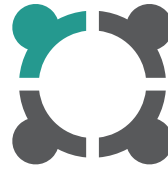




Co-funded by the
Erasmus+ Programme
of the European Union



MOBi
MOBiLizing Society Towards
(ex) Offenders Reintegration



Handbook on

Community Awareness of (ex) Offenders' Rehabilitation & Reintegration Processes

March 2020



DGRSP



hoppenbank e.V.



Der Senator für
Justiz und Verfassung

Freie
Hansestadt
Bremen



Co-funded by the
Erasmus+ Programme
of the European Union



Project

MOBi – Mobilizing Society Towards (ex) Offenders Reintegration

MOBi Partners

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)*

Hoppenbank e.V. *(Germany)*

The Baia Mare Penitentiary *(Romania)*

Leaders of Intellectual Output 5

Aproximar, CRL

Authors of the Report

Anastasia Sirbu

Caio Miolo (design)

Rita Lourenço

Tiago Leitão

Design

Aproximar, CRL

Acknowledgements

Thank you very much to all organisations who disseminate MOBi project.



Index



Chapter

01

Introduction



Chapter

02

**Intellectual
Outputs of the
Mobi Project**



Chapter

03

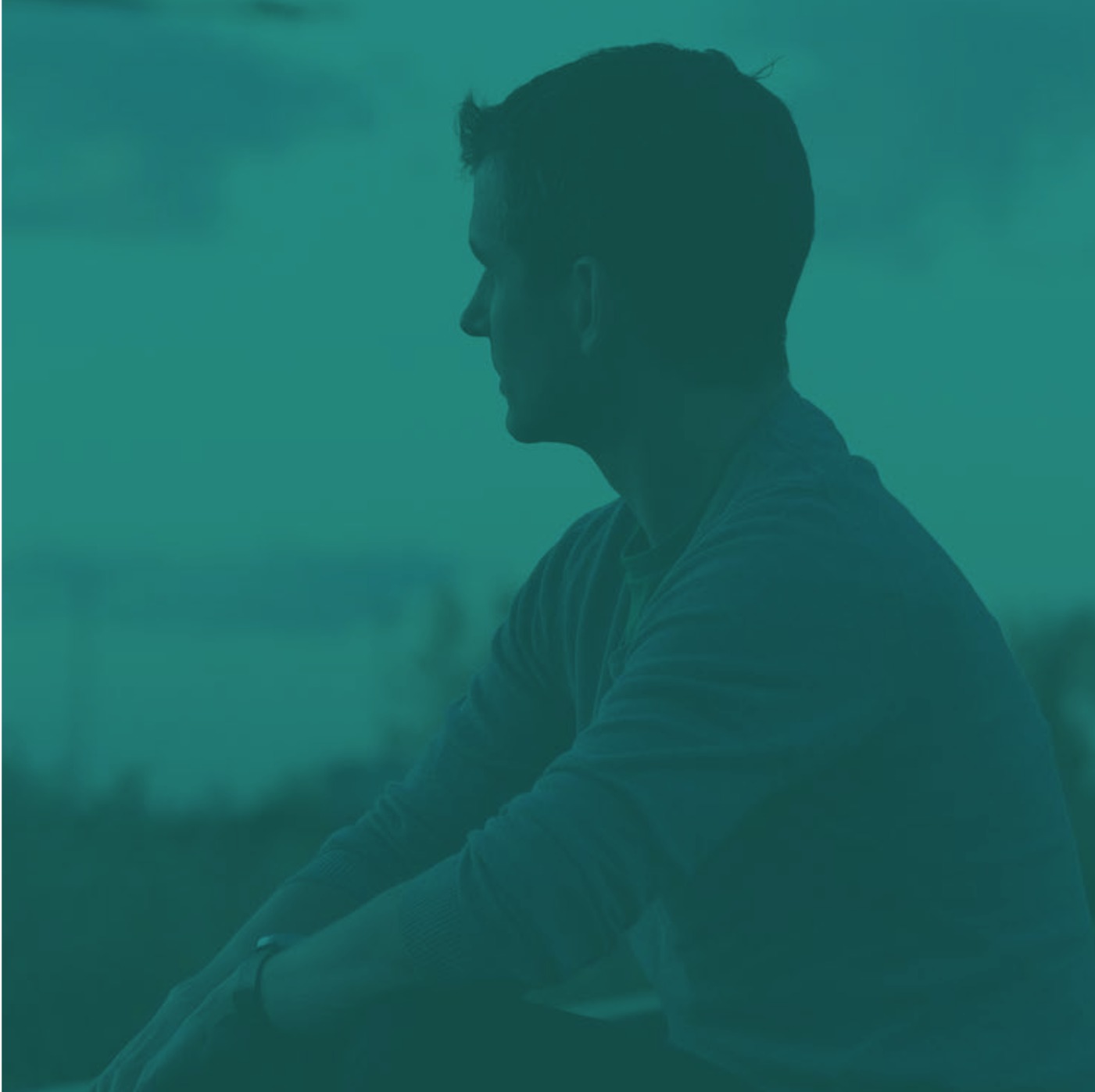
**Essentials for
MOBi replication**



Chapter

04

Conclusion



01

Introduction

01. Introduction

1.1. Aims, intended audience and structure of the Handbook

The Handbook aims to ensure that this package of assessment, methodology and training can be replicated in any European Union country with the intended purpose of up-scaling to public policy recommendation and raising awareness of (ex)offenders' rehabilitation and reintegration processes. It's intended for civil society organizations in general in order to put their values in action to enhance (ex)offenders' reintegration process.



Figure 1 - Examples of possible beneficiaries of the program

One of the **expected results** of delivering the handbook is a civil society more informed about prison services operation, different offender populations and strategies to actively participate on offenders' social reintegration, with special **focus on employment issues**. Thus, its recommended to be used by workers and trainers linked to Prison Services who intend to developed key competences so that they can go on to share how these services work, who the clients are, what their needs are, etc.. This is replicable by organizations from Public, Private and the Third Sector, in developing their social responsibility and participation on Criminal Justice System and offender's reintegration.



After reading this handbook the user will be able to:

Find the **MOBi project experience from A to Z**: the Handbook will provide information on the toolbox, about the facts extracted from the intellectual outputs, the instructions to use and replicate the intellectual outputs created during the project, as well as guidance to plan, organise, implement and evaluate the project.

This Handbook is divided into 3 main Chapters:

Chapter 1: introduction to the working methods and designing the methodology of the MOBi project. Over the course of the project, partners have developed a set of Intellectual Outputs (IO), with the aim of re-thinking on the role of civil society in the process, claiming for the corporate social responsibility (public, private & NGOs) as a strategy to train people on their role in helping to break the cycle of re-arrest.

Chapter 2: Outputs are presented with the respective description, data collection methodology, main results as well as the testimonies of the piloting and keys for success and replication.

Chapter 3: the essential aspects for effective MOBi project replication are presented. Summarised at the end of the Handbook, the reader will find the main conclusions of the project.

1.2. Why this project?

Despite the rehabilitation model and collaboration of experts, organisations and researchers, there is a mismatch between the work done and the outcomes. When offenders are released from prison, they face a number of challenges and barriers that, even worked up previously, hold them against their reintegration process (for example, to find employment in the post-prison context is a hard task for re-entering offenders) (Berg & Huebner, 2011). Thus, the question is simple and remains always in the same sense: ***why the Criminal Justice System (CJS) still fails at achieving the reintegration of the offenders?*** In society, mainstream ideology is that the reintegration of offenders depends only on the successful completion of the programmes started in prison. Or in other words, that reintegration depends on the Prison and Probation Services. ***It seems society delegates its responsibility on the system and only interacts with it when they feel their safety is endangered again.***

In this sense, MOBi project was conceived to respond to an evolving need, namely the social inclusion of (ex) offenders and the creation of a collaborative context whereas both prison and community engage into a "co-working" mindset focus on making reintegration a lifelong learning process for both offenders and civil society. The project proposes an innovative integrated approach in order to diminish the distance existing between society, in general, and the Criminal Justice System by using the tools of adult education.

The methodology of the project follows a waterfall implementation strategy, in which the first activities will supply the necessary inputs to develop the following ones.



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

- Understand the European contemporary punishment and reintegration picture in terms of society's perception, participation, offenders labelling, return to work or to community, building an assessment tool to measure society 'culture' towards punishment and reintegration
- To create new, innovative and multidisciplinary approaches to respond to (ex)offenders' reintegration process
- To develop a community engagement methodology to support Criminal Justice System (CJS) organisations, practitioners, and closest stakeholders' efforts on reinforcing existent community (society) based approaches
- To design one transnational training programme, to be executed by key-organisations, aimed at civil society, to ensure that all citizens have access to knowledge of the rehabilitation model at work in their own criminal justice system, and are therefore able to review their own, individual role in the reintegration process
- To deliver a Handbook, to support different organisations from Public, Private and Third Sector developing their social responsibility and participation on CJS and offender's reintegration.

The eight organizations partners are *Genepi* (France), *Bremen Senate 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's an innovative project that proposes a looking glass: ***How we, civil society, are contributing to be the turning point in each (ex) offender life? What are society's perception on (ex) offenders and the CJS? And moreover, about its role on reintegration?***

MOBi proposes a re-thinking on the role of civil society in the process, claiming for the corporate social responsibility (public, private & NGOs) as a strategy to train people on their role in helping to break the cycle of re-arrest.

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 CJS

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

IO5: Handbook on community awareness of (ex)offenders' rehabilitation & reintegration processes.

This report 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.

The present document reports to Intellectual Output 5 – Handbook on community awareness of (ex)offenders' rehabilitation & reintegration processes.

1.3. Comprehensive table – use what and when

	01 IO1 & IO2 & IO3 & IO4	<ul style="list-style-type: none">• Description• Workflow• Methodology• Techniques• Case studies• Results• Key issues for replication
	02 Executive summary of intellectual Outputs	<ul style="list-style-type: none">• Replication and suggestions of adaptation
	03 Essentials for MOBi replication	<ul style="list-style-type: none">• Benefits of replication• Successful replication process• Types of replication• Steps to improve success and maximize social profit• Deciding on a scale mode
	04 Conclusions	<ul style="list-style-type: none">• Key aspects/recommendations to be taken into account when replication



02

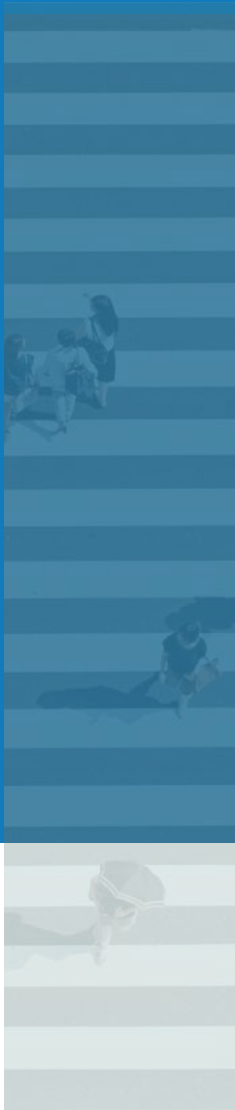
Intellectual Outputs of the Mobi Project

1. Intellectual Output 1 - *Assessment Tool to screen society's perceptions on (ex) offenders needs and Criminal Justice System function*

1.1. Description

This Intellectual Output (IO) was focused on developing an assessment tool to collect civil society perceptions on (ex)offenders and Criminal Justice System functions. This output has the intend to impact on how civil society looks, feels and perceives CJS and (ex)offenders. The Output results also provide a first overview to the further step that is to improve the engagement of civil society organizations on CJS and reintegration process. The assessment tool selected to screen civil society perceptions was a face-to-face survey.

For more detailed information about this Intellectual Output access to the complete report in: http://mobi-initiative.org/wp-content/uploads/2019/02/MOBi-Report-IO1_B.pdf



1.1.1. Workflow & survey design

All partners collaborated on this MOBi output to successfully gathered quantitative data on society's fears and preconceptions about (re)integration from all the five MOBi partner countries. Partners submitted to a non-representative sample of the general public in the five countries represented in MOBI project a short questionnaire designed having in mind the questions submitted to (ex) offenders for Intellectual Output 2 (IO2). More specifically, the procedure of the construction of the questionnaire was similar to IO2, aiming to draw out the similarities and differences within and between these two groups in different countries on specific reflections on stigma, using mirrored questions in IO1 and IO2.

In terms of the organization of the questions included on the survey, it was divided into two parts. The first, entitled "If an inmate was released tomorrow, what is most important to help him not to re-offend?", dealt with the perception through the society of the ex-prisoner's needs once he is released in order to do not come back to crime. The second part, entitled "In general, I think that...", deals with the biases, commonly rooted in the societies, on the behaviours of the (ex) offenders.

The survey was created using a simple language accessible to the general public and take approximately 20 minutes to complete the questionnaire.

1.2. Data collection methodology

The survey was translated and applied in all the countries involved in the project: France, Germany, Italy, Portugal and Romania. The places where participants of the study have been interviewed were, among others, the universities, the railway stations, the streets.

Partners have collected the perceptions of a non-representative sample of the general public with **553 interviews in total**.

1.3. Main results

Unlike some previous studies on perception of society towards ex-inmates, the results of IO1 of MOBi showed that society seems to not hold to prejudiced beliefs towards ex-offenders. More specifically, that the majority of our participants aren't afraid of ex-offenders; that they believe that ex-offenders finished to pay their "debt" to society after the release; that not all the criminals are the same; and, also that not every person that commits crimes must be punished with a prison sentence, etc. This result can be possibly explained by the high level of education of our samples, but also on the general tendency of respondents towards social desirability. In fact, the results also showed that most of the sample believes that society views negatively an ex-offender.

All of the respondents agree that the factors we identified as strategic for social resettlement are in fact extremely important, such as family and friends support, substance abuse, etc.

Besides those factors, the sample seem to attach great importance also to:

- forms of institutional support post release;
- institutional network of services;
- educational opportunities.

The second set of questions in the showed that, even if it is true that society holds strong prejudices and scarce interest towards social reintegration of (ex) offenders, it is not difficult to find individuals and groups that have a very different approach. It is from those individuals and groups, from their motivations and from their perception of the CJS, that any attempt to change the attitude of society towards inmates and (ex) offenders should start.

Are we giving people a real chance to turn away from crime?



67% Society isn't afraid of ex-prisoners.



77% Accept that ex-prisoners have paid their debt to society.

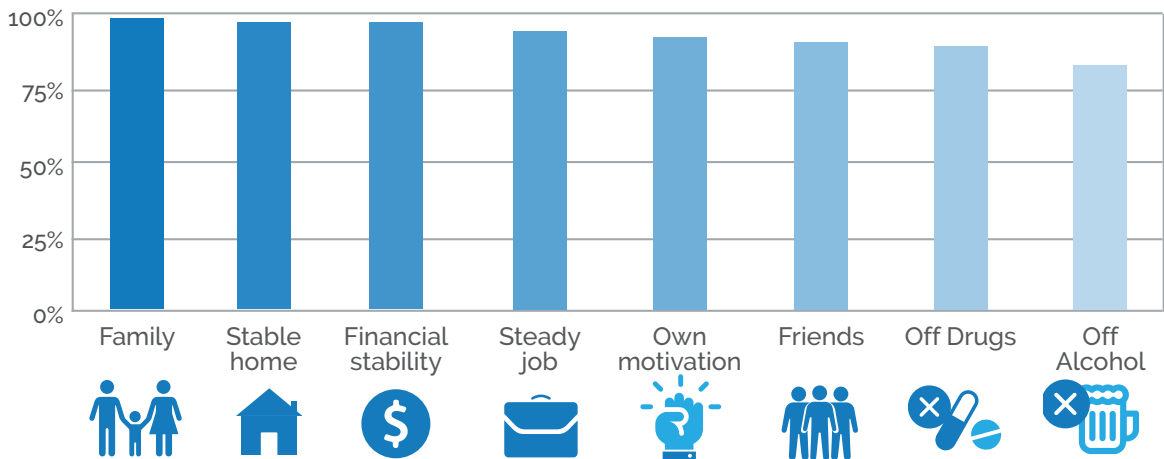


69% Think not all offenders should be punished with a prison sentence.



69% Think it's more likely to accept people who have been under community service than in prison.

Family, a stable home and financial stability are the most important aspects to help prisoners not to re-offend.



86% Think offenders aren't the same.

Having a job is key to successful Reintegration. But do former prisoners have a realistic chance to work after release?



52%

Think prisoners feel resentment towards society for putting them in prison.

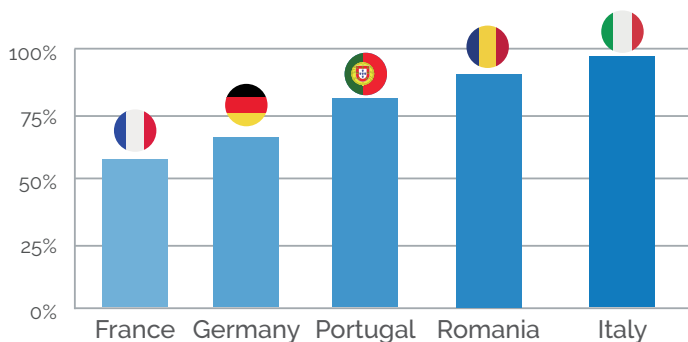


82%

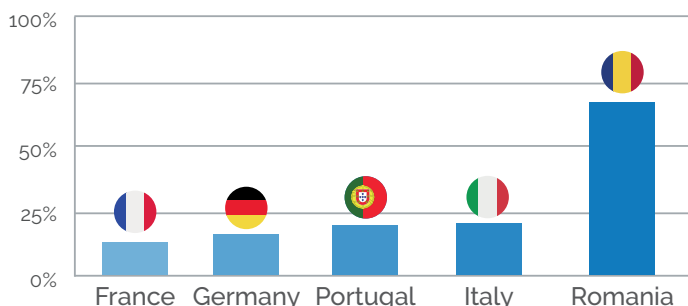
Believe that people will look down on a person who has been in prison.



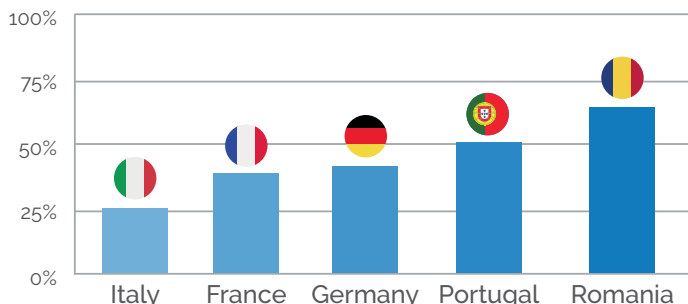
Once out of prison, if they straighten up their life, prisoners will get a second chance?



Society welcomes ex-prisoners?



Being threatened by a prison sentence deters criminal activity?



86%

Believe it's worth giving ex-prisoners an opportunity.

1.4. Key issues for success and replication

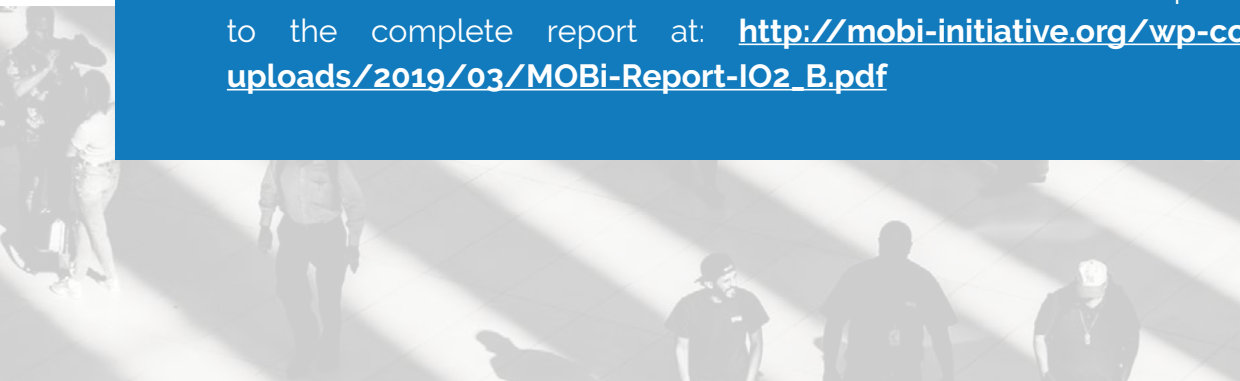
- Do a solid evidence review
- Ensure that your team has competences to do data analysis
- Ensure that you have a communication and dissemination strategy

2. Intellectual Output 2 - *Assessment Tool to screen offender's perceptions on society acceptance regarding reintegration process*

2.1. Description

As in IO1, this IO focused on developing an accessible assessment tool to collect quantitative and qualitative data on (ex) offenders' fears and perceptions of stigma during the reintegration process. The data collected by this output aimed to raise awareness on the public that the successful integration of (ex) offenders depends as much on their attitude as much as it does on the practice of the prison and probation services in each member state.

For more detailed information about this Intellectual Output access to the complete report at: http://mobi-initiative.org/wp-content/uploads/2019/03/MOBi-Report-IO2_B.pdf



2.1.1. Workflow

The assessment tool included a survey to collect perceptions from (ex) offenders, namely on society acceptance regarding reintegration process. Also, this IO supplied a set of case studies which allowed the project a storytelling approach: offenders had the opportunity to express their perceptions. In a survey developed by prison and probation practitioners, MOBi asked adult male prisoners how they perceive stigma from different people and in specific situations, with reference to critical points impacting on repeat offending. MOBi collected 100 questionnaire responses from each MOBi partner, filled out in *Bremen and Vechta Prisons in Germany; Baia Mare Prison in Romania; Linhó, Lisboa, Sintra and Carregueira Prisons in Portugal, and Milan Prison in Italy*. As such the data is not a representative sample, but this snapshot used to anchor MOBi training outcomes could also be of some interest to probation workers in these countries.

2.2. Data collection methodology

With one work stream looking at the service user voice, and one looking at the public's perspective, it was MOBi's aim to draw out the similarities and differences within and between these two groups in different countries on specific reflections on stigma, such as asking 'Society is afraid of ex-prisoners' to the service users, and 'I am afraid of ex prisoners' to the public.

In addition to the more quantitative assessment, each partner country pledged to undertake a qualitative interview with prisoners, delivering case studies. The aim with these was to flesh out the bulk responses from the survey tool, as well as to provide direct quotes from service users which supported our findings to use in training, awareness raising and dissemination. The IO2 survey was designed to capture the fears and preconceptions of prisoners in relation to their reintegration, and specifically society's response to their return. MOBi partners considered it just as important to try to ascertain reactions to certain common but slightly abstract preconceptions (e.g. 'people on the outside think all criminals are the same') as to preconceived ideas about specific situations which we know could adversely affect their reintegration (e.g. 'employers won't give a job to people who have been in prison'). We therefore used the grouping

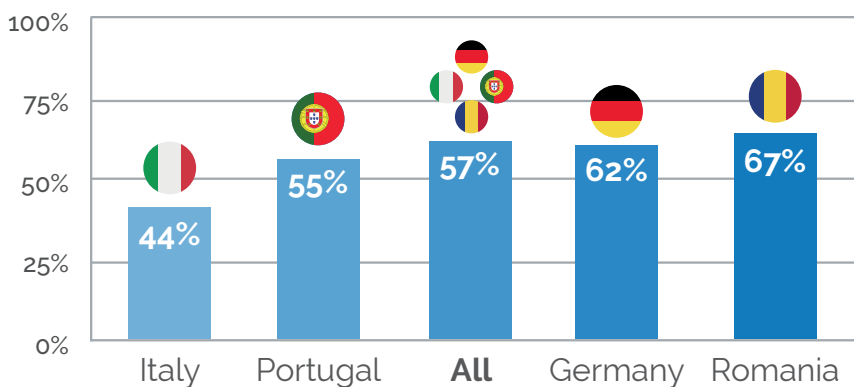
of six key areas crucial for successful reintegration and grouped around 10 Likert scale questions under one general opener, and by theme.

Across public opinion and prisoner perception surveys we reviewed were a spread of limited multiple choice, rated open- and closed- ended questions. Basic comparative response analysis was applied to the results, where possible comparing responses to mirrored questions.

2.3. Main results

2.3.1. Prison staff

Most prisoners felt they had good support from the prison staff. The aggregated responses show that across the countries 57% of offenders perceive prison staff as supportive. Disaggregating the answers by country shows that especially in Romania offenders agreed that prison staff is supportive. In Germany more than 60% agreed as well. Of the 55% Portuguese offenders that agreed most offenders (27%) only "slightly agreed". One third of the Portuguese offenders did not perceive the prison staff as supportive. In Italy less than half the respondents perceived prison staff as supportive during their sentence and almost 40% disagreed.





2.3.2. Educational staff

In Romania as well as in Portugal almost 80% of the respondents perceived educational staff as supportive. In Italy and Germany only about half of the respondents agreed they perceive educational staff as supportive. Almost a third of the respondents in Italy and Germany disagreed.



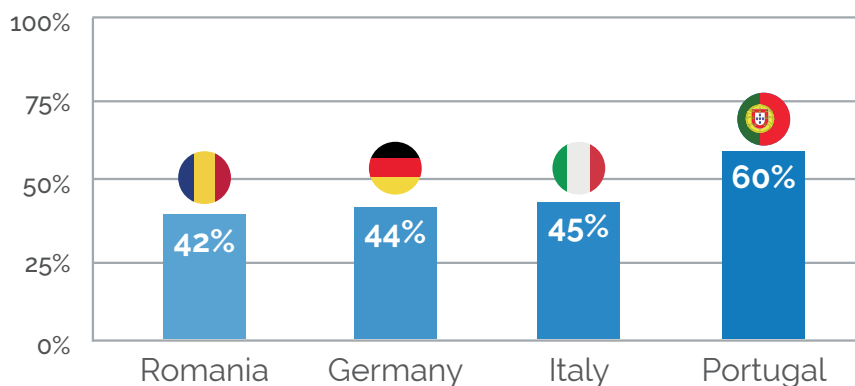
2.3.3. Charity staff

More than half of the respondents did not answer the question. We found out that there are very little charity organisations in prisons in Romania and if there are, it's mostly religious groups.



2.3.4. Religious groups

In Portugal 60% of the respondents feel supported by religious groups. Of the participating countries Germany has the highest rate of people without denomination. Still 44% of German respondents feel well supported by religious groups. In Romania 42% agreed but also 41% didn't respond. In Italy with 45% most respondents did not feel supported by religious groups.





2.3.5. Volunteers

The responses to the question about support from volunteers reflects the lack of volunteers in prison. In Italy and Portugal almost half of the respondents agreed to feel supported by volunteers during their sentence and in Germany 40% perceived volunteers as supportive.

While offenders across the countries mostly agreed that people on the outside consider all criminals as the same, the answers collected in the society showed a different picture. People rather tended to strongly disagree with the phrase: "All criminals are the same".

2.3.6. The case study of IO2

With only two responses per country we acknowledged that there would be no statistical relevance to the case study responses. However, the statements given by offenders in these case studies are effective and authentic quotes which support findings in the quantitative assessment:



"Like my social worker, he's an open person and said right from the beginning that he might not like everything I tell him, but he accepts it. Then you don't have to worry about being put down."

(Germany)





.....

“I think that education and vocational training help prisoners a lot. It would be helpful if there were safe places to stay for ex-prisoners with financial problems and no education, so they could raise some money to sustain themselves.”

(Romania)



.....

“People should really go into prisons in order to really understand what prisons and prisoners are like, so prisons should be more open to the community.”

(Portugal)



.....

“Any activity in prison is important. Even if it's short, there's the exchange of a few smiles, some small-talk between prisoners and guards... This is how you stay a person, stop being just a number.”

(France)

2.3.6. The case study of IO2



"I'd like support for reintegration into society, help finding a job, moral and personal support for this different reality after years of absence."

(Italy)

2.4. Key issues for success and replication

- Do a solid evidence review
- Ensure that your team has competences to do data analysis
- Ensure that you have a communication and dissemination strategy



3. Intellectual Output 3 - *Methodology on Community engagement in CJS*

3.1. Description

The purpose of Intellectual Output 3 was to design a specific methodology to provide professionals in 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 consult the complete guide of Methodology on Community engagement in CJS access: <http://mobi-initiative.org/wp-content/uploads/2019/09/MOBi-Report-IO3.pdf>



3.1.1. Workflow

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, namely it was based on the theory developed by MyHill (2012).

3.2. Data collection methodology

Based on the theory presented by MyHill (2012), a methodological process was developed. Broadly, the establishment of CJS partnerships with civil society organizations can be divided into five interdependent phases (Fig 1):

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



Figure 2 - Methodology's steps

Each phase is divided by recommended steps. Those steps provide a suitable set of 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 unique methodology for community engagement, according to their specific problems/needs/objectives are proposed for each phase.

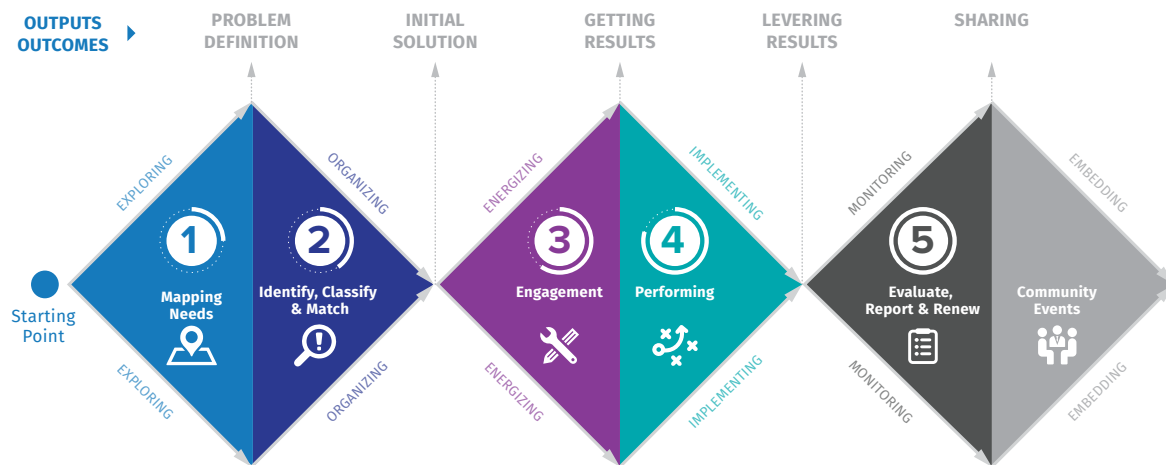


Figure 3 - Methodology of Community Engagement

As can be seen in Figure 2 and 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.

3.2.1. Techniques

From the methodology developed, techniques, resources, materials and forms were created and 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" for adaptability to the context and actors (check some examples of the techniques on Figure 4).

All of the 24 techniques that are proposed for this methodology are available on: <http://mobi-initiative.org/category/other-sources-of-relevant-information/>

Technique: **Thematic Network**

Definition: Aims to identify key words in relation to some question, as well as its causes and consequences; "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).

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

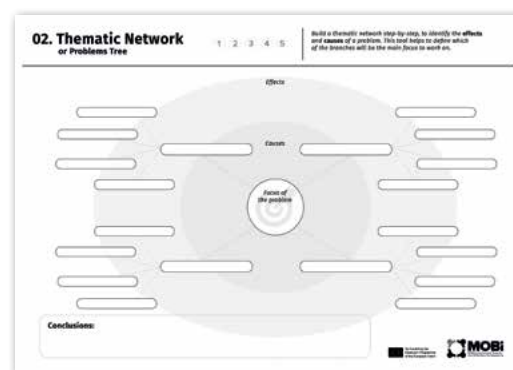


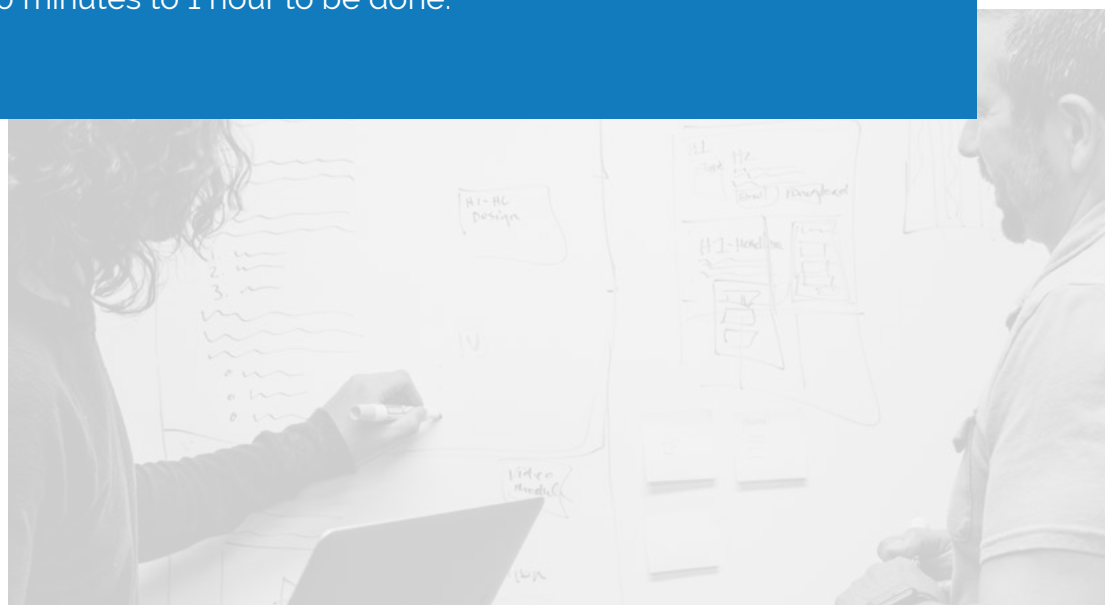
Figure 4 – Example of MOBi's Methodology Technique

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 (Figure 5).

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 Figure 5 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.



Techniques

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

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

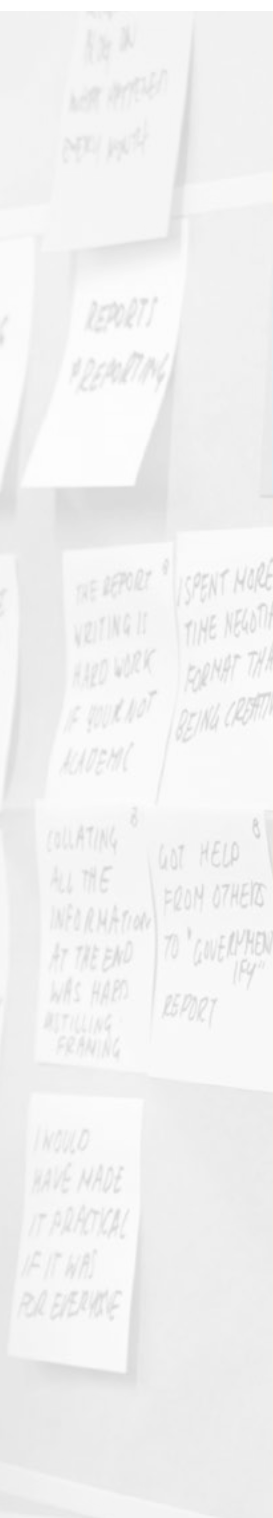
TECHNIQUES RELEVANCE:

- 💎 **Mandatory**
- 🔹 **Optional**

Figure 5 - Techniques

We suggest first reading the methodology presented then contemplating next steps. Read about the techniques in order (Figure 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.





Our Methodology for Community Engagement

Team:

	 Techniques	 Objectives	 Associated Workload	 With Whom?	Done <input type="checkbox"/>
1 Mapping Needs	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2 Identify, Classify & Match	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3 Engagement	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4 Performing	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5 Evaluate, Report & Renew	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Figure 6 - 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).

3.3. Main results

Case Study – Portugal

In the context of Validation Workshops of the Intellectual Output 3 that took place in Portugal, 3 methodologies of community involvement were designed and tested (adapted to the concrete needs and realities of 3 different areas of the country). The objective of these workshops was the promotion of the project and MOBI's Methodology and the involvement of key stakeholders, as well as the discussion and obtaining of feedback and inputs related to the methodology.

In the workshop and using the MOBI's Methodology the techniques (listed in Figure 5) were selected by professionals of the Portuguese CJS within each of the stages of the methodological process. For example, in Coimbra city the techniques chose by the professionals were 02. Thematic Network (Step 1 - Mapping Needs); 07. What? Why? Where? When? How? (Step 2 - Identify, Classify and Match); 11. Solution Definition (Step 3 - Engagement); 08. Resources & Needs (Step 4 - Performing); and 21. Checklist for Engagement Report (Step 5 - Evaluate, Report and Renew).

3.4. Key issues for success and replication

- Use the recommended steps of the methodology process
- Read about the techniques in order and study them before applying the methodology
- Configure what techniques will be used in each step using the methodology configuration guide

4. Intellectual Output 3 - *Training course on community awareness on CJS, (ex)offenders' rehabilitation & reintegration processes*

4.1. Description

This IO intend to deliver a training course on community awareness on CJS, (ex)offenders' rehabilitation and reintegration processes. The purpose of this toolbox is the creation of training community awareness workshops on Criminal Justice System (CJS), (ex)offenders' rehabilitation and reintegration processes. It offers support for NGO's and the CJS in managing to increase the "allies" needed in the rehabilitation and reintegration processes. It's intended to support CJS professionals that play a fundamental role in supporting the social reintegration of (ex) offenders, more specifically it is destined for trainers that work in the justice system and want to deliver community engagement awareness raising with their peers in the justice system. The curricula of the training covers description of the course and learning outcomes; target group; map and description of generic and optional components of the course's contents; learning hours per learning outcome; table of correlation between learning outcomes and learning paths, teaching and learning methods and assessment methods



4.1.1. Workflow

Partners organised among them 1 pilot to test, adapt to context, validate and fine tune the toolbox for community awareness; and train the trainers to deliver it in any context. For this, partners delivered a train the trainers training targeting prison staff and trainers, in each partner country. At the same time, partners engaged civil society: enterprises, NGOs, Foundations, Universities, etc., inviting them to be associated partners and to run inside their facilities Community Mobilization and Empowerment Workshops (CMEW) - trained trainers pilots. Each of the participant in the training delivered one workshop to raise awareness in civil society and promote its engagement. During these CMEW, trainers enrich society with knowledge on Prison Sector working model and clients, inviting them to reflect on their individual role in the reintegration process.



4.2. Main results

Case Study – Portugal

In order to pilot project Intellectual Output 4, Aproximar together with DGRSP (the Portuguese General Directorate of Reintegration and Prison Services) organized community awareness workshops with the intention of rising civil society awareness on the importance of the involvement community in the (ex) offenders social reintegration process. Three (3) awareness sessions took place in three (3) different cities of Portugal during January 2020 aiming to involve Civil Society Organisations (Municipalities, NGO, Enterprises, etc.). In the workshop it was presented the role and work that Portuguese Prison and Probation provides, namely explaining the mission, different types of sanctions, figures, etc.; statistical numbers regarding the profile of the target group in terms of employability issues. The MOBi project and the IO4 was presented. A total of 41 individuals participated in the awareness sessions and a total of 27 organizations attended, from councils, municipalities, nongovernmental organizations, institutes, associations and companies.

4.3. Key issues for success and replication

- Recruit a group of 12 to 15 participants
- Ensure that participants come from different branches, based on the idea of a multidisciplinary approach
- Be flexible in order to respond to contextual changes and remain relevant
- Evaluate the content delivered in the course, pre and post training (satisfaction)

Intellectual Output	Key factors for success	Possible VARIATIONS while replicating
1. Assessment tool to screen society's perceptions on (ex) offenders needs and cjc function	<ul style="list-style-type: none"> • solid evidence review • team with competences to do data analysis • communication and dissemination strategy 	<ul style="list-style-type: none"> • Use a mixed sample (e.g.: different level of education) • Include a Social Desirability scale in the questionnaire • e.g.: Marlowe-Crowne Social Desirability Scale (MCSDS)
2. Assessment tool to screen offender's perceptions on society acceptance regarding reintegration process	<ul style="list-style-type: none"> • solid evidence review • team with competences to do data analysis • communication and dissemination strategy 	<ul style="list-style-type: none"> • Switch to female (ex) offenders sample • Include a Social Desirability scale in the questionnaire • e.g.: Marlowe-Crowne Social Desirability Scale (MCSDS) • Invest more in the qualitative part of the study to obtain more information from a representative sample
3. Methodology on community engagement in cjs	<ul style="list-style-type: none"> • follow recommended steps • read about the techniques in order and study them • configure what techniques will be used in each step 	<ul style="list-style-type: none"> • Ad new techniques to the methodology based on evidence and literature adapted to your target population and needs
4. Training course on community awareness on cjs, (ex) offenders' rehabilitation & reintegration processes	<ul style="list-style-type: none"> • 12 to 15 participants • participants with different branches • flexibility • evaluation 	<ul style="list-style-type: none"> • Create additional contents that applies to your reality and target group • Create different activities adjusted to your target group • Utilize a different training method



03

Essentials for MOBi Replication

1. Essentials for effective MOBi project replication

Program replication is an essential feature in supporting program effectiveness and recognizing what works best, for what target population as well as under what conditions. **The process of replication determines the effectiveness of a program model by showing that it can be effectively implemented and accomplish reliable results in new locations (Metz, Bowie & Blase, 2007).**

The most of social problems are transversal across different communities and it is more cost-effective to replicate a successful solution to these issues than to continually "reinvent the wheel". **The replication of solid social programs can make a positive difference to individual participant and entire communities when done well and systematically.**



1.1. Why we do not invest in project replication?

Although policymakers agree about the value of replication, effective attempts to bring social programs to scale have been reduced. The limited efforts to replicate and spread social programs outcomes comes from preconceived perceptions about the replication process. However, the aim of replication is to produce a successful program's outcomes rather than to recreate exactly every single one of its characteristics. The replication could implicate for example moving the practices from one location to another or duplicating of the organization's culture (Bradach, 2003). Garthwaite and Sewell (2015) refer to the process of replication as a recycling strategy that allow to use creativity, energy and resources into developing a successful model. The authors also believe that merely relocating a program to another site misses an opportunity for the organization to adjust its impact.

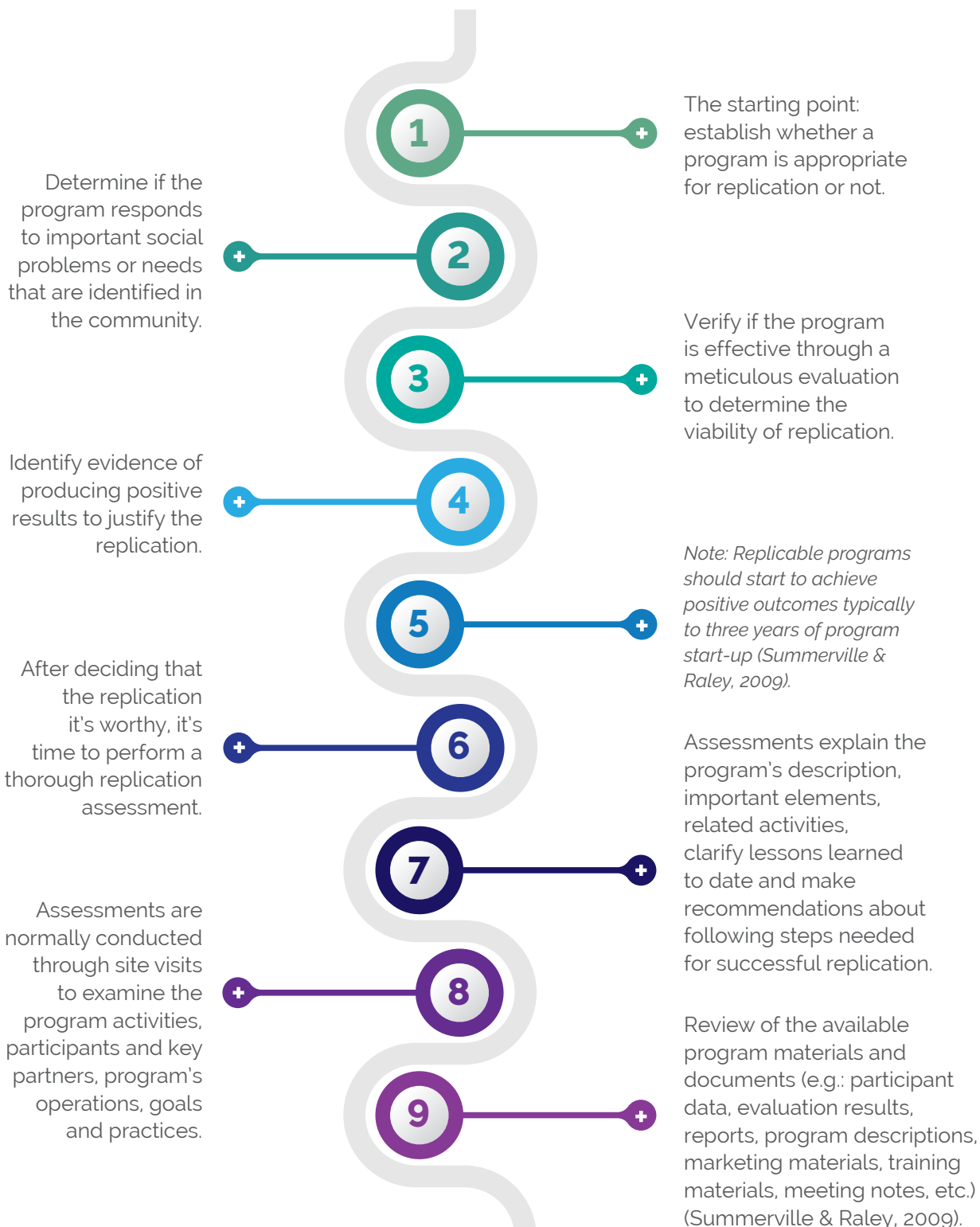
Reasons for limited efforts to replicate

- a lack of expertise about the practice of replication and from lack of support and involvement of key actors in the replication of programs and their success in communities (Summerville & Raley, 2009);
- the existing bias of social entrepreneurs to support innovative ideas, who value autonomy and aren't receptive or don't find satisfying implementing someone else's program or model.
- existence of "questionable research practices" and false positives in the literature (Simmons, Nelson, & Simonsohn, 2011).
- the lack of transparency and completeness in the reporting of methods, data and analysis in the original programme (Bakker & Wicherts 2011; Nuijten et al. 2016).

Benefits of replicating

- increases the reach of the organization without significantly increasing the workload and resources necessary to support it (Garthwaite & Sewell, 2015).
- embracing a recognized program can also be a way to attract resources and clients even within a new area or a new market, because the customers/users can easily associate the brand name or organization with known deliverables.
- being part of a larger system: local programs already have access to resources and expertise in areas such as fundraising, human resources, and services that may well be too expensive for a single unit.
- being part of a broader network provides a environment for research, testing and learning as well as the ability of tapping into ideas and knowledge generated by other sites (Bradach, 2003).

The literature points to an amount of important lessons and insights of a successful replication process, that can involve some strategies and important decisions to increase a program's reach and impact (Summerville & Raley, 2009).



1.3. Types of replication you can embraced:

There are five main ways in which a replication may vary from the initial project (Gómez, Juristo, & Vega, 2010):

- The site or spatial location of the replication: replication may be conducted in a location that is or is not the same as the site of the initial programme.
- The experimenters conducting a replication may be exclusively the same as the original, exclusively different, or a combination of new and original
- The equipment, including the design, materials, instruments and other important procedures may vary between original and replication
- The operationalisations (measurement of variables) utilized may differ. For example, in psychology this might include using two different scales measuring for social desirability (as a dependent variable).
- Project implementation may vary on population characteristics.

Most key actors often misperceived the replication as a rigid process that leaves little space for variation to adapt to a unique range of community needs (Summerville & Raley, 2009). Besides understanding the essential program elements, it is also indispensable the ability of implementers of the program to structure a given model within having in mind the potential modifications and therefore the unique local context (Summerville & Raley, 2009). Social programs replication implies local variation and community contexts where the environments, human needs and behaviours differ and change. Within this perspective, some authors suggest that defining a program's essential elements is a crucial first step in replication development. Despite varying significantly across program models, **the essential elements usually include** descriptions of (Summerville & Raley, 2009):

1. Participant demographics;
2. Intensity and dosage of programming;
3. Duration of programming;
4. Transition points for participants;
5. Staff qualifications and configuration.

A successful reproduction of a program involves the replication of the key

aspects of a program, usually referred to as “core components”, which are the following (Metz, Bowie & Blase, 2007):

1. Core intervention components. Relate to the most vital and essential components of an intervention for accomplishing required participant results, and include direct services provided to participants, such as life-skills assistance, empowerment strategies, and educational services.
2. Core implementation components. Refer to the most vital or essential components for implementing the program and may involve staff selection/ training or coaching processes, recruitment strategies, administrative structures and policies that have the potential to support the program.

Metz, Bowie and Blase (2007) suggest some steps that could help you improve the success of program replicability, besides identifying the core intervention components and the core implementation components, such as:

1. Identify adaptable program elements, that could allow to tailor or customize an effective program to meet the unique needs of their target population or community.
2. Identify individual modules that refer to the individual intervention components. It could be more feasible to implement single intervention components, rather than a multicomponent program.
3. Contact and collaborate with the program developers to ensure that the program is implemented with integrity to the model. Program adopters are also encouraged to seek outside expert consultation.
4. Critically assess issues of culture in the program development and the potential of program replication within your context.

Garthwaite and Sewell (2015) also suggest **10 essential steps for a successful replication** of existing programs, services, models and curricula to increase the impact and sustainability of objective-driven organizations.

1. **Define success** - Ask yourself what the outcomes of this program are and how do you know it works, what are the measurable results and how do you measure them.
2. **Learn what works** - Identify aspects of the program that produce the outcomes that define success.

- 3. Learn how it works** - Identify how, exactly, does each aspect work and what kinds of connections happen between the organization and the groups with which it interacts, and the theory of change that motivated the program from the beginning.
- 4. Document how it works** - After you responded to the questions in the first steps, track record of the answers. (e.g.: use charts, graphics or stories to illustrate the answers)
- 5. Revise artifacts** - In this context, the term artifact is used as a comprehensive concept for things like policies, forms, and processes that enable the work of an organization. After you have learned what you need to learn and kept record, go back to the artifacts you already have and review them with the advantage of this new clarity.
- 6. Create processes to pass it** - Those process may include training, workshops, webinars, videos, or coaching.
- 7. Make space for the replica** - That may imply a different site from the original program, a new community, a different geographical/ physical location, or an online space. Prepare the new location or space. The preparation could imply addressing issues like infrastructure, access, and attitudes or building relationships with people of new location before the replication is launched. The community support is a decisive factor for success of replication efforts.
- 8. Create structures** - The structures involve staff, relationships, and communication patterns (e.g.: regular meetings with key actors in the replication process). Consistent or inconsistent abilities of the staff in replication projects it's crucial to the replication.
- 9. Prepare the release of the replica** - The releasing of a project or program entails careful planning, timelines, event-planning as well as marketing materials, website review, social media. Can also require the assimilation of materials from the original program. This step depends on the effort and resource available for the replication.
- 10. Release and evaluate** - After accomplishing the 9 previous steps, this step corresponds to a launch event in the beginning of the program, such as a website going live or a presential event. Plan to assess the release of the program right away, to understand what kind of questions came up or possible glitches.

One of the questions that emerges when replicating a program is whether the process of replication will allow the organization to obtain a social return on its investing and minimizing the risk of undermining the existing operations (Scilacci, MBA '49)¹.

To maximize the social profit, its recommended to:

1. Look at replication by reviewing secondary literature and discussing it with experts in the field.
2. Connect with similar organizations.
3. Identify key replication factors such as potential financing resources and key operational abilities crucial for success, by interviewing board members.
4. Implement a assessment of the existing management team to evaluate the organization's internal capacity for expansion.
5. Execute a analysis of current or potential competitive programs.
6. Track record of your conclusions and recommendations for the best possible timing and approach to replication.

According to the International Centre for Social Franchising (ICSF)², there are several distinct paths to the replication process, namely 'dissemination' and 'affiliation' strategies and then strictly controlled 'wholly owned' replications. A replication or company is considered wholly owned when another company, the parent company, owns all the common stock. There are no minority shareholders and the subsidiary's stock are not traded publicly. But it remains an independent legal body, a corporation with its own organized framework and administration.

The ICSF suggest an existence of a spectrum for the replication of social programs, which goes from 'flexible' to 'controlled'. The flexibility is possible when implementers can adapt the venture as they choose and apply it to their local context. In the other extreme of the spectrum, the control is where the program creators can dictate how implementers run the venture in their area (Figure 7).

¹ Available at: <https://www.gsb.stanford.edu/alumni/volunteering/act/service-areas/replication>

² Available in: <https://www.the-sse.org/resources/scaling/introduction-to-social-replication/>

The Replication Spectrum

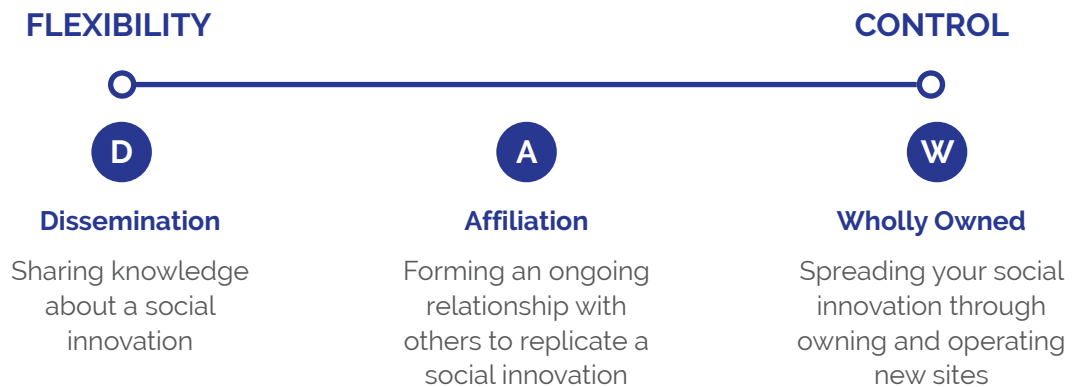
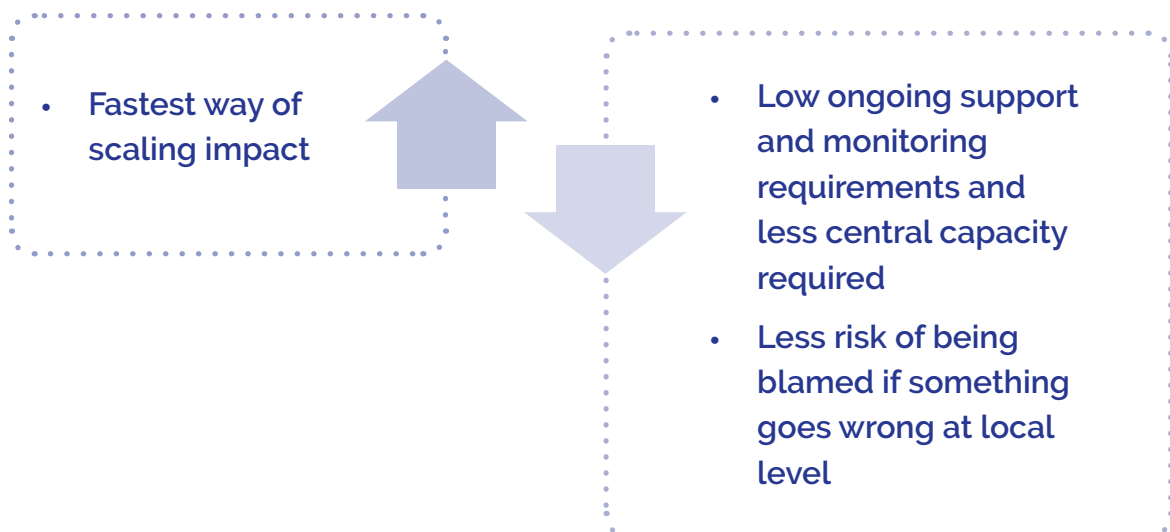


Figure 7 - The replication spectrum (Source: Spring impact)³

According to this model, at the 'flexible' end of the spectrum is dissemination. Resources are available that enable an independent other to implement the project in a new location. It may have a financial charge for materials or advice but there is generally no ongoing financial or legal relationship.

This strategy has some advantages, such as:



³ Available in: <https://toolkit.springimpact.org/Webapp>

This strategy may also have some disadvantages such as:

- No guarantee the venture will be implemented well
- Negatively impact the brand if replications are not high quality
- Difficult to monitor impact and gather learnings from replications
- Smaller and less secure income generated

In the middle of the spectrum we can find the affiliation strategy, which consist by an official on-going relationship with independent individuals or organizations is formed to help you implement the project. There is generally a legal framework involved that sets out the nature of the relationship and sometimes there is a financial relationship between the two parties involved.

The advantages of this strategy are:

- Rapid expansion while maintaining quality
- Day-to-day operations do not have to be managed centrally
- Partnerships can enable access to new technologies, skills, capabilities and competencies
- Sharing the financial burden of expansion with others
- Harness local resources, knowledge and ownership
- Data on large scale for impact assessment

In the other side, you can find some disadvantages in this kind of strategy:

- Requires resources to continuously manage and support replications
- Managing this relationship can be time consuming and challenging
- Can have less control over quality than in Wholly Owned replication

Success factors for affiliation

- Selecting implementers with the same values, experience and other qualities needed for effective implementation
- Training and ongoing support of implementers

- Having a proven model with clear and realistic expectations of yourself and your implementers from the start
- Being clear on the roles and responsibilities of the center and local members
- The originator successfully shifting their management style to that of network

In the right part of the spectrum, which in this model corresponds to wholly owned replication, the creator of the program would carry out direct delivery of it in new locations, for example, through setting up local or regional offices. In the figure down below, you can find some examples of the strategies in this model:

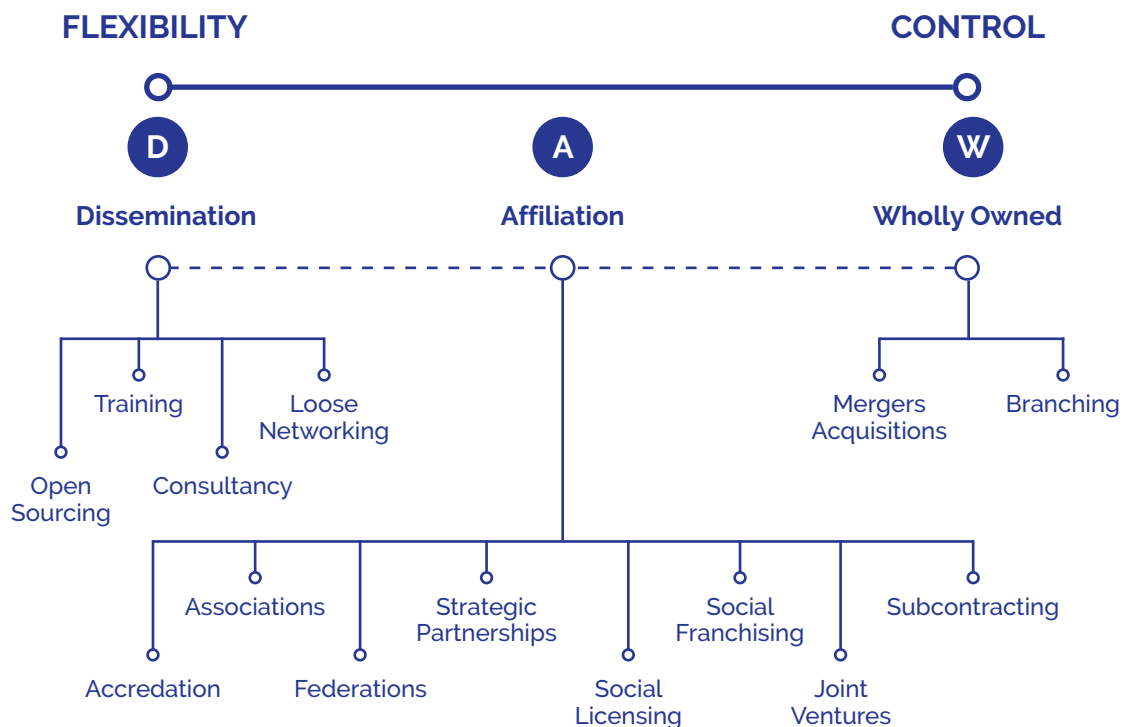


Figure 8 - Strategies of replication (Source: ICSF)

⁴ Available in: <https://www.the-sse.org/resources/scaling/introduction-to-social-replication/>

1.4. Deciding on a scale model

The potential for replication depends on the extent to which its main activities and components of the corresponding operating model can also be formulated and standardized. Therefore, the most quantity of elements can be standardized, the more probable it is that replication process will become successful. However, in the non-profit sector this process of standardization may be challenging (Bradach, 2003).

After the information is standardized and settled in an operating model, is crucial make it possible to transfer the model to new locations. This ability to standardize the instruction process into transmissible routines and parallelly s leaving wide-ranging space for individual creativeness it's an essential equilibrium which allows to add new locations quickly.

Bradach (2003), similar with the suggestions of the other authors mentioned priorly, suggests that to succeed in this process you must take some important aspects into consideration:

- 1. People** - The skills of the managers are a vital element in making a replication successful, so finding de adequate people to fill new positions is essential. Therefore, you must make a proper staff selection, training and socialization. A good staff selection involves having a clear understanding of the skills necessary and being clear about what is required. In this sense, training can then be used to complement any skill disparities. There's a believe in some organizations that its preferable to promote from within, since professionals from outside the organization don't get the aim and specificities of a certain program. However, this believe may rely on the fact that the knowledge in its operating model has not yet been clarified.
- 2. Context** -One of the indicators of the effectiveness of the operating model of the programme is the context of its replication. Every program starts off somewhere, in a location, and therefore, replication often hangs on keeping constant, i.e., standardizing the context within which the program will manage.
- 3. Financial structure** - The transparency of a program, including costs and income constitutes a vital element of standardizing a program. This means that even if the results of a program are impressive, programs that struggle to succeed financially can't be considered as good candidates for replication. A requirement for performance metrics can allow a true cost of providing

programs and may encourage the financial transparency. Successful replication also relies on the standardizing the flow of money. This allows the managers to don't waste time in raising funds and it can help to diminish the pressures created by funders' interests. Such pressures can constitute a variation in the model and therefore reduce results.

- 4. Service Recipients** - Whatever the program that you wish to replicate, it is design to to affect a specific set of recipients or beneficiaries (e.g. alcoholics in recovery, homeless, offenders, etc.). As it's natural, the configuration between the organization's operating model and the beneficiaries makes it challenging to serve other groups. To overcome this challenge is recommended that your model must be modified at the same time and that the leaders must avoid drifting into providing for beneficiaries to whom the programme can't apply (Bradach, 2003).

1.5. Replicating the Operating Model

Considering the theory of Bradach (2003) about the replication of the operational model, it's suggested that three key questions are answered:

1. Where and how to grow?
2. What kind of network to build?
3. What the role of the "center" needs to be?

To answer these questions, its required good data and careful analysis. To do so, the replication evolution process must be thoroughly planned. Some testing that happen along the process of replication is an important part of the implementation and can contribute for the learning process and for upgrading purposes. The following topics are some guidelines to have in mind in your planning:

- 1. Defining the Growth Strategy** - Initial steps of implementation can start by identifying the potential requirements for the program and the crucial components for its success, by implementing a detailed analysis in terms of existing markets, demand, as well as new markets for new potential or alternative funders. Such analysis can disclose that a program can explore

more truthfully current markets. Exploring existing networks by identifying partners who can potentially provide necessary resources is an essential step that can accelerate growth. It is also critical to find local partners who can gain important funds. Therefore, you can "sell" your program to new locations by meeting with local people, or it's also possible that the locals will establish contact themselves once they learn about an efficient program in another location.

2. Designing the Network - The operating model standardization is also important in terms of dimension of the network. Thus, the greater the standardization, the looser the network can be, and it is easier for local leaders to recognize variations. On the other hand, in case where the culture is a critical part of the model, its needed a tighter network. *Independently of the type of organization of its members, the network's founders will need to tackle three tricky topics:*

- ensuring quality;
- facilitating learning;
- providing central services.

3. Ensuring quality and protecting the brand - After the sites have been established, the network starts to share a common public identity, which constitutes its brand. Naturally, since this shared identity involves generalization (that can have a more or less positive connotation) it's essential that you make sure that all the members are presenting reliable outcomes. Therefore, a key aspect in safeguarding the quality is to have a data collection system in order to deliver proof that the program is been implemented with fidelity and it's producing reliable results.

4. Facilitating learning throughout the network - One of the greatest benefits of a network is the opportunity to share knowledge and learn from other people is. As suggested, you could organize a periodical conference call to talk about challenges and share new ideas or create a newsletter reports to highlights innovations across the network. Another possibility is to organize annual meetings with the opportunity of peer to peer productive learning and sharing.



5. Providing centralized services - In a center-affiliate relationship, the center can play a crucial role in delivering efficient expertise and services that local sites might not be able to obtain by alternative means. However, it could be challenging for the center to maintain this support as the network evolves. After some time, affiliates usually feel they have all the responses and question the national's contribution. Therefore, the center should find ways to contribute to the success of local sites (Bradach, 2003).

Having this model in mind and in order to facilitate the organization of your replication process, we suggest using an additional tool (Annex I), that may help you to have a visual cue of the scaling up progression as well as to summarize the key topics tackled above while planning, implementing and evaluating your project. More specifically, this tool will help you to identify the central problem that your project seek to solve, the alternatives in terms of other existing and similar programs, how to pilot the problem, the goals for 1 year in year in advance; the list of activities; costs; indicators to measure your achievements; list possible stakeholders; funding; the innovative aspects of your project; channels and customers. In addition you can also use a visual project charter (Annex II) to recap the purpose of your project, including the project overview, scope, conditions and approach.





04

Conclusion

Conclusion

“Why the Criminal Justice System (CJS) fails at achieving the reintegration of the offenders?”: this was the initial question that the MOBi project intended to explore.

The project was designed to tackle the substantial issue of social inclusion of (ex) offenders by proposing an innovative combined method in order to reduce the distance existing between society and the CJS. This handbook allow you, as a worker, trainer or organization linked to the CJS, to find the MOBi project experience from A to Z, offering you a set of assessment, methodology and training tools that you can use to replicate it as well as to develop key-competences in this area of expertise.

The main expected result of delivering the handbook was a civil society more informed about prison services operation, different offender populations and strategies to actively participate on offenders' social reintegration, with special focus on employment issues. From a more detailed point of view, the project aimed to understand the European punishment and reintegration picture in terms of society's perception, participation, offenders labelling, to create methods to respond to (ex)offenders' reintegration process, develop a community engagement methodology to support CJS organisations, practitioners, and closest stakeholders; design a training programme aimed at civil society to give access to knowledge of the rehabilitation model at work in their own CJS; and finally, to deliver a Handbook, to support different organisations of this area



By developing an assessment tool to collect civil society perceptions on (ex) offenders and CJS functions (IO1), and by collecting a quantitative and qualitative data on (ex) offenders' fears and perceptions of stigma during the reintegration process (IO2), we verified that, contrary to what was expected, society seems to not hold to prejudiced beliefs towards ex-offenders, while offenders mostly agreed that society consider all criminals as the same. We believe that the results may be explained by the social desirability and that its imperative to continue to raise awareness on the society that the successful integration of (ex) offenders depends not only on the prison services, but on their attitudes and willingness to actively participate in the reintegration process. This line of thought leads us to the creation of a Methodology on Community engagement in CJS (IO3), that provides you as a professional in CJS with the critical guidance to implement effective community organization engagement and specific tools to work towards reintegration of (ex) offenders. With the same purpose, we created a training course on community awareness on CJS, (ex)offenders' rehabilitation & reintegration process (IO4) in the shape of a training community awareness workshops on CJS. To complete the experience, this handbook gives you not only the main results of each output, but also recommendation based on literature and experience of the people who worked on the project, on how to successfully replicate the MOBi project.

Since most of social problems are transversal across different communities and it is more beneficial in terms of costs to replicate a successful resolution to these matters than to design a project from the ground up, the handbook brings your attention to important decisions to make before and while replicating. It offers you:

- strategies to increase a program's reach and impact;
- types of replication you can embrace;
- ways and variations to adapt the project to a unique array of community needs
- define the essential elements and requirements to structure a model having in mind the potential modifications and unique context
- steps that could help you improve the success of program replicability
- increase the impact and sustainability of objective-driven organizations
- recommendations to maximize the social profit
- distinct paths to the replication process
- important aspects into consideration to succeed while deciding on a scale model
- guidelines to have in mind in your planning the project

In a more practical way, these suggestions could be very useful when combined with our specific recommendations of key aspects for successful replication of MOBI, namely, a solid evidence review on the issue that you are focusing, a strong team with competences to do data analysis, a structured communication and dissemination strategy, the implementation of the methodology according to the steps steps and the configuration of the indicated techniques; the involvement of participants with different branches as well as the necessity for flexibility and a quality evaluation of the project.

Bibliography

Berg, T. & Huebner, B. (2011). **Reentry and the Ties that Bind**: An Examination of Social Ties, Employment, and Recidivism, *Justice Quarterly*, 28:2, DOI: 10.1080/07418825.2010.498383

Myhill, A. (2012). **Community engagement in policing**: Lessons from the Literature, National Policing Improvement Agency.

Metz, A.J.R., Bowie, L., & Blase, K. (2007). **Seven Activities for Enhancing the Replicability of Evidence Based Practices**. Research to Results Brief, Child Trends, Washington, DC.

Bradach, J. (2003), **Going to Scale, Stanford Social Innovation Review**, Spring 2010. Miller, P. & Stacey, J. (2014). *Good Incubation: The craft of supporting early stage social ventures*, London: Nesta.

Garthwaite, L. & Sewell, D. (2015). Ten essential steps for effective program replication. Change Makers Partners.

Summerville, G. & Raley, B. (2009). **Laying a Solid Foundation**: Strategies for Effective Program Replication. Public/ Private Venture.

Simmons, J. P., Nelson, L.D. & Simonsohn, U. (2011). **False-Positive Psychology: Undisclosed Flexibility in Data Collection and Analysis Allows Presenting Anything as Significant**. *Association for Psychological Science. Psychological Science*: 1–8. DOI: 10.1177/0956797611417632.

Bakker, M., & Wicherts, J. M. (2011). **The (mis)reporting of statistical results in psychology journals**. *Behavior Research Methods*, 43, 666–678. doi:10.3758/s13428-011-0089-5.















Nuijten, M.B., Hartgerink, C. H. J., van Assen, M. A. L. M., Epskamp, S., & Wicherts, J. M. (in press). **The prevalence of statistical reporting errors in psychology (1985-2013)**. *Behavior Research Methods*. DOI: 10.3758/s13428-015-0664-2.

Gómez, O., Juristo, N. & Veja, S. (2010). **Replication, Reproduction and Re-analysis**: Three ways for verifying experimental findings. Research Gate.

Annex I

Scaling UP



<p>1 Problem What was the problem the MOBI pilot sought to solve</p> 	<p>3 Solution Your pilot for the problem</p> 	<p>7 Key Metrics Indicators to measure what you want to achieve</p> 	<p>9 Unique Value Proposition Compelling message(s) that turns unaware person into an interested prospect</p> 	<p>12 Channels List paths to customers</p> 
<p>2 Alternatives What other projects/ programmes exist for similar problems</p> 	<p>4 Scale Introduction Objectives/ goals for 1 year</p> 	<p>8 Stakeholders List co-promoters, beneficiaries, funding partners etc</p> 	<p>10 Fund Raising Actions to obtain funding for your project</p> 	<p>13 End Customer List, describe and quantify the potentials segments of customers</p> 
<p>5 Activities/services List only those activities delivered directly to end users</p> 	<p>11 Advantage What differentiates from other solution and what can't be copied</p> 	<p>14 Revenue / Finding Sources List the sources of revenue by categories and amounts for 1 year</p> 	<p>6 Cost Structure Fixed and variable costs for 1 month of solution implementation</p> 	

Scaling UP



4

Scale Introduction

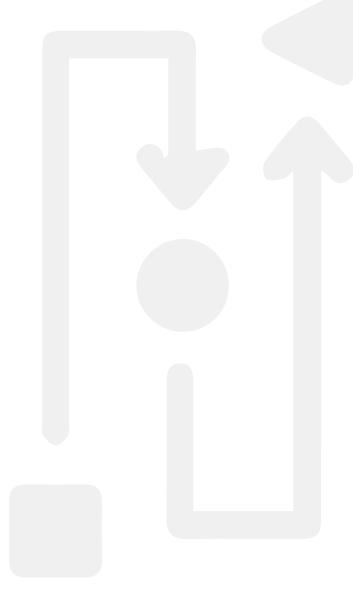
Objectives/ goals for 1 year



5

Activities/services

List only those activities delivered directly to end users



Annex II

Visual Project Charter



What is the purpose of this project:

Project Overview	Executive Summary	
	Business Needs	
	Business Justification	

Project Scope	Stakeholders
	Objectives, Goals and Success Criteria
	Deliverables
	Deliverables Out of Scope
	Estimated Budget and Costs
	Organizational Impacts
	Departmental SOW
	Estimated Duration

Project Conditions	Assumptions
	Issues
	Risks
	Constraints

Project Approach	Structure
	Project Team Rules and Responsibilities





Co-funded by the
Erasmus+ Programme
of the European Union

