?

General ground rules for engagement (MOLGROUP, 2017):

- Allow everybody to express their opinions completely;
- Make sure that the opportunities for input are evenly distributed;
- Adopt a solution-oriented approach;
- Stay focused on the issue that is the subject of the engagement;
- Avoid assigning intentions, beliefs or motives to others and provide feedback to stakeholders about their concerns;
- Know the stakeholder's background and latest position on the issue;
- Transmit your key messages;
- Ask the participants for advice on possible next steps;
- Agree on follow-up actions – depending on the complexity of the meeting, send a list of agreed follow-up point immediately after the meeting;
- Prepare a position paper and other briefing materials;
- Be concise: one page with technical details in an appendix.

The technique **Brainstorming** (Technique number 10) can be useful is this step, since it is a generative process to stimulate the group's creativity with the intention of generating concepts and ideas about a specific challenge. In it, participants suggest ideas without judgments in the shortest possible time (MARTIN and HINGINGTON, 2012). The team is encouraged to write all ideas in post-its. Ideas can involve topics such as: technologies, needs, existing services, etc.

Engagement actions

This step is important to define the actions to put into practice the previously step 'Design the engagement approach'.

Important questions in this step: what steps will achieve our goal? Or What resources will be used?

The **Solution Definition** (Technique number 11) is a good technique to synthesize a solution or an identified problem, through 6 questions. First write the possible solution to the problem in the centre (What?) and then identify: Why, Who, Where When, and last How.

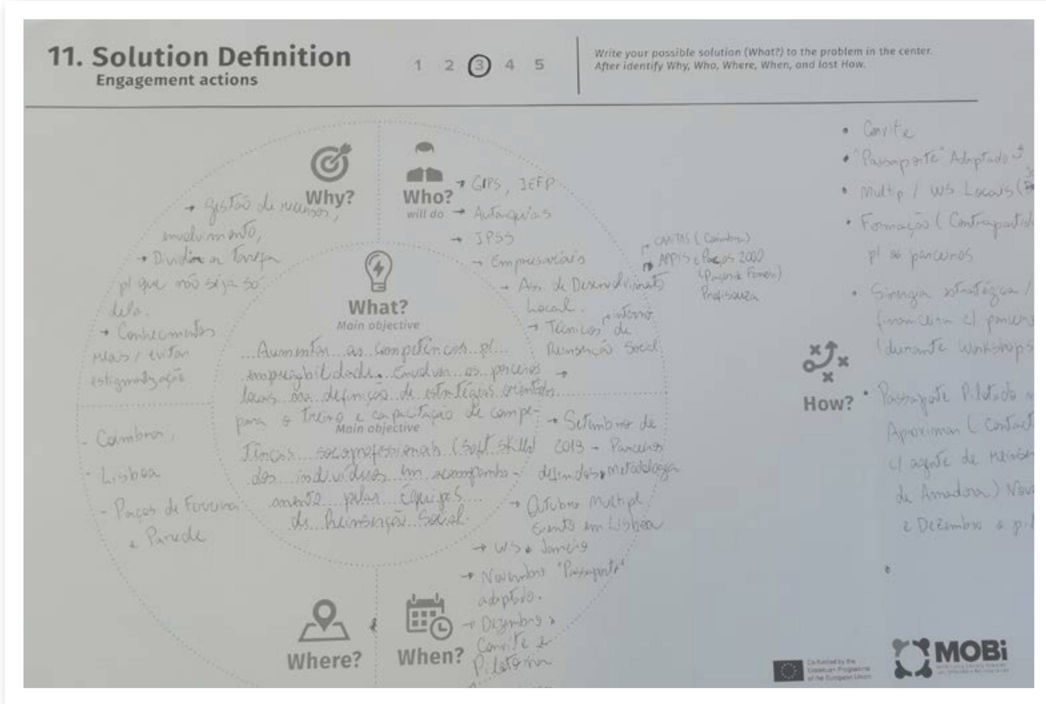


Figure 10 - Solution Definition - Technique filled in during the IO3' workshop validation, in Coimbra (Portugal)

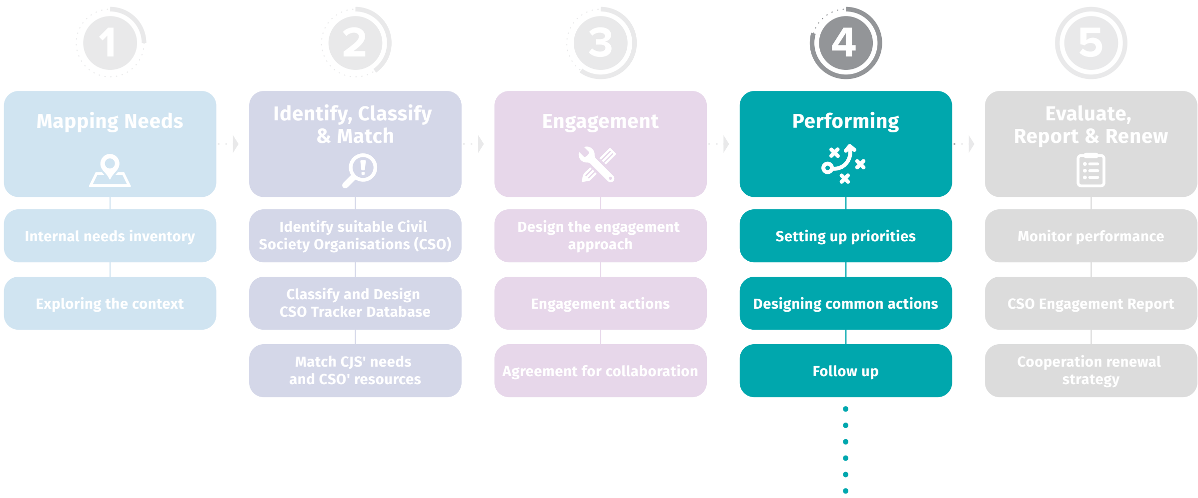
Agreement for collaboration

A collaboration agreement is an agreement between at least two parties looking to work together on a common project, in a collaborative or cooperative basis. The agreement spells out the specific terms, overall goal and conditions of the parties' working relationship.

A collaboration agreement helps to avoid uncertainties with your collaborator down the line, by clarifying the nature and scope of your relationship. Without a signed collaboration agreement in place, questions may be raised about the ownership and control of the works jointly created.

A template for creating the contract is available in the next chapter (**12. Collaboration Agreement**).

Phase 4 - Performing



Effective management requires information to determine whether the goals and objectives are being accomplished in a timely and orderly fashion, and whether the resources are being used efficiently and effectively.

Help to organize good-quality engagement actions regarding effective planning, anticipating and managing potential negative outcomes and enabling focus on areas for opportunity and positive relationship building.

Setting up priorities

Priority is the order of importance in which one thing falls in relation to another. Like a set of criteria, priorities may change with changes in the CJS, community, or with changes in people's concerns or knowledge.

In this sense, after the engagement phase is important to define the priorities and organize engagement actions, anticipating and managing possible risks. In general, the ideal process is participatory and inclusive, involving all stakeholders – those affected by or concerned with the issues on the one hand, and the other at community large level. Establishing criteria in a structured and inclusive way ensures that the process is an open one, and that any concerns are raised. It is essential to include those who are most affected by the problem (CTB, 2019).

To setting up priorities, it is necessary to identify which actions are more critical. Through discussion, brainstorming, or another technique of generating ideas, the group should be able to agree on a number of criteria. Some possible examples, depending on the issues involved and the needs of the community (IDEM, 2019):

- Level of urgency for problem solving
- Availability of resources (human resources, time, money, equipment) to solve the problem
- Needed expertise to implement solution
- Solution Efficiency
- Ease of implementation / maintenance
- Expected Impact of the action
- Potential negative consequences
- Legal Considerations
- Feasibility of intervention
- Level of dependence on a greater number of people,
- Level of dependence, ie, that they have many other tasks dependent on it.

Once you have a list of criteria, the group has to decide how to apply them for determine the priority order of the issues identified. Creating a process for doing so will make the decision-making process smoother and more effective. At last, review the criteria and ensure that everyone understands and continues to agree on them (IBIDEM, 2019).

The **Priority Definition** (Technique number 13) technique can help you record the different activities/ resolutions and from this, identify what are the priorities. We recommend you start by listing the resolutions that should be done by categorizing your level of importance in relation to the categories 'strategic relevance', 'necessary time', or another more appropriate category. After that, add the values. Activities that add up to the greatest number should be a priority.

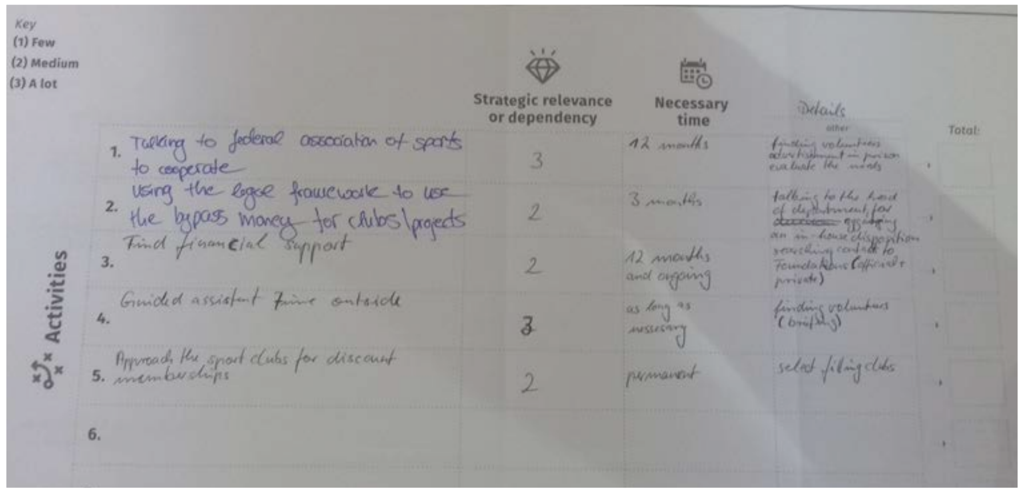


Figure 11 - Priority Definition - Technique filled in during the Short-Term Joint Staff Training Event, in Rome

Designing common actions

Here, the aim is to organize the actions of the common defined project. Define stages, work sessions, responsibilities, participants, available budget, etc. At this stage it is important to answer questions such as: 'What are the needed steps to doing this'? Or 'What resources are needed to achieve this goal?'

After defining the actions, it is important to make sure that:

- A clear and agreed engagement plan is in place
- All available information which can affect the engagement process has been shared and used to develop the community engagement plan
- Partners agree what the outcomes of the engagement process should be, what indicators will be used to measure success, and what evidence will be gathered
- The timescales for the engagement process are realistic
- There are enough resources to support an effective engagement process.

The **Contextual Research Plan** (Technique number 14) can help in this stage. This technique will help you to organize the outputs or priorities of the project. It is recommended to define inside of timeline various stages, work, sessions, responsible, participants, budget etc.

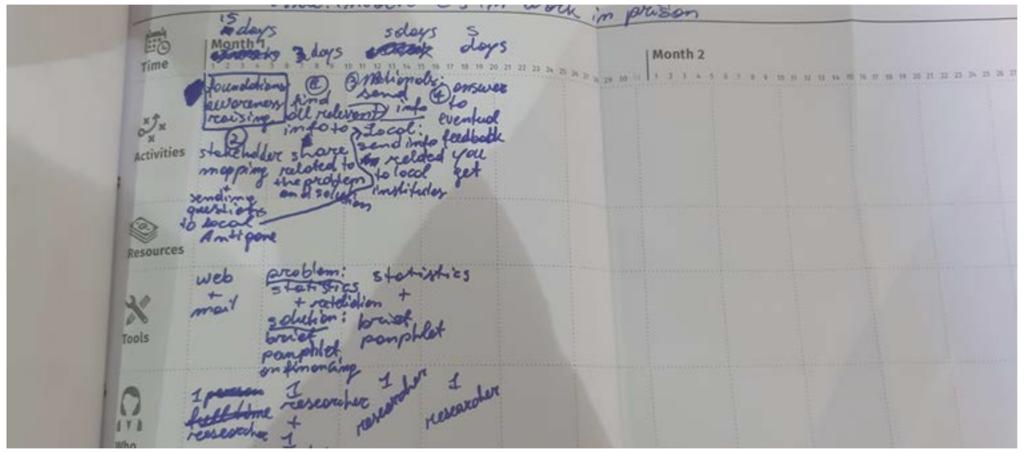


Figure 12 - Contextual Research Plan - Technique filled in during the Short-Term Joint Staff Training Event, in Rome

Follow up

'Follow up' steps will help you to follow up the progress of the actions and ensure that results are being achieved.

Important topics to consider (MOLGROUP, 2017):

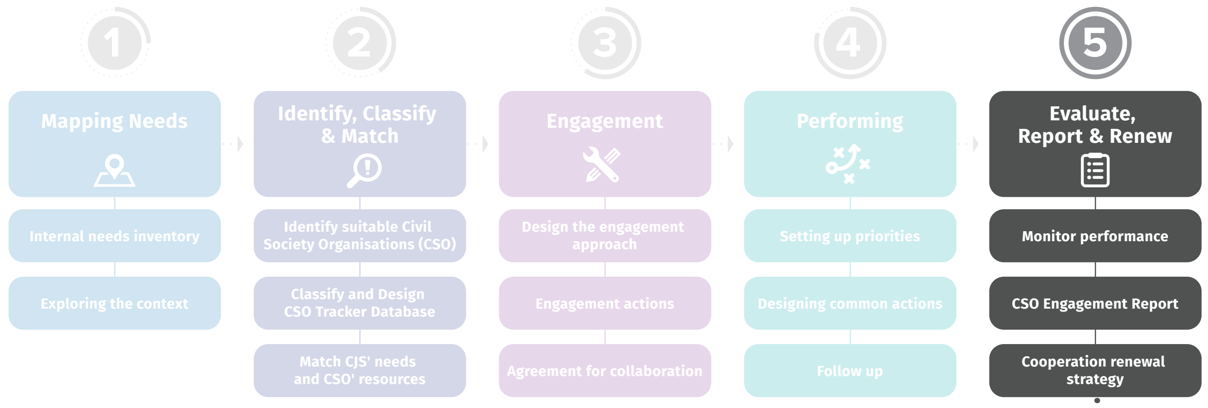
- Conflicts between stakeholders;
- Analyze the active role of stakeholders;
- Policies and systems already available;
- Evaluate the techniques used;
- Summary of key discussions and interventions;
- Proposals, recommendations, agreed decisions and actions.

Some questions about the stakeholders that shall be considered:

- Are the roles and responsibilities of everyone involved clear and understood?
- Do the techniques of communication used during the engagement process meet the needs of all participants?
- Is information that is important to the engagement process accessible and shared in time for all participants to properly read and understand it?
- Is the community engagement process based on trust and mutual respect?
- Are participants supported to develop their skills and confidence during the engagement?

The **Follow Up** (Technique number 17) technique is a useful tool to be applied in this step. It can be helpful to monitor the process step-by-step, becoming possible to identify whether the project is working well or not, and to propose improvements even while it is occurring. The technique allows predicting and remedying possible project failures. The action can be done in a focus group or meeting.

Phase 5 - Evaluate, Report and Renew



Developing a national network of stakeholders who could contribute to the fulfilment of CJS's mission is a complex process. It requires the participation and cooperation of many agencies.

In general terms, teams shall be equipped with the necessary set of resources to accomplish the established goals and objectives. Effective collaboration and relationships require background information to work out. In this sense, the central question in the second phase is who?

Monitor performance

It shows the degree to which program outcomes are achieved. This step can be used with different stakeholders to identify areas where the perceived performance of the project differs between the parties.

The National Standards for Community Engagement are good-practice principles designed to support and inform the process of community engagement and improve what happens as a result (SCDE, 2016). The document provides a very useful reference point for ensuring a quality and effective engagement process. The 10 standards are:

1. **Inclusion** – ensure that you identify and involve the people and organizations with an interest in the focus of the engagement.

2. **Support** - ensure that you identify and overcome any barriers to involvement.

3. **Planning** – assure that there is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.

4. **Working Together** – assure that you are working effectively together to achieve the aims of the engagement. Agree and use clear procedures to enable the participants to work with one another efficiently and effectively.

5. **Methods** – assure that you use methods of engagement that are fit for purpose.

6. **Communication** – Ensure that you communicate clearly and regularly with the people, organisations and communities affected by the engagement.

7. **Impact** – Ensure that you assess the impact of the engagement and use what you have learned to improve our future community engagement.

Figure 13: Scottish Nacional Standards for Community Engagement - available at http://www.voicescotland.org.uk

In this step we recommend you to use the **Solution Evaluation** (Technique number 18) technique. This tool will help you to evaluate whether the actions met the proposed engagement goals by assigning satisfaction value to each of them. The technique aims to provide qualitative data on each level of satisfaction of the actions performed, i.e., somewhat satisfies (score 1), satisfies (score 2) or strongly satisfies (score 3).

CSO Engagement Report

The engagement report is an important document for recording the process and results obtained during the project. Important topics to consider:

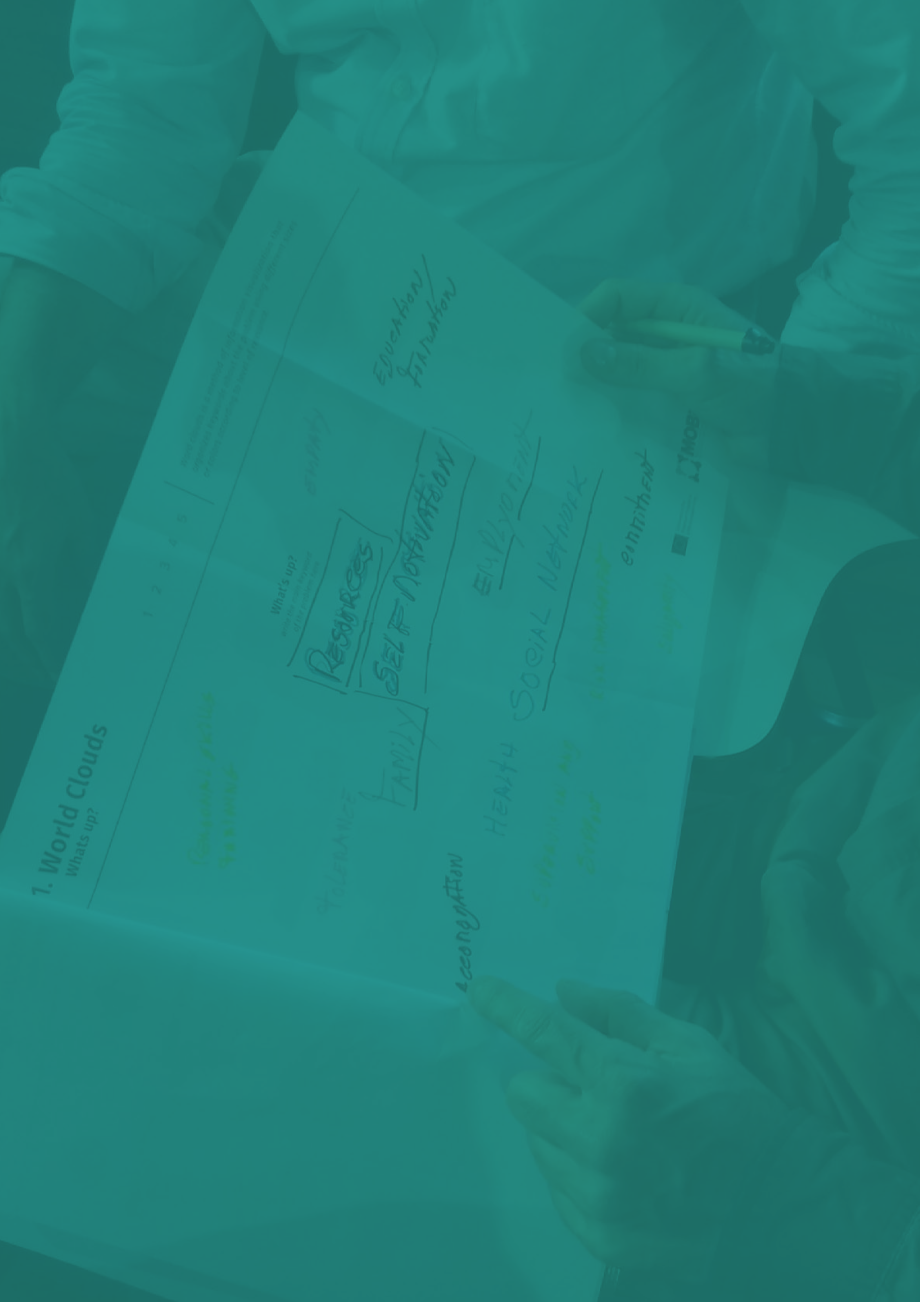
- The number of people involved
- Growth rates
- Resources
- Level of stakeholder group participation
- Level of stakeholder satisfaction
- Behavioral changes

For this step, we propose to use the **Checklist for Engagement Report** (Technique number 21). This tool will help to remember relevant issues to be inserted in the report after the implementation and evaluation process. Some quantitative indicators: number of people involved, growth rates, resources, level of stakeholder group participation, level of stakeholder satisfaction, update of activity inputs; and qualitative indicators: attitude changes, emergence of leadership, ability to self-monitor, improvements in solidarity, behavioural changes, etc.

Cooperation renewal strategy

The final phase of the methodology aims to establish strategies to renew the cooperation between stakeholders involved in the process. To maintain cooperation with stakeholders and identify which stakeholders should be maintained, some measures are proposed, such as (CTB, 2019):

- Describe the multiple organizations that have come together in common purpose. Who are them and why is a coalition needed to accomplish the purpose?
- State the objectives or goals, needed resources and relationships to accomplish your objectives, and key agents of change in the partnership.
- Identify what financial resources that will be needed to support the next group's activities and infrastructure.
- Describe the structure the collaborative partnership will use to do its work. Structure will allow the partnership to function more efficiently and effectively.
- Describe how the group will maintain momentum and foster renewal.
- If the coalition is beginning to lose momentum in achieving its goals or member numbers are diminishing, review current barriers to the success.
- If necessary, revisit the plan to identify and recruit new or additional members.
- When maintaining the coalition at its current level is no longer appropriate or feasible, consider other alternatives.



04
Techniques

4. Techniques

The 24 techniques that are proposed for this methodology take into consideration the feedback and/or difficulties of the participants that attend the MOBi '3rd short-term joint staff training event' in Rome. Those suggestions/ difficulties are revealed in Chapter 5 - Professional Training.

Is important to note that two techniques were created based on these considerations: 23. Scenarios and 24. Registration of Meeting.

The following figure presents the existing techniques, which phases they should be used in and the workload.

Technique	Phases	Workload	Relevance
01. Word Clouds	1, 2, 3	Short	Optional
02. Thematic Network	1, 2	Short	Mandatory
03. Contextual Inquiry	1, 4	Long	Optional
04. Empathy Map	1, 2, 5	Short	Optional
05. S.W.O.T.	1, 2	Short	Optional
06. Stakeholder Maps	2	Medium	Mandatory
07. What? Why? Where? When? How?	2, 3, 4, 5	Medium	Mandatory
08. Does it match?	2, 4	Short	Mandatory
09. Case studies	2, 3	Medium	Optional
10. Brainstorming	3	Medium	Optional
11. Solution Definition	3, 4	Short	Mandatory
12. Collaboration Agreement	4	Medium	Optional
13. Priorities Definition	2, 4	Medium	Mandatory
14. Contextual Research Plan	2, 4	Medium	Mandatory
15. Solution Storyboard	3, 4	Medium	Optional
16. Checklist for Engagement Action	2, 4, 5	Medium	Mandatory
17. Follow Up	4, 5	Short	Mandatory
18. Solution Evaluation	2, 5	Medium	Mandatory
19. Engagement Evaluation	5	Short	Optional
20. Focus Group	1, 4, 5	Long	Optional
21. Checklist for Engagement Report	5	Medium	Mandatory
22. Cross-fertilization	2, 3, 4, 5	Medium	Optional
23. Scenarios	1, 3	Short	Optional
24. Registration of Metting	4	Medium	Mandatory

Legends:

PHASES:
1 Mapping Needs
2 Identify, Classify & Match
3 Engagement
4 Performing
5 Evaluate, Report & Renew

ASSOCIATED WORKLOAD:
Short 20min - 1h
Medium 1h - 3h
Long 3h or more

TECHNIQUES RELEVANCE:
Mandatory
Optional

Figure 14 – Techniques

1. Word Clouds

Definition: a technique of information visualization that organizes keywords about the problem using different sizes or colors according to level of relevance. For this, Word Cloud serves a function akin to a table of contents for a book and "can serve as a gateway to understanding deep, rich qualitative, text-based data" (MARTIN and HANINGTON, 2012, p.206)

Objectives: identify problems, facilitate the understanding of data, facilitate data communication, problems and solutions to stakeholders, guide decision processes.

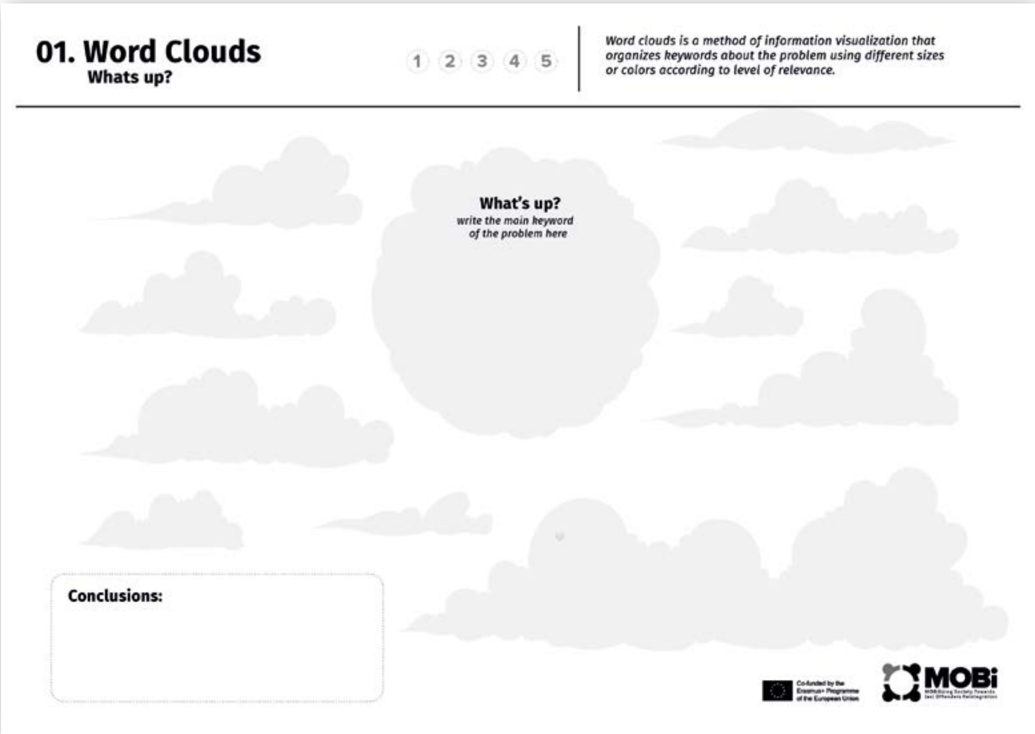


Figure 15 – Word Clouds

2. Thematic Network

Definition: a mix of two techniques - Thematic Network and Tree of Problems - which aims to identify key words in relation to some question, as well as its causes and consequences. This technique "can help to systematically break down texts into simpler, manageable clusters of patterns and themes, and then help you to explore relationships between themes so that the most unifying message can be visualized" (MARTIN and HANINGTON, 2012, p.178).

The technique can help to define in which of the branches (of the "tree") will be the main focus to work on, if it is not possible in a community engagement process to act on all the causes / effects of a problem.

Objectives: analyse and synthesize information, organize factors related to a problem, facilitate the understanding of data, identify problems, causes and consequences.

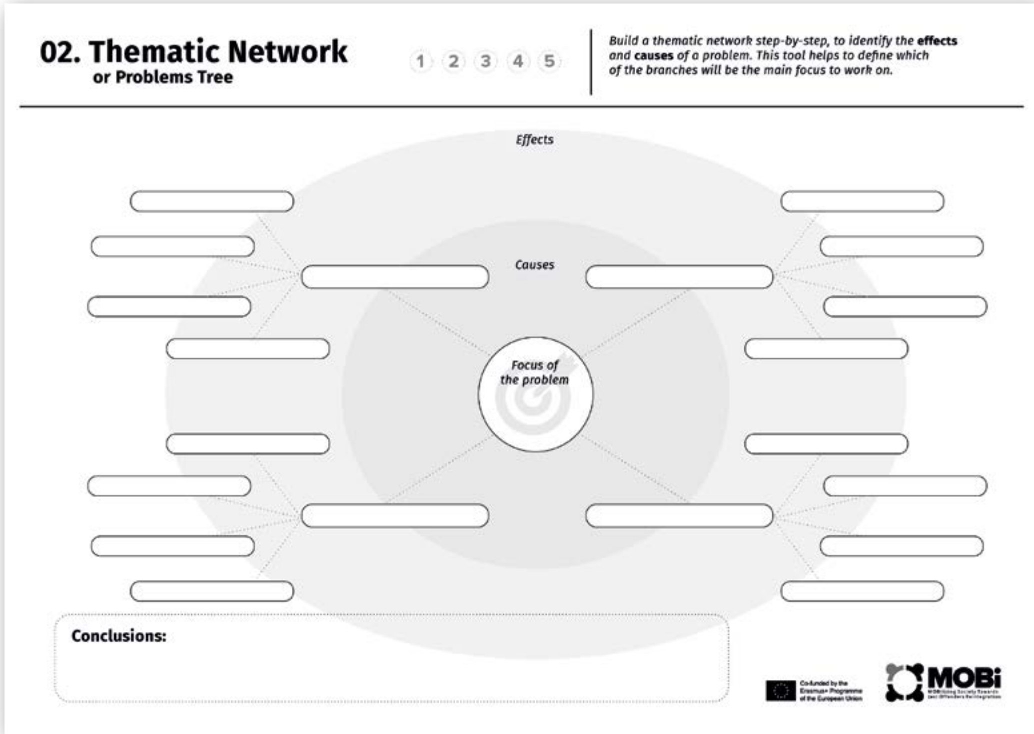


Figure 16 – Thematic Network

3. Contextual Inquiry

Definition: an immersive technique of observation and interview that reveals what is underlying (and invisible) about a particular question. Contextual research should be done into the context of the person participating in the survey when s/he is doing his action, how s/he works or uses a certain service, or perform some activities related to the question investigated. The transfer of knowledge about work structure happens more reliably when people talk about how they work whilst actually doing the work. As a result, the research data reliably reflects reality. This technique helps us to understand what the impact and influence of culture on the role, and also the impact and influence of the physical environment on the role (MARTIN and HANINGTON, 2012, p.46).

The technique can also be used at the end of a community engagement process in order to evaluate the impacts of the developed solution (phase 5).

Objectives: explore the context, identify problems, and develop empathy.

4. Empathy Map

Definition: a map to be analysed from the point of view of the users, from four questions: what does he/she feel? (about his/her needs); what does he/she see? (about his/her environment); what does he/she hear? (about other say about him/her); and what does he/she want? (about desired wishes for his/her). After answering the fourth question, problems and difficulties should be identified in relation to the context of the users. The question to be investigated should remain central.

Empathy maps should be used throughout any process to establish common ground among team members and to understand and prioritize user needs.

Objectives: develop empathy, explore the context, identify problems, needs and opportunities.

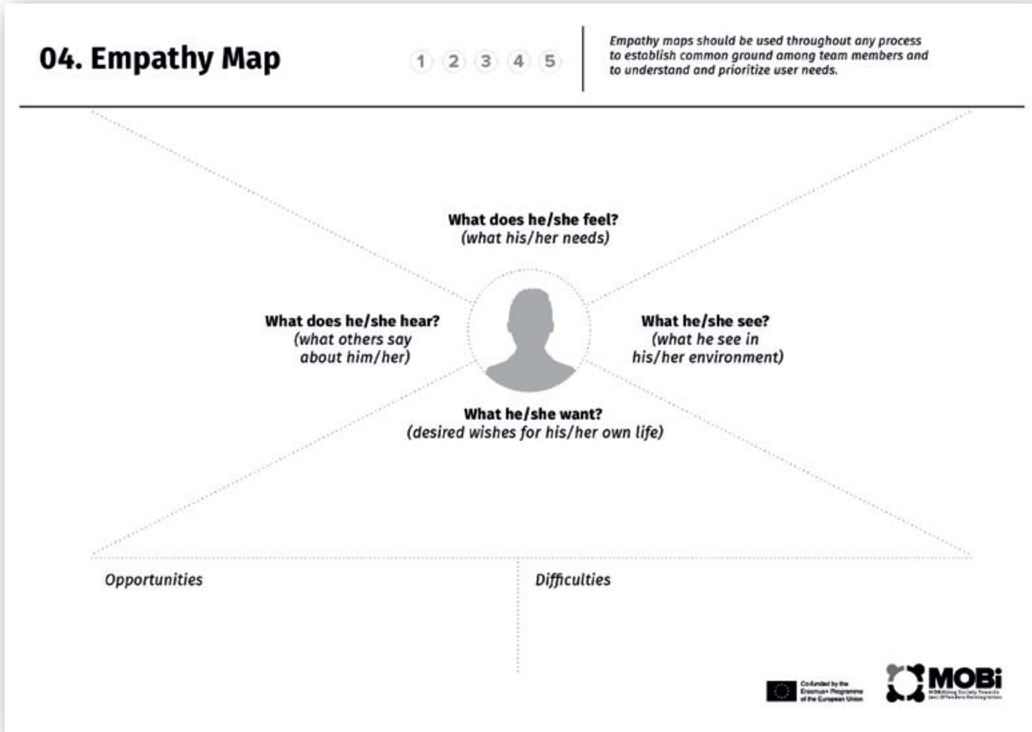


Figure 17 – Empathy Map

5. S.W.O.T. Analyse

Definition: a very widespread technique mainly in business, aims to identify and the main characteristics about the current context of the issue to be solved, to guide the next stages of the work. The analysis is based on responses to four factors: strengths (S), weaknesses (W), opportunities (O) and threads (T). As an example, there are some questions that can be asked within each of the four factors (EDRAW, 2018):

- (S) Strengths: What are the advantages? What strength points can people see? What is unique about this project or product?
- (W) Weaknesses: What weaknesses could be improved? What problems could be avoided? What are the factors that could damage this project? Does this project have limited resources?
- (O) Opportunities: What are the opportunities if the project succeeded? How can strengths be turned into opportunities? Are there any changes in the context that could bring opportunities to this project?
- (T) Threads: Are there any existing or potential competitors that could influence the project? What could put this project into risk? What problems could possibly threaten the project? Will there be any changes in the context that could damage the project?

Objectives: explore the context, identify problems, needs and opportunities, analyse and synthesize information.

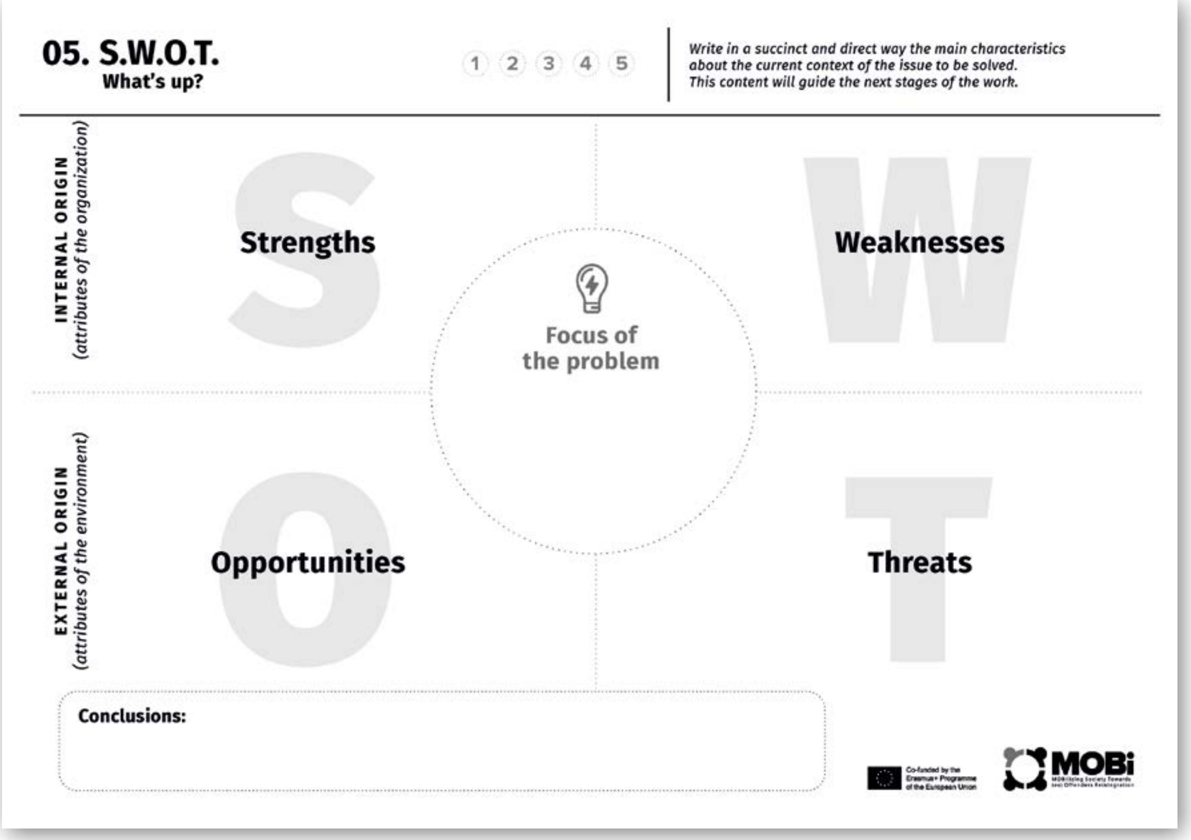


Figure 18 – S.W.O.T.

6. Stakeholder Maps

Definition: a technique adapted that help to visually consolidate and communicate the key constituents of a project. “As well as identifying end users, it is critical to include people who will benefit from the project, those who hold power, those who may be adversely affected, and even those who may thwart or sabotage designed outcomes or services” (MARTIN and HANINGTON, 2012, p.166).

In our model, the Stakeholder Maps, aims to map polarities power vs. support issues such as: which stakeholders have the power to mobilize to support us? Or, which stakeholders with power should we keep away from us, since they prevent us from getting more support? In addition, different colours can be used to identify the types of stakeholder support indicated on the map, such as financial, governmental, material support, communication etc.

Objectives: explore the context, identify stakeholders, opportunities, needs.

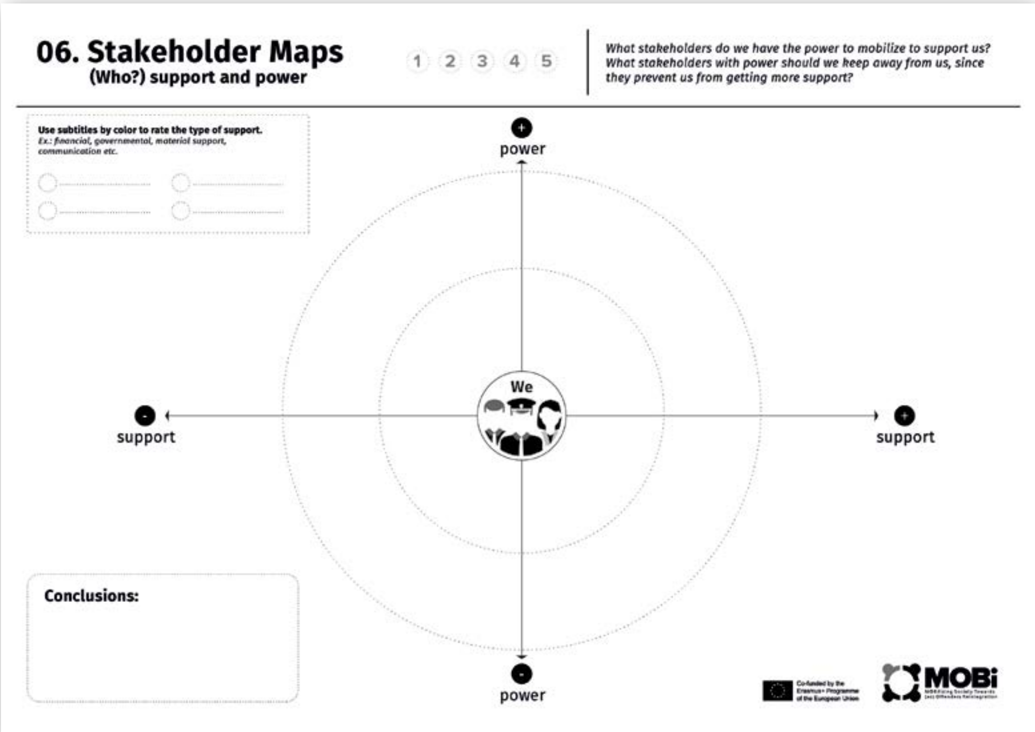


Figure 19 – Stakeholder Maps

7. What? Why? Where? When? How?

Definition: once the stakeholders have been revealed, identify what, why, when, where and how they can support each other. The technique created is a step beyond the map of the stakeholders, because it aims to identify within the five questions. Firstly, about what each of the stakeholders can help, already helps or should not do; why they would be interested in being involved or what the main reason for involving them; where they are or where they should be inserted; when they should be involved in the project in question; and finally how they can be involved or how they can help solve the identified problem. In this sense, when revealing the how, it can be said that the technique already begins to sketch some possible solutions to the problem from the identified stakeholders.

Objectives: explore the context, identify opportunities and needs, synthesize information.

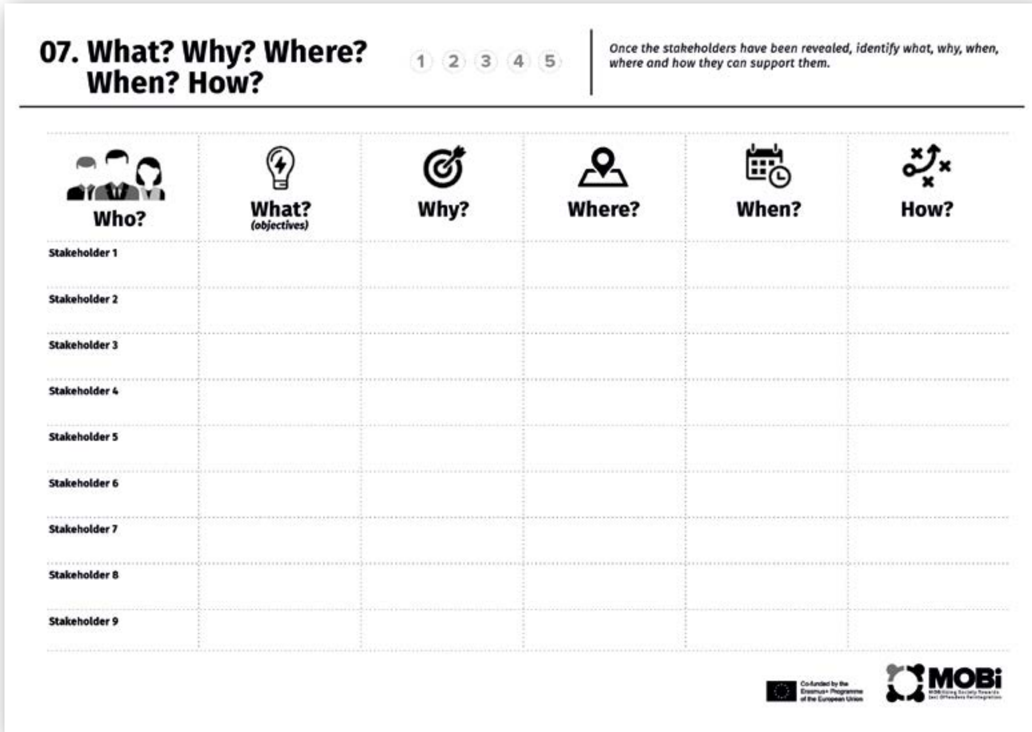


Figure 20 – What? Why? Where? When? How?

8. Does it match?

Definition: Other technique developed, aims to verify how the needs of the CJS (Criminal Justice System) are or will be met by CSO (Civil Society Organizations) resources. To do this, relate needs and resources, writing and making connections. A resource can serve more than one need (and vice versa).

Objectives: identify needs and resources, find out if there are still unresolved issues or possible resolutions; synthesize information.

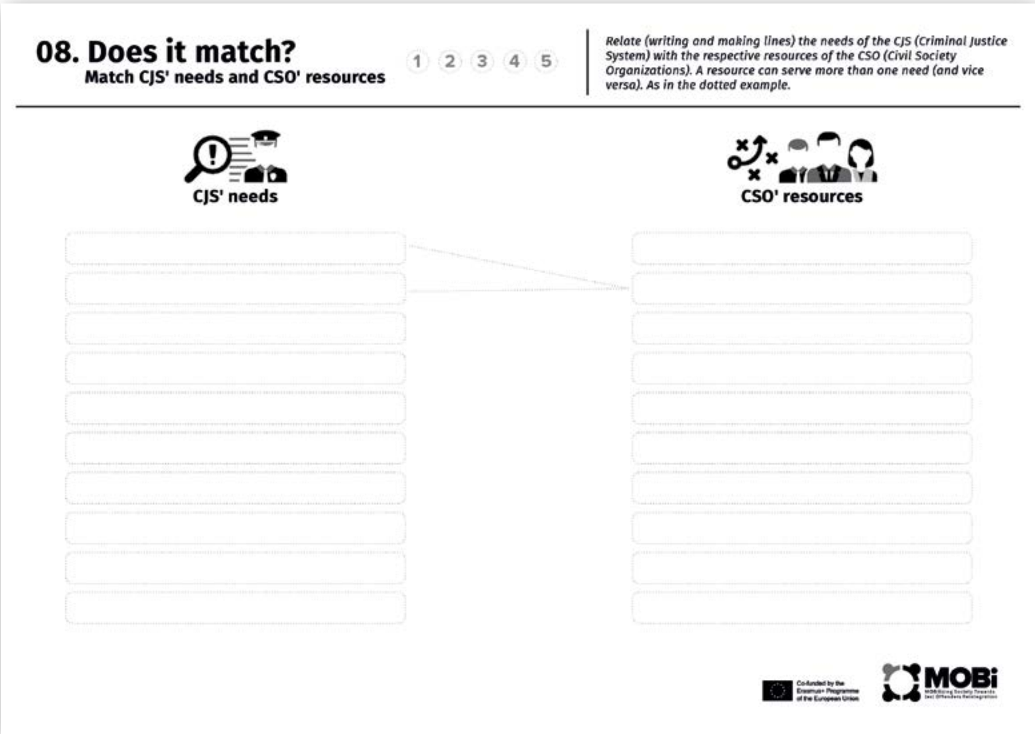


Figure 21 – Does it match?

9. Case Studies

Definition: technique refers to searching for references of resolutions in similar contexts or in different contexts, in order to inspire for the creation of strategies. One can analyse both qualities and defects in cases, since flaws found in other cases can help prevent. Some pertinent questions in this regard are: what are the qualities of the cases? What is useful for our resolution?

To organize the cases found, it's suggested to create a table (in Excel, for example), inserting the most relevant information of each of them, within categories, such as: case title, location, description of how it works, stakeholders, strategic advantage, source, etc.

For short training, as there would be no time for participants to search for cases to inspire their resolutions, 10 cases related to the prison environment were previously prepared, which could inspire them in the level of planned strategies, technologies employed, stakeholders, etc.

Objectives: inspiration, identify opportunities for innovation.

Figure 22 – Case studies

10. Brainstorming

Definition: brainstorming is a generative technique of ideas used to stimulate the group's creativity with the intention of generating concepts and ideas about a specific challenge. In it, participants suggest ideas without judgments in the shortest possible time (MARTIN and HINGINGTON, 2012). The team is encouraged to write all ideas in post-its. Ideas can involve topics such as: technologies, needs, existing services, etc. To carry out a brainstorming more effectively, we indicate some guidelines:

1. **focus on topic**, that is, not escape the question that is being clarified or solved;
2. **be visual**, in the sense that some ideas are faster and understandable to the group if represented as a sketch;
3. **defer judgment**, about not evaluating during the brainstorming if the ideas of the team are pertinent or if they are feasible, because this moment is not to limit ideas;
4. **go for quantify**, that the more ideas are generated the better is, because the more ideas, the greater the chances of generating new solutions;
5. **doing not talking**;
6. **encourage crazy ideas**, as these may draw upon pertinent ideas;
7. **build on other ideas**, about collaborating and making combinations with colleagues' proposals and improving them;
8. **one conversation at a time**, so as not to confuse the group, the group is indicated to be in tune and not to separate conversations; and
9. **think fast**, because it facilitates having ideas in greater quantity and avoiding judgments.

Objectives: inspiration, generate ideas, identify opportunities for innovation.

Figure 23 – Brainstorming

11. Solution Definition

Definition: technique to synthesize a solution or an identified problem, through six questions. First, write the possible solution to the problem in the centre (What?), then identify Why, Who, Where When, and lastly How.

Objectives: explore the context, identify problems, solutions and opportunities, analyse and synthesize information.

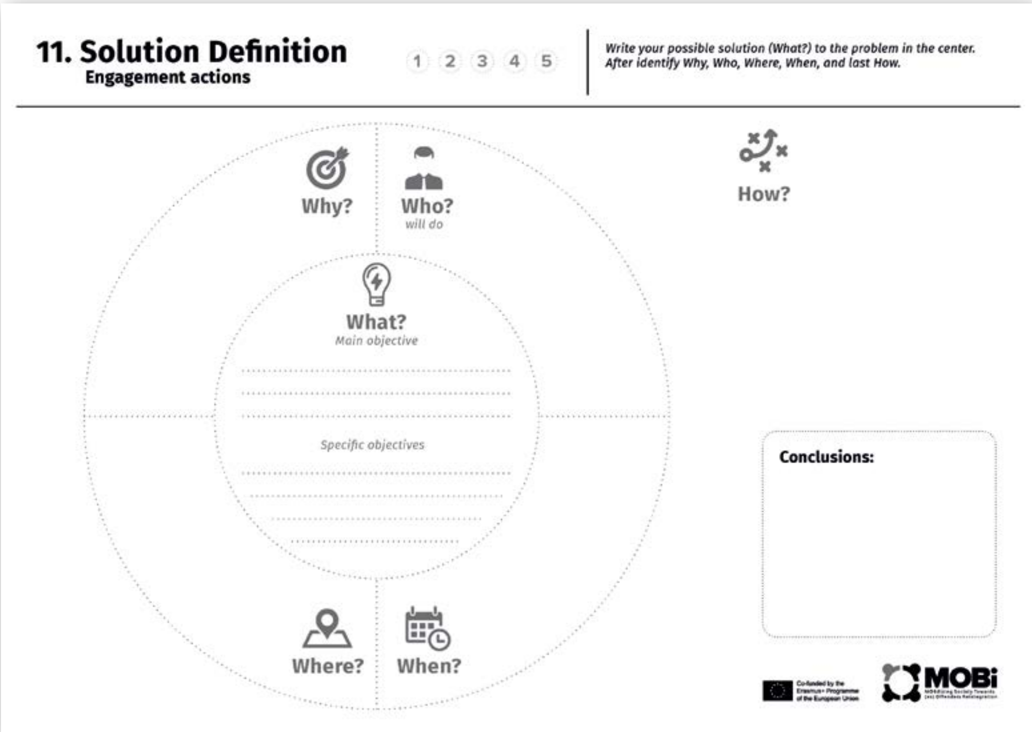


Figure 24 – Solution Definition

12. Collaboration Agreement

Definition: in order to establish an engaged stakeholder, it is appropriate to enter into a collaboration agreement. For this, a model is proposed, which guides the development of it, containing topics that may be relevant.

Objectives: identify relevant topics, organize the information.

12. Collaboration Agreement 1 2 3 4 5

Name of the project

____

Agreement concluded between the following parties: ______________________

______________________ on the one part, 'the coordinator'

and ______________________ 'the partner'.

What was agreed? ______________________

Subject matter of objective: ______________________

Contract duration: ______________________

Obligations: ______________________

Allocation of funds: ______________________

Record Keeping and Reporting - Documents etc ______________________

Banking Details ______________________

Ownership and copyright ______________________

Termination ______________________

Liability ______________________

Confidentiality ______________________

Publicity ______________________

Modification of agreement ______________________

Settlement of Disputes and Applicable Law ______________________

The annexes (if there is, for e.g Financial and contractual rules ______________________

Others? ______________________

Figure 25 – Collaboration Agreement

13. Priorities Definition

Definition: a technique to help you record the different activities/ resolutions and from this, identify what are the priorities. First, we recommend listing the resolutions that should be done by categorizing your level of importance in relation to the categories 'strategic relevance', 'necessary time', or other more appropriate category. After that, add the values. Activities that add up to the greatest number should be a priority.

Objectives: organize the information, synthesize information, identify priorities.

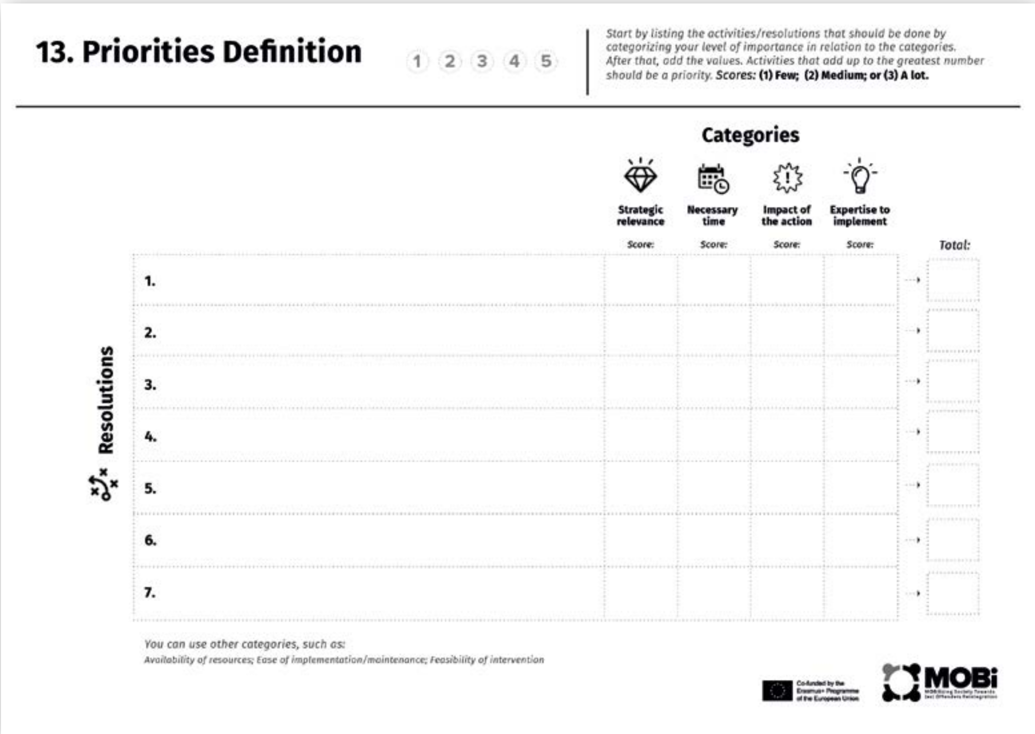


Figure 26 – Priorities Definition

14. Contextual Research Plan

Definition: technique to organize the outputs or priorities of the project. We recommend using this to define various stages, work, sessions, responsible, participants, budget etc. inside the projected timeline

Objectives: organize the information, synthesize information, identify priorities.

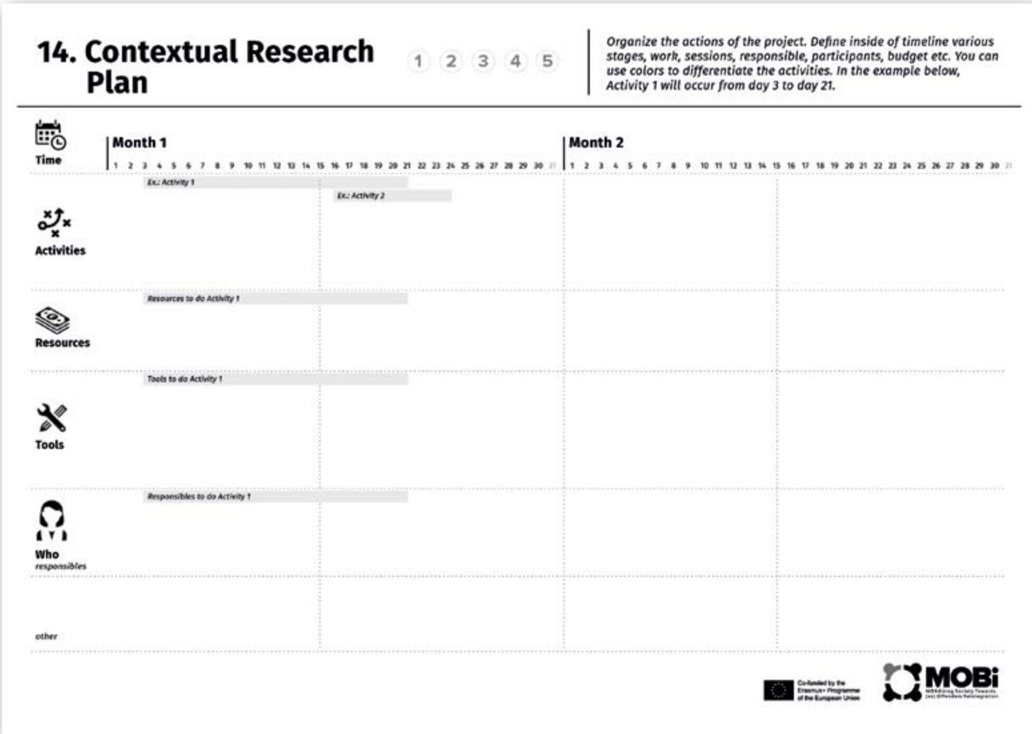
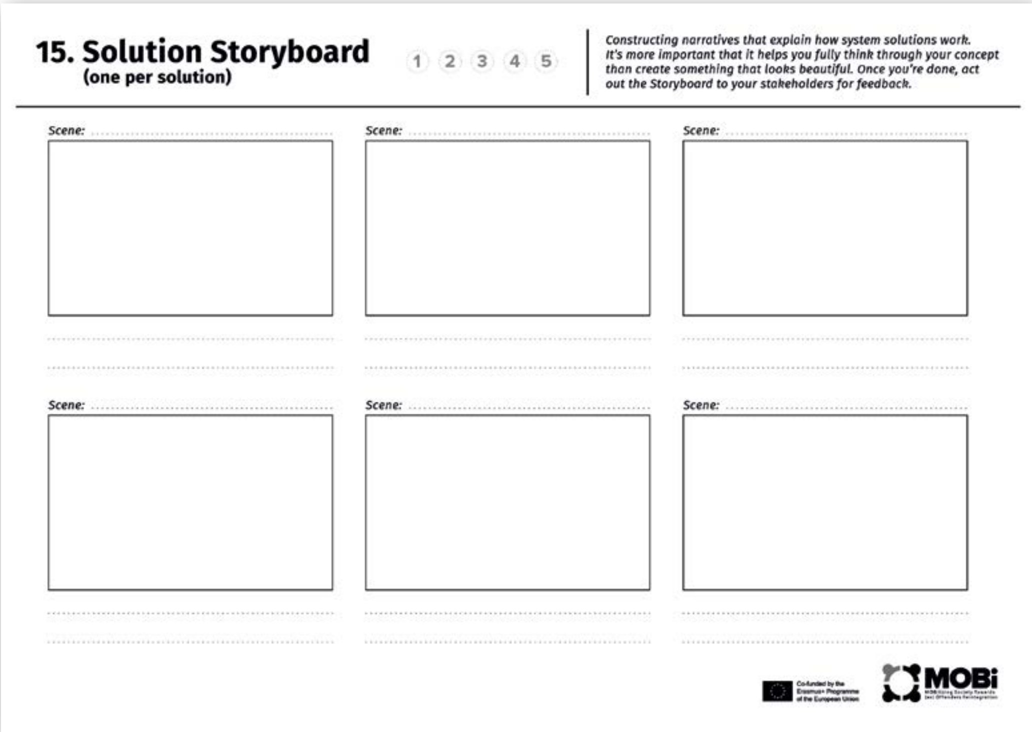


Figure 27 – Contextual Research Plan

15. Solution Storyboard

Definition: technique used in the production of films, to represent the future scenes to be developed. In this case, it is exploited to make a strategy visible, to explain how system solutions work. It's more important that it helps you fully think through your concept than create something that looks beautiful. After done, it's recommended share the storyboard with stakeholders to collect feedback about the solution purpose (MARTIN and HINGINGTON, 2012).

Objectives: organize the information, synthesize information, identify priorities, make the process visible to stakeholders, facilitate understanding of the solution.


15. Solution Storyboard
(one per solution)
1 2 3 4 5
Constructing narratives that explain how system solutions work. It's more important that it helps you fully think through your concept than create something that looks beautiful. Once you're done, act out the Storyboard to your stakeholders for feedback.

Scene:
Scene:
Scene:
Scene:
Scene:
Scene:

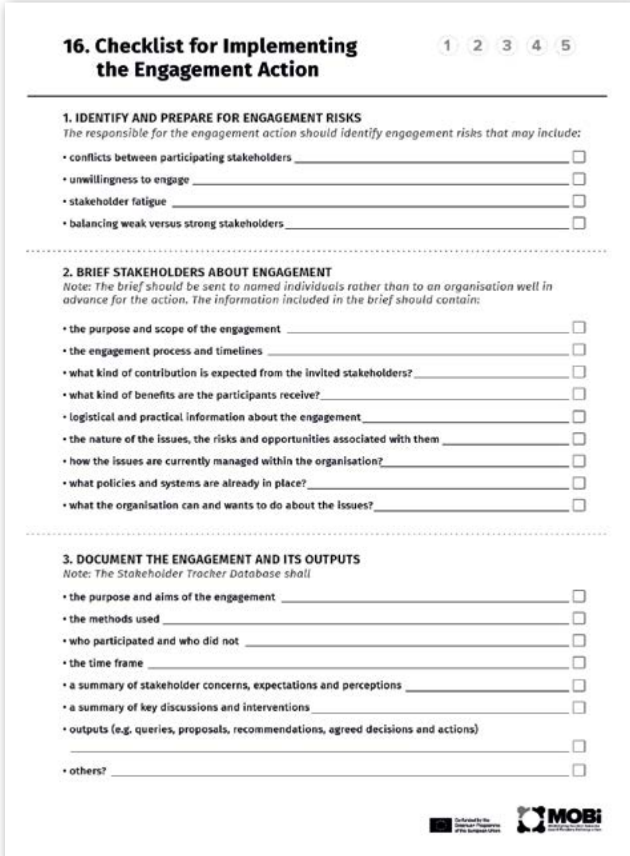
Figure 28 – Storyboard

16. Checklist for Implementing the Engagement Action

Definition: this tool is a checklist with relevant questions to be used in the engagement implementation phase. Among the answers are: conflicts between participating stakeholders, unwillingness to engage, stakeholder fatigue, balancing weak versus strong stakeholders, the purpose and scope of the engagement, the engagement process and timelines, kind of contribution is expected from the invited stakeholders, kind of benefits are the participants receive, etc. (MOOLGROUP, 2017).

The checklist can be used both to remember what should be done in the engagement, and during or after engagement, to evaluate the results obtained.

Objectives: organize the information, synthesize information, identify priorities, help to remember the different tasks to do.


16. Checklist for Implementing the Engagement Action
1 2 3 4 5

1. IDENTIFY AND PREPARE FOR ENGAGEMENT RISKS
The responsible for the engagement action should identify engagement risks that may include:

- conflicts between participating stakeholders ☐
- unwillingness to engage ☐
- stakeholder fatigue ☐
- balancing weak versus strong stakeholders ☐

2. BRIEF STAKEHOLDERS ABOUT ENGAGEMENT
Note: The brief should be sent to named individuals rather than to an organisation well in advance for the action. The information included in the brief should contain:

- the purpose and scope of the engagement ☐
- the engagement process and timelines ☐
- what kind of contribution is expected from the invited stakeholders? ☐
- what kind of benefits are the participants receive? ☐
- logistical and practical information about the engagement ☐
- the nature of the issues, the risks and opportunities associated with them ☐
- how the issues are currently managed within the organisation? ☐
- what policies and systems are already in place? ☐
- what the organisation can and wants to do about the issues? ☐

3. DOCUMENT THE ENGAGEMENT AND ITS OUTPUTS
Note: The Stakeholder Tracker Database shall

- the purpose and aims of the engagement ☐
- the methods used ☐
- who participated and who did not ☐
- the time frame ☐
- a summary of stakeholder concerns, expectations and perceptions ☐
- a summary of key discussions and interventions ☐
- outputs (e.g. queries, proposals, recommendations, agreed decisions and actions) ☐
- others? ☐

MOBi

Figure 29 – Checklist for Implementing the Engagement Action

17. Follow Up

Definition: technique created to follow the progress of the actions, and to record with the stakeholders the results which have already been achieved. By monitoring the process step-by-step, it becomes possible to identify whether these are working well or not and propose improvements even while it is occurring. The technique allows us to predict and remedy possible project failures. The action can be done in a focus group or meeting.

Objectives: follow the process of implementing the engagement, organize the information, predict project failures.

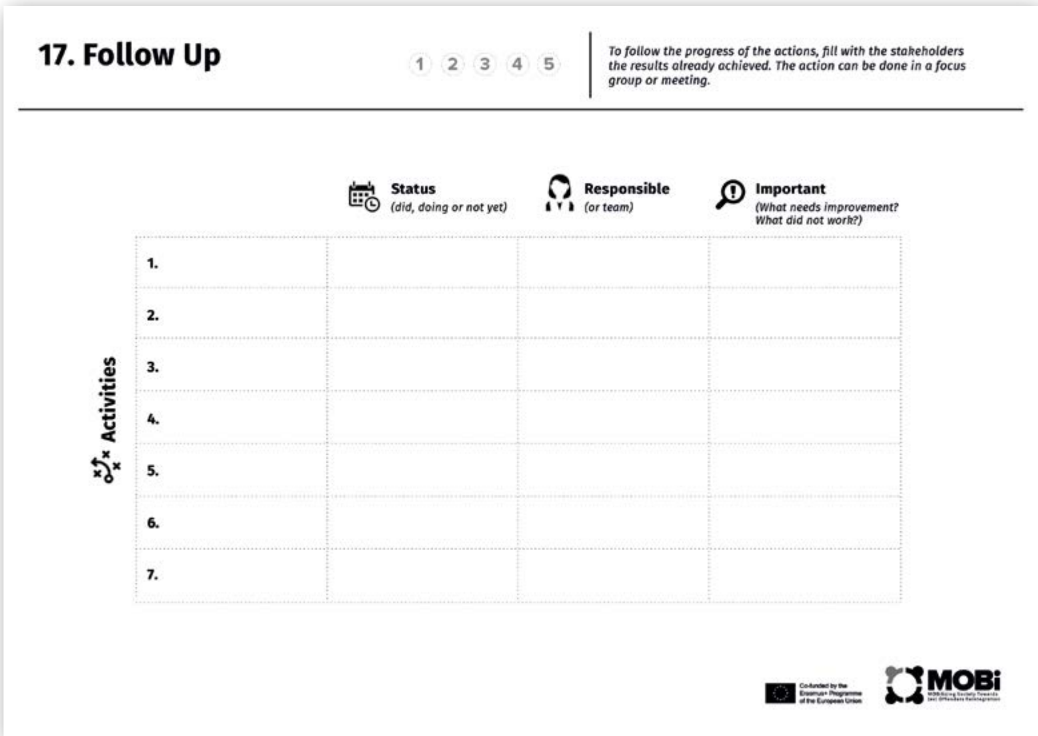


Figure 30 – Follow Up

18. Solution Evaluation

Definition: evaluate whether the actions meet the proposed engagement goals by assigning satisfaction value to each of them. This technique aims to provide qualitative data on each level of satisfaction of the actions performed, i.e., somewhat satisfies (score 1), satisfies (score 2) or strongly satisfies (score 3).

Questions such as: Does this solve the problem? Promotes the participation of various entities of society? Improve the quality of life of former offenders? Logically these questions can be changed for others to make more sense with the existing problematic.

Objectives: synthesize information, evaluate the process.

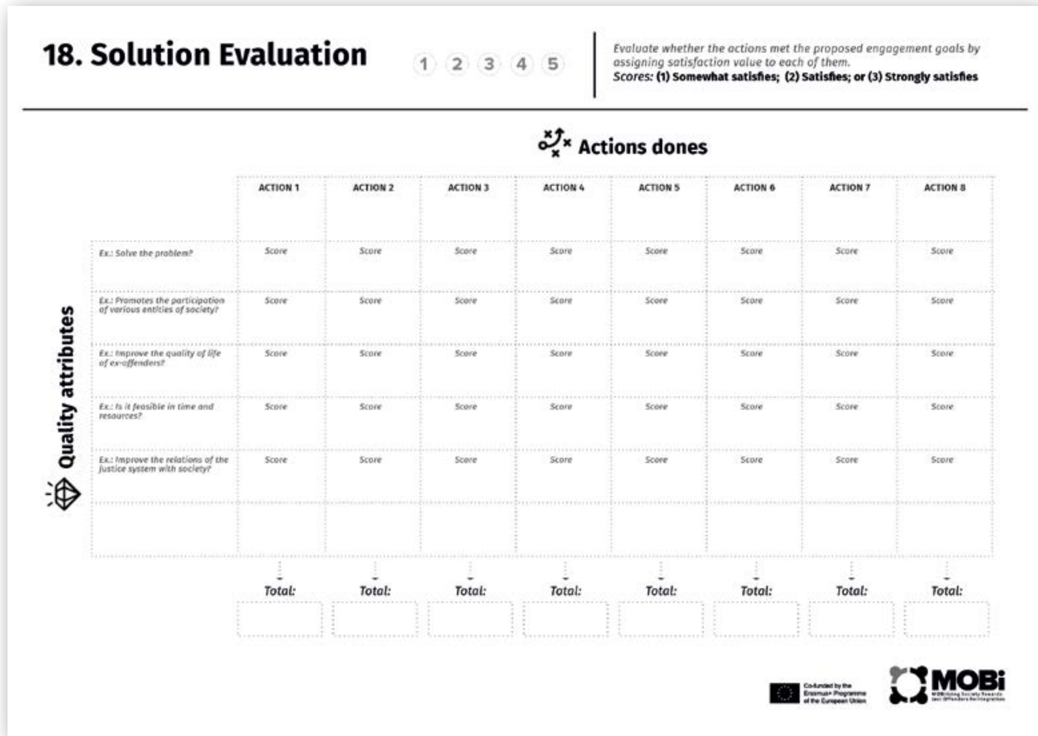


Figure 31 – Solution Evaluation

19. Engagement Evaluation

Definition: this tool helps evaluate engagement by answering four key questions. (1) Process: to evaluate the engagement overall (design and implementation); (2) Appropriateness: if the engagement was appropriate and how well the public and stakeholders accept the process; (3) Reach: if the level of stakeholders were reached (how); and (4) Outcomes: if the intended outcomes of the engagement process were achieved.

Objectives: synthesize information, evaluate the process.

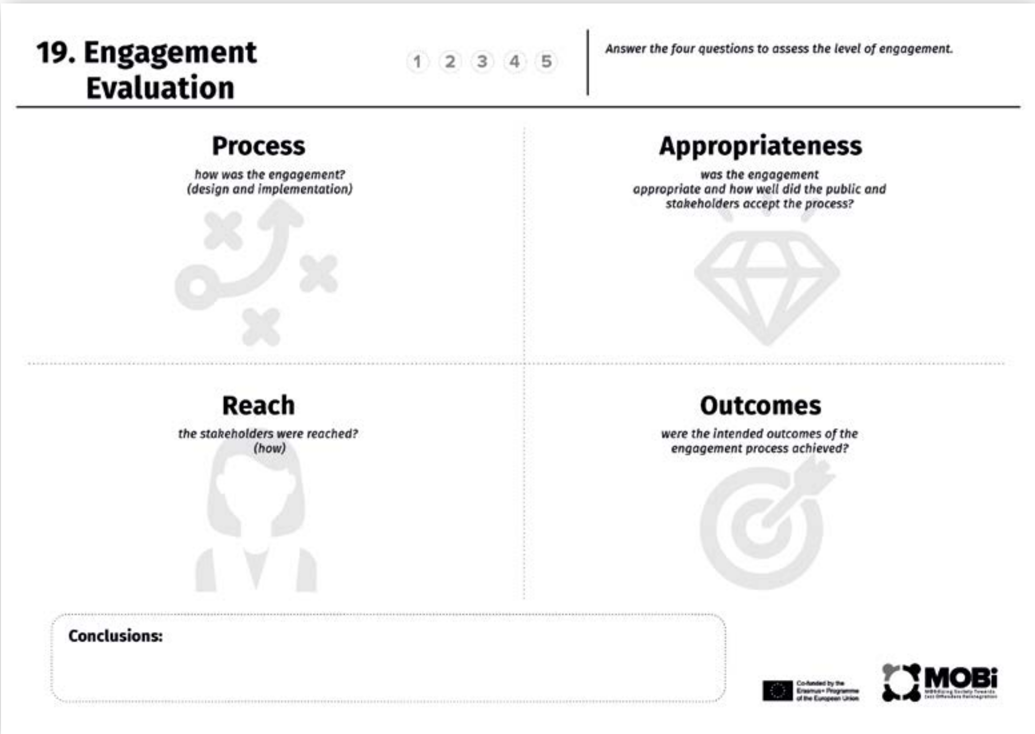


Figure 32 – Engagement Evaluation

20. Focus Group

Definition: the dynamic created by a small group of well-chosen people, when guided by a skilled moderator, can provide deep insight into themes, patterns or problems.

When properly recruited, and under the guidance of an experienced moderator, participants can quickly accept one another as peers. In a peer setting (where the fear of being judged is diminished), participants are more likely to share experiences, stories etc. (MARTIN and HINGINGTON, 2012).

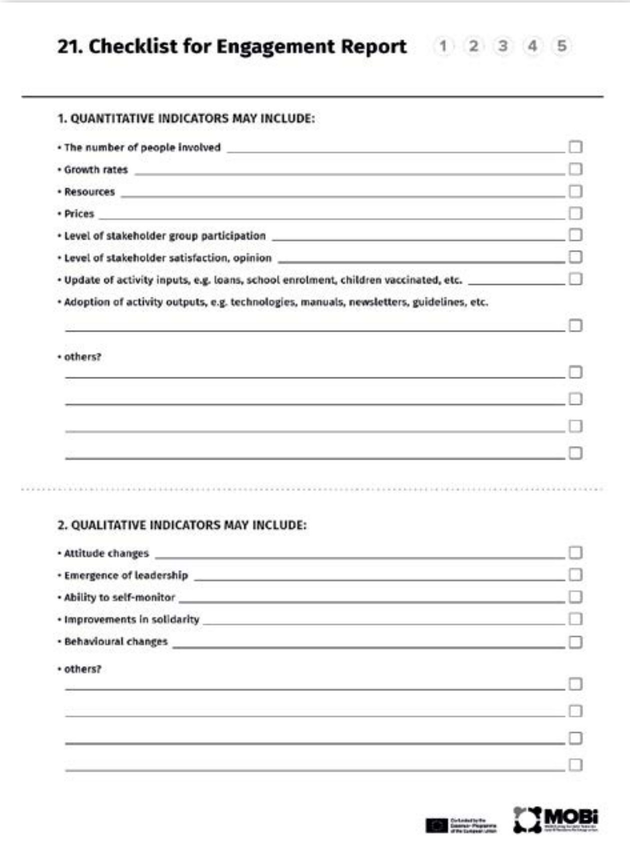
Focus Group can be applied at the beginning of the engagement process, to understand the existing problem, as in the implementation phase, to follow what has already been done, still in time to modify some part or activity of the process, or with the process already finished.

Objectives: facilitate the understanding of data, identify problems, causes and consequences, evaluate the process, stimulate communication and exchange of information with stakeholders.

21. Checklist for Engagement Report

Definition: to help you remember relevant issues to be inserted in the report after the implementation and evaluation process. Have reminders to identify: quantitative indicators, such as, the number of people involved, growth rates, resources, level of stakeholder group participation, level of stakeholder satisfaction, update of activity inputs; and qualitative indicators, such as, attitude changes, emergence of leadership, ability to self-monitor, improvements in solidarity, behavioural changes

Objectives: organize the information, synthesize information, identify issues, help to remember the different tasks done.


21. Checklist for Engagement Report 1 2 3 4 5

1. QUANTITATIVE INDICATORS MAY INCLUDE:

- The number of people involved
- Growth rates
- Resources
- Prices
- Level of stakeholder group participation
- Level of stakeholder satisfaction, opinion
- Update of activity inputs, e.g. loans, school enrolment, children vaccinated, etc.
- Adoption of activity outputs, e.g. technologies, manuals, newsletters, guidelines, etc.
- others?

2. QUALITATIVE INDICATORS MAY INCLUDE:

- Attitude changes
- Emergence of leadership
- Ability to self-monitor
- Improvements in solidarity
- Behavioural changes
- others?

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Figure 33 – Checklist for Engagement Report

22. Cross-fertilization

Definition: also called "charrette design", the technique is inspired by the process of biological nature. Each group is given 10 minutes to sketch. After this, two people (for each group) should change to different tables, while the third person remains at the original table. Each person brings forward the best ideas from each group, and the cross-pollination of the best ideas begins to emerge and inform superior design concepts. Another function of this technique is to evaluate the ideas of the other groups (MARTIN and HINGINGTON, 2012).

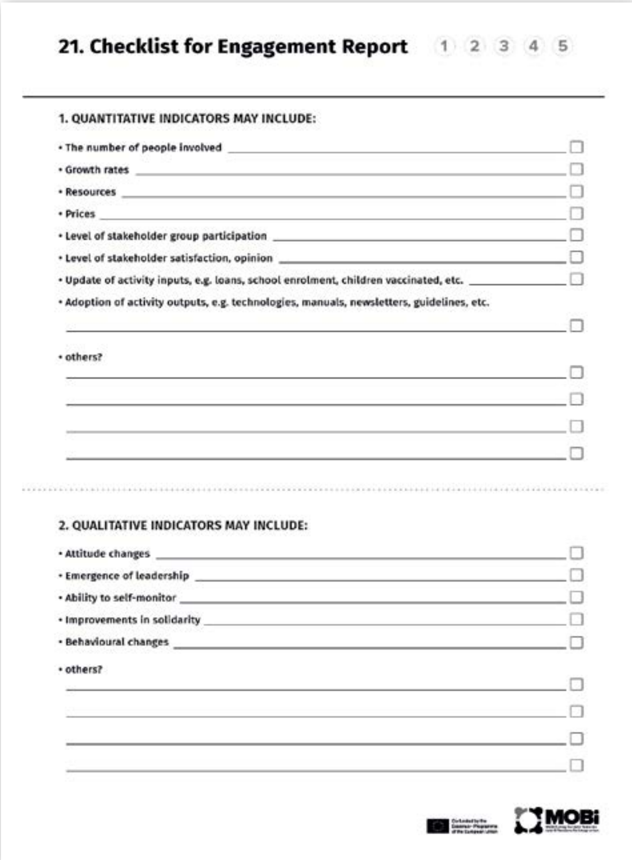
Objectives: organize the information, synthesize information, identify issues, help to remember the different tasks done.

Figure 34 – Cross-fertilization

23. Scenarios

Definition: to help you remember relevant issues to be inserted in the report after the implementation and evaluation process. Have reminders to identify: quantitative indicators, such as, the number of people involved, growth rates, resources, level of stakeholder group participation, level of stakeholder satisfaction, update of activity inputs; and qualitative indicators, such as, attitude changes, emergence of leadership, ability to self-monitor, improvements in solidarity, behavioural changes

Objectives: organize the information, synthesize information, identify issues, help to remember the different tasks done.



21. Checklist for Engagement Report 1 2 3 4 5

1. QUANTITATIVE INDICATORS MAY INCLUDE:

- The number of people involved ______ ☐
- Growth rates ______ ☐
- Resources ______ ☐
- Prices ______ ☐
- Level of stakeholder group participation ______ ☐
- Level of stakeholder satisfaction, opinion ______ ☐
- Update of activity inputs, e.g. loans, school enrolment, children vaccinated, etc. ______ ☐
- Adoption of activity outputs, e.g. technologies, manuals, newsletters, guidelines, etc. ______ ☐
- others? ______ ☐ ______ ☐ ______ ☐ ______ ☐

2. QUALITATIVE INDICATORS MAY INCLUDE:

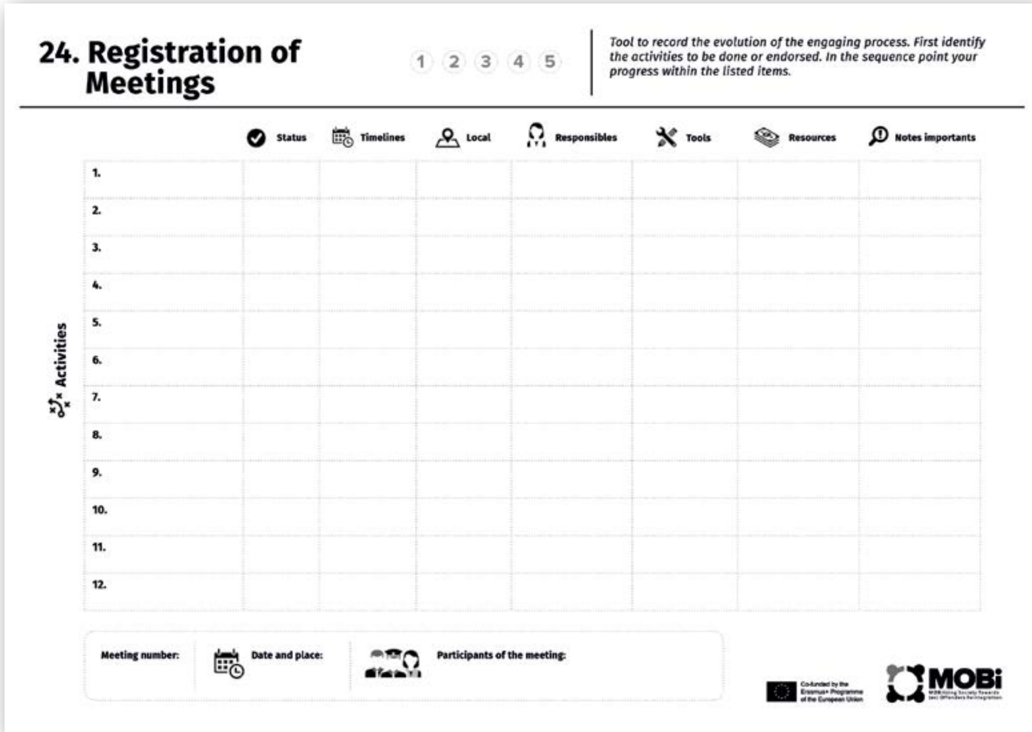
- Attitude changes ______ ☐
- Emergence of leadership ______ ☐
- Ability to self-monitor ______ ☐
- Improvements in solidarity ______ ☐
- Behavioural changes ______ ☐
- others? ______ ☐ ______ ☐ ______ ☐ ______ ☐

Figure 35 – Checklist for Engagement Report

24. Registration of Meetings

Definition: Technique to record the evolution of the engaging process. First identify the activities to be done or endorsed. In the sequence point your progress within the listed items, like: timelines, locals, responsible, tools, resources.

Objectives: organize the information, synthesize information, identify priorities.



24. Registration of Meetings 1 2 3 4 5

Tool to record the evolution of the engaging process. First identify the activities to be done or endorsed. In the sequence point your progress within the listed items.

Activities	Status	Timelines	Local	Responsibles	Tools	Resources	Notes importants
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							

Meeting number: Date and place: Participants of the meeting:

Figure 36 – Registration of Meetings

05 Professional Training

5. Professional Training

The methodology developed was piloted during MOBi's '3rd short-term joint staff training event' that took place on 25th, 26th and 27th March in Rome. The group consisted of 22 participants, representing MOBi project partners: **Bremen Senate of Justice and Constitution and Hoppenbank e.V.** (Germany), **Associazione Antigone** (Italy), **DGRSP - Direção-Geral de Reinserção e Serviços Prisionais -** and **Aproximar, Cooperativa de Solidariedade Social** (Portugal), **Center for Promoting Lifelong Learning - CPIP** and **The Baia Mare Penitentiary** (Romania).

In the figure 37 we can find a graphical synthesis on the session plans carried out over the 3 training days:

	Day 1 (25/06)	Day 2 (26/06)	Day 3 (27/06)
MORNING	Explanation about Community Engagement and Techniques	External activity	External activity
EVENING	Configuration of methodologies Phases 1 Results presentation	Phases 2 and 3 Results presentation	Phase 4 Results presentation Discussion

Figure 37 - Session plans

The purpose of the event was to test, through an active and participatory approach, the methodology and methods created under project IO3 – ***Methodology on Community Engagement on Criminal Justice System***.

To reveal how to use the methodology (phases 1 to 4) and techniques, participants were asked the following question throughout the process: In the ***reality of our countries, what do we need to improve in the process of engagement between community and Criminal Justice System (CJS)?***

It is important to emphasize that phase 5 was not piloted during the training due to its nature: it refers to a phase after implementation of the process, evaluation and dissemination of the project, and therefore, it will only make sense to be carried out after the ideas are tested.

Throughout the process, participants were able to choose which methods they would use, as they are adaptable to the different stages of the process. The participants were divided into four groups according to their country: Germany (6 participants), Italy (3 participants), Portugal (3 participants) and Romania (7 participants). Aproximar's members participated in the event as trainers, disseminating methodological information and guiding the process development.

Over the three days (25th-27th March) it was requested that each team plan their strategies choosing only two methods to be used per phase. In the figure nº 38 is the planning record of one of the groups.

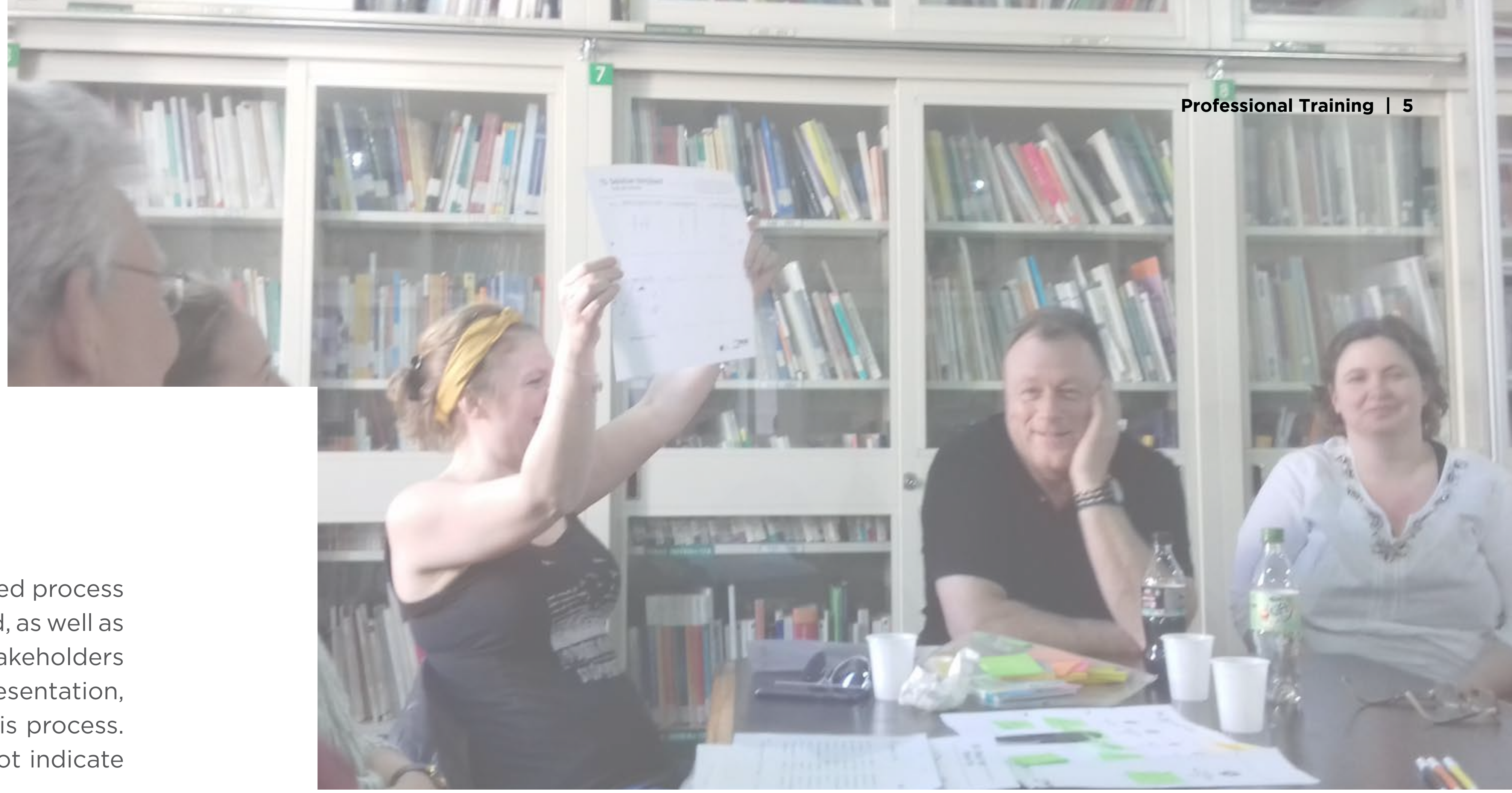
Figure 38 - Methodology planning

5.1. Evaluation

On the 27th March, after each of the groups finished the piloted process steps, each group was asked to reveal the techniques they used, as well as the problems identified, difficulties encountered, mapped stakeholders and solutions they found to the problems. At the end of each presentation, participants feedback on whether the tools had helped in this process. The four groups agreed that the tools were useful and did not indicate failures, nor did they suggest changes.

However, throughout the process and after analysing the materials that each of the groups filled in, the trainers (Aproximar CRL) identified some flaws, both in the process and in the tools. The trainers recommend:

- Have mandatory tools for the success of the methodology (see the techniques grid)
- Change some form fields of some techniques
- Create an extra tool: 23. Scenarios (explained in the tool 10: feedback)
- Create another tool for 24:meetings registration.



06
Impact measurement
recommendation

6. Impact measurement

recommendation

In order to measure the efficiency of the methodology developed, we recommend using three techniques already revealed in this report. The first is more quantitative: **18. Solution Evaluation**. This tool will help to evaluate if the actions met the proposed engagement goals by assigning satisfaction value to each of them. The technique aims to provide qualitative data on each level of satisfaction of the actions performed, i.e., somewhat satisfies (score 1), satisfies (score 2) or strongly satisfies (score 3).

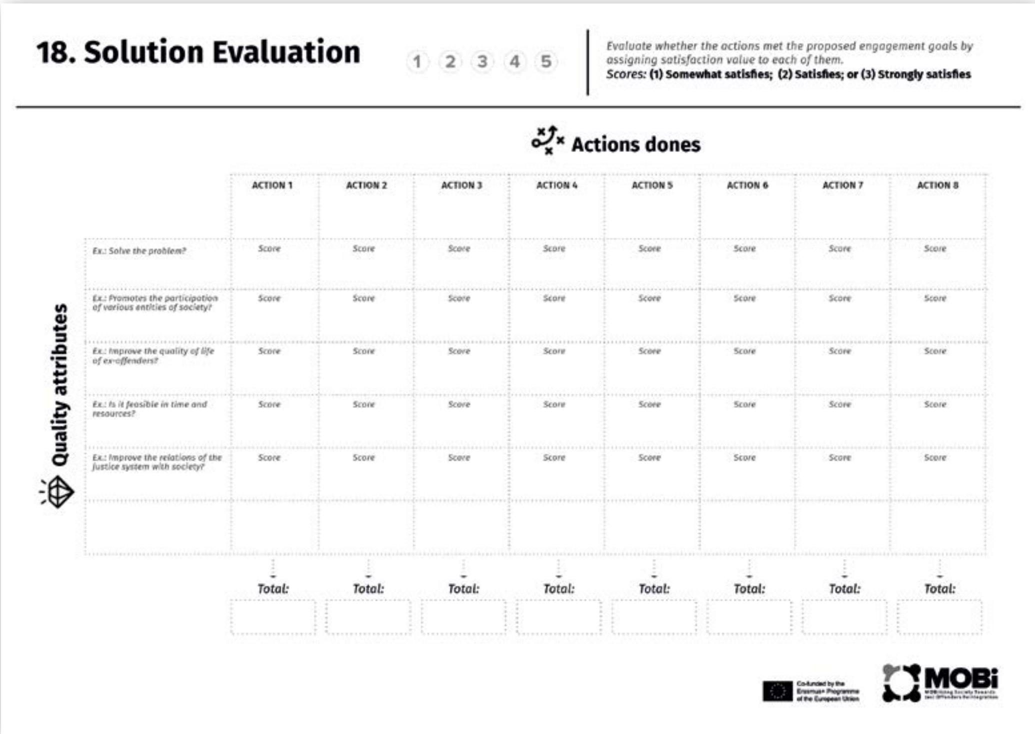


Figure 39 - Solution Evaluation

Another technique (entirely qualitative) is the **19. Engagement Evaluation**. The aim is to evaluate the level of engagement, answering four key questions: (1) Process - to evaluate how was the engagement (design and implementation); (2) Appropriateness - if the engagement was appropriated and how well the public and stakeholders accepted the process; (3) Reach - if the level of stakeholders were reached (how); and (4) Outcomes - if the intended outcomes of the engagement process were achieved.

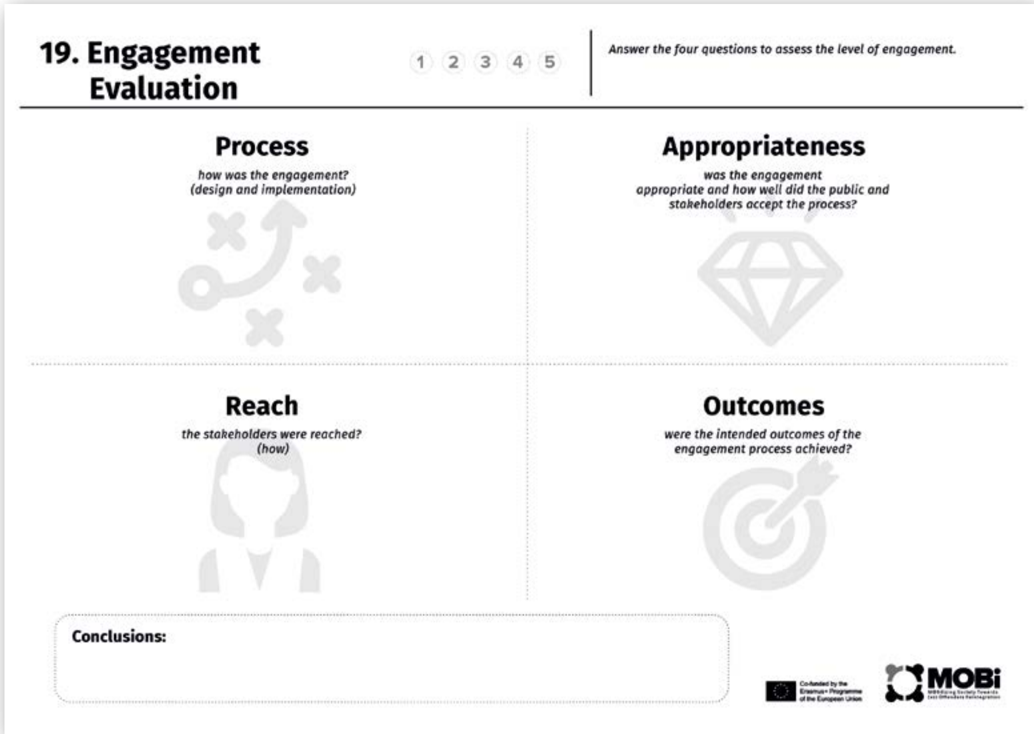
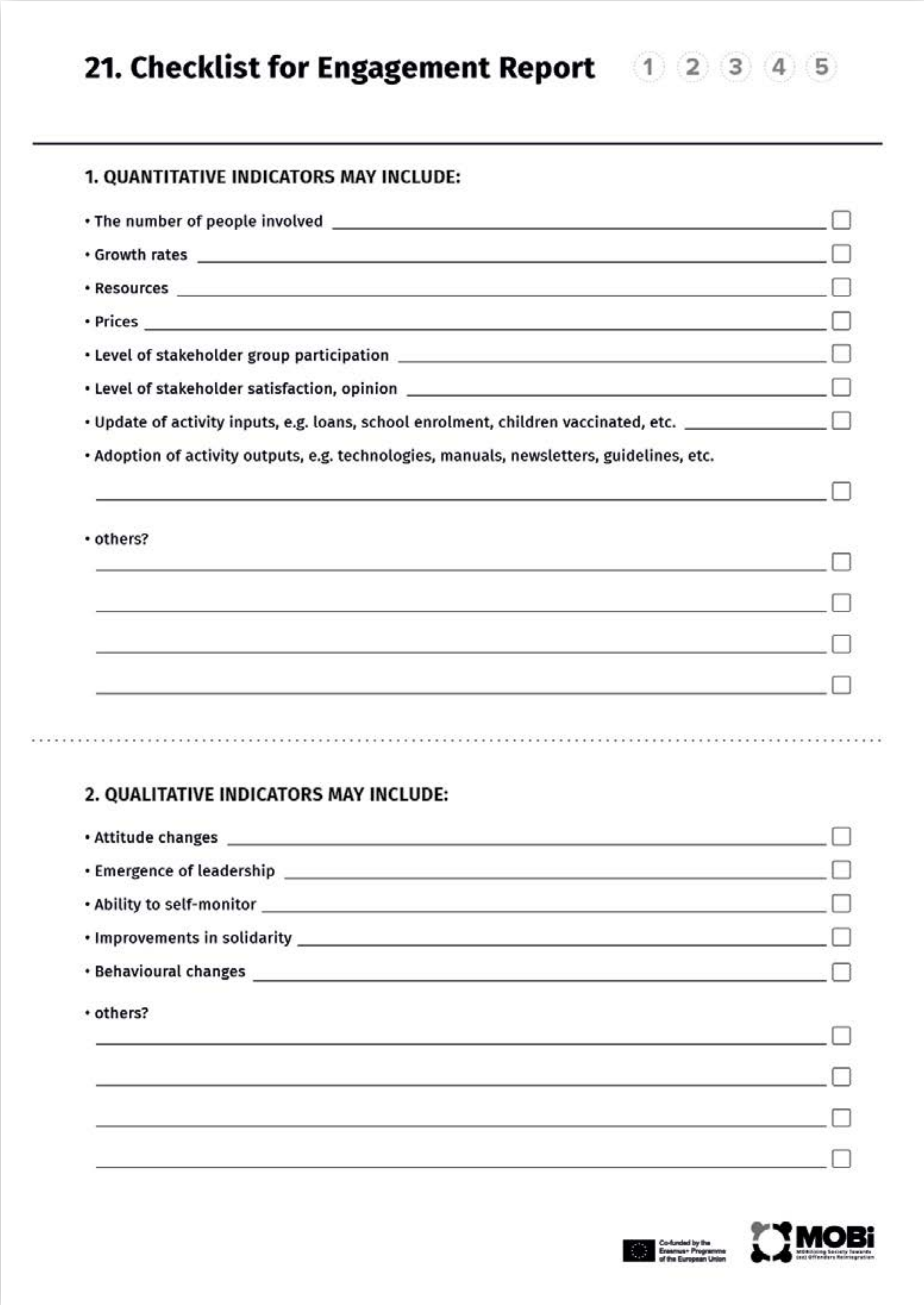


Figure 40 - Engagement Evaluation

The third technique recommended to measure the impact of applied methodology is the **21. Checklist for Engagement Report**. It is useful to help to remember relevant issues to be inserted in the report after the implementation and evaluation process. But in this case, it can help to get information to be evaluated.



21. Checklist for Engagement Report 1 2 3 4 5

1. QUANTITATIVE INDICATORS MAY INCLUDE:

- The number of people involved ☐
- Growth rates ☐
- Resources ☐
- Prices ☐
- Level of stakeholder group participation ☐
- Level of stakeholder satisfaction, opinion ☐
- Update of activity inputs, e.g. loans, school enrolment, children vaccinated, etc. ☐
- Adoption of activity outputs, e.g. technologies, manuals, newsletters, guidelines, etc. ☐
- others? ☐ ☐ ☐ ☐

2. QUALITATIVE INDICATORS MAY INCLUDE:

- Attitude changes ☐
- Emergence of leadership ☐
- Ability to self-monitor ☐
- Improvements in solidarity ☐
- Behavioural changes ☐
- others? ☐ ☐ ☐ ☐

Figure 41 - Checklist for Engagement Report

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Annexes

Techniques

Technique	Phases	Associated workload	Relevance
01. Word Clouds	1, 2, 3	Short	Optional
02. Thematic Network	1, 2	Short	Mandatory
03. Contextual Inquiry	1, 4	Long	Optional
04. Empathy Map	1, 2, 5	Short	Optional
05. S.W.O.T.	1, 2	Short	Optional
06. Stakeholder Maps	2	Medium	Mandatory
07. What? Why? Where? When? How?	2, 3, 4, 5	Medium	Mandatory
08. It's Match?	2, 4	Short	Mandatory
09. Study Cases	2, 3	Medium	Optional
10. Brainstorming	3	Medium	Optional
11. Solution Definition	3, 4	Short	Mandatory
12. Collaboration Agreement	4	Medium	Optional
13. Priorities Definition	2, 4	Medium	Mandatory
14. Contextual Research Plan	2, 4	Medium	Mandatory
15. Solution Storyboard	3, 4	Medium	Optional
16. Checklist for Engagement Action	2, 4, 5	Medium	Mandatory
17. Follow Up	4, 5	Short	Mandatory
18. Solution Evaluation	2, 5	Medium	Mandatory
19. Engagement Evaluation	5	Short	Optional
20. Focus Group	1, 4, 5	Long	Optional
21. Checklist for Engagement Report	5	Medium	Mandatory
22. Cross-fertilization	2, 3, 4, 5	Medium	Optional
23. Scenarios	1, 3	Short	Optional
24. Registration of Metting	4	Medium	Mandatory

Legends:

PHASES:

1. Mapping Needs
2. Identify, Classify & Match
3. Engagement
4. Performing
5. Evaluate, Report & Renew

ASSOCIATED WORKLOAD:

- Short 20min - 1h
- Medium 1h - 3h
- Long 3h or more

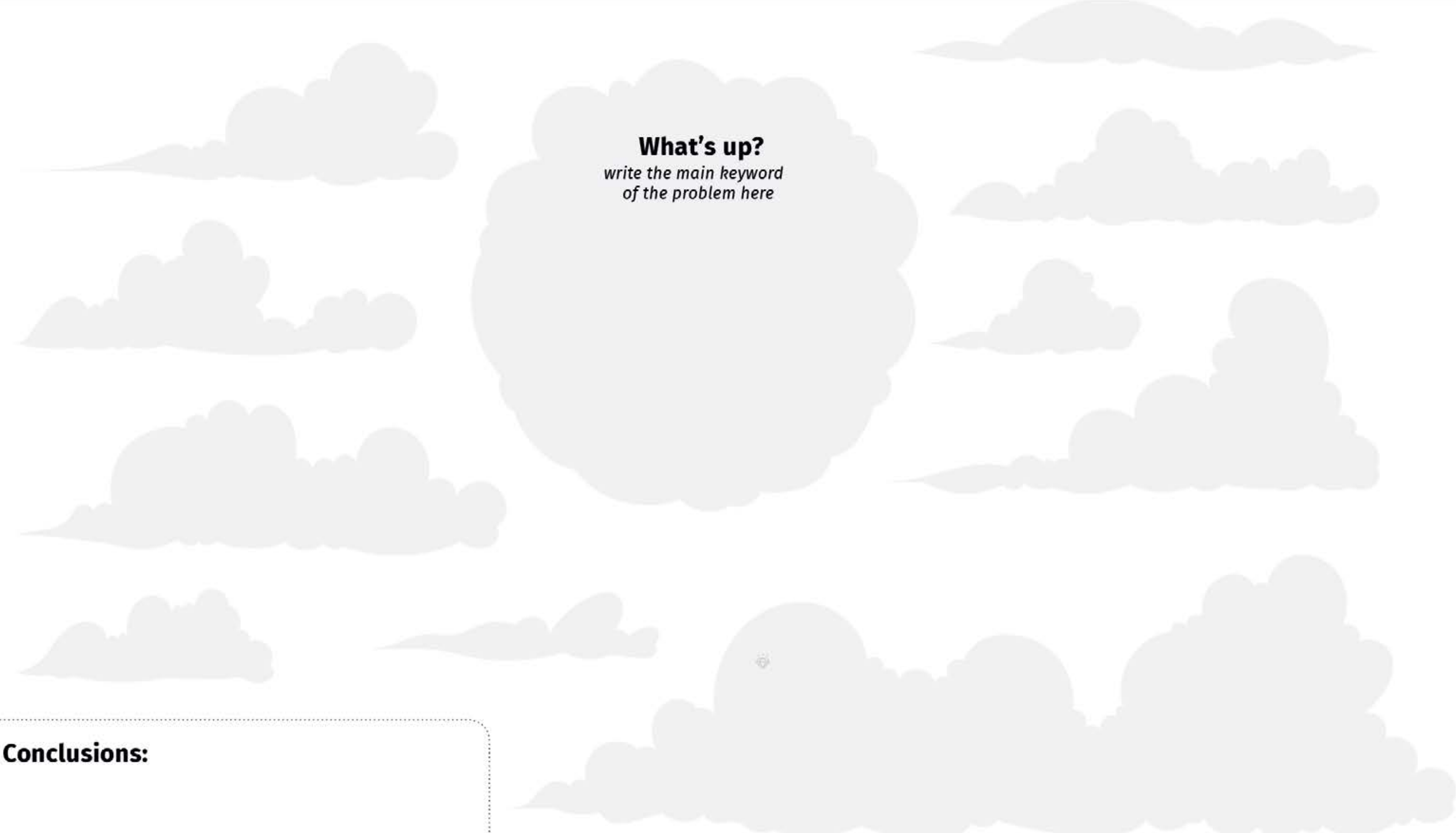
TECHNIQUES RELEVANCE:

- Mandatory
- Optional

01. Word Clouds
Whats up?

1 2 3 4 5

Word clouds is a method of information visualization that organizes keywords about the problem using different sizes or colors according to level of relevance.



Conclusions:

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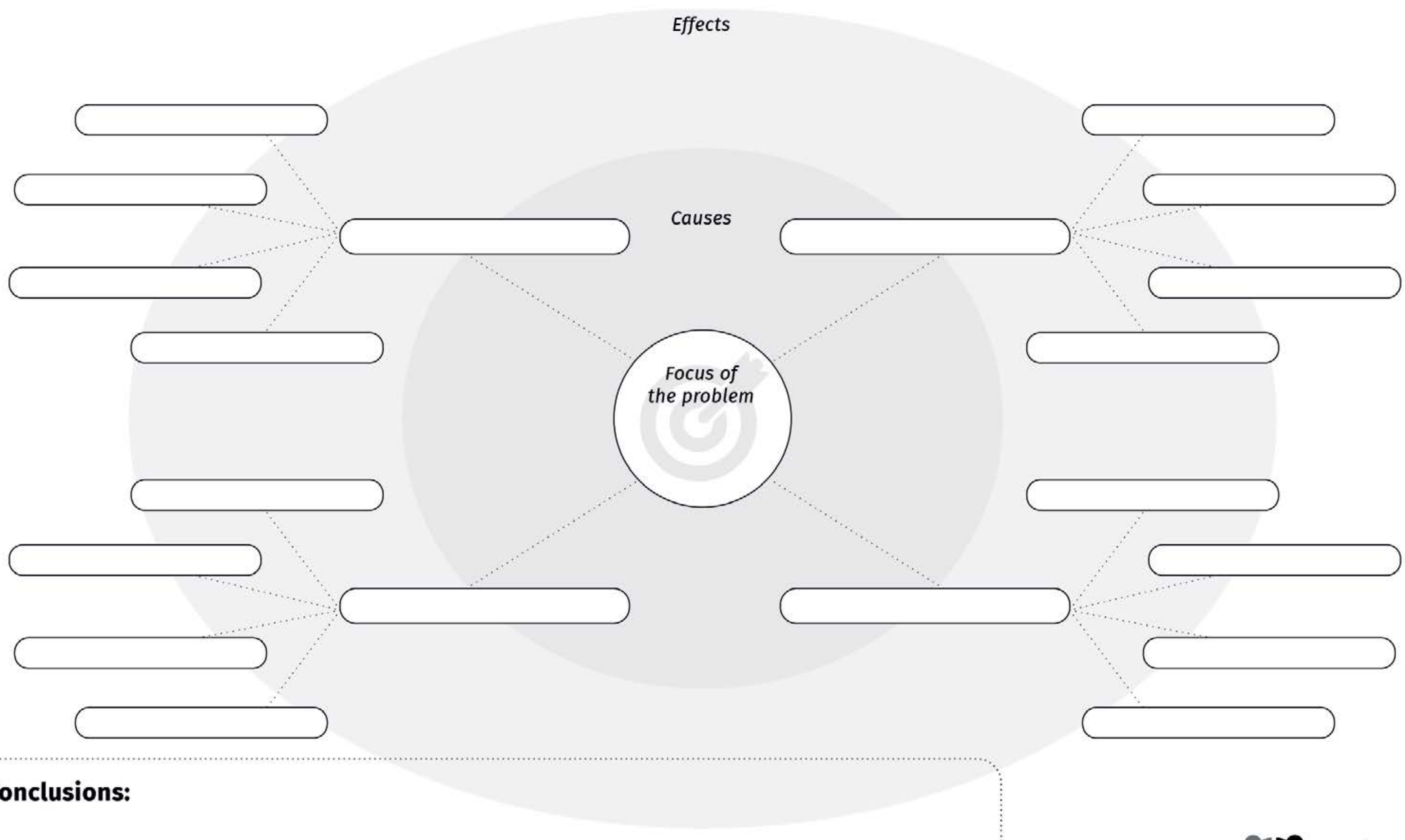
02. Thematic Network
or Problems Tree

1 2 3 4 5

*Build a thematic network step-by-step, to identify the **effects** and **causes** of a problem. This tool helps to define which of the branches will be the main focus to work on.*



Conclusions:

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04. Empathy Map

1 2 3 4 5

Empathy maps should be used throughout any process to establish common ground among team members and to understand and prioritize user needs.

What does he/she feel?
(what his/her needs)

What does he/she hear?
(what others say about him/her)

What he/she see?
(what he see in his/her environment)

What he/she want?
(desired wishes for his/her own life)

Opportunities

Difficulties

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05. S.W.O.T.
What's up?

1 2 3 4 5

Write in a succinct and direct way the main characteristics about the current context of the issue to be solved. This content will guide the next stages of the work.

INTERNAL ORIGIN *(attributes of the organization)*

Strengths

Weaknesses

Focus of the problem

EXTERNAL ORIGIN *(attributes of the environment)*

Opportunities

Threats

Conclusions:

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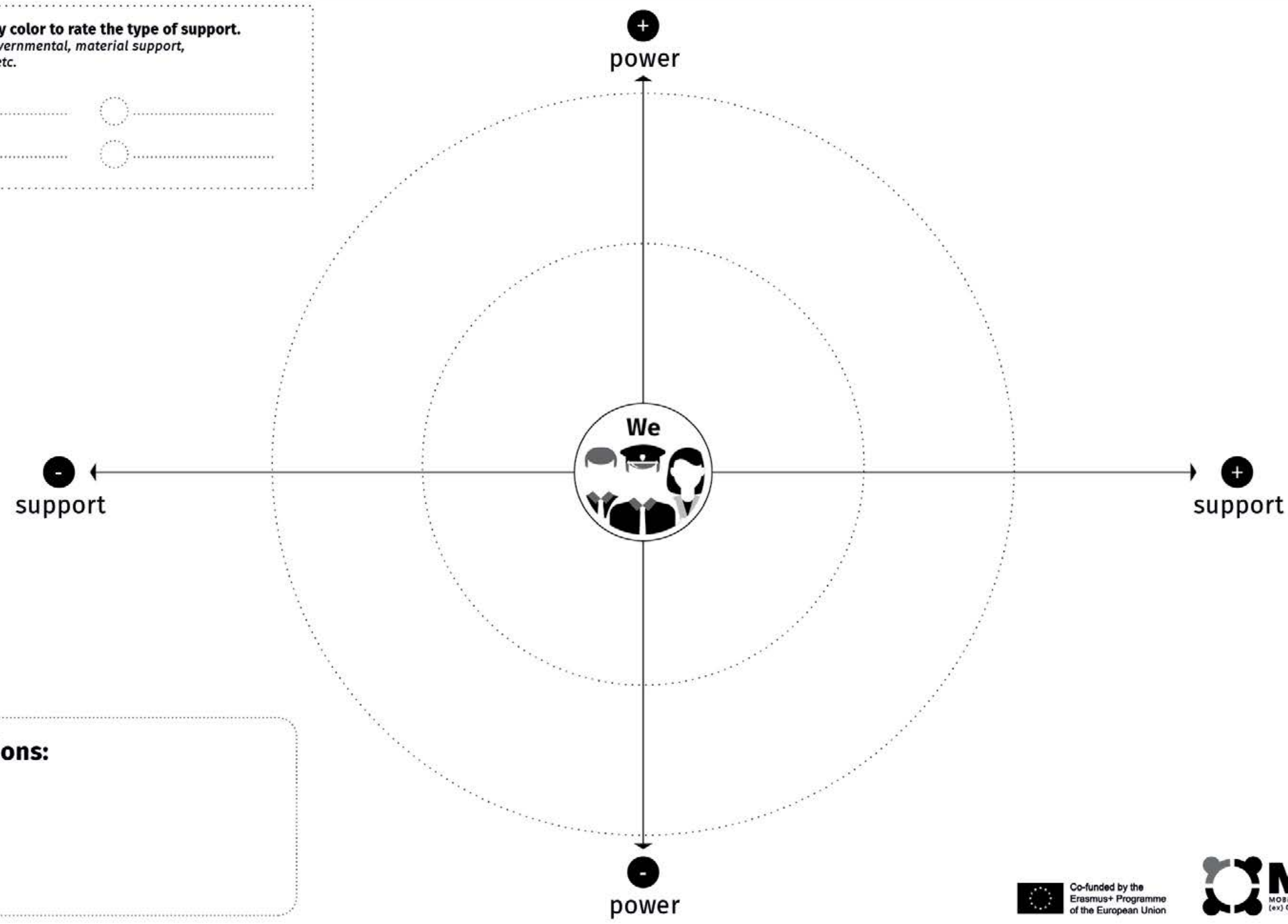
06. Stakeholder Maps
(Who?) support and power

1 2 3 4 5

What stakeholders do we have the power to mobilize to support us? What stakeholders with power should we keep away from us, since they prevent us from getting more support?

Use subtitles by color to rate the type of support.
Ex.: financial, governmental, material support, communication etc.



Conclusions:

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07. What? Why? Where? When? How?

1 2 3 4 5

Once the stakeholders have been revealed, identify what, why, when, where and how they can support them.

Who?	What? *(objectives)*	Why?	Where?	When?	How?
Stakeholder 1					
Stakeholder 2					
Stakeholder 3					
Stakeholder 4					
Stakeholder 5					
Stakeholder 6					
Stakeholder 7					
Stakeholder 8					
Stakeholder 9					

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08. Does it match?
Match CJS' needs and CSO' resources

1 2 3 4 5

Relate (writing and making lines) the needs of the CJS (Criminal Justice System) with the respective resources of the CSO (Civil Society Organizations). A resource can serve more than one need (and vice versa). As in the dotted example.

CJS' needs

CSO' resources

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10. Brainstorming
and guidelines

1 2 3 4 5

Write all ideas in post-its. Ideas can involve topics such as: technologies, needs, existing services, etc. Below are some guidelines for good brainstorming.

FOCUS on topic

go for QUANTIFY

BUILD ON OTHER IDEAS "yes, and..."

BE VISUAL

DOING not talking

1 conversation at a time

defer JUDGMENT

encourage CRAZY ideas

THINK FAST

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11. Solution Definition

Engagement actions

1 2 3 4 5

Write your possible solution (What?) to the problem in the center. After identify Why, Who, Where, When, and last How.

Why?

Who? *will do*

What? *Main objective*

Specific objectives

When?

Where?

How?

Conclusions:

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12. Collaboration Agreement

1 2 3 4 5

Name of the project

____

Agreement concluded between the following parties: ______________________

______________________________ on the one part, 'the coordinator'

and ______________________________ 'the partner'.

What was agreed? ______________________

Subject matter of objective:

Contract duration: ______________________

Obligations: ______________________

Allocation of funds: ______________________

Record Keeping and Reporting - Documents etc ______________________

Banking Details ______________________

Ownership and copyright ______________________

Termination ______________________

Liability ______________________

Confidentiality ______________________

Publicity ______________________

Modification of agreement ______________________

Settlement of Disputes and Applicable Law ______________________

The annexes (if there is, for e.g Financial and contractual rules ______________________

Others? ______________________

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13. Priorities Definition

1 2 3 4 5

Start by listing the activities/resolutions that should be done by categorizing your level of importance in relation to the categories. After that, add the values. Activities that add up to the greatest number should be a priority. Scores: **(1) Few; (2) Medium; or (3) A lot.**

Categories

Resolutions	Strategic relevance *Score:*	Necessary time *Score:*	Impact of the action *Score:*	Expertise to implement *Score:*	*Total:*
1.					
2.					
3.					
4.					
5.					
6.					
7.					

You can use other categories, such as:
Availability of resources; Ease of implementation/maintenance; Feasibility of intervention

14. Contextual Research Plan

1 2 3 4 5

Organize the actions of the project. Define inside of timeline various stages, work, sessions, responsible, participants, budget etc. You can use colors to differentiate the activities. In the example below, Activity 1 will occur from day 3 to day 21.

Time	Month 1 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	Month 2 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
Activities	*Ex.: Activity 1* *Ex.: Activity 2*	
Resources	*Resources to do Activity 1*	
Tools	*Tools to do Activity 1*	
Who *responsibles*	*Responsibles to do Activity 1*	
other		

15. Solution Storyboard
(one per solution)

1 2 3 4 5

Constructing narratives that explain how system solutions work. It's more important that it helps you fully think through your concept than create something that looks beautiful. Once you're done, act out the Storyboard to your stakeholders for feedback.

Scene:

Scene:

Scene:

Scene:

Scene:

Scene:

16. Checklist for Implementing the Engagement Action

1 2 3 4 5

1. IDENTIFY AND PREPARE FOR ENGAGEMENT RISKS

The responsible for the engagement action should identify engagement risks that may include:

- conflicts between participating stakeholders ____________ ☐
- unwillingness to engage ____________ ☐
- stakeholder fatigue ____________ ☐
- balancing weak versus strong stakeholders ____________ ☐

2. BRIEF STAKEHOLDERS ABOUT ENGAGEMENT

Note: The brief should be sent to named individuals rather than to an organisation well in advance for the action. The information included in the brief should contain:

- the purpose and scope of the engagement ____________ ☐
- the engagement process and timelines ____________ ☐
- what kind of contribution is expected from the invited stakeholders? ____________ ☐
- what kind of benefits are the participants receive? ____________ ☐
- logistical and practical information about the engagement ____________ ☐
- the nature of the issues, the risks and opportunities associated with them ____________ ☐
- how the issues are currently managed within the organisation? ____________ ☐
- what policies and systems are already in place? ____________ ☐
- what the organisation can and wants to do about the issues? ____________ ☐

3. DOCUMENT THE ENGAGEMENT AND ITS OUTPUTS

Note: The Stakeholder Tracker Database shall

- the purpose and aims of the engagement ____________ ☐
- the methods used ____________ ☐
- who participated and who did not ____________ ☐
- the time frame ____________ ☐
- a summary of stakeholder concerns, expectations and perceptions ____________ ☐
- a summary of key discussions and interventions ____________ ☐
- outputs (e.g. queries, proposals, recommendations, agreed decisions and actions)
  ____________ ☐
- others? ____________ ☐

17. Follow Up

1 2 3 4 5

To follow the progress of the actions, fill with the stakeholders the results already achieved. The action can be done in a focus group or meeting.

Activities	**Status** *(did, doing or not yet)*	**Responsible** *(or team)*	**Important** *(What needs improvement? What did not work?)*
1.			
2.			
3.			
4.			
5.			
6.			
7.			

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18. Solution Evaluation

1 2 3 4 5

Evaluate whether the actions met the proposed engagement goals by assigning satisfaction value to each of them.
Scores: **(1) Somewhat satisfies; (2) Satisfies; or (3) Strongly satisfies**

Actions dones

Quality attributes	ACTION 1	ACTION 2	ACTION 3	ACTION 4	ACTION 5	ACTION 6	ACTION 7	ACTION 8
Ex.: Solve the problem?	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*
Ex.: Promotes the participation of various entities of society?	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*
Ex.: Improve the quality of life of ex-offenders?	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*
Ex.: Is it feasible in time and resources?	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*
Ex.: Improve the relations of the justice system with society?	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*
	Total:	*Total:*	*Total:*	*Total:*	*Total:*	*Total:*	*Total:*	*Total:*

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19. Engagement Evaluation

1 2 3 4 5

Answer the four questions to assess the level of engagement.

Process

how was the engagement? (design and implementation)

Appropriateness

was the engagement appropriate and how well did the public and stakeholders accept the process?

Reach

the stakeholders were reached? (how)

Outcomes

were the intended outcomes of the engagement process achieved?

Conclusions:

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21. Checklist for Engagement Report

1 2 3 4 5

1. QUANTITATIVE INDICATORS MAY INCLUDE:

- The number of people involved ☐
- Growth rates ☐
- Resources ☐
- Prices ☐
- Level of stakeholder group participation ☐
- Level of stakeholder satisfaction, opinion ☐
- Update of activity inputs, e.g. loans, school enrolment, children vaccinated, etc. ☐
- Adoption of activity outputs, e.g. technologies, manuals, newsletters, guidelines, etc. ☐
- others? ☐ ☐ ☐ ☐

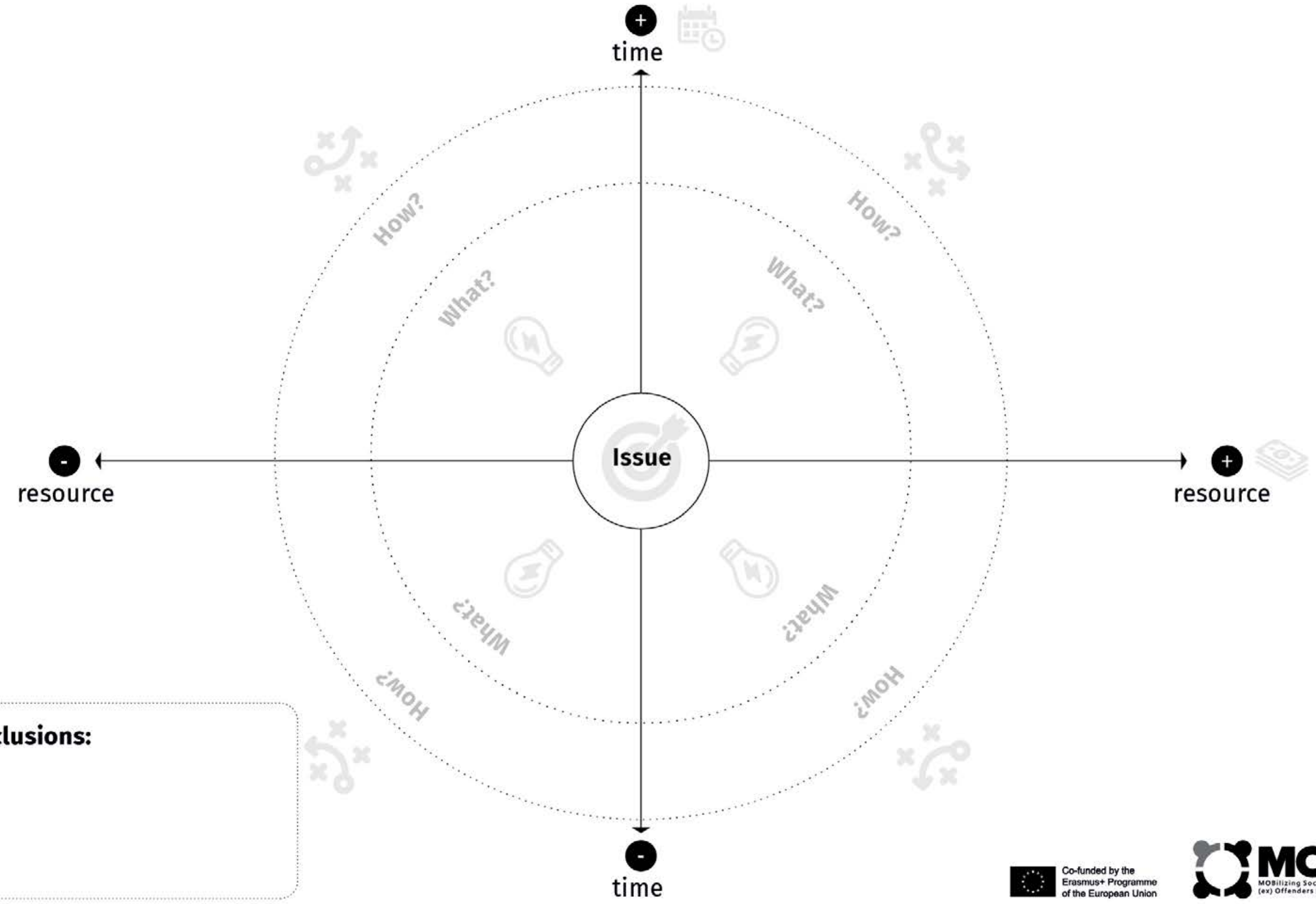
2. QUALITATIVE INDICATORS MAY INCLUDE:

- Attitude changes ☐
- Emergence of leadership ☐
- Ability to self-monitor ☐
- Improvements in solidarity ☐
- Behavioural changes ☐
- others? ☐ ☐ ☐ ☐

23. Scenarios
through map of polarities

1 2 3 4 5

Is a method to support decision making, allowing for dialogue and knowledge sharing among stakeholders. Through the map of polarities "resources vs. time" (or others polarities), you can create 4 scenarios to decide which one to choose. Each scenario created should show what the idea (What?) and how it will be done (How?).



Conclusions:

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24. Registration of Meetings

1 2 3 4 5

Tool to record the evolution of the engaging process. First identify the activities to be done or endorsed. In the sequence point your progress within the listed items.

Activities	Status	Timelines	Local	Responsibles	Tools	Resources	Notes importants
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							

Meeting number:	Date and place:	Participants of the meeting:

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Our Methodology
for Community Engagement

Team:

	Techniques	Objectives	Associated Workload	With Whom?	Done
1 Mapping Needs					
2 Identify, Classify & Match					
3 Engagement					
4 Performing					
5 Evaluate, Report & Renew					

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Der Senator für
Justiz und Verfassung

Freie
Hansestadt
Bremen