

Aproximar – Cooperativa de Solidariedade Social CRL

# Methodology to engage civil society organisations in the CJS

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[www.aproximar.pt](http://www.aproximar.pt)

Desde 2006



## *Brief about me....*

**Sintra e Lisbon**

**43 anos**

Social Work (UCP) + MBA (LisbonMBA)

**Work experience:**

2000 to 2010 – Social worker and innovation

2003-07 – Sintra Prison: Rumos de Futuro e Caravel

2006-... – Co-founded Aproximar

2011-... – Country Manager Romania

2013-... – Co-funded Innovative Prison Systems

2013-... Co-funded European Association for Social Innovation

**9th of 12th sons and daughters**

**23 nephews and counting**

**4 children... Stop!**

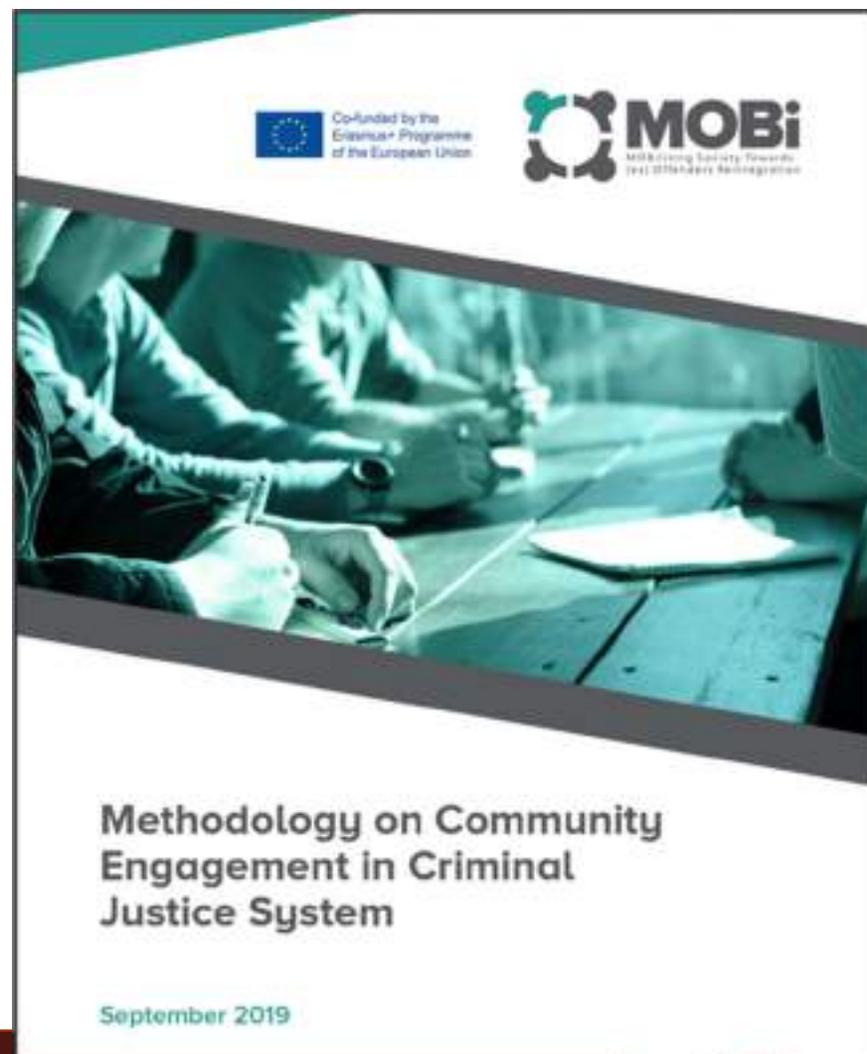
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# Content

1. Brief on Aproximar's CJS Unit
2. Brief on MOBi
3. Diving into the Methodology
4. Piloting Case Studies
5. Conclusions



*Aproximar brief*

# 4 Sectors for Social Intervention

2007



**Education, Training and  
Social Capital**

2009



**Economy,  
Entrepreneurship and  
Employability**

2012



**Criminal Justice Sector**

2016



**Active Aging and  
Dependent Care**

# Brief on Aproximar's CJS Unit

*Design and deliver programmes aiming at promoting: **prevention, rehabilitation, reintegration, recidivism prevention and social responsibility.***

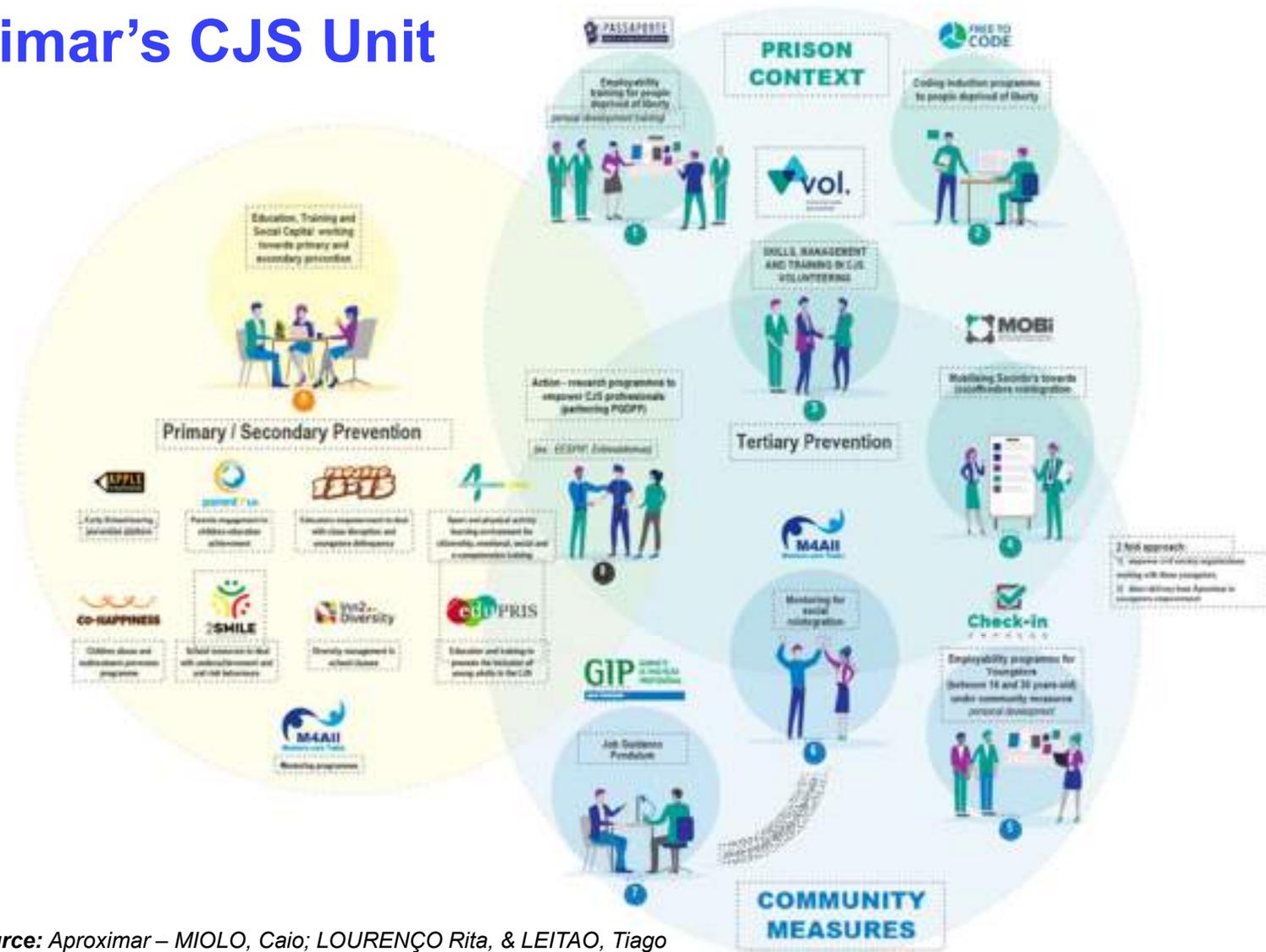
Two-fold approach: 1) empowering prison and probation staff, as well as civil society organisations;  
2) direct delivery from Aproximar to specific groups (young people, people deprived of their liberty, etc.)



Methodology to engage civil society organizations in the CJS

# Brief on Aproximar's CJS Unit

From a holistic approach towards focused initiatives ...



Source: Aproximar – MIOLO, Caio; LOURENÇO Rita, & LEITAO, Tiago

A woman with blonde hair, wearing a light-colored blazer, is pointing her right hand towards a board covered in yellow sticky notes. The image is overlaid with a teal color filter. The text is white and positioned in the upper left and center areas.

Intro do MOBi

# Mobilizing Civil Society towards (ex)offenders reintegration

This project has been funded with support from the European Commission under the Erasmus + Programme.  
This publication (communication) reflects the views only of the author, and the Commission cannot be held responsible for any use  
which may be made of the information contained therein. Project number: 2017-1-RQ01-KA204-037360

# Brief on MOBi project

MOBi aims at creating a collaborative context whereas civil society acknowledges the accountability on the reintegration of offenders. It fights back the assumption that (ex) offenders return only depends on the successful completion of the programmes they attended in prison. Society emphasis must be proactive.

It proposes a looking glass:

- How we, civil society, are contributing to be the turning point in each (ex) offender's life?
- What are society's perception on (ex)offenders and the CJS?
- And about its role on reintegration?
- How to involve a large number of actors on this social problem, making all of us playing fully part of effort.



Methodology to engage civil society organizations in the CJS



# Brief on MOBi – what is available

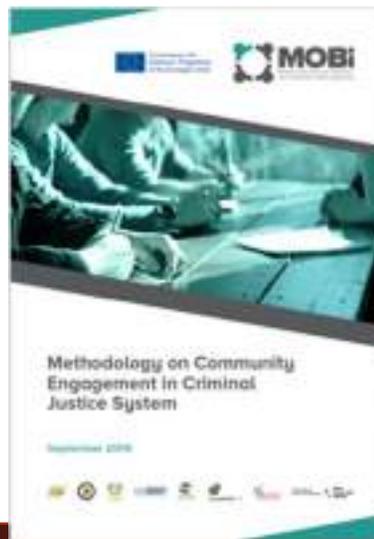
IO1/2: Assessment Tools to screen:

- society perceptions on (ex)offenders' needs & CJS function
- offender's perceptions on society acceptance regarding reintegration process

IO3: Methodology on  
Community  
engagement in CJS

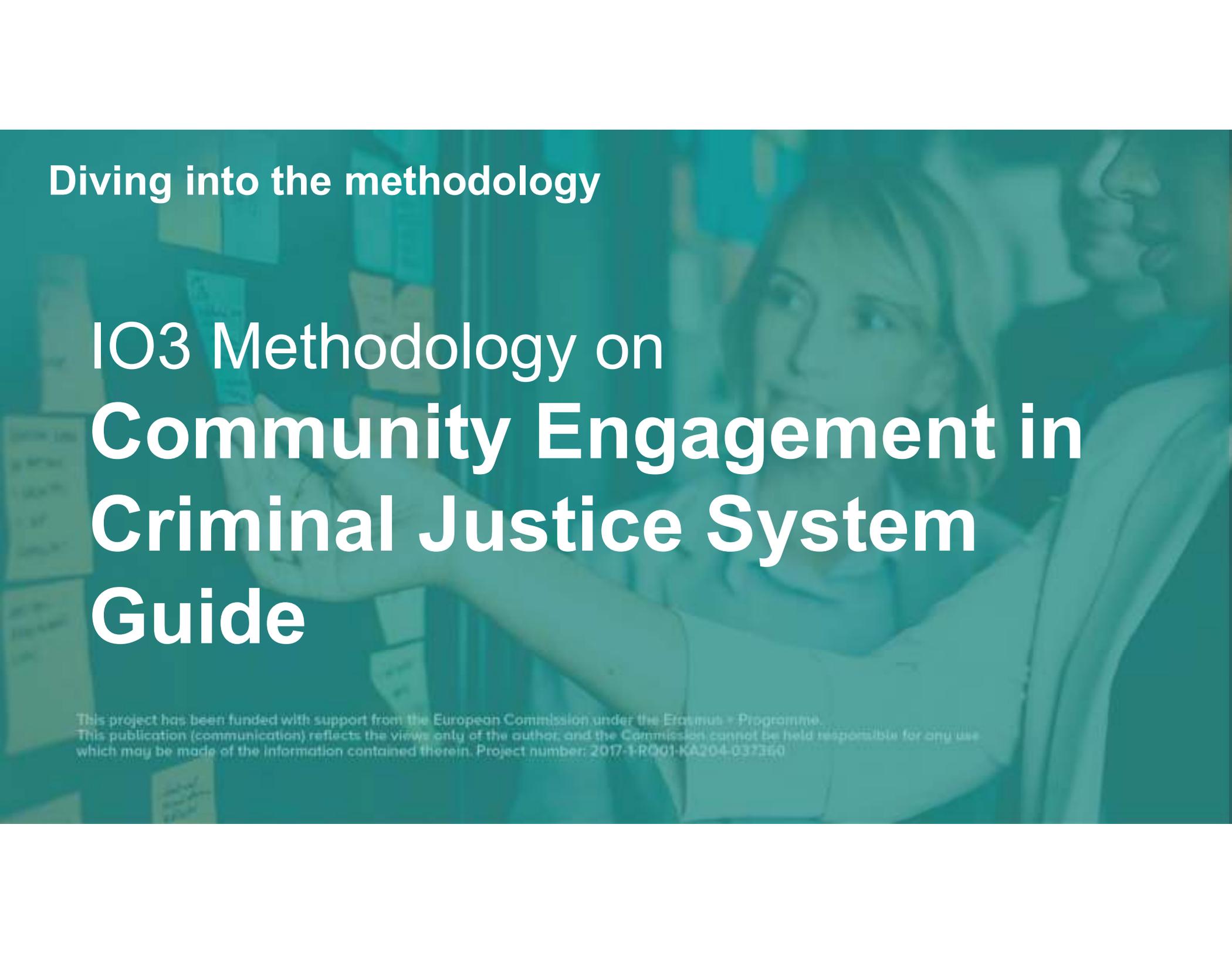
IO4: Training course on  
community awareness  
on CJS, (ex)offenders'  
rehabilitation &  
reintegration processes

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



Methodology to engage civil society organizations in the CJS





Diving into the methodology

# IO3 Methodology on Community Engagement in Criminal Justice System Guide

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# Diving into the methodology



The focus of this **specific methodology** is to **provide CJS with the critical guidance** to perform effective engagement paths towards society.

The aim of the methodology is to **increase the number of civil society organisations participating in (ex) offenders' reintegration process**, by committing them to work closely together towards common goals related to successful reintegration.

# Diving into the methodology

## How to use this guide

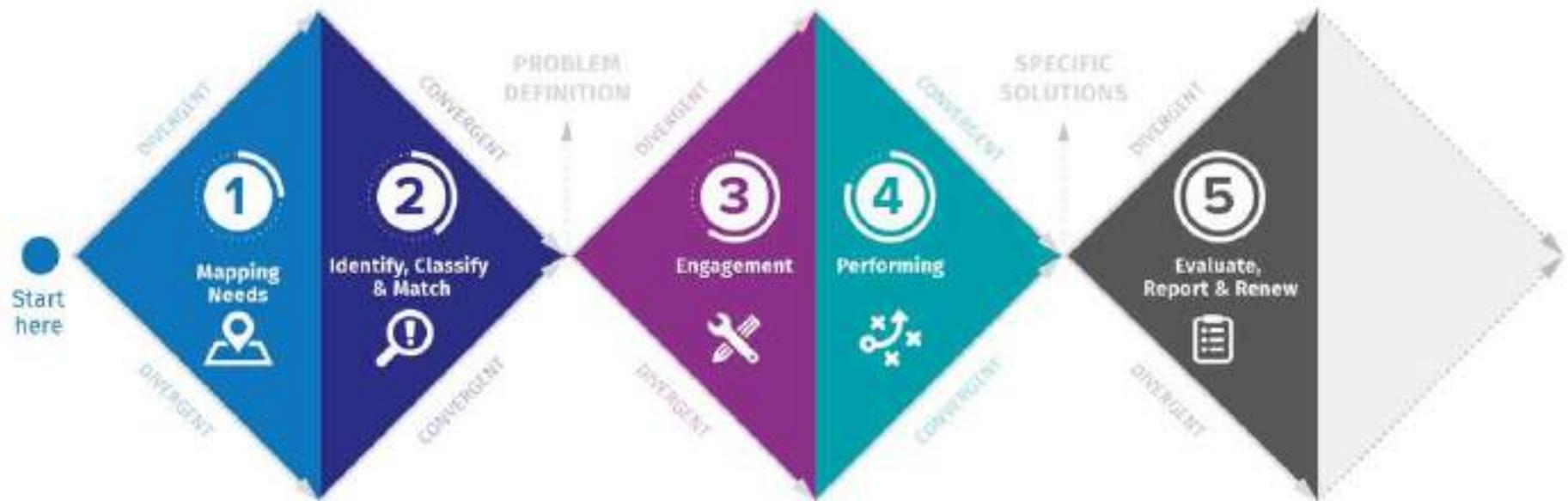
The guide is divided into six chapters. The Figure 1 is a synthesis of the chapters and what each covers.



Figure 1 - Guide structure

- Engagement is **not something to be done ‘to’ communities**; they must participate in planning and choosing approaches and feel equal ownership of the process.
- **Tailoring and local flexibility.**
- **Training and capacity building** – Both the institutions and communities need to have a clearly defined role and be given the skills and resources to carry it out.
- **Communication** – Partnerships must involve two-way dialogue and good quality information and feedback; the police must value community input.

# Diving into the methodology



# Diving into the methodology



# Diving into the methodology

Methodology	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
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. Does it match?	1	2	3	4	5
09. Case studies	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 Netting	1	2	3	4	5

**Legends:**

**PHASES:**

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

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**ASSOCIATED DURATION:**

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

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**TECHNIQUES RELEVANCE:**

Mandatory  
Optional

- Based on the methodology structures we move into developing techniques and materials-forms. They 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”
- **There are mandatory techniques for each phase. It is like a minimum standard requirement to ensure the methodology is effective.**

# Diving into the methodology

- Users should choose and configure what techniques will be used only after deciding what phases and steps are needed to achieve their goals.
- To facilitate this process activity, **we developed a methodology configuration guide that allows the users to note, within each phase and steps, which techniques they want to apply**
- Throughout the process, the team can sign the last column if the technique has already been done (like a checklist)



## Our Methodology for Community Engagement

Team: **DGRSP – Paços de Ferreira**

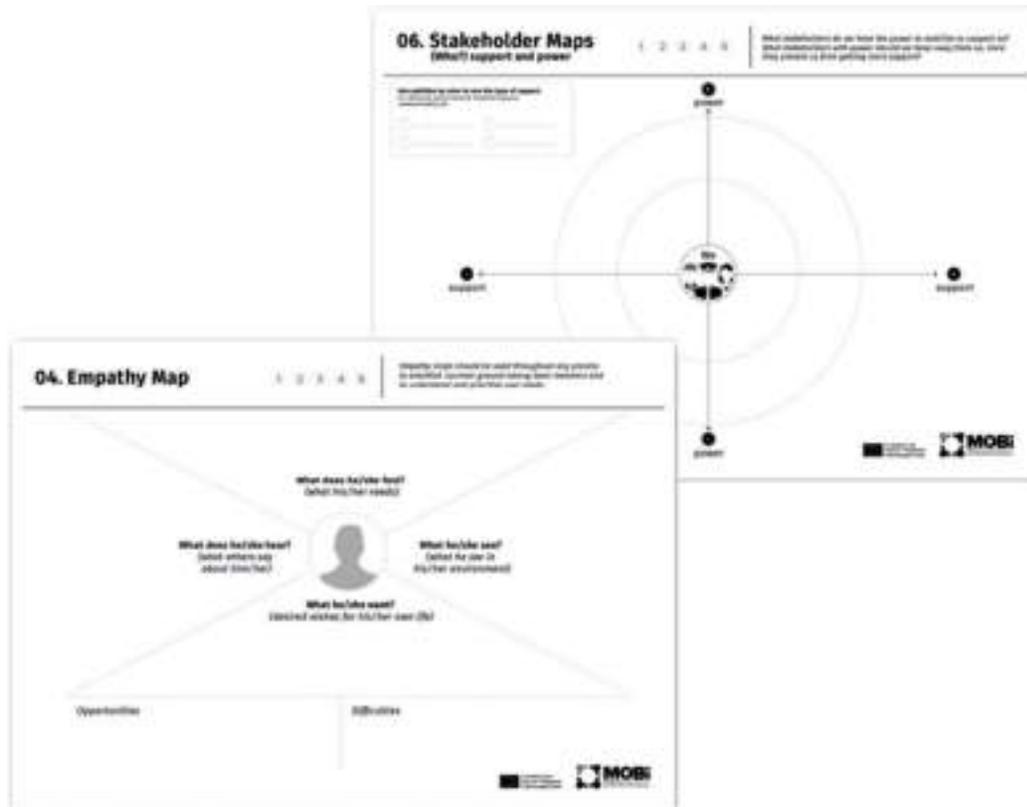
	Techniques	Objectives	Associated Workload	With Whom?	Done
<b>1</b> Mapping Search	<b>01. Thematic Network</b>   	Explorar o network associado à ao tema da empregabilidade	40min	Reinserção Sery Centrais Aproximar	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>2</b> Identify, Classify & Match	<b>06. Stakeholder Map</b>   	Identificar, classificar, organizar e associar partes interessadas à empregabilidade	1h	Reinserção Aproximar Rede Social	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>3</b> Engagement	<b>11. Solution Definition</b>   	Desenhar 2 ou 3 iniciativas que incidam em necessidades	30min	Reinserção Aproximar Rede Social restrita	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>4</b> Performing	<b>13. Priorities Definition</b>   	Definir recursos para cada iniciativa e identificar os indicadores chave	1h	--	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>5</b> Evaluate, Report & Review	<b>17. Follow Up</b>   	Identificar pontos de melhoria, recolher informação sobre ind. chave	40min	--	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

# Piloting the Methodology



- The developed methodology was **transferred** during MOBi's '3rd short-term joint staff training event' (STJSTE)
- The group consisted of 22 participants, representing MOBi project partners covering Probation, Prisons and Civil Society organisations (NGO's)
- After the 3<sup>rd</sup> STJSTE, each country **conducted their own experience (pilot)**, engaging more than 60 participants from test, through an active and participatory approach, the methodology and methods created under project IO3

# Codesign your methodology



## Our Methodology for Community Engagement

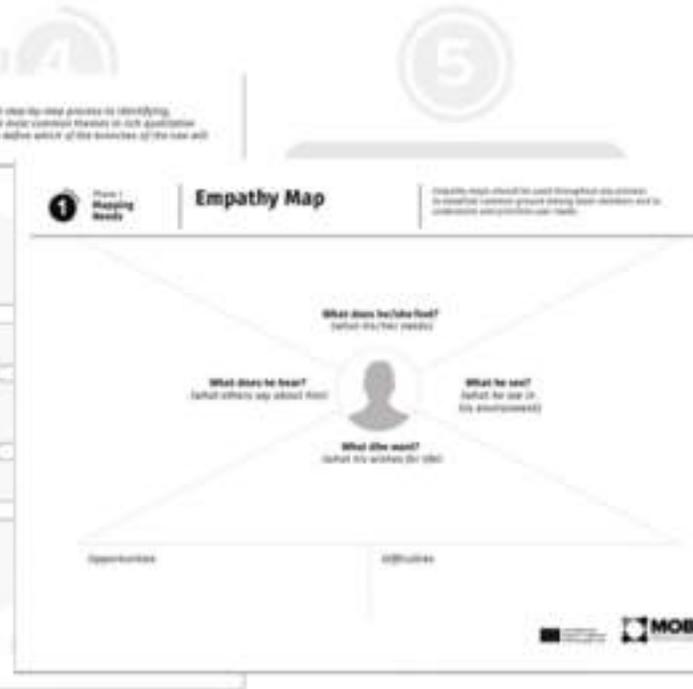
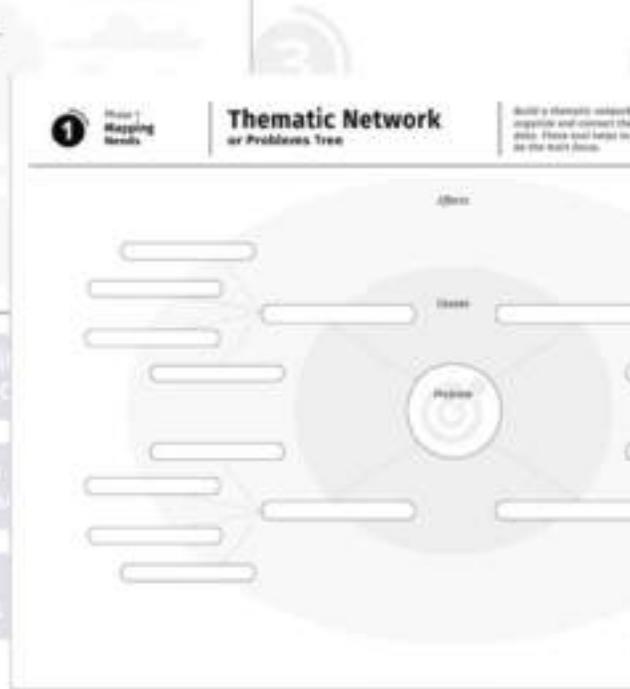
Team: **DGRSP – Paços de Ferreira**

	Techniques	Objectives	Associated Workload	With Whom?	Date
<b>1</b> Mapping Needs	<b>02. Thematic Network</b>	Explorar a network associado à ao tema da empregabilidade	40min	Reinserção Servi Centrais Aproximar	<input type="checkbox"/>
<b>2</b> Identify, Classify & Match	<b>06. Stakeholder Map</b>	Identificar, classificar, organizar e associar partes interessadas à empregabilidade	1h	Reinserção Aproximar Rede Social	<input type="checkbox"/>
<b>3</b> Engagement	<b>11. Solution Definition</b>	Desenhar 2 ou 3 iniciativas que incidam em necessidades	30min	Reinserção Aproximar Rede Social restrita	<input type="checkbox"/>
<b>4</b> Performing	<b>13. Priorities Definition</b>	Definir recursos para cada iniciativa e identificar os indicadores chave	1h	—	<input type="checkbox"/>
<b>5</b> Evaluate, Report & Review	<b>17. Follow Up</b>	Identificar pontos de melhoria, recolher informação sobre ind. chave	40min	—	<input type="checkbox"/>

# Phase 01 | Mapping needs



- Identify suitable Civil Society Organisations (CSOs)
- Classify and Design CSO Tracker Database
- Match CSOs' needs and CSOs' resources



# Phase 02 | Identify, Classify & Match



**2** Phase 2 Identify, Classify & Match

### Stakeholders Map

(Who?) support and power

What stakeholders do we have the power to mobilise to support and what stakeholders with power do we have to work to keep us from getting more support?

**5**

Evaluate,

**2** Phase 1 Identify, Classify & Match

### It's Match?

Match CJS' needs and CSO' resources

Match existing and existing needs for needs of the CJS with the important resources of the CSO. I obtained our needs with them and need (and) stop on it.

**CJS' needs**


**CSO' resources**


Agreement for collaboration

# Phase 03 | Engagement



# Phase 04 | Performing

**4** Phase 4  
Performing

## Priorities Definition Questionary

Start by listing the activities that should be done by categorizing your level of importance in relation to the categories "strategic relevance," "time needed," or other more appropriate category. After that, add the values. Activities that add up to the greatest number should be a priority.

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Key  
 (1) Low  
 (2) Medium  
 (3) A lot

		 Strategic relevance or dependency
1.		
2.		
3.		
4.		
5.		
6.		
7.		

**4** Phase 4  
Performing

### Checklist for Implementing the Engagement Action

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

- conflicts between participating stakeholders
- unwillingness to engage
- stakeholder fatigue
- missing good voices among stakeholders

**2. BRIEF STAKEHOLDERS ABOUT ENGAGEMENT**  
 Note: The brief should be sent to named individuals rather than to an organization 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 timeline
- what level of contribution is expected from the stakeholder
- what level 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 organization
- what policies and systems are already in place
- what the organization can and wants to do about the issue

**3. DOCUMENT THE ENGAGEMENT AND ITS OUTPUTS**  
 Note: The Stakeholder Tracker (see below) should:

- the purpose and aim of the engagement
- the methods used
- who participated and who did not
- the time taken
- 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?



# Phase 05 | Evaluation, Report & Renew



5

Phase 5  
Evaluate,  
Report & Renew

## Engagement Evaluation

Answer the four questions to assess the level of engagement.

**Process**  
How well was the engagement well designed and implemented?

**Reach**  
Were the people we reached representative of those affected by the decision?

5

Phase 5  
Evaluate,  
Report & Renew

## Solution Evaluation Questionary

Evaluate whether the actions met the proposed engagement goals by assigning satisfaction value to each of them.

- Key**  
 (1) Somewhat satisfies  
 (2) Satisfies  
 (3) Strongly satisfies

Actions done

Quality attributes

Q1. How well the problem?								
Q2. How much the participation of various entities of society?								
Q3. How much the quality of life of an individual?								
Q4. Is it feasible in time and resources?								
Q5. How much the relation of the public opinion with society?								
	Total							

5

**Evaluate, Report & Renew**

Monitor performance

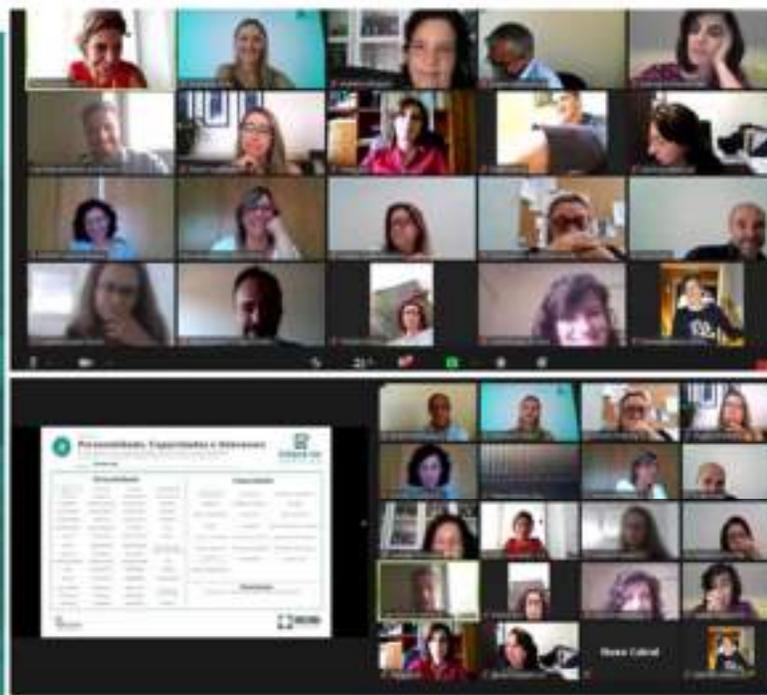
CSO Engagement Report

Cooperation renewal strategy



# Piloting Case Studies - Portugal

- Developed under MOBi initiative it was delivered to more than 18 Probation Staff from the Portuguese General Directorate for Prison and Probation.

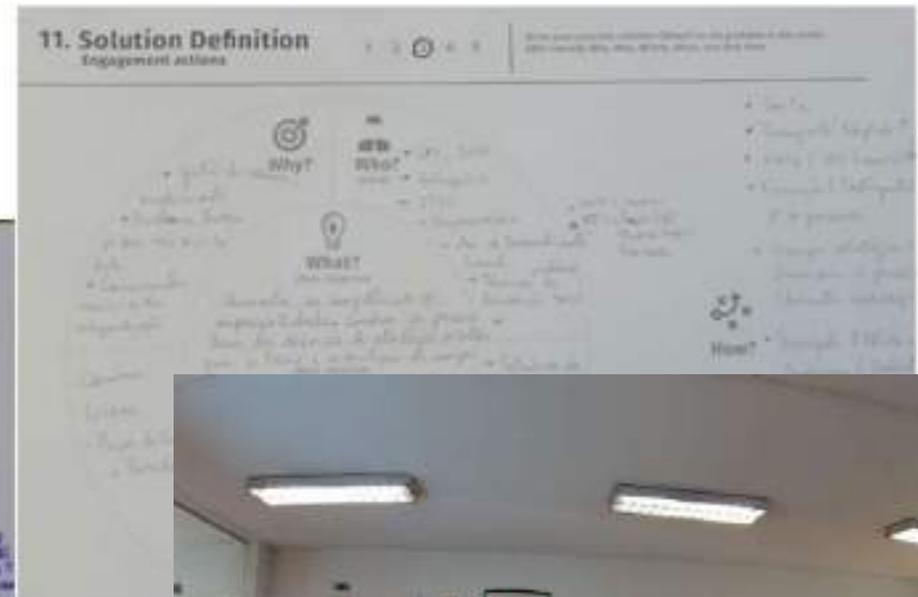
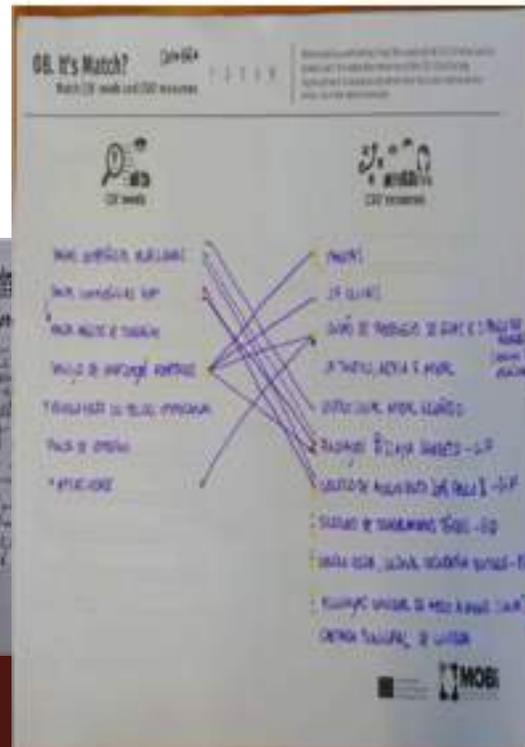


- The methodology and designed techniques and tools are widespread, e.g. are being utilised in organising events and developing programmes...



# Piloting Case Studies – Baia Mare (Romania)

- Applied in different organisations and by the **Baia Mare Prison** in community engagement events.
- Evaluated as a robust co-design approach.
- It is being used not only for the initial purpose... Also with beneficiaries.



## Piloting Case Studies

- Under MOBi Bremen projects partners identified the need to invest in **prison volunteering**. A volunteers coordinator was hired and Volpris project proposal co-developed with Aproximar. It has recently been concluded successfully.



# Conclusions

The pilots' participants (prison and probation staff as well as NGO's) agreed that the methodology and tools were useful and did not indicate failures.

- ✓ Induces design thinking and codesign amongst specialized staff (Prison, Probation, NGO's)
- ✓ The methodology is user friendly and intuitive, providing a clear and tailored setup
- ✓ Allows the adjustment to available time and saves time through the tools
- ✓ Delivers to strategic / structural proposals, but also to grass rooted ones
- ✓ It is also flexible in terms of applying A to Z or just one step.

## OUTCOMES:

- Sustain the introduction of lasting strategic decisions (Germany-Bremen and Portugal)
- Introduction of new solutions (Germany-Bremen, Portugal and Romania)
- Supported the codesign of new solutions in the format of project applications (already approved by the EU Commission (France, Germany, Portugal and Romania))





*Thank you!*

