



# PRE-project (project summary)

-(studies)-

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**Prison, Reintegration, Education. Trainings to support social and labour market (re)integration of people in or after detention. Cooperation for innovation and the exchange of good practices. Strategic Partnerships for adult education”**

## **Project summary**

(Mészáros Mercedes, Váltó-sáv Alapítvány)

**Transnational cooperation were realized by 5 countries’ 5 organizations between 01.09.2015 – 30.09.2017 for the support of social and labour market reintegration of crime offender (prisoner and released) target group. Organizations participating on the project: KIC Edukos (Slovakia), RUBIKON Centrum (Czech Republic), CSF "Garstyčios grūdas" (Lithuania), Slawek Foundation (Poland), and coordinator organization: Váltó-sáv Alapítvány (Hungary). All 5 organizations have been reacting innovatively to the problems of the vulnerable target group for a long time, with a wide problem focus.**

The final beneficiaries of the transnational project is the specially vulnerable, disadvantaged **target group**: (ex-)offenders, crime offenders or people involved in criminal justice, prisoners and released. Low-education level, early school-leavers, and the lack of basic-, key-, and transversal competencies (e.g. lack of communication, reading comprehension, mathematical competencies, lack of competency for getting to know things, lack of social and lifestyle competencies, etc.) are over-represented in the prisoner population. Overall, knowledge and learning deficit is typical for this target group. Because of their criminal careers crime offenders have low amount of experience of studying, learning, knowledge and gaining knowledge. They are lower qualified persons, with low work socialization an/or work experience (they have not or have worked, but for a short period of time, at the same time they had been unemployed for a long time, or have not worked at all before). These mentioned above also mean low incomes, they are usually people in debt or with financial problems. Several research projects (also research done by Váltó-sáv Alapítvány, [www.valtosav.hu](http://www.valtosav.hu)) have proved that most prisoners had already experienced a certain extent of exclusion before entry to prison. Prison impressions seem to aggravate these, negatively affecting social contacts of prisoners, failing to train skills inevitable for reintegration. In prisons, as well as after release, several human rights are violated regarding social (re)integration. A significant part of ex-offenders are unable to integrate successfully. They are in a tough situation on the labour market, practically unable to find official jobs with their priors – suffering a cumulative effect of exclusion.

Besides, 21<sup>st</sup> century technologies, which could have a positive impact on getting employed – digital competency – are not allowed in totally closed institutions because of security reasons. This way they are multiple excluded, since even after release they only get a limited amount of information and opportunities, so the lack of digital proficiency and skills is typical for them.

A vast amount of crime offenders also have drug careers, crime and drug-using are usually a problem occurring together, cumulatively.

During the prison years family relations are often got broken up (especially in the case of so-called long-term prisoners), so after release the question of housing is usually not solved, they become homeless.

Majority society don't have a lot of knowledge of the target group, in the case of committing crime individual responsibility is stressed. Prejudice is very significant towards the target group; integration (housing, job searching, etc.) is especially hard because of criminal record

**Overall:** it can be said as a fact concerning the five participating countries from the point of statistics that fundamentally prisoners are low-educated, have a weak labour market status, and unfortunately, prison harms make further deteriorations on their disadvantages, so it is more than important to receive adult education in penal institutions. At the same time it is a problem in every target country that demand and supply don't meet in every case on the labour market, there is a lot of quick vocational training, which don't ensure sufficient practice, sub-competencies are missing in a lot of cases, for instance the skill of reading, writing, counting, alternative learning methods are not supported (e-learning, individual and autonomic learning). The project tries to give an answer to this situation.

Comprehensive **goal** of the project:

- Decreasing economic/social and/or political marginalization, forming the possibilities of (re)integration
- Starting social attitude changing towards target group members and their problems
- Fighting against discrimination and inequality

Concrete **goal** of the project:

- support of the development and transmission of innovative exercises, methods, principles by co-operation
- European-level exercise exchange by the implementation of joint activities – knowledge sharing, institution visitations, experience exchange
- creation, testing and introduction into the topic and onto the field of intellectual outputs (support of social and labour market integration of prisoners and released – focus on education, training – unique topic, field)
- realization of dissemination events on a local level.

**Content elements** of the project:

a) Partner meetings

Five partner meetings were undertaken and implemented: 09-11.11.2015, kick off meeting, Budapest/Hungary; 16-17.03.2016, Prague/Czech Republic; 28-29.09.2016, Warsaw/Poland; 23-24.07.2017, Dolny Kubin/Slovakia; 05-06.06.2017 Alytus/Lithuania). The program, photo documentation, summary and presentations of the international meetings can be found under the link of <http://www.preproject.hu/#> / International meeting on English language. Every project summary can be read on every language here as well.

The professional summary of each partner meeting was realized in a Workshop Booklet form; can be found on the project webpage under the link of <http://www.preproject.hu/#> / Workshop Booklets.

b) Intellectual outputs

Eight intellectual outputs were made under the project period on English language. The intellectual outputs are available under the link of <http://www.preproject.hu/#> / Intellectual outputs:

- **O1: *Trainings in prisons*** (analyses and studies): ensures a theoretical and introductory background concerning each country's criminal policy, operation of penal institutions,

moreover, about programs being realized in closed institutions, primarily by civil professionals.

- O2: ***Opportunities in preparation for release*** (methodology): practical perspective handbook, whose introduced methods do actually give a real help for (re)integration after release. The board game developed by Váltó-sáv Alapítván is a unique, easily understandable and can be used. The biblio-therapy method is also useful for prisoners preparing for release, since it is building on deprivations (e.g. lack of appropriate communication), which can be found in prisons, and the method of tale therapy or creative writing can help in this. The method introduced by the Czech partner is aiming to improve financial awareness, which is truly a highlighted key field from the point of prosperity in life. Punkt therapy can be greatly adapted in other countries too, it realizes intensive involvement of families as a cognitive behaviour-therapy, through 13 meetings. The Polish programs are aiming for creative rehabilitation, and they emphasize the importance of family contact keeping. The Slovakian partner builds on the socio-therapy method, furthermore, goes around the topic of money management. The Lithuanian program is also useful, whose goal is the development of self-knowing, furthermore, introduces a computer programme, which can give help for dealing with the difficult situation after release.
- O3: ***Opportunities in digital competence development in totally closed institutions*** (pedagogical materials): it shows on how many fields the digital competence development of prisoners can be used, such as family contact keeping, labour market trainings, so it is especially productive and useful to work with this field as a priority.
- O4: ***Focus on freedom: preparation for release*** (publication + CD): possibilities (housing, halfway house, getting identification cards, cheap shopping opportunities) expounded by Váltó-sáv Alapítvány give concrete help for freshly released people. The introduced Slovakian and Czech initials also give complex preparation for released, both materials are well-elaborated, can be typified as practical help.
- O5: ***Social sensitization – tolerance improving, anti-discrimination trainings for the majority of society*** (new curriculum): The sensitization material was made for the major society, for people working in the profession, for students, NGO colleagues, for anyone who is interested in the field.
- O6: ***Individual, customized support: mentoring, individual development/training and learning path*** (pedagogical materials): Interpretation of helping relationship written by Váltó-sáv Alapítvány gives a corresponding introduction to the reception, processing of the intellectual output, the other parts such as the Roma mentor programme, personal case management or the more spiritual Lithuanian approach all give different opportunities for individual case management
- O7: ***Development of transversal competencies*** (pedagogical materials): Also a very practical material for the development of transversal competencies. The participating organizations firstly identified which transversal competencies are the most necessary for the target group, then imparted exercises, developing tasks with theoretical background and teaching instructions. Transversal competencies identified and to be developed by the organizations: learning to learn (learning the opportunities to access the knowledge/information, methodology), social and civic competences, skills of initiation and entrepreneurial competence, digital competence, communication and comprehension, competence in work/labour market, cultural awareness and expressiveness.
- O8: ***PRE-project*** (project summary) (studies): project summarizing and forward-looking, comparative studies; contains wording of recommendations.

### c) Multiplier events

The participating organizations undertook the organization and implementation of 11 multiplier events (Hungarian 3, Lithuanian, Slovakian, Polish and Czech partners 2-2 events). The implementation of the multiplier events have happened during the 25 months of the project.

**Summary:** The project's objectives were realized by intellectual outputs and multiplier events. The first highlighted goal was reduction of economical and political marginalization, whose realization is mainly ensured by O3 (Opportunities in digital competence development in totally closed institutions), O6 (Individual, customized support: mentoring, individual development/training and learning path) and O7 (Development of transversal competencies) intellectual outputs. The second highlighted goal was changing of social attitude, where O5 (Social sensitization – tolerance improving, anti-discrimination trainings for the majority of society) intellectual output played a key role by its social sensitizing, tolerance strengthening and anti-discrimination effects. The third main goal was defined as coping with discrimination and unequal opportunities. In this case O2 (Opportunities in preparation for release) and O4 (Focus on freedom: preparation for release) intellectual outputs can be highlighted, since their parts regarding family contact keeping and digital competence development are exceptionally effective. Organization of dissemination events, experience exchange in a European level, exchange of good practices and development of training materials were fixed as special goals. These goals were reached by the project, the multiplier events were implemented, dissemination was continuous in the form of newsletters, professional meetings, etc., moreover, the project webpage (<http://www.preproject.hu/#>) has been operating since the start of the project, whose content development and update was continuous, furthermore, personal exchange was realized with the helping of meetings as well as in an electronic way by video conferences, the undertaken materials got to be developed.

### Sustainability

Váltó-sáv Alapítvány and partner organizations typically tend to integrate opportunities, results and methods of new competitions in the existing service structure. This means that most of the activities remain after the closing of a project, although with different intensity. In the case of present competition we can definitely integrate partnership and cooperation, exchange of experience and methods in our organizational and professional culture. Cooperation and partnership also initiate new project ideas, representatives of different organizations inspire each other, creating new partnerships and cooperation options. Cooperation is surely to be sustained after the closing of the project.

Intellectual outputs will also be continuously in the foreground in the activities of all organizations. Ongoing development and change can be expected, since any method – due to the changing needs of the client group – may need further edition and change. Ongoing development will characterize permanent activities in all five countries.

Multiplier events cannot be expected to end with the closing of the project, either. We are going to disseminate our result continuously at different local/national/European events, both formally and informally.

As far as funding is concerned, all the above will be built in new competition and program financing, that will be supplemented by own resources of the organizations, as needed. On the other hand, non-governmental organizations are usually characterized by a strong, dynamic and pragmatic approach, and by permanent and continuous reforms; however, this feature can



hardly be connected to resources, depending first of all on dedicated professionals and authentic professional work. Therefore, it often needs no extra funds.

Project contents can be useful in the case of the following target groups:

- trainings/educating organizations working with deviant youngsters
- organizations working with the social and labour market reintegration of underprivileged social groups, especially working with addicts (problems of criminality and addiction often present together)
- organizations working with alternative pedagogy and development/methodology of adult training in general
- because of prejudice reducing is involved, personas of economic sector, HRs and/or trainers of for-profit sphere in general
- because of prejudice reducing is involved, contacting of leaders of economic and provider sectors in general.

Sustainability can appear on the following fields:

- elaboration of protocols and recommendations
- realization of new international projects and cooperations
- sensitization of employers
- method-enlargement, elaboration of ideas, inspirations.

The project's added European value is also an important field, according to the project coordinator this can be noticed in the competence enlargement of the management, in conceptual elaboration of professional materials in a foreign language, furthermore by they could see into another country's penal enforcement system.

Project effects, organization by organization:

### ***RUBIKON Centrum (Csehország; Katerína Mikulastikova)***

When visiting prison in Alytus and the rehabilitation centre running by partner organization Grudas we have seen how important is not only to employ the clients and develop their practical skills that they can use in the future, but first of all is important to help them with changing their life style. A visit to the reintegration centre in Poland, which includes social business, showed us a great example of good practice in compact programs for people after release. The visit in Poland as well in Slovakia reminded us again how important is the direct contact with clients and individual approach to them. Within the meeting in Hungary we have seen how educational programs have enormous potential to reach the target group in their needs and they are in some cases really needful for effective work with the target group....

Concrete effect and results for RUBIKON Centrum methodologies:

We implemented development of softer skills focusing on change of attitude into our methodology for transfer people from prison to life on freedom according to experience from work of our partner in Lithuania and according to their output O6 (TEACHING/LEARNING TO FORGIVE). We also discussed the length of the supporting period after the release. From our experience we can see that people after their release from a prison need number of months to get over the difficult period, it is not enough just to find a job and solve their debts. This was also proved in the experience of Edukos who has worked for many years with one client. The sharing same experience among the organization helped us to deal with it and adjust to



the rhythm of reintegration. Big inspiration was for us the reintegration centre in Poland and their social business. We have also started community centrum in Prague and we have tried to develop our own social business. According the experience form family kind of work in Poland we discussed our approach to the clients and informal kind of cooperation with them. After all we put emphasis on a first contact with our clients – first contact with our client ensure in our offices also our clients within training positions, who need training to be able to communicate effectively with new clients. Thanks to output O7 we started to use in our courses for preparation for release the Pyramid of needs developed by Grudas and occasionally also Mnemotechnic developed by Valtó-Sáv-Alapítvány. We will probably use also developed materials for digital competencies, but it deepens on the future of computers and intranets in prisons.

The impact on staff that was present in international meetings:

#### Zuzana Baturná

The grates benefit for me was to see other organizations dealing with a similar topic like we do, gaining new insights from practice, visiting other prisons and comparing the level of prison with the Czech Republic. Great inspiration was for me also social business or interesting business projects generating profits and employing people with a criminal past. First of all I was interested in the concept of Lithuanian direct work with convicted in execution and visiting the prison in Banska Bystrica.

#### Anna Šulcová

The greatest contribution to me was probably to visit the prison and the half-way house. I liked the system that is set up in the Halfway House. I really liked the fact that it is such a connecting link between imprisonment and freedom. The occupants have the opportunity to approach the classical life and thus reduce the subsequent adaptation. They are accustomed to the fact that they have to organize their own lives and look for their meaningful content. I liked the approach of prison where was possible to keep personal belongings, have freer movement and prisoners weren't divided into different types of prisons.

#### Zuzana Nováková

I participated in the introductory meeting where the organizations presented themselves, presented their activities, the system of penitentiary and postpeniteric care in the country. All of this information was very interesting to compare with our system. In addition, it was very interesting for me to visit the prison in Hungary, especially to see the working involvement of prisoners, prison regime, and its activities.

#### Kateřina Mikuláštková

I attended all meetings so far. I liked the program in which we could partly share our experience and work on developing some new outputs, but there was also space for getting know the work of partners' organization and other institutions in the visited countries. I liked that every organization has different approach and background and is adjusted to conditions in their countries. Thanks to that we could share experiences which were really similar but still very riche. I liked all visits, especially the one in Lithuania and Poland. One of the most interesting and inspiring presentations was to me the presentation about program focused on changing life attitude and identification yourself as a perpetrator which was presented by Grudas.

### Lucie Streichsbierová

I liked the visit of a social rehabilitation centre in Mienia where could live ex-prisoners after their release. Really inspiring for me was the approach of our Poland partner to the client – the mother who ensured the first contact with clients and the lady who lived with clients in the social rehabilitation centre. I liked the way how she and occupant of the centre got favour of neighbours, those shared experiences I will definitely use by starting our community centre in Prague.

### ***The Consultation and Information Center of EDUKOS (Szlovákia, Eva Vajzerova)***

By joining the project PRE „Prison, reintegration, education our organisation got the possibility not only to present our methods and forms of work, test their suitability, get to know the work of other partner organisation but especially work in team in searching and recommending new methods of work focused on a more effective social and labour rehabilitation of (ex)convicts.

The important import of the project lies in the fact that it was implemented in direct contact with key actors who are responsible for this target group – the employees of correctional facilities, social workers – guardians of Offices of Labour, Social Affairs and Family. In addition, we had the possibility to be in direct contact with these professionals and the target group by means of dissemination activities and testing and thereby exchange experience and mutually influence each other. This created an opportunity for further future cooperation.

A wider range of employees has been involved into the project, i.e. internal as well as external, not only lecturers but also employees who work directly with clients in solving their everyday problems. On one hand they brought into the project their good and bad experiences, but on the other hand they got a chance to check the practicability of their procedures and get to know the forms and methods of work of others and compare them. The international meetings created an excellent opportunity for this.

The answers of some of the participants of the project to the simple question „What has this project given to you?” are the following:

Ing. Miroslav Špánik, PhD – external employee of EDUKOS - a lecturer of educational and probational programs.

*I, In the area penitentiary care the project enabled me as well as EDUKOS to:*

- a, broaden the portfolio of activities and exercises with convicts, acquire other suitable diagnostic tools for their testing as well as get feedback to a selected number of our activities and exercises with convicts;*
- b, precisely limit the possibilities and potential of trainings and other activities with convicts during their imprisonment sentence – which need to be regarded as an important part of work in the resocialisation process;*
- c, in the framework of testing the partial outputs of the project and the dissemination activities to deepen the cooperation with key actors in the area of penitentiary care or post-penitentiary care and create real possibilities for the multiplication/expansion of our present activities;*

2, In the area of post-penitentiary care the project enabled us to:

- a) a, broaden our portfolio of activities and exercises with ex-convicts, acquire other suitable diagnostic tools for their testing and the get feedback to a selected number of our activities and exercises with the clients;
- b) on the basis of my own deep analysis or comparison of common outputs and outputs of common activities implemented in the framework of the international meetings (including the examples of good practice) we could find a more suitable composition of activities and exercises in the area of penitentiary and post-penitentiary care which would enable a more effective resocialisation of the client and reduce the risk of retroactivity in the case of inappropriate compositions;
- c) compare our own approaches with the approaches of the project partners in the area of communication with the public – the professional as well as laymen – in the area of social sensitisation and the potential tools of their involvement into the resocialisation process with the client. Cooperate on common partial outputs and the examples of good practices as well as search for new ways of communication with the local government and employers;

3, In the area of the potential of cooperation with the partners the implementation of the project provided our organisation not only with a number of outputs enabling a more complex solution of work with (ex)convicts on higher qualitative level but by creating standard communication „channels” among the partners which are presently active also beyond the framework of the project thematic content, create real basis for a future conceptual cooperation.

Ing. Mgr. Martina Špáníková, PhD, external employee of EDUKOS – a lector of educational and probational programs.

The PRE project enriched me with experience and activities of all partners with the target group. To see the real situation directly in prisons was a very suitable supplement to the acquired knowledge on the state of the prison resort as well as work with (ex)convicts in the various countries. I got to know some very interesting new methods and exercises whose practical value I can directly see in the trainings with (ex)convicts as well as in individual guidance after release. It was good that we tried out the exercises by means of testing and also got feedback from other partners to our exercises and methods.

PhDr. Zuzana Kršková external employee of EDUKOS – a lector of educational and probational programs.

1. I had the opportunity to work with the current topics more closely, they are the following:
  - improving of tolerance and anti-discrimination in communication with (ex)convicts;
  - development of anti-discriminatory attitudes and communicational skills in relation to social excluded individuals
  - preparation for the labour market;
2. I could get to know the work, work and methodical materials which the partners brought into the project. In spite of the fact that in the context of cooperation with EDUKOS we have been using various programs for years in relation to the target group, we can always find something which can be transformed, made better or integrated into our work from the partners.

3. I could test some exercises and methods directly in practice and enrich them with my knowledge and comments.

4. I got feedback from the partners to the elaborated program for the preparation for the labour market.

Michal Čipka, internal employee of the project working directly with the target group in the area of counselling and education, coordinator of the project, translator and interpreter in the project;

*In the framework of the PRE project I had again a chance to deepen the professional communication with similar organisations from abroad with which KIC EDUKOS has a long-term experience. The project gave me further opportunities to establish new professional contacts, further develop my communicational and presentation skills as well as new perspectives on the solution of the same problems which we try to solve in Slovakia as well. I also had the unique opportunity to communicate with the representatives and employees of institutions that are active in the same area as EDUKOS.*

PhDr. Katarína Trubanová, internal employee of EDUKOS working with clients in individual counselling and guidance.

*Even though that I was involved in the project only for a short time, I elaborated and presented a case study at an international meeting, the project gave me the opportunity to get to know the work of professionals who work in the same area as me and thereby understand the many common circumstances that determine the specific character of our work with the target group in our countries. To see and personally meet determined and devoted people who try to solve the same problems in almost the same unfavourable conditions, encouraged me and inspired me to continue in my work in conditions which are often insufficient in terms of finances as well as staff and therefore requires a lot of personal determination.*

*The perspective of a client, Ján Podbrežný, who presented his experience at the international meeting in February.*

*„The project gave me the opportunity to meet a person who experienced the same as me and was therefore able to understand my life situation and perspective on life. It gave my life a new impulse, inspiration to continue further.”*

### **CSF "Garstyčios grūdas"(Litvânia, Stefa Kondrotienė)**

In the project participated three employees, who, as required, also performed the role of expert and technical worker.

What benefits gave the participation in this project for you personally?

Expert Gitana Steponavičienė answered this question:

- Had an excellent opportunity to turn my practical work into theoretical knowledge.
- Get acquainted with products and work experience developed by other countries.
- Improve my competencies and skills in partner testing exercises.

Expert Stefa Kondrotienė answered this question:

- At partner meetings I got a lot of different information and knowledge about other countries, not only imprisonment institutions, but also the specifics of their work, but also about the work peculiarities, competencies and programs of non-governmental organizations. We liked the exercises used by RUBICON partners - "The First

Entrepreneurship Year"; "Business plan in practice"; "Method STAR". We have already begun applying them in our work practices and we are happy with the results.

- Creating of new products has challenged to test our competencies in one area or another. The approach to written methodology has changed. In the past, I have not been able to use them and many years we have used my own and other employees experience. Now I understand that to write an effective methodology is not enough only theory or only practice. It have to be all together. However, when you have many years of practice and can to put that practice into programs and methods, then I understand that it works efficiently.
- Expert/ technical worker Jaunius Mincevičius answered this question:
- I got acquainted with other countries' specialists and experts working in organizations that develop and implement programs for the integration of convicts on a regional and national levels.
- I saw prisons in other countries, got acquainted with their work specifics and implementing programs that help convicts integrate into society.
- I have gotten an experience and new knowledge by analyzing concepts and areas of competencies.
- I learned how digital technologies are using in other countries to help convicts and sentenced people to integrate more successfully and effectively into society and the labor market. One of the most interesting thing was strengthening of family relationships – digital competency development for target group members and their relatives by implementing Skype connection meetings. Another useful method could be “Implementation of Family Decision-Making Group Conference” described by VSA. This form of telephone coaching would something very new and I believe also very effective learning tool and method for prisoners in Alytus prison.
- I became aware of new ways and methods that help convicts and sentenced people to learn how to communicate with the employer, gain experience in a job interview, and find work independently and be able to get established in it. Particularly interesting were the experiences and programs of the Czech partners.

#### What benefits have you gotten / found in the context of international cooperation?

Expert Gitana Steponavičienė answered this question:

International cooperation has created an excellent opportunity to gain experience from the practical work of partners from other countries, adapting that practice in the context of our country's execution process. Váltó-sáv Alapítvány "Learning to learn" is very useful for education / rehabilitation of convicts.

Expert Stefa Kondrotienė answered this question:

International co-operation for CSF "Garstyčios grūdas" has given great added value to the quantity and quality of development of rehabilitation and reintegration programs. In the project it was able to develop further new professional relationships, to develop the skills and new perspectives of communicating and delivering of our organization. Cooperation with organizations from other countries brings overall benefits.

- Strengths that provide the opportunity to get good experiences directly from the first hands and lips. When the partners arrived at the partner meeting in Lithuania, we had an opportunity to show the specifics of our work in the detention center with the convicts and prison staff.

- Weaknesses - lack of financial and low number of staff members - which creates the circumstances to seek ways to expand and find more funds for the implementation of its activities.

Expert/ technical worker Jaunius Mincevičius answered this question:

Working and collaborating with international partners gave me an opportunity to learn about the real situation in prisons in other countries and to see how the same problems are solving in the environments with different economic, legal, political and social opportunities. It was also a great opportunity to gain experience in developing common products by combining different experiences, working methods and techniques.

Our organization can use this experience to try to create something new in cooperation with other Lithuanian organizations that use different working methods. The proper and balanced combination of different techniques and techniques or the application of certain parts of them in newly created programs will make them universally effective and efficient.

What benefits created products have brought to the organization?

Expert Stefa Kondrotienė answered this question:

The newly created products will provide a great opportunity to expand the range of rehabilitation and reintegration programs and methods in the rehabilitation center OASIS at the Alytus Correctional House and Reintegration Center "Exit".for the persons who have returned from imprisonment. Demanding new skills and knowledge from employees. We will add a lot of new methods and activities to the activities of the Foundation, which we hope will provide greater efficiency implementing convicts rehabilitation and reintegration into society and the labor market.

Expert/ technical worker Jaunius Mincevičius answered this question:

The newly created products will provide an opportunity to improve the process of rehabilitation and integration of our convicts by applying new methods and techniques for solving problems.

What new did you find in the teamwork?

Expert Stefa Kondrotienė answered this question:

This kind of team work was the first such experience for me. It demanded a new approach to the common goal, tools, working interpersonal relationships, and knowing how to talk, hear, and do / create what was planned.

Expert/ technical worker Jaunius Mincevičius answered this question:

This was a new experience for me because the main work and communication was via e-mail and video conferences. In this case such communication ways were effective in terms of its mobility and the ability to send and share information quickly and safely, but in the communication by letters, there were a number of misunderstandings and different interpretations that often confused and slowed down the pace of work.

What did you find / learn / receive in your professional context?

Expert Stefa Kondrotienė answered this question:

During the PRE project, I had a great opportunity to expand my professional relations with foreign organizations and raise my competencies in working with convicts and persons who returned from prison. I had the opportunity to observe and get new experience from the experience of foreign experts. The most easily adapted in our country is Váltó-sáv Alapítvány "Learning to learn", which can be used not only for convicted persons or persons who have returned from imprisonment, but also for any person.

Expert/ technical worker Jaunius Mincevičius answered this question:

As a social worker and specialist who runs rehabilitation and integration programs, I had the opportunity to see how specialists in this field work in prisons in other countries. Also I get acquainted with new working methods that I could apply in my daily work with convicts. I could use various exercises that help to develop the competence of convicts in various fields. In this way, my work as a social worker has become much more diverse, more interesting, and let to reach new educational objectives, while prisoners in the rehab program have been given the opportunity to learn new things in new ways. While analyzing competences and developing intellectual products related to the development of new skills, I had the opportunity to evaluate my knowledge, professional level and personal competence level.

CSF "Garstyčios grūdas" for 14 years, have used methods that were used in the centers for the rehabilitation centers for drug addicts in freedom, but they were reformatted and adapted to the prison's enclosed space and adapted to the convicted subculture. Newly created products will be a great challenge not only for employees, but also for convicts and individuals who have returned from detention facilities and who continue to reintegrate being in the freedom. We will distribute created products and experience for other interested institutions and organizations and in such way to create a possibility for more convicts and persons who returned from prison to get benefit from the products created by the project. Our workers have had to learn something new by themselves when tested new methods and exercises of the partners, what enriched our practical work. The convicts received a fresh, new knowledge gush, which pushed our established program as good wind gust.

***Slawek Foundation (Lengyelország, Paulina Kuczma***

Joining the project gave us possibility to develop us (as a team which work with it and activities of our organisation) and introduce a new quality of work with the beneficiaries. Professional international cooperation was a new and abundant experience for us. We hope to continue cooperation even after the completion of the project. Particularly close are the programs described by our southern neighbors - Czech Republic and Slovakia. The problems of the beneficiaries of Eduoks and Rubikon are very close to ours. From the innovation point of view, interesting programs are described by VSA. Especially in bibliotherapy and board game. With much more enthusiasm met sociotherapy.

Each intellectual output gave us something fresh, new. For organizations with such long internship it is very important. Our offer is constantly evolving to respond to ever-changing and demanding needs. At present, the Foundation realizes very large projects and realizes a number of new challenges. Inspired by the game "Change fever" we create a gamification.



Firstly, we did try to adapt this game to our background. In order to adapt the game and introduce it to prisons, we have established cooperation with the Prison Service Training Center in Kalisz. Finally we create completely new game. It is an innovative method of work with ex-convicts. It consists in performing tasks. The beneficiary receives the guardian angel who supervises progress and assist in the implementation. We planning to create board game as a supplement of gamification. It will be theoretical preparation and help to prepare the work plan with the beneficiary.

One of our tasks was to test the chosen method used by our partners. We have chosen two methods: first described by Grudas („Deeper self and others cognitive method”) and second by Edukos („Sociotherapeutic method of preparation for release”). They became our choice because we did not have any experience in such programs. Tests have passed our expectations - met with a very positive reception by the inmates. After the tests completed, there were some signals (from prison service and imprisonment) that such classes are needed. So after some modifications (using all of described tasks and adding our own) we create new program to our offer. We dedicated this program to prisoners for long sentences. It focused on interpersonal communication, conflict resolution and expressing anger. We had focused on deepened problem solving, conflicts, discussing the basics and types, and legitimacy. We also dedicated one meeting in the series to diagnose the participants' roles (behaviours in different situations). Whole program assumes 6 meetings lasting a minimum of 1.5 hours. Each meeting concerns another issue. The program was very positively evaluated by the prisoners. The tested programs were an occasion and an inspiration for the search. When we working on the final version we collaborated with the convicts - we organized consultations with them.

Another valuable experience was the joint creation of the O5 - social sensitization scenario. We had no prior experience in work by mailing. Thanks to constant coordination and vigilance VSA work on this topic was smoothly. The project showed us that we are not isolated in our work. It was an excellent opportunity to exchange experiences and working methods with the beneficiaries. In addition, it was the opportunity to visit penitentiary units in partner countries.

The opinions of employees involved in the project:

Krzysztof, project coordinator:

*„P.R.E Project is a great opportunity for organizations collaborating in penitentiary and penitentiary fields to exchange valuable programs, training methods and good practices among each other. We improve our knowledge and learn more about so many interesting methods of work to include prisoners and ex-prisoners! It is also extremely important that all this knowledge like programs descriptions and detailed training will reach so many people working on this field now and in future by in printed materials and pdf files provided for free to all who want to work with this group. We are looking forward for future projects and cooperation with our partners."*

Żaneta, worker:

*"The project created a unique opportunity to get to know an organizations with a similar profile of activity as our organization, to exchange experiences, and first of all, to equip in new work methods. The biggest added value of the project is the openness of the partners to share their achievements and the possibility of practicing tested tools. The 2-year project offers the possibility of further cooperation in the future with such experienced partners in the*

*field of social rehabilitation and the implementation of methods known in the Polish system of helping prisoners."*

Paulina, worker:

*"The project was a complete novelty for me. So far my experience in resocialisation work was the work of a tutor in a penitentiary unit. Getting to know the offers of different organizations, the ability to test and adapt the programs to our conditions turned out to be a very rewarding job for me and an amazing experience. It was an innovation for me to write scripts for social sensitivities. Sometimes it had been hard because it was difficult to reconcile two-course studies, writing diploma theses and carrying out assignments while meeting deadlines - but it shown me there is no impossible thing. Such a sense gave me a share in the project."*

## **Policy suggestions**

1. The goals of the penitentiary system can't be / can't be complied in every case with the goals of the social (re)integration. Although, more and more countries' penitentiary institutions employ social workers and/or counsellors inside the institutions, nevertheless, **external helping professionals, organizations** are needed for solving the outside, free life's difficulties. Social care system is not prepared for this special problem, because of its saturation it can't deal with this problem. (Re)integration work starts inside the prison, but continues after release ("throughcare methodology"). This type of work is done only by some organizations, ad hoc, not with continuous support, mostly from proposal funds.
2. **Social care system** should include this target group (crime offender, prisoner, released). The client group is a socially disadvantaged group, which needs rehabilitation/reintegration/resocialization; their problems can be easily described and separated from other disadvantaged groups.
3. Demographic characteristics of **long-term sentenced prisoners** are stronger than the whole prison population's: low-education level, bad social and weak labour market status, bad health condition. These disadvantages just increase by deprivation of freedom and prison harms, often in proportion with the length of the sentence.
4. Since it can be observed in Europe that the number of elderly are getting more and more, this effect can be observed in the prisons as well: prison population is getting older and older, number of **senior, old prisoners** are getting more and more. One of the important fields of the profession is their support, help after release, rise/keep their motivation, which field is actually undeveloped yet.
5. Development of special **drug programmes**, complying with the particular system of penitentiary is necessary. For this involvement of civil professionals is needed.
6. Implementation of **drug rehabilitation** programmes is also necessary, with involvement of civil professionals as well. Treatment of addictions under prison years is highly important.

7. Since it is a fact that higher education level increases life and mobility chances, ensurement of **middle and higher school studies** have to be particularly stressed. Although school leaving exam might not seem to be very cost-effective, less “spectacular”, time-consuming, but at the same time from a reintegration point of view it is definitely very effective.
8. In the case of **vocational trainings** implementation of remunerative trainings from a labour market perspective is necessary. These are mostly vocational trainings building on 10<sup>th</sup> grade – or higher qualifications. Reach of the input competence has to be ensured (studies until 10<sup>th</sup> grade).
9. The client group has low competencies, with distracted education background and scarce methodology repertoire. So generally in the case of vocational trainings **competency development preparatories**, trainings would be necessary.
10. In the case of several professions, the **practice** uneasily or can't be realized inside the penal institution at all, so logically prison service prioritize those vocational trainings, which can mean a benefit for them too, moreover, the practical training can be implemented as well (e.g. revetment, painting, etc.).
11. The factor of **labour market demand and supply** is questionable in training planning of penal institutions. One of its reasons is that the geographic location of penal institutions and the geographic location of the actual release is often not the same. Besides, penitentiary mostly prioritizes those profession's trainings, which mean less risk from safety perspective, so the client group's employment chances is just secondary. So the more valuable, searched professions on labour market are not surely / with less probability getting implemented than the ones which are more safe from security points.
12. In 21<sup>st</sup> century penal institutions possibility for the implementation of **alternative leaning methods** would be necessary (person-centred, individual learning paths, e-learning, etc.). For the time being these are completely missing, making the disadvantaged status even worse.
13. Trainers and teachers teaching in penal institutions are not/less prepare for the special target group and special location from didactic and methodological aspects. **Special course, training** would be necessary for them, furthermore only professionals, who successfully finished this course/training, should be working in penal institutions.
14. The creation of **proper training, communication, human behaviour of prison staff/supervision** has to be helped by civil professionals too. Supervisors are often not aware of the life tasks, problems that prisoners will face after their release.
15. Development of **digital competency** in totally closed institutions is also a key question, since the digital gap further increase the disadvantageous situation. Virtual opportunities can be used amongst others for strengthening family contacts or development of family members (so for development of target group members).
16. Overall, work as a trainer, teacher in the location of penitentiary, so in prison can be done only with **narrow methodology repertoire**. Opportunities are very restricted, however, interpersonal, so verbal communication is very important, and at the same

time 21<sup>st</sup> century gives an opportunity for e-learning. Printed materials are considered conservative from every point, but they have a low-risk level.

17. **Foreign language trainings** are almost totally missing from prisons. For foreign language education electronic and/or digital curriculums, materials are necessary. A possibility for their use should be ensured.
18. It is obviously important to search for jobs, which don't need an empty **criminal record**, but in some countries this is nearly impossible. So almost this document is almost needed for every job. We suggest making this compulsory only in the case of some jobs. At the moment it is a requirement even getting employed in a job which needs a low qualification level. Empty criminal record is an obstacle for getting employed in the open labour market in a lot of cases.
19. **Employers** are less interested to hire people released from prison. Released people's getting employed is important from the point of relative sense of security – this principle should happen on the level of social discourse.
20. Although the goal is open labour market (re)integration, but creation of **protected jobs** and work conditions is important for the target group as a first step towards getting employed.
21. Support of **social enterprises** is necessary, furthermore, help of becoming a **private entrepreneur** and/or self-employed. For instance in Hungary it is impossible, since an empty criminal record is needed for it ("being not included in the register or offenders").
22. **Social security system** should also be reconsidered. Although in Hungary prisoners get medical help, but work done in prison is not included in e.g. pension. After release the person is not insured if he/she doesn't get a job (or doesn't pay his/her own medical contribution, but an income is needed for that).
23. It is important from **money management** perspective that the prisoner could actually have his/her salary earned in prison and/or the salary should be as much in its value as it would be worth working for it, furthermore, the prisoner should actually have disposal of it. It is indisputable that the criminal cost and other costs of criminal lifestyle are still waiting for paying them back, and their repayment starting in prison is reasonable. But at the same time the salary for employment is already much less, furthermore after their deduction nothing would remain – in this case maintaining motivation is rather hard (impossible) for further work. It is impermissible that people getting released from long-term sentences with low amount of or no money (e.g. they could not work in prison because of their health condition, or didn't get any job because of security reasons, etc.), and without any fixed accommodation.
24. It is obviously not easy, but ensuring of such jobs would be a goal even in prison (too), where people get rational positions in tally with their qualifications, or they increase/develop their skills for later integration (so they are not necessarily tutorial jobs). This has crucial importance in work socialization and gaining work experience.

25. Society/human/social **relations** are indispensable for successful (re)integration, so the existing relations have to be supported. In addition, new, helping resources and relations are necessary. These could be reached with the help of digital possibilities as well.
26. Creation, operation of so-called **halfway houses / halfway flats** is suggested for the alleviation of problems of accommodation of released people. The task of halfway houses is to ensure a complex service, where the four corner stones (accommodation, labour market services, human relations, and training/education) of recidivism prevention occur together, synergistically, and where psycho-social support and care gets an emphasized role. It is such a protected environment, where its inhabitants can feel themselves independent, free people with real rights. For this normative, governmental support is necessary. Maintainer of halfway house / halfway flat is a civil organizations, since the goal is (re)integration and arranging after release life situation.
27. Knowing the target group's problems, common responsibility taking, emphasizing the principle of crime revention's whole society task can help the **reduction of prejudices** and the increasement of tolerance toward the target group and its members. Social attitude change has a crucial importance in the support of released people's (re)integration processes.
28. Knowledge about prisoner and released population, so their needs, demands – target group knowledge; moreover, civic education, knowledge regarding deviance and criminal policy, in addition, about crime offenders' reintegration should be included in the **training of relevant professions**. Relevant professions in this case should be interpreted widely: pedagogues, psychologist, social workers, people working with child protection, policeman, prison staff, labour consultants, etc. curriculum and attitude change are both needed in basic and also in further training and education.
29. Local governments (in a local level) should include the support of released people's integration into the community in their equal opportunity plans.
30. **Information flowing**: ensurement of a wide range of information both to the target group and to the professionals. For this a virtual model institution's creation is suggested, which exclusively deals with information handling, professional policy of the reintegration of crime offenders, furthermore, with the ensurement of effective relations between organizations and institutions.
31. Elaboration of quality assurance system for civil professionals would be worthy. It is important to emphasize that the co-operation is formed between two equal professional partners – even if in a given situation the two organizations work with different organizational structures.

## **Miroslav Špánik - Martina Špániková - Eva Vajzerová (KIC EDUKOS): Social entrepreneurship in Slovakia**

### ***The current situation in social entrepreneurship in Slovakia***

At present the social entrepreneurship in Slovakia finds itself in the phase of slow development. The interest in establishing social enterprises in Slovakia is big, especially on the part of communes and towns since their primary goal is to support the creation of workplaces in communes and towns where there is higher rate of unemployment.

The support on the part of the state is focused on the support of this kind of enterprises because they focus on the creation of workplaces and the development of social habits of the long-term unemployed with the objective of a more successful reintegration at the labour market. The support is provided by reimbursable financial help in the form of loans, guarantees for bank loans or in the form of direct property input into the future social enterprises. Besides that there are reserved financial means which by means of demand-oriented projects support the growing social enterprises in the form of grants. So this is actually a system which combines non-reimbursable and reimbursable form of financial support. Social entrepreneurship should at the same time assume its legislative form in the upcoming law on social entrepreneurship. This law is supposed to enter in force on January 1<sup>st</sup> 2018. By creating an integrated legislative environment and conditions for the functioning and support of social entrepreneurship this law will be a historical milestone.

### ***Current legislation of social entrepreneurship***

Social entrepreneurship is not at the moment regulated by an independent law. Some concepts are defined by the law on employment services in the framework of active measures of the labour market.

In the context of the above mentioned law a social enterprise of work integration is defined as a legal or physical entity who:

- a) employs employees who were disadvantaged job applicants according to the employment services law in a number that represents at least 30% of the overall number of his/her employees.
- b) provides support and help to employees, who were before their admission to employment disadvantaged job applicants, to find employment at the open labour market.
- c) uses at least 30 % of the financial means obtained from the income which remains after the payment of all expenses of the corresponding tax period according to the yearly tax declaration for the creation of new workplaces or the improvement of work conditions.
- d) is registered in the register of social enterprises.

The applicant for the status of a social enterprise can be a legal or a physical entity, a commune, a self-governing entity, an association of municipalities or an association of self-governing entities.

The social enterprise of work reintegration cooperates with the authorities, legal entities or physical entities that support or implement the integration of the disadvantaged job applicants in order to provide support to and help employees find a job at the open labour market.

### ***The preparation of new legislation***

The ministry of Work, Social Affairs and Family is currently preparing a bill on social economics and social entrepreneurship. The new law should better define the conditions which a company will have to fulfil in order to obtain the status of a social enterprise.

The legal norm is supposed to put this area in order, eliminate obstacles which hinder the development of social economics as well as create a system of support which will be socially

acceptable and which will fully respect the rules of state power. The law will precisely define the conditions which the legal or physical entities must fulfil in order to obtain the status of an enterprise of social economics.

The registered enterprises of social economics will be able to apply for the provisions from the proposed system of support. The principle that the support must under any condition contain a considerable part of reimbursable help is supposed to be the main principle of this system. From the point of view of an ex-convict returning from prison after a long-term sentence this represents an effective resocialisation tool which has no equal alternative with the same effectiveness.

### ***Social enterprise: the Agency of supported employment of Somotor, NPO***

This social enterprise is situated in the east of Slovakia (the region of Košice, the district of Trebišov)

The non-profit organisation (NPO), founded in 2004, put it into operation. Its mission is to solve the issue of integrating disadvantaged, unemployed citizens and citizens with disabilities into labour as well as social environment, create conditions for the provision of generally beneficial services in the area of care for this target group. It is a non-public provider of social services.

It offers the following types of service for the citizens in critical situations: a dormitory, a laundry room, a centre of personal hygiene, an emergency housing facility, basic social counselling. It provides a year-long, permanent care, social counselling and social services for this target group. It tries to create for them conditions for a full-valued and quality life as well as individual development, analyse their skills and possibilities, search for opportunities of work activities and contact employers with the objective of presenting them their potential.

The first step was the establishment of an educational centre which mission was to provide re-training for groups at risk. The most important educational modules are:

- The advantages of work and the minimum of an employee
- Domestic economics
- Acquisition of skills for employment, crafts and entrepreneurship
- Domestic work, hygiene and the upbringing of children
- Education and practical education of employers
- Specific groups – resocialisation
- Community education
- Education in the framework of a social incubator

An important element of everyday retraining is securing the interconnection between theory and practice i.e. the possibility for the participants to acquire a work position in a social enterprise or a company in which he/she would perform the agreed practice after completing the vocational preparation. The employers have thereby the possibility to get to know the employee directly by the performance of work.

### **The creation of workplaces in a social enterprise**

An important element in the activity of a social enterprise is the creation of a social incubator for persons who are retrained and acquire work habits and skills within it. This requires a narrow cooperation of the social enterprise with the labour offices, communes as well as building relationships with companies as employers and partners of the project.

The main pillar of a social enterprise is the implementation of economic activities and technical services e.g. especially maintenance, gardening, forestry activities which are offered



to the state administration, self-governing entity, non-profit organisations as well as physical and legal entities in the region.

### ***The implemented project focused on a social enterprise***

In the period of 2012-2014 the organisation implemented a project with the title of „**A Way out of the Vicious Circle**“ thanks to the support of the European Social Fund in the framework of the operation program Employment and Social Inclusion.

Its intention was to stimulate the motivation of citizens from socially excluded communities for activities focused especially on a successful reintegration at the labour market and the subsequent reduction of their dependence on social help and to support citizens of socially disadvantaged communities at a productive age in the process of their entry and placement at the labour market.

The main objective of the project was the interconnection of the employment services with the provision of social service for long-term (four and more years) unemployed citizens without secondary or vocational education from socially excluded communities whose life conditions lead to great level of social deprivation and social vulnerability. These were individuals who were not registered at the Labour Office, especially because they were not willing to fulfil the conditions necessary for staying in the registry of the Labour Office or did not believe that the Labour Office would help them solve their problem with unemployment and debts. Offenders released from prison or conditionally sentenced offenders were one of the target groups of the project. *The Consultation and Information Centre EDUKOS* and *the Body of the Prison and Justice Guards* were one of the partners of the project.

The significant contribution of the project was also the creation of an opportunity for the freshly released ex-convicts to (re)integrate into normal life, get help in their further career, discover new interests as well as find a solid base for an independent full-valued life-style. Last but not least the purpose was also to provide help for socially excluded persons or persons at risk of social exclusion.

The long-term unemployed individual who mostly had no qualification were the target group that the project was focused on. In this way they got an opportunity to obtain work habits and knowledge necessary for a long-term placement at the labour market in the their own place of residence.

### **The target groups with an indirect benefit:**

- Offices of Labour, Social Affairs and Family
- micro-regions
- employers
- the families of the project beneficiaries

### **The objectives of the project were:**

- the creation of new workplaces relative to the regional conditions of the labour market, geographical conditions and economical conditions in the district.
- the creation of specific work conditions for the group of disadvantaged job applicants with the objective of their social inclusion and their subsequent placement at the labour market without an increased risk of labelling.

The employees and external workers have experience with the target group and have year-long experience with project management. Their project activity is focused on socially disadvantaged citizens including the cooperation in the context of post-penitentiary care.

## **Activities of the project focused on the target group:**

**1. The provision of counselling** - by obtaining financial means from the European Union and other international sources in the area of labour market reintegration in Slovakia and in other countries of the European Union and educational activities related to regional development and the development of human resources. The representatives of the local and regional self-administration county, the state administration, small and medium entrepreneurs, the representatives of bigger businesses, non- governmental organisation as well as interested individual were the target group.

**2. Help in implementing the politics of the European Union in Slovakia** – implementation of the corresponding activities focused on regional development, protection and renovation of cultural monuments, objects of historical, cultural, folklore and national importance (reconstruction, modernisation,...) with the objective to encourage the development of services and tourism. Furthermore, the implementation of activities focused on the development of the country and agriculture, activities focused on the support of small and medium entrepreneurship and the protection of environment as well as the support of sport, the youth and the protection of health.

**3. Modernisation and extension of the provision of** a complex set of quality information and counselling and professional counselling services to job applicants, services for the support of employment.

### **4. Forestry activity**

10 individuals were involved in this activity in the course of 24 months. By means of a tractor and a spur track and other machinery and tools they collected the fallen trees, bushes, cleaned touristic and forest pathways and brought this waste material to the premises of the social enterprise under the supervision of a qualified leader.

### **5. Building activity**

10 individuals were involved in this activity in the course of 24 months as well. The employees of the social enterprise engaged in this activity performed light ancillary building work under the supervision of experienced building companies which have already shown interest in this kind of cooperation.

### **6. Production activity**

The employees of the social enterprise were alternatively engaged into this activity. They were involved in this activity in case of bad weather or in case the agreed service subscriber could not for extraordinary reasons receive the service.

## **The implementation plan**

The formal framework of the project is based on a methodology which was tested and used in introducing and planning changes. It is called the System Intervention Strategy (SIS, Lewis, Watson and William Mayon-White, the System Principles and Intervention Strategy, The Open University, London). This System Intervention Strategy SIS depends on the evaluation of three overlapping phases i.e. the diagnosis (or description), projection and implementation. Structured approaches to planning are traditionally focused on the project as the crucial activity but experience with introducing changes in practice shows that the diagnosis and implementation are equally important but often neglected phases of the process of introducing and planning changes of the present state. All three phases of SIS overlap because the

thoughts of the second phase (projection) overlap with the final part of the first phase (diagnosis or description) and the questions of the third phase (implementation) should and will influence already the second phase (projection).

#### **- The beginning of the process**

The introduction of the method of supported employment to the future client. Getting to know the relatives and the personal background.

#### **- Diagnostics**

It includes the client and his/her environment: detail diagnostics and competency test, filling out of forms, interviews with family members, home visits, writing of CVs, analysis of behaviour in everyday situations, personal history, mapping of relationships with acquaintances and friends, trial periods at the workplace.

#### **- Individual plan**

The selection of the main objective and planning of ways and tasks for its attainment.

#### **- Preparation for employment**

Individually adjusted training focused on the needs of an integrated workplace: preparation and provision of necessary documents, basic skills, development of attitudes and motivation, working on one's image, help with accommodation if needed, care of one's family and individual support, trial periods at workplaces, body language, rhetoric, self-marketing, self-coaching, conflict management.

#### **- Health education**

In the framework of this activity lectures were organised for the members of the community with the purpose of improving health awareness and elimination or reducing health risks.

**In the framework of the implementation of the project the following methods were especially used:** lectures, discussion, program learning (highly individual approach), demonstration, group work, case studies, individual dialogues and consultation, role games, workshops, brainstorming, tutoring, mentoring, counselling „live“, graphic metaphors, imagination.

In the process of resocialisation especially in the area of social services, counselling and education EDUKOS played an active part in the social enterprise. The whole process begins already during the phase of penitentiary care with the diagnostics of the convict from the point of view of his/her potential of labour market reintegration or his/her inclusion in the social enterprise as part of the resocialisation. Subsequently, also in the framework of the enterprise's resocialisation program with the objective of stabilisation of the client.

#### **The starting points for the subsequent development of the activities of the social enterprise:**

- the persistent high rate of long-term unemployment (Slovakia belongs to the countries with the highest rate of unemployment in the European Union)
- a great percentage of citizens dependent on social benefits ( also in the framework of our target group)
- experience from practice which shows that the current strategy of active measures for labour market reintegration is not capable to reduce the long-term unemployment of the target group of the released ex-convicts or conditionally sentenced offenders or enable their gradual transition to the labour market
- the integration of job applicants at the labour market requires a set of consecutive activities, measures and services whose synergic effect secures the entry and placement of the long-term unemployed job applicant at the open labour market
- the transition from the system of social benefits to receiving income from an employment activity is currently little motivating for social benefit recipients or

indebted clients ( and other persons who are together with them assessed in terms of entitlement to social benefits)

- the employers are not motivated to employ insufficiently qualified employees without work habits and without objective information on the reliability of the released ex-convicts or conditionally sentenced offenders

The integration of the clients is as a rule complicated by factors caused by the long-term imprisonment sentence or conditional sentence in the form of a considerable decrease in the internal motivation, resignation to change and adaptation to the new situation, passive life strategy, the loss of personal identity and disadvantaged position at the labour market due to low education or long-term low social status. It is a combination of disadvantages which in the end negatively influence the possibility of labour market reintegration.

An important factor which cannot be avoided is the so-called „grey economics” which is especially prevalent in the regions with a high rate of unemployment and high concentration of socially disadvantaged communities. The members of socially excluded communities are as a rule used for various manual activities and paid in cash right after the performance of the work – without social insurance or old age pension insurance.

This model enables to work systematically with the target group of persons ex-prisoners as debtors. In the course of the imprisonment sentence these persons were separated from the reality of life and from everything that is related to the life outside prison. This separation brings with it the feeling that they don't need to care about debts in prison. Sometimes they also come to the conclusion that the creditor has no right to recover the debts while they are in prison especially because they don't work during this period. The convicts often don't even know how to manage their debts or who are their creditors. In reality ignorance does not excuse them. The indebtedness will not decrease while they are in prison; the debts are growing bigger and many times already enter the execution phase. Only after release the ex-convicts feel the burden of growing debts. Another great burden is the so-called „shock after release” and the necessity to take care about the future living – get accommodation, work, etc. As long as the individual has the will and good luck, he/she will get a job, he/she will start work and begin his/her life anew. The question remains how can the debts be solved?

Many times the released is convinced that legal work does not pay off. This is the first threat to resocialisation. The very thought about the loss of property and the awareness of lifelong indebtedness encourage passive behaviour and so the commission of criminal acts can again become the most simple way to obtain financial means. The motivation for normal life without committing crime is threatened.

The kinds of claims of this target group can be quite varied, for example:

A) State claims:

- the expenses of the criminal proceedings ( a partial remit of costs );
- the expenses of the imprisonment sentence (a partial remit of costs);
- taxes and payments;
- social and medical insurance ( remit of penalties? ),

B) other claims:

- alimony;
- damages;
- contractual obligations;

Indebtedness can therefore cause in this target group:

- a high rate of recidivism

- a decreased motivation for employment and legal employment
- illegal employment and long-term dependence on social support and help
- a low rate of enforceability of the claims from the creditors

The solution of this situation is a problem which can be solved in complex way in the framework of entrepreneurial social work. It is based on the principles of state policies whose task it is not only to solve the material needs of the individual (the majority of the existing social policies is based on this principle) but also (in a parallel way) to create tools and programs focused on overcoming social exclusion in communities characterised by the culture of poverty or in communities facing social exclusion as a whole. In addition, the losses related to the social exclusion of a substantial part of the population can be estimated on the level of a few percents of the gross national product yearly.

The key principles of approach to the client are based on the need of intervention in priority areas and the principle of individual approach, motivation and merit, expressing personal responsibility of the individual for his/her social situation. The objective is also to distinguish the citizens who are willing to change their own life conditions and provide them with necessary assistance to overcome social exclusion from those who in spite of the offered possibilities do not respect the basic rules of the functioning of the society.

From this point of view it is possible to view the present legislation as insufficiently effective for overcoming social exclusion.

The social enterprise in spite of this nowadays offers a complex program of work with the clients who are being released from prison. Its objective is to support their resocialisation, legalise employment, solve indebtedness of the convicts and attain a higher enforceability of claims for creditors. Its uniqueness rests especially in the continuance and complexity. The clients entered the program during their imprisonment sentence and the work with them continued after release. The knowledge, information and skills acquired in the participation in the activities have not only increased the professional qualification, strengthened the work habits but also enabled the positive personal development of the target group and so created better predispositions for the reintegration at the labour market.











# Lenka Ouředníčková, Kateřina Mikuláščíková (RUBIKON Centrum): The current situation in social entrepreneurship in the Czech Republic

## Table - Social enterprise Rubikon Centrum Servis, s.r.o. (limited liability company)

At present, the Czech Republic lacks a uniform definition of a social enterprise, and this absence of a definition is also connected with the absence of any register of social enterprises. Most existing social enterprises are registered in the social enterprise directory, which is available from the web site “Czech social entrepreneurship” (české sociální podnikání) operated by P3 - People, Planet, Profit, o.p.s (community interest company), the organization engaged in promoting and popularizing social entrepreneurship and innovation.<sup>1</sup>

In this directory, 233 social enterprises were registered in March 2017. In the Czech Republic, the number of social enterprises has been increasing; their number has tripled over the last four years. One third of those enterprises were engaged in gastronomy, more than a fifth provided gardening and cleaning services or property maintenance.

Due to the lacking definition of the concept of a social enterprise and the absence of a single register of social enterprises in the Czech Republic, it is difficult to draw up any analysis of social entrepreneurship in the Czech Republic. The analysis contained in the Groundwork document for the concept of government policy towards the NGOs until 2020 was based precisely on the above register of P3 - People, Planet, Profit, o.p.s. This analysis implies that in social entrepreneurship there is a significant proportion of the maintenance of greenery activities and cleaning activities, activities in the food sector, sale activities and hospitality services. However, these activities are not the only ones; social enterprises can be engaged in. In addition to simple manual work, maintenance of greenery, cleaning, hospitality and food production, social enterprises are also engaged in education, consultancy, or more complex electronics production, chemicals and industrial production, etc. However, in spite of a wide range of activities, the dominant industries are obvious. It can be inferred that their nature corresponds especially to integration enterprises that often choose as their economic activity various cafés, cleaning businesses or smaller bakeries.

## Current legislation of social entrepreneurship

Social enterprises in the Czech Republic are regulated by a number of laws, however, none of the laws of the Czech Republic refers in its title to the concept of a social enterprise, none of the laws contains any definition of such enterprise, nor are they regulated by any provisions that would exclusively apply to what is generally perceived as a social enterprise.

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<sup>1</sup> VYSKOČIL, Marek, 2014. Centrum pro výzkum neziskového sektoru, Ekonomicko-správní fakulta Masarykova univerzita, Česká republika (Centre for non-profit sector research, Faculty of economics and administration, Masaryk University, the Czech Republic). *Sociální podnikání, Podklad pro koncepci politiky vlády vůči nno do roku 2020* (Social Entrepreneurship, the Groundwork document for the concept of government policy towards the NGOs until 2020), [online]. October 2014. [https://www.vlada.cz/assets/ppov/rnno/dokumenty/studie\\_vyskocil\\_pro\\_web.pdf](https://www.vlada.cz/assets/ppov/rnno/dokumenty/studie_vyskocil_pro_web.pdf)

## The preparation of new legislation

Currently, the subject-matter of the Act on social entrepreneurship is being prepared, which should define the mechanisms of functioning of these enterprises. In May 2017, the government approved the subject-matter of the Act on social entrepreneurship. This subject-matter responds to the need to create a harmonized legal environment for social entrepreneurship and aims to determine the conditions for granting the status of a social enterprise and the advantages provided to these enterprises.

According to the proposed subject-matter of the Act, a social enterprise should use more than half of its profit for its further development or accomplishing of a beneficial goal. It should respect the environment, use local resources and local workforce. It should employ 30 percent of disadvantaged workers - the long-term unemployed, people with disabilities, immigrants, members of minorities, or people near retirement age who find it difficult to find a job. For social entrepreneurship, it should be possible to raise money from the European funds. Also municipalities should be able to set up social enterprises.

## Defined principles of social entrepreneurship

Within the framework of invitations of the European Social Fund - the Operational programme Employment, a Set of recognition features of the work integration social enterprise (WISE) was published<sup>2</sup>, which includes five principles:

- socially beneficial goal (socially beneficial goal of employment and social inclusion for people disadvantaged in the labour market is formulated in the founding documents);
- social benefits (a. employment and social inclusion of people from disadvantaged groups, b. participation of employees and members in shaping further strategic direction of the enterprise, c. emphasis on the development of work competencies of disadvantaged workers),
- economic profit (any profit should be used primarily for the development of a social enterprise and/or for the fulfilment of its socially beneficial goals) b. being independent of external founders (autonomous) in managerial decision-making and management; c. at least a minimum proportion of sales of products and services in total revenues),
- environmental benefit (consideration of environmental aspects of production and consumption),
- local benefit (a. priority meeting of the needs of the local community and local demand; b. priority use of local resources; c. cooperation of the social enterprise with local actors)

## Social enterprise in RUBIKON Centrum- Rubikon Centrum Servis

The Rubikon Centrum Servis, s.r.o. (RCS) was established in mid-2015 at the initiative of the non-governmental non-profit organization RUBIKON Centrum, z.s. (RC), which has been

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<sup>2</sup> Evropský sociální fond – Operační program Zaměstnanost, 2016. Příloha č.2; *Sada rozpoznávacích znaků pro integrační sociální podnik (WISE)* [online] (European Social Fund – Operational programme Employment, 2016. Annex No. 2; *Set of recognition features of the work integration social enterprise (WISE)* [online]). Available from: <https://www.esfcr.cz/documents/21802/6529653/p%C5%99%C3%ADloha+%C4%8D.+2+sada+rozpozn%C3%A1vac%C3%ADch+znak%C5%AF+integra%C4%8Dn%C3%ADho+soci%C3%A1ln%C3%ADho+podniku.pdf>

operating in the Czech Republic for more than 20 years, and develops programs aimed at reducing relapse rate. The RUBIKON Centrum is a long-time employer of people with a criminal record and runs also a non-commercial employment agency which offers employers proven candidates, whom it supports in work adaptation and debt solution. The establishment of the RCS company stemmed from the efforts to extend employment opportunities for people with a criminal record and help them achieve their economic self-sufficiency.

The aim of the RCS is to provide job opportunities for people with a criminal record and to develop entrepreneurial activities with the potential to strike a balance between the social principle of our activity and the need for financial sustainability.

### **Principles of social entrepreneurship in the Rubikon Centrum Servis:**

The RCS has been set up primarily with a view to create training job positions for the long-term unemployed released after serving the sentence. Based on the permeable employment concept, it offers to people with a criminal record a legal work experience and other services focused on social integration and preparation for entry into the regular labour market. By this focus on the area of labour and social integration of people with a criminal record it fulfils **the principle of a social enterprise**. The RCS currently has 45 employees, of which 43 belong to the target group of people with a criminal record.

The RCS fulfils the **economic principle** of its operation by investing generated profits in the development of a social enterprise and in accomplishing its socially beneficial goals, in particular the financing of support integration services for the RCS employees from the target group, which the RCS provides in close cooperation with the non-profit organization RUBIKON Centrum. The counselling consists in support for social stabilization, debt solution and support for transfer to the regular labour market, support after release and coping with the first steps in free life. Another area of support for integration of the RCS employees with a criminal record is a specifically tailored system of the wage payment (weekly advances) associated with support for personal finances management, enhancing financial literacy and the provision of debt counselling.

The RCS applies in its activities the **environmental and local principle** in particular when implementing the activity of cleaning the town - it offers job opportunities to local citizens, by its activities it meets the interests of the local community, uses local resources (including purchase of work equipment and tools), cleaning services are provided without the use of technology and chemical agents that would pollute the environment, it cooperates with local actors, in particular representatives of the town authorities, management and staff of the local Technické služby (Technical Services) enterprise and other actors - such as the Labour Office, it informs about its activities the local community and thereby develops the local social cohesion.

### **Economic stability of social enterprises as exemplified by the RCS**

The financial results of the individual pillars of our activity imply that the **cleaning of public areas** does not show long-term signs of financial sustainability. This is a combination of low-skilled activity and the "employee rotation" with the aim of their transferring to a regular labour market, which will always require a subsidy support for its sustainability.

The second pillar of our activity, namely the **sewing workshop** associated with the automotive industry, is stabilized; it is economically self-sufficient with the perspective of doubling the current production.

The third pillar is the **surface washing and graffiti removal**. We have been operating this service in a pilot mode since the beginning of 2017, and it is clear from the contracts that have been carried out so far, that this activity has the financial potential of a sustainable business, while at the same time it is very suitable for our target group of employees.

## **The creation of workplaces in a social enterprise – specific approach to the employment of people with multiple problems hampering their entry in the primary labour market**

The RCS has been set up primarily with a view to create training job positions for the long-term unemployed released after serving the sentence. Based on the permeable employment concept, it offers to people with a criminal record a legal work experience and other services focused on social integration and preparation for entry in the regular labour market.

*In the cleaning group, we strive for a successful completion of our employees' work in the training job position and their subsequent placement in the primary labour market. In the sewing workshop at the Vinařice Prison, we strive to enhance the working skills of convicts while they still serve their prison sentences and the subsequent transfer of these skills after their release from prison to cooperating employers. The main factor of success is the integration of people released from prison and the reduction of the risk of their relapse.*

*We have employed a total of eighteen people in the Úvaly cleaning group since 2015, and six of them have been placed in the primary labour market. We employ 40 convicts in the Vinařice sewing workshop, while 4 released convicts took advantage of the offer after release, and participate in a comprehensive integration program that includes - employment, housing and debt solution.*

The program responds to the primary problem of people with a criminal record - the impossibility to find any job. Hence, it seeks to employ the disadvantaged, often homeless people, who are losers at the time when society highlights performance and success and who cannot re-integrate into the normal life of society.

When employing people with multiple problems that prevent their entry in the labour market, it is necessary to expect their frequent changing jobs, tardiness and unreliability. It is also important to know that it is not enough to give people with a criminal record a job, to secure for them a roof over their head, food and a weekly advance payment. While commercial companies can apply normal formal working rules to their employees, it is not possible to apply a standard employer approach to people disadvantaged in the labour market, as it does not work. A lot of time and energy must be devoted to support processes of a personal nature, motivation to work, support in case of failure and falling again into addiction, health complications, as well as the mental level of employees. Work performance must be constantly checked.

## **The implemented program focused on a social enterprise**

*The company Rubikon Centrum Servis implements two basic activities and currently develops others:*

- 1. The first area of activity is a cleaning group that operates in the town of Úvaly and focuses on cleaning and maintenance of public space and areas. The project is based on close co-operation with the Town Hall; the jobs have the form of fixed-term training job positions with the aim of transferring "proven" workers to the regular labour market (the placement is successful in the case of around 30 % of employees).*

2. *The second pillar of our activity is the sewing workshop in the Vinařice Prison, where the contracts for the automotive industry are carried out.*
3. *The RCS is currently developing a new area of its activity, which is the surface washing and graffiti removal. It has implemented the first pilot contract and is preparing for further replication. The extension of the area of activity will allow the RSC to be engaged in a specialized field of professional services, for which there is a demand by a wide segment of customers (private individuals, municipalities, private company sector), it will offer to employees from the ranks of socially disadvantaged persons more specialized job positions with the potential to achieve higher earnings and create for them conditions for achieving economic stability and self-sufficiency.*

## **The target groups with an indirect benefit**

The social enterprise Rubikon Centrum Servis builds on the long-term good relationships of cooperation of the non-profit organization RUBIKON Centrum with the public administration and local authorities. The scope of its activities to this date has been based on close cooperation with:

- prisons (advertising vacant cleaning positions in 26 prisons, employment of the 39 convicts in the Vinařice Prison while they serve their sentence)
- the Labour Office - advertisements for vacancies, use of the active employment policy tools)
- cooperation with the Central Bohemian Region - integration of people with a criminal record through training job positions for municipal cleaning
- cooperation with the town of Úvaly - performing the contract for the town cleaning

The social enterprise RCS is also engaged in collaboration with the Rubikon Centrum in the area of influencing the system of integration of people with a criminal record, which is mainly implemented through

- participation in working groups and professional platforms associated with the Ministry of Justice and the Ministry of Labour and Social Affairs (e.g. the methodology of awarding the contracts compliant with the corporate social responsibility principles, with a focus on job creation for people with a criminal record)
- cooperation with the Agency for Social Inclusion (Agentura pro sociální začleňování, ASZ) based on the permeable employment concept, including the promotion of the role of social enterprises in this concept

Other people with an indirect benefit are:

- employers, especially those who get employees who have gone through training job positions within a social enterprise
- the families of the project beneficiaries.

## **The objectives of the programs are:**

The mission of the program is to help people who want to break with their criminal past and support them in finding a job, resolving debts and encourage them to take responsible approach towards themselves, their families and their surroundings. In order to accomplish these goals, the organization works with key stakeholders in this field with a view to introduce new, effective solutions.

The aim of the program is to provide job opportunities for people with a criminal record and to develop entrepreneurial activities with the potential to strike a balance between the social principle of the RCS activities and the need for financial sustainability.

Another goal is to develop cooperation with towns and municipalities, as well as customers from the corporate sector, whom the RCS will provide quality services in the long term. Accomplishing of this goal requires high-quality onsite performance of the service and forces the RCS to look for new technology solutions in the field of graffiti removal, which would provide the company with a competitive advantage and ensure the sufficient workload of workers throughout the year.

## **Conclusion**

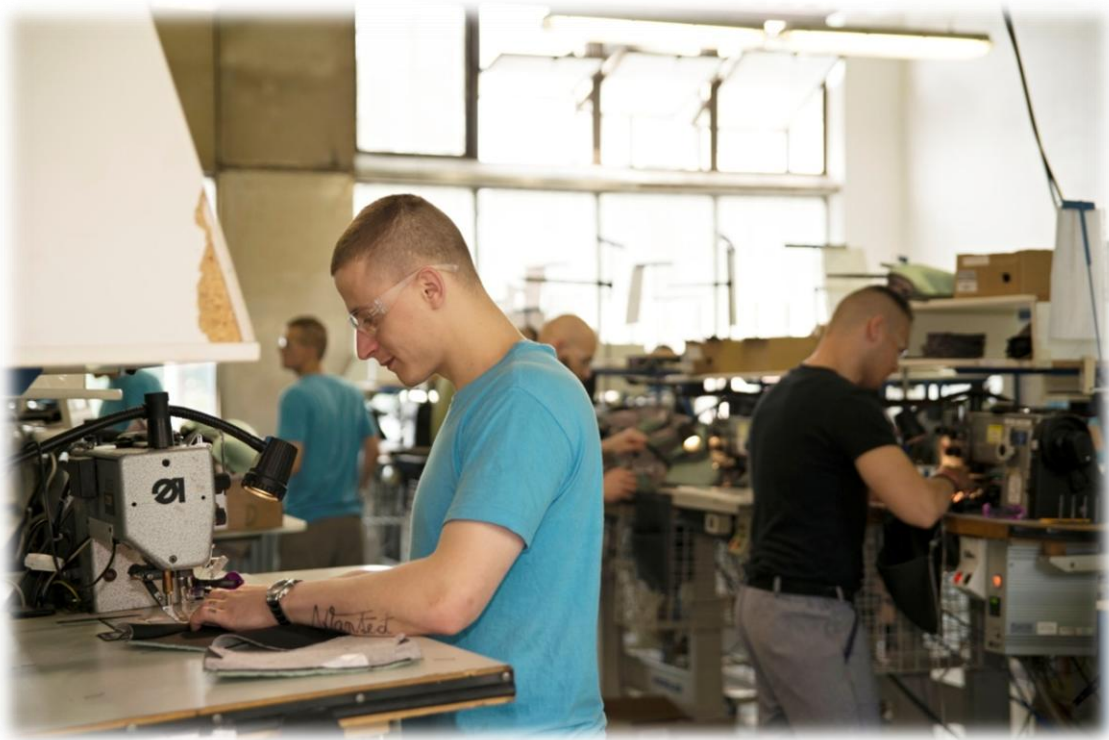
The fundamental reason for starting a social enterprise for RUBIKON Centrum, z.s. was the need to reduce the dependence on subsidies and to create tools for labour integration with the potential for financial sustainability. The Rubikon Centrum was inspired by and received support (as many times before) from Switzerland. In many Swiss cities there are social programs under way that create job opportunities for people with a criminal record and are also associated with debt counselling, help with looking for housing and the overall re-integration to free life.

Rubikon Service Centrum programs started to be implemented on the basis of experience of working with a target group that uses long-term know-how of the non-profit organization RUBIKON Centrum, z.s. Based on this experience, problems with the target group were not surprising and frequent changing of jobs, tardiness and unreliability of employees was expected in advance. However, new experience acquired through social entrepreneurship was, that it is not enough to give people with a criminal record a job, to secure for them a roof over their head, give them food and a weekly advance payment.

In the area of social entrepreneurship, we have already gained a lot of new experience, but it is still an area in which we try to find our "niche" and develop our potential. The main goal still remains to employ our clients "with a criminal record" in training job positions and their preparation for an entry to the regular labour market.









## **Paulina Kuczma (Slawek Foundation): GojiLand**

Social economy is a sphere of civic activity which, through economic activity and public benefit, serves: social and professional integration of people at risk of social exclusion, job creation, social services for the general interest and local development. As the name implies, it combines social and economic goals. It is also referred to as social entrepreneurship.

The concept of social economy is very broad. To understand them well, it is worth describing institutions constituting the "core" of this environment - social enterprises. The most popular and frequently used definition is the one formulated by the staff of the European Research Network (EMES). According to her, a social enterprise is considered to be primarily social, whose profits are reinvested in these goals or in the community, rather than to maximize profit or increase the income of shareholders or owners.

The concept of "social enterprise" combines two attributes that have become the basis for defining the criteria for creating social economy initiatives. The first is an "enterprise" - this means that we are dealing with an entity that produces a product or service. The second attribute is "community", which means nothing more than the basic resource used by the subject (i.e. social capital) and at the same time his mission (counteracting social exclusion through occupational activation).

### **EMES criteria:**

- Economic criteria:
  - a. continuous activity producing goods and/or selling services;
  - b. high degree of autonomy;
  - c. significant level of economic risk;
  - d. minimum amount of paid work.
- Social criteria:
  - a. an explicit aim to benefit the community;
  - b. an initiative launched by a group of citizens;
  - c. a decision-making power not based on capital ownership;
  - d. a participatory nature, which involves various parties affected by the activity;
  - e. a limited profit distribution.

Characteristics of a social enterprise (Roelants, 2002):

- The primacy of individual and social goals over capital
- Voluntary and open membership
- Democratic control exercised by members
- Combining the interests of members, users and the general interest
- Developing and embracing values of solidarity and responsibility
- Autonomous management and independence from state authorities
- Basic surpluses are devoted to the continuous development of goals and services for members or shared tasks.

A social enterprise is a combination of the private and non-governmental sectors, making it an institution that binds civil society and the market economy.

### **Social enterprises can perform very diverse functions:**

- Social integration and labour market activity.
- Providing public services. Public services provided by social enterprises can be very different.
  - a) Social services: educational services, activities in the area of widely understood

social services, home care services and the provision of various types of care institutions, activities in the area of broadly understood health services.

b) Technical services may concern, for example, the maintenance of urban greenery and other public-property cleaning work. This is related to waste collection, segregation and disposal services.

- Mutual services.
- Services in the open market.
- Delivery of public goods and development of local communities.
- Trading and production.

### **Legal forms of social enterprises:**

- Foundation:

Regardless of whether or not a foundation has the status of a public benefit organization, it may carry on an economic activity that cannot be the purpose of the foundation but a means to achieve its statutory objectives. The Foundation can also create capital companies, non-public health care centres, job centres, social integration centres, and can create and join non-governmental organizations (NGOs), social cooperatives and cooperatives.

- Association:

The association may conduct business activities. For this purpose he must register in the register of entrepreneurs maintained by the National Court Register. Unlike the foundation, the law says explicitly that the income from the business of the association serves the purposes of statutory purposes and cannot be intended for distribution between its members. On the other hand, in the case of associations there is no legal provision that would say that, as in foundations, the business of the association must be ancillary to the main activity. Exception is a situation when the association holds a status of public benefit organization, then by law it may conduct business solely as ancillary activity to public benefit.

- Non-profit company:

The relatively least known form of social activity is the ability to operate a limited liability company for social purposes. Private Limited company may have other goals than profit, i.e., social goals. In common language (colloquially) this form is called a non-profit company. Profits from the business of such a company can not normally be distributed among shareholders. Limited liability companies may be established by natural and legal persons, including by foundations and associations.

- Social cooperative:

The social cooperative has legal personality. This is a specific form of cooperative work. The social cooperative is primarily engaged in running a joint venture based on the personal work of its members for the social and professional reintegration of its members. Social cooperative may be established by persons belonging to strictly defined groups at risk of excluded or socially excluded and by legal entities - non-governmental organizations, local self-government entities, church legal entities. In the case of natural persons, co-founders must belong to one of the following groups:

- the unemployed
- persons referred to in the Act on Social Employment, i.e.:
- homeless people who carry out an individual program for getting out of homelessness within the meaning of the social assistance regulations,
- addicted to alcohol, after completing the psychotherapeutic program at a drug rehab facility,

- addicted to drugs or other intoxicants, after completion of the therapeutic program in the health care facility,
- mentally ill, within the meaning of the Mental Health Act,
- released from prison, having difficulty integrating into the environment, within the meaning of the social assistance regulations,
- refugees pursuing an individual integration program within the meaning of the social assistance rules,
- who are subject to social exclusion and because of their situation they are not able to meet their basic needs in life and are in a situation of poverty, which prevents or restricts participation in professional, social and family life.
- Persons with disabilities within the meaning of the Act on occupational and social rehabilitation and employment of the disabled.

The regulations require that a cooperative be established by at least 5 people and not more than 50 people.

- Work's cooperative:

The cooperative is a voluntary association of unlimited people, with a variable personal composition and a variable equity fund, which in the interests of its members conduct joint business. Share capital is the total amount of shares paid by members of a cooperative. The characteristic of a cooperative is to run an enterprise based on the personal work of its members and the obligation to enter into an employment relationship with all members of the cooperative. A co-operative society can have at least 10 natural persons (not necessarily those individuals at risk of social exclusion). Apart from business activities, the cooperative can conduct social and educational activities for its members and their environment.

Co-operatives carry out, in the interest of their members, unlimited business. A co-operative can create foundations, companies, create and join cooperatives of legal persons and other co-operatives and cooperative unions. He can also be a supporting member to join non-governmental organizations (federations) associations. Co-operatives can set up inspection associations or economic associations and join such associations.

- Cooperative of legal entities:

It is a form of cooperative association of legal persons, e.g. NGOs or other cooperatives. It requires co-operation of at least three legal entities. Cooperatives of legal persons may conduct unlimited business activities. They can also create foundations, companies, create and join cooperatives of legal entities and cooperative unions. Co-operatives can set up inspection associations or economic associations and join such associations. They may also be a supporting member to join non-governmental organizations (federations).

- Centre for Social Integration (CIS):

The aim of CIS activities is socio-occupational reintegration. CIS is an institution that has an educational character, and one of the elements of education can be the work of participants in a commercial, service or manufacturing activity. The CIS addresses its actions to people at risk of social exclusion. CIS may be created by: governor, mayor or non-governmental organization.

- Institution of Professional Activity (ZAZ):

ZAZ is a solution available only to organizations working with people with disabilities, especially those with a high degree of disability. ZAZ works for the purpose of vocational and social rehabilitation of people with disabilities. ZAZ carries out a twofold activity - social and occupational rehabilitation of people with disabilities specified in regulations as service and

rehabilitation and economic activity. Income from business activities and tax exemptions of RAS must be allocated in full to the company's activity fund, which can be financed, among others, by: improvements and additional equipment of workstations, supporting the independent functioning of people with disabilities at the workplace, improving the working conditions of people with disabilities, Purchase of equipment and equipment to assist the disabled, further training, retraining and training of people with disabilities, recreation and participation of people with disabilities in cultural life, assistance in meeting other social and rehabilitation needs of disabled people. Activity funds intended for improvement of working conditions may not exceed 30% of the Fund's annual receipts.

Restrictions on the purpose for which the activity fund may be used mean that the ZAZ organization's revenue cannot be allocated to the running costs of running the ZAZ and to the performance of its statutory activities.

- Non-public health care facility (NZOZ):

Non-public health care (NZOZ) is an organisationally separated group of people and property funds created to provide health care and health promotion services. Health care is provided for the preservation, rescue, restoration and improvement of health and other medical activities resulting from the treatment process or the separate provisions. NZOZ can be created, among others: by foundation, association, church, religious association or company. If the NZOZ is run by a non-governmental organization and the medical benefits provided are free, this will be part of the free statutory activity. On the other hand, if patients will be charged for services, it will be paid for public benefit or economic activity.

### **Why we decided to create Social Enterprise?**

Slawek Foundation is a non-profit NGO realizing the difficult mission of assistance to people in prison, former prisoners, youngsters and their families. There are several programmes aiming for this, moreover, the organization also runs a Centre for Rehabilitation and Social Re-adaptation in which accommodation, meals and support programs are provided to people leaving prisons and detention centres. All this activities are needed to be financed. At the moment our main budget income is project based. We apply for founding to different donators such as EU based programs, local governmental programs, other foundations etc. We also ask for support of private donators and sponsors. But we find it difficult to count on funding that is not sustainable and predictable. That's why we search for different kinds of financing methods.

Since its inception, the organization engaged in economic activities leading social economy initiatives and supporting the development of the sector in Poland. From the first years of operation until 2014 we ran a car repair shop "Fun Service", in which prisoners and ex-prisoners could find education and employment. Those employees currently lead the workshop alone with success. The Foundation also implemented service contract on the construction market by creating construction teams. In recent years, in the cooperation with business we conducted training activities realizing soft and vocational training for disadvantaged groups.

Currently, big dream and goal of the Slawek Foundation team is to achieve financial independence through the creation and maintenance of Poland's first (and one of the few in Europe) Goji plantation.

### **Starting Social Enterprise**

Slawek Foundation authorities for many years searching for the right formula for starting a social enterprise aimed at employment and social reintegration of excluded persons, including in particular prisoners, ex-prisoners, young offenders, people with disabilities and their families. The breakthrough came in 2014, when the Foundation Slawek following discussions with the business developed the concept of opening the first in Poland plantation goji (*Lycium barbarum*) or goji berries.

Fruits of this plant are known as the healthiest berry fruit in the world or longevity. They are the most promising nutrient that supports health, having the potential to revolutionize dietetics, sporting achievements and traditional medicine for the 21st century. Chinese literature stresses particularly *Lycium barbarum* berry action as the agent effective in the treatment of pathogenic conditions of the heart, liver, spleen, lungs and kidneys. Fruits have a whole set of antioxidants, minerals, vitamins

(especially C) and are low in calories. For these reasons, the interest of European consumers this berry has a clear upward trend.

Currently in Europe, you can buy only the dried fruit of Goji 95% of Chinese origin. Fresh fruit plantation is only 5 across Europe with a total area of approx. 9 hectares. On the Polish market Goji fresh fruit is not available to the general public. There is in our country plantation of this plant and the only fruit which you can taste comes from home gardens.

Hence the idea Slawek Foundation to launch Poland's first plantation of Goji berries as a social enterprise funding and allowing for the continuation of the mission of social and professional integration of beneficiaries foundation and support for post-penitentiary aid system in our country. Slawek Foundation has a social re-adaptation centre in Mienia k.Mińska Mazowiecki together with a field of 1.5 hectares. This field would like to allocate to start cultivation by Specification crops (purchased by the Foundation Slawek) for 1 h, the surface area approx. 7 thousand plants. Assuming the plantation of 1.5 ha is required so the purchase of approx. 10 thousand plants.

In March 2017 Slawek Foundation started to invest in establishment of the plantation. We started with limited funding from Ashoka Poland as we won the Ashoka Social Startup competition. Thanks to that money we were able to buy and plant first 1600 plants.

### **The structure of employees**

At the moment we hire 3 workers. There is Rehabilitation Centre manager that is in charge of daily operations and 2 prisoners that are actually serving sentence in Bemowo Prison. They come every day to work for Foundation Slawek. In the future we will employ 4 persons in low season and about 20 persons in harvesting season. Most of the employees will be excluded persons – especially ex-prisoners and handicapped persons.

### **Who is the founder? (the commune, a legal or physical entity)**

The founder and operator of the Goji Land social enterprise is Slawek Foundation.

As foundation we get special permission to run business economy activity. It is possible that in the future we will establish limited company Goji Land Ltd. Co. In this case Slawek Foundation will still be only founder and operator of the company and all income will still power the Slawek Foundation status goals.

### **What kind of effect it has for reintegration?**

We strongly believe that among other deficits of ex prisoners, getting work quickly after release is the top issue. Goji Land will provide this possibility to earn first money after release. Extra added value will be free participation of employees in other Slawek Foundation services such as: low, family, psychological and job counselling, half-way housing, volunteering and other socially useful reintegration activities.

### **The work conditions of the employees**

This is the first year that Goji Land operates so we don't have this experience yet. We are waiting for first harvesting in August, September and October. The idea is that this year we will work with ex-prisoners that are now living in our half-way House. They will be employed for harvesting at short term contracts for about 5 euro/hour.

### **Professional programme (the focus of the employees' activities)**

**within this:**

**- helping work, mentor system, groups, etc.**

All workers will be involved by contract with Slawek Foundation reintegration activities.

Among others like lawyer, psychologist or addiction therapist they will be guided by professional advisor.

**- sustainability (organizational, professional, economical)**

The Goji Land social enterprise is based on sustainable assumption. The Goji trees live time is about 40 years and this is long period for us to operate. We plan to grow higher plants population from 1600 pcs now to about 10.000 pcs in the next two years. The next steps will be made according to market response but we intend to buy more land and establish more plantations. We also plan to share our

knowledge with other NGOs that are willing to be financially independent. When there is demand for more fruits we are willing to share plants and the know-how with other NGO by establishing common social enterprises.

#### **- legal protection**

Now Goji Land operate under Slawek Foundation legal existence and all legal protection is according to NGO rules. We did not apply for copy rights at the moment for our logo. The products (goji fruits) are tested and protected by Clematis company that is provider of our trees.

#### **Professional co-workers (who? with what kind of educations? how many?)**

At the moment we don't employ professional co-workers that know how to grow this fruit. Therefore we cooperate with Institute of Horticulture in Skierniewice as they agree to help us with planting, growing and harvesting issues pro bono.

#### **The perception of the social enterprise by the local community**

Local community has been involved in our activities for 15 years already. Sceptical at the beginning they are now enthusiastic and helpful about our activities in the village. We received free assistance from local farmers that provide us help with agricultural tools, machines and personal assistance. We learn much about local growing and meteorology issues.

#### **The definition and limitation of the activities of a social enterprise in legislation**

Right now in Poland the government is writing new Act on Social Economy. Unfortunately NGOs are not invited as social partners to contribute and co-work with this Act. We are looking forward to see its writings. At the moment there are several private initiatives such as Social Startup competition that helps in first steps for social entrepreneurs. We can also use European Union funds but only in limited values. To reach that funds NGO need to use Social Economy Support Centres that can give not more than 20 thousand euro for one organisation and has strict conditions to fulfil.

#### **The effectiveness of social enterprise – the successful work and social reintegration of clients after their departure.**

As it is written above we are just starting this initiative so there is not much to say about effectiveness and results at this moment. This is still very early stage of the project so we didn't have time to gather enough experience. What we can say for sure that if you want to run social enterprise you need to be passionate about it, patient, hard working and mostly count on yourself!

See below the short project history in pictures:



## Our history in pictures

Winning the StartUp Social Initiative in the category "Best idea for social enterprise" - the program runs Ashoka Polska Association supporting social innovators



Study Visit on Goji Plantation in Germany



**It's time to work hard...**

We cultivated and prepared 2 hectares of field



First plants that we planted in 2015 are growing and giving beautiful fruits!





Thanks to that we provided first 20 packages of fresh fruits to the Polish customers!



**We also got the first sponsors - Anna and Andrzej Wróbel** great supporters of the idea of social entrepreneurship. Thanks to their donations:

We have created a nursery - a tunnel under the foil used to multiply plants and purchased over 200 mother plants of the variety Lycium Chinese ...



... and we have brought from Australia far away the seed of the rare Black Goji (Lycium Ruthenicum)



We are currently running the "Adopt a Goji Tree and Support the Social Economy" campaign.

Anyone who supports our actions financially can call the name they buy by their first name, surname, nickname or company name. The first adopted trees just arrived to us and the parents have already given them the weird names ...;)





With the beginning of 2017 thanks to the support of Justyna Będowska from Ashoka Poland we started cooperation with the Institute of Horticulture in Skierniewice. Thanks to the openness of Prof. Dr Hab. Małgorzata Korbin - Director of the Institute of Horticulture and Dr Adam Marosz from the Nursery School receive invaluable support and practical help. Thank you!



In March 2017, we purchased 1600 new scarlet "New Big" and "Amber Sweet Goji" varieties of Gojis, and is a certified source of good climbers ([www.clematis.com.pl](http://www.clematis.com.pl)). We also decided to work closely with the Clematis nursery and to establish the entire Goji Land plantation based on the material obtained from this company. Her international reputation with the whole team is composed by Dr Eng Szczepan Marczyński - the leading Polish climber expert, scientist, gardener, breeder and populariser of climbing and cover plants, and MSc Eng. Wladyslaw Piotrowski - graduate of the Faculty of Horticulture, SGGW, member of the Polish Nursery Association.



More on [www.gojiland.org](http://www.gojiland.org)



### ***Who we are?***

**The Slawek Foundation** is a family based organization. Since 1998 we help homeless, addicts, disabled, and leaving prisoners and their families. Our priority is to work on social inclusion and the maintenance of family ties of excluded people. More about us at [www.fundacjaslawek.org](http://www.fundacjaslawek.org)

### ***What do we want to achieve?***

To launch the first plantation of the world's healthiest fruit, the goji berries (*lycium barbarum*) in Poland, under the Social Economy Enterprise. Thanks to this, for the first time, Poles will have the opportunity to buy vitamin-rich fresh Goji berries, our employees will receive full-year employment and the profit generated will support the exclusion programs.



### ***Product***

Our product is fresh Goji berries. At the end of 2 h fields we want to plant about 7 thousand trees of *lycium barbarum* varieties 'New Big' and 'Amber Sweet Goji', obtained thanks to cooperation with "Clematis - a source of good climbers" which guarantees the highest quality of fresh fruit. Plant productivity will grow in subsequent years up to about 3 kg per plant, or about 20 tons of total crop production. This year we have produced the first trial batch of 20 product packages.

### ***What have we achieved so far?***

In March 2017, we purchased 1600 new scarlet trees of the "New Big" colony and the unique Amber Sweet Goji variety of amber sweet goji berries. At present Slawek Foundation launches a plantation in our Center for Social Readaptation and Resocialization in Mienia village near Minsk. To this



day, we have set up a nursery - a tunnel under the foil in which we grow the mother plants. In addition, we imported from Australia the seeds of a rare variety of Goji goose or *lycium ruthenicum*, which we would like to enrich our offer in the future. In the autumn we completely prepared the field for planting - we were weeding, harrowing and we delivered organic fertilizer.



**The table of the Social enterprise of the Agency of supported employment**

	<b>EDUKOS (SK)</b>	<b>Slawek Foundation (PL)</b>	<b>Rubikon (CZ)</b>
Reason, importance of the topic (the importance of social enterprises)	<p>The focus of the social enterprises is on the regaining and the development of the necessary work and social habits of ex-convicts with the objective of an easier reintegration into the labour market.</p> <p>The support of the creation of workplaces in the places of permanent residence with a higher rate of unemployment and the reduction of distrust of employers when recruiting long-term unemployed or ex-convicts.</p> <p>It was suitable to create a intermediate stage, an employment of the first contact which would enable the clients to show their true productivity and obtain their professional CV – to transform from a anonymous ex-convict into a relevant job applicant at the labour market in order to support of the employment of disadvantaged vulnerable target groups. This intermediate stage was sufficiently trustworthy to be considered as relevant by private</p>	<p>The Sławek Foundation is a family based organisation. Since 1998 we help homeless, addicts, disabled and leaving prisoners and their families. Our priority is to work on social inclusion and the maintenance of family ties of excluded people.</p> <p>Since its inception, the organization engaged in economic activities leading social economy initiatives and supporting the development of the sector in Poland. From the first years of operation until 2014 we runned a car repair shop "Fun Service", in which prisoners and ex-prisoners could find education and employment. Those employees currently lead the workshop alone with success. The Foundation also implemented service contract on the construction market by creating construction teams. In recent years, in the cooperation with business we conducted training activities realizing soft and vocational training for disadvantaged groups.</p>	<p>The importance of social enterprises as a tool for social inclusion in the area of labour integration, as well as a tool for financial sustainability of beneficial projects has been discussed in the Czech Republic in the last ten years. Unfortunately, conditions have not been created yet for the systemic development of these enterprises, the subject-matter of the Act on social entrepreneurship is currently being prepared, which should define the mechanisms for the operations of these enterprises.</p> <p>For RUBIKON Centrum, the establishment and development of activities of a social enterprise is one of the major strategic goals until 2020. The crucial reason for this step was the need to reduce the dependence on subsidies (currently, especially the ESF funds) and to create tools for labour integration having the potential for financial sustainability. Currently, the non-profit organization RUBIKON</p>



	<p>sector relative to their potential future employees. Our enterprise fulfilled the functions of an inclusive enterprise of social innovations.</p> <p>Social enterprises are able to reach profits and use them for their own development. At the same time there is a place where the unemployed obtain their professional CV – a proof for their skills and work discipline. The private employers then choose their future employees in social enterprises and place them at the commercial labour market for a competitive salary.</p>	<p>Currently, big dream and goal of the Slawek Foundation team is to achieve financial independence through the creation and maintenance of Poland's first (and one of the few in Europe) Goji plantation.</p> <p>Slawek Foundation authorities for many years searching for the right formula for starting a social enterprise aimed at employment and social reintegration of excluded persons, including in particular prisoners, ex-prisoners, young offenders, people with disabilities and their families. The breakthrough came in 2014, when the Foundation Slawek following discussions with the business developed the concept of opening the first in Poland plantation goji (<i>Lycium barbarum</i>) or goji berries.</p> <p>Fruits of this plant are known as the healthiest berry fruit in the world or longevity. They are the most promising nutrient that supports health, having the potential to revolutionize dietetics, sporting achievements and traditional medicine for the 21st century. Chinese literature stresses</p>	<p>Centrum and the social enterprise RUBIKON Centrum servis, s.r.o. (RCS) owned by it, work closely together, the social enterprise creates job opportunities, whereas the RUBIKON Centrum provides accompanying integration services (whose implementation is impossible without subsidies from public sources), and any profit of the social enterprise is used to create additional jobs.</p>
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		<p>particularly Lycium barbarum berry action as the agent effective in the treatment of pathogenic conditions of the heart, liver, spleen, lungs and kidneys. Fruits have a whole set of antioxidants, minerals, vitamins (especially C) and are low in calories. For these reasons, the interest of European consumers this berry has a clear upward trend.</p> <p>Currently in Europe, you can buy only the dried fruit of Goji 95% of Chinese origin. Fresh fruit plantation is only 5 across Europe with a total area of approx. 9 hectares. On the Polish market Goji fresh fruit is not available to the general public. There is in our country plantation of this plant and the only fruit which you can taste comes from home gardens.</p>	
The target group:	Former prisoners, Roma, ex-prisoners conditionally released ex-prisoners, people in social need	Convicts and ex-convicts.	Prisoners and people with a criminal record
The structure of the employees:	<ul style="list-style-type: none"> <li>• managing and administrative staff</li> <li>• tutors – for employees after release from prison</li> <li>• mentors – for other employees</li> <li>• employees of the social</li> </ul>	At the moment we hire 3 workers. There is Rehabilitation Centre manager that is in charge of daily operations and 2 prisoners that are actually serving sentence in Bemowo Prison. They come every day to work for Foundation	The social enterprise has two executives (who are also statutory representatives of the non-profit organization RUBIKON Centrum). The employees of the social enterprise are: the company director, the contracts manager,

	enterprise, especially individuals with low or no qualification/education	Slawek. In the future we will employ 4 persons in low season and about 20 persons in harvesting season. Most of the employees will be excluded persons – especially ex-prisoners and handicapped persons.	cleaning staff, staff in charge of the graffiti program, workers - convicts employed in the sewing workshop in the Vinařice Prison. The RUBIKON Centrum employees - employment and debt counsellors and mentors are involved in employee care. The RCS currently has 45 workers, out of which 43 belong to the target group of people with a criminal record, 40 of them are convicts (one of the establishments is directly in prison).
Who is the founder (commune, legal or physical entity)	The founder is a non-profit organisation „Agency of supported employment Somotor“ (APZ Somotor) founded on August 6 2004 with the permission of the Centre of Labour, Social Affairs and Family to provide the services of an agency of supported employment. It offers for citizens in critical situations the following social services: a dormitory, a laundry room, a centre of personal hygiene, an establishment of emergency housing, basic social counselling. It focuses especially on intense help for unemployed	The founder and operator of the Goji Land social enterprise is Slawek Foundation. As foundation we get special permission to run business economy activity. It is possible that in the future we will establish limited company Goji Land Ltd. Co. In this case Slawek Foundation will still be only founder and operator of the company and all income will still power the Slawek Foundation status goals.	<b>The owner of the company RCS is RUBIKON Centrum, z.s. (registered society) and the main partner is the Swiss organization VEBO (Verein zur Entwicklung der Bewährungshilfe in Osteuropa) – Association for the Development of Probation Service in Eastern Europe. The establishment of the RCS company stemmed from the efforts to extend employment opportunities for people with a criminal record and help them achieve their economic self-sufficiency.</b>

	<p>citizens with an emphasis on a correct and objective evaluation of their possibilities, abilities but also obstacles in the process of job search. It then analyses this information professionally and prepares a proposal of suitable measures for a successful reintegration at the labour market.</p> <p>In the year 2008 on the basis of a registration in accordance with the legislation of the Slovak republic they obtained the status of a social enterprise and from the year 2015 they are also registered as a community centre. The connection of these two authorisations in one non-profit organisation is immensely advantageous because in this way it is possible to provide a more complex service to the target group in the framework of one organisation. The community centre (at present subsidized by the state) provides programs and activities for both adults (e.g. courses of family economics, improvement of the quality of life, hygiene, adjusting the surroundings of the houses,</p>		
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	<p>tending of agricultural animals, growing of crops, etc.) and the youth e.g. pre-school preparation, motivational programs, preparation for employment, studying, family education and preparation for parenthood). These activities are then conveniently combined with the programs of the social enterprise and used to satisfy the needs of its employees.</p> <p>The finances – profits of the enterprise are used for the support of the activities of the community centre.</p> <p>A commercial company can also do the work of a social enterprise with the help of community workers so that the employer does not have to bear all the increased expenses related to social inclusion for which he/she may not have the capacity.</p>		
Effects on reintegration	<p>The mayors and also private employers say that there are many opportunities at the market for the creation of low-qualified workplaces e.g. in working at the local or regional market as well as in the area of export to the foreign</p>	<p>We strongly believe that among other deficits of ex prisoners, getting work quickly after release is the top issue. Goji Land will provide this possibility to earn first money after release. Extra added value will be free</p>	<p>The program responds to the primary problem of people with a criminal record - impossibility to find employment, where the barrier is a criminal record, but also insufficient work experience and prerequisites for employment</p>

	<p>markets. In general the employment of disadvantaged vulnerable job applicants seems to be a much more effective tool than the so-called activation work. The employed clients contribute to the development of the communes and towns and obtain in return respect and appreciation of the majority society, on the other hand, the ones who are involved in the so-called activation work have no motivation to work, do not obtain any qualification nor any prospects for future employment and their „loitering around” at the public in the end even further damages their social status in the eyes of the public. Some mayors appreciate that we saved them their costs for work, but for the unemployed it is just one of the possibilities of obtaining immediate cash in the form of social benefits. The employment of this target group also helps eliminate the uncertainty at the labour market by obtaining a professional CV. The combination with development policies is ideal. The regional</p>	<p>participation of employees in other Slavek Foundation services such as: low, family, psychological and job counselling, half way housing, volunteering and other socially useful reintegration activities.</p>	<p>integration. The aim is therefore to provide a job opportunity for people who are now fairly distant from the labour market, often homeless, who are losers at the time which highlights performance and success and are unable to resume normal life. Finding a suitable job is one of the important elements of reintegration. The program also envisages a comprehensive reintegration solution and provides accompanying services such as debt counselling, social stabilization support, housing assistance, etc.</p>
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	<p>(local) development plan must be tailored to the needs of each locality with the use of sufficiently flexible national tools. Nowadays such plans or activities are implemented almost only by enthusiasts, therefore on the national level it is possible to start from many Slovak pilot initiatives as well as international experience.</p>		
The description of the location:	<p>The organisation operates in a region which belongs to the most underdeveloped regions in Slovakia with a big number of Romany population. Up to 67% of the long-term unemployed citizens of this region are Romany with a low level of education; around 900 of them have not completed their elementary education. At present the rate of unemployment of this region is at 17%, the overall rate of unemployment in Slovakia being 6,9%.</p>	<p>Hence the idea Slawek Foundation to launch Poland's first plantation of Goji berries as a social enterprise funding and allowing for the continuation of the mission of social and professional integration of beneficiaries foundation and support for post-penitentiary aid system in our country. Slawek Foundation has a social re-adaptation centre in Mienia k.Mińska Mazowiecki together with a field of 1.5 hectares. This field would like to allocate to start cultivation. By. Specification crops (purchased by the Foundation Slawek) for 1 h, the surface area approx. 7 thousand plants. Assuming the plantation of 1.5 ha is required so the purchase</p>	<p>The social enterprise currently has three establishments: the sewing workshop, the cleaning of public areas and the graffiti removal. The sewing workshop is located directly in a prison near the City of Prague, the graffiti removal program is implemented in Prague and the surrounding towns, the cleaning of public areas, for the time being, is performed in a small town on the outskirts of the City of Prague.</p>



		<p>of approx. 10 thousand plants.</p> <p>In march 2017 Slawek Foundation started to invest in establishment of the plantation. We started with limited funding from Ashoka Poland as we won the Ashoka Social Startup competition. Thanks to that money we were able to buy and plant first 1600 plants.</p>	
<p>The work conditions of the employees:</p>	<p>The work conditions are the same as in case of the employment in any standard organisation as postulated by the work law. In case of employees with a physical disability the directives of the so-called protected workplace also apply.</p> <p>In addition to this, APZ Somotor n.o has its own social program which is based on the „one-on-one“ model. Each new employee works for a certain period under a trained tutor who teaches his/her to correctly perform the work duties. Besides solving the work tasks they also solve other kinds of problems related to the area of family, finance, accommodation, education of children or hygiene as well as the acquisition of social</p>	<p>This is the first year that Goji Land operates so we don't have this experience yet. We are waiting for first harvesting in August, September and October. The idea is that this year we will work with ex-prisoners that are now living in our Half way House. They will be employed for harvesting at short term contracts for about 5 euro/hour</p>	<p>The aim is to make the working conditions of the employees of the social enterprise as close as possible to the conditions in the normal labour market, thus creating the conditions for the employees of the social enterprise to be employable even with ordinary employers.</p> <p>The working conditions of the employees in the sewing workshop in the prison are limited by the regulations of the prison and the Prison Service of the Czech Republic. The conditions of employees in other areas are governed by the Labour Code and are tailored to the specific needs of employees in training job positions: consultations relating to debt and employment counselling and social stabilization are</p>

	<p>skills, adaptation for working life and its general demands. Working skills are gained directly in the working place. Quantity, quality, and duration of the support are adapted to individual requirements. If the employee proves good during his/her trial period and is motivated to work, then he/she is put into a work group of three to five members. The emphasis is laid on the fact that he/she be a model and motivation for the other members of the community. After five months if he/she observes the rules and work discipline, he/she becomes a regular employee who is competitive at the labour market. APZ Somotor NPO also presented for the clients the opportunity to improve their accommodation and hygiene status. The consequences of bad hygiene were often infectious diseases and epidemics.</p>		<p>provided during employees' working hours. Employees receive also more intense, personal support; they are constantly motivated to work, they also receive support if they fail and become addicted or if they face any health complications. Work performance is constantly monitored and more emphasis is placed on gradual employee growth, with greater tolerance for their mistakes or failures.</p>
Activities of the social enterprise	<p>This conception was connected with the current national programs e.g. the building of lower standard flats, community social work, social development programs in the area of education and</p>	-	<p>The RCS has three basic pillars of action. The first pillar is the <b>CLEANING SERVICES</b>. The company has been engaged in this field of activity for the third year already, the activity consists in</p>

	<p>programs of non-governmental organisations and communes.</p> <p>APZ Somotor NPO had only a very small budget and limited resources for investments; therefore it bought at first a simple technological device for the manufacture of tiles and started to do business with it. Gradually other manufacture programs were added to this production activity using especially qualified work force and minimum investment into technology. In the year 2009 APZ Somotor NPO performed all communal works, processing of fallen and waste woody plants for communes in the micro-region, processing of wood from old pallets for simple carpentry work and for the manufacture of presents and bee houses. APZ Somotor NPO bought a device for the reparation of potholes whereas these reparation works were done also for the neighbouring communes. APZ Somotor NPO also started to farm unused communal land of 100 ha and tend animals. Besides that it started its own production of the very popular wooden houses whose</p>		<p>municipal cleaning and maintenance of greenery. The RCS provides to the town of Úvaly a working group of five people, in which it employs the long-term unemployed released from prison and subsequently arranges for their transfer to the primary labour market. The second pillar of the company is the SEWING WORKSHOP in the Vinařice Prison, where the contracts for the automotive industry are carried out. The emerging third pillar: the SURFACE WASHING and graffiti removal is an entirely new field of activity.</p>
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	prices are half in comparison with the prices of brick houses and at the same time enable the use of waste wood.		
<ul style="list-style-type: none"> <li>- how long can they stay? contract? other documents?</li> <li>- salary, social benefits</li> <li>- sustainability (organizational, professional, economical)</li> <li>- legal protection</li> </ul>	<p>The employees can stay for 2 years under a normal job contract with all legal protection. There is no discrimination regarding the fact that they are employed by a social enterprise. The supported employment method assumes that the employment contract will be signed with a client. Employment contracts always include arrangements related to the safety and security at the workplace and health care. These arrangements are related also to the supported private enterprises. An employee is paid a salary relative to his/her tasks and in compliance with a collective agreement in that particular economic area and on the same level with salaries in that particular company. The employee's salary can also consist of salary and social benefits. Whereas the employment support can be</p>	<p><b>- helping work, mentor system, groups, etc.</b> All workers will be involved by contract with Slawek Foundation reintegration activities. Among others like lawyer, psychologist or addiction therapeutics they will be guided by a professional advisor.</p> <p><b>- sustainability (organizational, professional, economical)</b></p> <p>The Goji Land social enterprise is based on sustainable assumption. The Goji trees live time is about 40 years and this is long term period for us to operate. We plan to higher plants population from 1600 pcs now to about 10.000 pcs in next two years. Next steps will be made according to market response but we predict to buy more land and establish more plantations. We also plan to share our knowledge with other NGOs that are willing to be financially independent. When it will be demand for more fruits we are willing to share plants and know-</p>	<p>Most training job positions outside of prison are for a period of 3 to 6 months for a classical employment contract. In some cases, employees stay longer; this is being assessed in specific cases. In the course of the performance of work in the training job position, intensive cooperation is taking place to find a job on the free labour market, which effort is successful in about a third of the cases. Employees have the opportunity to use services of employment and debt counsellors and a mentor.</p> <p>Workers assigned to the sewing workshop can remain there for the entire duration of the sentence, and, if they are interested, a more intense cooperation with them can be started to find a job for them before their release. The employees of the sewing workshop have the opportunity to get a job in this field with the</p>

	<p>also included in the salary. The needs of both – employer and employee – are taken into consideration. Employees get the support for their working tasks from their SE counsellor and colleagues. Employees can be supported also in other ways – by people from his family, various institutions, or their friends.</p> <p>The present government has the development of the undeveloped regions on its agenda. The region where this social enterprise is situated belongs to the most underdeveloped in Slovakia. The financial support and other benefits are guaranteed by the legislation. For example, the employers and employees of social enterprises can in this way obtain financial support for the created workplaces which guarantees the savings of finances which can be then invested into the further development of the enterprise. Besides that due to the fact that social enterprises contribute to the development of communes</p>	<p>how with other NGOs by establishing common social enterprises. All workers will be involved by contract with Slawek Foundation reintegration activities. Among others like lawyer, psychologist or addiction therapeutics they will be guided by a professional advisor.</p> <p><b>- legal protection</b></p> <p>Now Goji Land operate under Slawek Foundation legal existence and all legal protection are according to NGO rules. We did not apply for copy rights at the moment for our logo. The products (goji fruits) are tested and protected by Clematis company that is provider of our trees.</p>	<p>cooperating employer, which they often do. The employees can take advantage of other support programs - debt and employment counselling, social stabilization counselling, or the probation program.</p> <p>Financial results: The <b>cleaning of public areas</b> does not show signs of financial sustainability in the long-term (as a combination of the low-skilled activity and work with employees who are plagued by multiple disadvantages it will always need to be subsidized in order to be sustainable). The <b>sewing workshop</b> related to the automotive industry is stabilized; it is economically self-sufficient, with the perspective of doubling the current production.</p> <p>The <b>surface washing and graffiti removal</b> activity, which we have been operating in a pilot mode since the beginning of 2017, has the financial potential of a sustainable business, while at the same time it is very suitable for our target group of employees.</p>
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	and localities the local and regional self-governing entities are interested in their support and creation of suitable conditions for their functioning. This harmony of interests also guarantees the sustainability of the social enterprises.		
Professional co-workers (who? with what kind of educations? how many?)	Job assistant, social workers, psychologist and job coaching. 6 Professional co-workers for 30	At the moment we don't employ any professional co-workers that knows how to grow this fruits. Therefore we cooperate with Institute of Horticulture in Skierniewice as they agree to help us with planting, growing and harvesting issues pro bono.	-
The perception of the social enterprise by the local community	Respect	Local community is involved in our activities for 15 years already. Sceptical at the beginning they are now enthusiastic and helpful about our activities in the village. We received free assistance from local farmers that provides us help with agricultural tools, machines and personal assistance. We learn much about local growing and meteorology issues.	In the prison, where the sewing workshop is being operated, during the implementation process the relationships with the prison staff, who gradually began to accept our efforts to work with convicts in a comprehensive manner, have improved. Thanks to cooperation within the sewing workshop, the interest of convicts to cooperate with the RUBIKON Centrum also in other areas has increased. In the town, where the cleaning of the outdoor areas is taking place, the activity was

			received positively mainly thanks to the approach of the mayor and the local authorities, furthermore, a local magazine published an article on the employees of the sewing workshop and the inhabitants of the town, especially thanks to the visible results of the working team, got used to their presence and accepted it (despite the fact that usually these are employees who are not local residents and are commuting to work to the town, or moved to the town).
The effectiveness of social enterprise – the successful work and social reintegration of clients after their departure.	Most of them are working in Kosice, Bratislava ,Galanta and Trnava	Right now in Poland the government is writing new Act on Social Economy. Unfortunately NGOs are not invited as social partners to contribute and co-work with this Act. We are looking forward to see its writings. At the moment there are several private initiatives such as Social Startup competition that helps in first steps for social entrepreneurs. We can also use European Union funds but only in limited values. To reach that funds NGO need to use Social Economy Support Centres that can give not more than 20 thousand euro for one	In the sewing workshop at the Vlnáreň Prison, we strive to extend the working skills of convicts while they still serve their prison sentences and the subsequent transfer of these skills after their release from prison to cooperating employers. The main factor of success is the integration of people released from prison and the reduction of the risk of their relapse. In the cleaning program, we strive for a successful completion of work in the training job position and the subsequent placement of our employees in the primary



		<p>organisation and has strict conditions to fulfil. As it is written above we are just starting this initiative so there is not much to say about effectiveness and results at this moment. This is still very early stage of the project so we didn't have time to gather the experience. What we can say for sure that if you want to run social enterprise you need to be passionate about it, patient, hard working and mostly count on yourself!</p>	<p>labour market. The program is based on close co-operation with the Town Hall; the jobs have the form of fixed-term training job positions with the aim of transferring "proven" workers to the regular labour market (the placement is successful in the case of around 30 % of employees). We have employed a total of eighteen people in the Úvaly cleaning program since 2015, and six of them have been placed in the primary labour market. We employ 40 convicts in the Vinařice sewing workshop, while 7 released convicts took advantage of our offer after release, and participate in a comprehensive integration program that includes - employment, housing and debt solution.</p>
How long has it been operating?	From the year 2008 ( December)	Since 2016	Since 2015.
maybe stories, evaluations, sentences from inhabitants, etc.			<p>Rudolf. A guy from a village who was never work-shy and too soon stood on his own feet. A wanderer and a hard worker. <i>"For the first time, I was convicted already under the previous regime, I secretly climbed through the window to see my girl and her</i></p>

			<p><i>mother alerted the police. It was my first conditional sentence for the breach of domicile".</i> Rudolf spent ten long years in the mines and experienced many things there. A 2 + 1 (two bedrooms plus kitchen) apartment in a prefabricated house in the city of Ostrava, a girlfriend and a little daughter. For a few years, Rudolf lived a life of a family man. Then his girlfriend found some other man and Rudolf received his first unconditional sentence of imprisonment for the assault that occurred during a violent conflict that Rudolf was unable to handle otherwise at that time. After release from prison he returned to the mine. But then he moved to Prague and started here his life stage of a wanderer with only a casual home. At the time when he came to the RUBIKON Centrum, he stayed overnight in various places. He was fascinated by the possibility to clean the areas and take care of greenery in the town of Úvaly and therefore he put on an orange vest and got to work. From the first moment, it was clear that there was one thing that</p>
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			<p>has not changed over all those years when Rudolf lived as a wanderer in the street. However, getting up every morning to work from the sleeping bag under the bridge is extremely difficult. Rudolph's hard work did not go unnoticed by the mayor of the town, Mr. Borecký, who offered him accommodation in one of the unused buildings of the town, which offer Rudolf accepted. Even a transfer to the primary labour market was successful and Rudolf is currently working for the company Technické služby města Úvaly (Technical Services of the Town of Úvaly).</p>
own professional self-evaluation, reflections			<p>Setting up a social enterprise is an important step in our activities. On the one hand, thereby we are expanding our opportunities to extend employment opportunities for people with a criminal record, and on the other we learn to operate in a commercial environment.</p> <p>The commencement of social entrepreneurship was facilitated by an initial investment from our Swiss colleagues from the VEBO organization, in particular thanks</p>

			<p>to this support we were able to start three different establishments in a short period of time and accelerate the process of development of a social enterprise. For further development, it will be necessary to evaluate those three segments of our activity properly and focus on areas with the greatest potential for financial sustainability and competitiveness.</p>
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## Stefa Kondrotienė (CSF "Garstyčios grūdas"): CSF "Garstyčios grūdas" reintegration centre "IŠĖJIMAS"



### PROFILE

Charity and Support Foundation "Garstyčios grūdas" was established in December 15, 2003. The only founder - Stefa Kondrotienė. From September 1, 2004 the foundation started its activities at the Alytus Correction House. Over the past 10 years, we have worked with prisoners and found out that for convicted persons it is necessary not only for the rehabilitation program but also to help to reintegrate them into society when they are released from the prison. Therefore, for a few years we have been preparing in order to establish a reintegration centre for those who participated in the rehabilitation program at the Alytus correctional house in the rehabilitation centre "Oasis", so that they would receive the necessary help after they left prison.

In 2013, was established the Reintegration Centre (an independent living house) "Išėjimas" (further - RC "Išėjimas").

RC "Išėjimas" is located in a strategically convenient place - in the village of Išlaužas, in the Prienai district. It is halfway between the Alytus Correctional House where the sentenced persons are executed and Kaunas city, which is the Lithuanian metropolis located in the centre of Lithuania. RC "Išėjimas" is a profile of independent living, in which participants learn autonomy, practical social skills and responsibility.

**The main purpose of reintegration - EMPOWERMENT - increasing the opportunities and choices on their own path of convicts returned from prison** (after a rehabilitation program in a prison institution), strengthening their abilities by giving the control of life to themselves.

In the reintegration Center "Išėjimas" program dominate the needs and goals of the participants themselves, so they take decisions and responsibility by themselves. Professionals are only advisers, assistants and teachers who show the direction, anticipate obstacles or potential problems.

**The target group - the convicted** (men) left the Alytus Correctional House where they participated in the program of the rehabilitation centre "OASIS". Participants' age are from 18 to 60 years. As only 8 places are planned to be established in the reintegration centre, therefore it is not possible to accept other programs or places of imprisonment. CSF

"Garstyčios grūdas" works with convicted men, since only males are sentenced in Alytus Correction House, so it is also not possible for women to enter the reintegration program. Clients of RC "IŠĖJIMAS" **are provided** with: food, clothes, work clothes, tools, household necessities, bedding, etc.

- What problems do residents have? How can an institution help them?

## CONDITIONS FOR ADMISSION

One of the most important conditions for the activities in the reintegration centre is the voluntary decision of the person to continue the treatment started at the rehabilitation centre in Alytus Correctional House (further decreasing and writing - RC OASIS). Convicts suffering from addiction diseases are admitted to the rehabilitation centre "OASIS" not more than 24 months before the release from prison. Upon receiving the convict in rehab, a contract for the provision of services is made with him, in which he undertakes to continue the treatment at the Reintegration Centre "IŠĖJIMAS", in the Prienai district, Išlaužas if he will be released under the conditional release. Most of the rehabilitation program clients who are released from the prison on conditional release to the reintegration centre arrives voluntarily, they decide to change their lives by themselves.

All the necessary written information about the reintegration centre "Išėjimas" and the conditions for admission to it are hung in the notice board at the rehabilitation centre "OASIS" in the Alytus Correctional House.

1. Duration of the reintegration program is 2 months and more (1-2 years depending on the participants' abilities and circumstances - progression of the reintegration process, employment and finding of housing).
2. Only men who have participated in the program of psychosocial rehabilitation of RC "OAZĖ" are admitted.
3. A person who wishing to participate in the reintegration program must have:
  - a) a medical certificate about the health status (that does not have active tuberculosis, acute infectious, somatic and other conditions which may endanger the health of other persons living in the institution). This could be a **027A form**. Due to such a certificate you can apply to the medical part of the Alytus Correctional House.
  - b) identity documents: a passport or identity card; "Certificate of release" from Alytus prison; Alytus district court ruling on conditional release.
  - c) sports clothing; (sports equipment if the person is interesting in sports activities);
  - d) **when a project is implemented and an RC "Išėjimas" activities is funded by a project participant** (convict):
    - **must have or have purchased** (arrived) washing tools; personal hygiene products and supplies; other things at their discretion, including the fact that they are going to live for a longer period of time in a common place of residence;
    - **do not pay** for the food;
    - **do not pay** for utilities (electricity, water, gas, heating - **if it is paid from project funds**);
    - **do not pay** for the services provided by the employees of the Reintegration Center "Išėjimas" are provided in the "Service Provision - Acquisition Agreement".
  - e) **in the case when activities are not funded by the project, the participant** (convict):

- **must have or have purchased** (arrived) washing tools; personal hygiene products and supplies; other things at their discretion, including the fact that they are going to live for a longer period of time in a common place of residence;
  - **pay** a monthly € X fee for:
    - for food (other hygiene and household goods, if they do not have and cannot afford it);
    - for utilities (electricity, water, gas, heating);
    - the services provided by the employees of the Reintegration Centre "Išėjimas" which are provided in the "Service-Provision Agreement".
4. Sign a contract for provision of services with the director of CSF "Garstyčios Grūdas".

Help form:

The program is based on Christian principles. Living in accordance with the principles of Christian morality, but the person is free to choose to believe or remain unbeliever.

The participant registers to the address of RC "Išėjimas" and begins to process all necessary documents for receiving social benefits.

## AGENDA

Clients in the RC program are required to follow the agenda. Everything must be done at the set time. Sleep goes in 11 pm, wake up 7 am, except on weekends. All classes and activities are also carried out at the set time and everyone is required to keep up with classes or work-related therapies. The agenda also in part regulates leisure time and rest time. It helps the client to get used to a neat and healthy life, then he knows exactly when and what to do. The agenda is supervised by the director, social workers and their assistants.

Row. Nm.	Agenda item	Time
1	Wake up	06:30 - 06:45
2	Morning exercise, arrange sleeping area, toilet	06:45 - 07:20
3	Breakfast	07:20 - 08:00
4	Work therapy (everyday)	<b>08:00 - 16:30</b>
	- luncheon - coffee and tea breaks	10:00 - 10:15
	- lunch	12:00 - 12:30
	- afternoon - coffee break, tea break	14:30 - 14:45
5	Psychologist or social worker counselling is carried out on agreed days and hours with work therapy	
6	Group psychotherapy sessions are carried out on demand, but not less than every other week.	
7	Washing and changing after work	16:30 - 17:00
8	Carrying out independent work and tasks, leisure, arranging - household	17:00 - 20:00
9	Walking outside the territory of the reintegration centre	18:00 - 19:30
10	Dinner	20:00 - 20:30
11	Sleep time, reading books, watching TV, etc.	20:30 - 22:20

12	Preparing for sleep	22:20 - 22:45
13	Sleep	23:00 - 06:30

## **INTERNAL RULES**

RC "Išėjimas" rules regulate the relations between the participants and their behaviour. Participants must be obedient. Physical and psychological aggression is totally intolerable. If a client uses physical or psychological aggression or violence (e.g. threats), he may be exclude from the RC. This is a very important rule, since therapeutic success can only be achieved by ensuring the safety and cooperation of all participants of the program. Otherwise, the RC may cause a tension that would not have therapeutic effect. All conflicts that have arisen must be addressed during meetings or in therapeutic groups. In this way, one can teach you to reduce tension in interpersonal relationships without spilling it out by aggressive actions. Following of these rules is supervised by the director, social workers and their assistants.

### **Commitments:**

1. Respect the leaders of the reintegration program, employees and clergy officials.
2. Actively participate in the reintegration program.
3. Do not use psychological or physical violence, do not show aggression in relation to other persons involved in the reintegration program and fund workers.
4. Do not organize rebellion against the staff of the fund.
5. Do not have and do not use alcohol and psychotropic substances.
6. Do not use non-criminal words in the territory of the Reintegration Centre (do not curse).
7. Do not steal.
8. Do not lie.
9. Do not say bad words against God.
10. Observe confidentiality with regard to the members of the community and the staff of the fund.
11. Keep clean and order.
12. Do not apply the prison provisions toward the members of the Center.
13. Do not keep cats and other animals moving through the facilities.
14. Do not have items related to occultation and gambling (such as cards).
15. Strictly follow the scheduled agenda.
16. During the free time, it is prohibited to watch and play games that promote violence, harmful habits, pornographic and erotic images.
17. To recognize the system of obedience, to follow and obey it.

### **Rights:**

1. Written requests and complaints that are recorded in a separate journal.
2. Familiarize yourself with documentation that is in the possession of the Foundation and related to your person.
3. To study at a secondary school or other educational institution, with the prior approval of this program.
4. During the implementation of the project, the assets, inventory and equipment of the entire Fund shall be used for work-related therapies.



**Obligations:**

1. Participants must comply with these internal rules and the provisions of the Reintegration Centre.
2. Do not violate the rights of the fund's employees and other participants.
3. No participant with any duties or responsibilities can perform the duties of a punisher.

**Supervision and control:**

Supervision and control of compliance with the rules is carried out by the director of the centre, the staff and the participants themselves 24 hours a day. The employees of the Centre must be informed about noticed violation of the rules.

**Currently 4 people are involved in the reintegration program.** Upon completion of the repair will be able to accommodate 8 people. The total area is 86m<sup>2</sup>. Two rooms can accommodate 2 people and 4 people in one room. There is a kitchen with all necessary household appliances, a toilet and a shower. Everyone has a locker for personal things and in each room is a common dressing room.

**ORDER OF PROCEDURES FOR PENALTIES AND EXPULSION FROM RC "IŠĖJIMAS"****1.Reintegration participant violated:**

- The internal rules of the reintegration centre,
- Rules of work-related therapy,
- The obligations and responsibilities of the contract between the participant of the program and the CSF "Garstyčios grūdas".

**2.Violations of the participants are discussed** at the meeting of the members of the reintegration group (expressed in opinion) with the participation of the staff of the fund (if the violation and punishment are not related to removal from the reintegration centre during 1 hour) in the case of violations.

**3.Penalties are assessed** and given by the director of the Foundation.

**4.If this is a written penalty, an offense act shall be drawn up and attached to the personal file of the participant of the program and recorded in the penalty register.**

**5.Removal from the reintegration centre is given** for several simple, one or more serious violations.

**Serious violations are:**

- a) psychological or physical violence between:
  - program participants;
  - program participants and staff.
- b) using and keeping of alcohol, psychoactive or psychotropic substances;
- c) stealing;
- d) keeping of prohibited animals;
- e) keeping of occlusion-related items;
- f) disobedience to the employees of the fund staff or rebellion against fund staff;
- g) forbidden communication:
  - humiliation or insult of another person by using (or not using) uncensored words;
  - aggression;
  - regular display of offensive or provocative gestures and signs.

## **THE SYSTEM OF PENALTIES**

- 1. Word warning by the director of the Fund.**
- 2. A detailed analysis of the offense (behaviour) by writing a written warning to the offender**
- 3. The written reprimand of the director of the Fund shall be written into the client's contract.**
- 4. Removal from the reintegration centre.**

The participant of the project shall be informed about the penalty by introducing him with word or written material.

The penalty shall be written in the penalty register, in which the participant signs that he is introduced with the penalty.

The imposed penalty shall be notified to the Prienai probation Service with all necessary material.

## **RELATIONS WITH RELATIVES**

The influence of the relatives of maintaining a good emotional tone is very important as it is no less important than material or professional skills. As far as empowerment of relatives is very important component of reintegration, but most of the participants who continue the RC program have lost their relationship with or without relatives because they have grown up in children's care homes.

Relatives are always welcome and can arrive on weekends (weekends). Specialists, on request, consult relatives on various issues, not only on their arrival, but also on the telephone, as their initiatives to create the social well-being of relative, former convict are also necessary.

Also very important are the efforts made by the convicts themselves to integrate into the labour market, as these are key factors in the effectiveness of integration.

Two weeks after arrival, the RC participant is allowed to go to the city or to meet with relatives on weekends.

In RC "Išėjimas" partnership is not allowed.

## **WORK THERAPY**

Around the RC "Išėjimas" is 22 areas of land and farm building, so it's always there are a lot of work.

Participants, who do not study and work anywhere, participate in work therapy. It consists of various farms and welfare improvement works. During the project, when this activity is funded by EU funds, each participant is assigned a job manager who teaches him various works with a wide range of tools and mechanisms, and at the same time working on the quality of the participant's work and discipline. Work therapy includes all the necessary manual and electrical tools, techniques and tools. A participant involved in work therapy is covered by an accident insurance. Participation in work therapy is part of a reintegration program, such as training in farm work and skills with tools and farm equipment, so the remuneration for the work done is not paid. When the project is not implementing the number of participants' decreases and this activity on a voluntary basis is implementing by the RC director.

## THE SYSTEM OF ADVANCED ECONOMY

The program of advanced economy in RC as a method is not applicable because many participants find it difficult to find a way to live independently. They are trained by this program at the Alytus Correction House when they take part in a rehab program. There, they have an intact invoice to which they can accrue, receive funds from them every month or receive from their relatives.

**The participant of the program is registered** at the RC address and (if he is going to stay longer than 2 months) documents for the receipt of social welfare benefits are processed. During the project, the participant can save this cash benefit to be able to have savings upon leaving the RC. If a project is not implementing and any activity is not financed by the EU or by public funds, the participant must pay for all services and utilities provided to him. Usually this fee is equal to the amount of money which participant receives as a social benefit.

## PROVIDED SERVICES

The behaviour of the person who served the sentence is determined by the first months of life in freedom. If during this period they are able to adapt, to find a job, a dwelling, etc. one can expect that their further behaviour will meet the requirements of the law (Jurienė, 1998). Official statistics say that every third person has repeatedly been convicted of crime. In order to reduce the likelihood of a repeated crime, it is necessary for a transitional adaptation period (on average half a year) after being released to allow a person to receive specially organized, qualified social and psychological assistance.

In RC "Išėjimas" social services are provided by team social work principles, participants are trained to live and work together. Enabling changes are driven by sincere employee responses to every individual's needs. Staff meetings are held on demand and at least once a quarter. During the meetings, information about participants' processes progresses, what kind of help methods they can offer, and what kind of teamwork methods they will take to achieve their goals.

During selection of employees is taken into account work experience and tolerance for the social group of convicted.

Staff members who providing services in RC "Išėjimas" during the project:

1. Psychologist (Master): individual and group counselling; individual consultations for family members of clients; Aid for clients after recruitment (during the adaptation process collective period).
2. Social worker (Bachelor): individual assistance in managing documents and affairs, problems in various institutions (labour exchange, banks, neighbourhood, probation service, migration service, health care centres, bailiffs, employers).
3. Supervisor of work therapy (specialist who has worked farm or construction works for at least 3 years): 1. During the implementation of the project, this work is supervised by the work manager. 2. During the non-project period, the work of the therapy is managed by the director of the fund.
4. Employment consultant (s) (having at least 3 years in the field of practical work in employment and job search): individual counselling or training on job search and re-qualification. Job search help. Contact with employer support and counselling on RC "Išėjimas" goals, tasks and activities.
5. Herbalist (after graduation from the course of public health): group counselling and training.

## MAINTENANCE

During the implementation of the project is employed, a financier who carries out the bookkeeping of funds. If the project does not implementing financial supervision and bookkeeping is performed by the director (founder of the fund).

Resources for RC "Išėjimas" are:

- the founder's funds - from the wages of the founder and work on a voluntary basis
- EU project's funds - if a project is won and implemented;
- sponsor funds - if sponsor funds are received;
- 2% of personal income tax - the amount transferred by the State Tax Inspectorate at the request of individuals
- the state, the municipality does not allocate funds for these activities.

During the project period, the annual budget is between EUR 10,000 and 20,000 EUR.

During non-project period between 3000 and 5,000 EUR.

The main problems are related to the financing of activities.

## COMMUNICATION with RC "IŠĖJIMAS"

About RC activities all information is available on the website <http://grudas.com/lt/>. Writing articles - informing the public about RC activities <http://www.gyvenimas.eu/2016/08/05/naujo-gyvenimo-perspektyva-be-pykcio-sau-ir-visuomenei/>.

Non-governmental organizations are familiar with the work of convicts and those who have returned from detention facilities, and if necessary, news are posted on the website and sent via e-mail.

Developing cooperation with state institutions:

- Išlaužas neighbourhood, Išlaužas village community, Išlaužas secondary school - program participants are doing various tasks, doing environmental management talks, etc.
- Prienai district municipality, Kaunas City Social Welfare Unit, Kaunas District Probation Service, Prienai District Probation Service.

## ADMINISTRATION

RC "Išėjimas" is accountable under contracts, to those who give funds for the performance of activities, the Ministry of Social Security and Labour and sponsors.

The administration is carried out by the director of the fund and employees working under employment contracts.

All employees working in the RC are accountable to the director of CSF "Garstyčios grūdas".

The management is carried out using the "Solutions Tree" method, which aim is to show how to solve problems and make decisions.

Solution tree is a method which helps properly to map out the different factors that influence decisions or schemes that reflect the optimization of multi-layered process structures. This approach is for dynamic programming."<sup>3</sup>

Gant's graphics are used during the project implementation period. Gant's graphics are special because they are simple and convenient form which allows you to assess the level of implementation of the project and the resources that will be needed to realize the plan. Gant's graphics are using to plan or control various indicators. Here the most important factor is the time.

## QUALITY MANAGEMENT FORM

There is using project quality management plan. It shows how quality will be managed during the project.<sup>4</sup>

<b>Project quality management plan</b>	
<b>Name of the project:</b>	
<b>Project Nr.</b>	<b>Project manager:</b>

### Quality assurance plan:

*(Quality audit and process analysis)*

Row. Nr.	Measure	Description	Frequency	Who carries out

### Quality control plan:

*(Actions ensuring the project result is in line with the quality criteria)*

Row. Nr.	Measure	Description	Frequency	Who carries out

	Name, surname	Position	Date	Signature
Prepared by:				
Confirmed by:				

## DEVELOPMENT - SOCIAL ENTERPRISE

1. Social business is a business model that combines profit-seeking with social goals and priorities using the market mechanism, using socially responsible business and public-private partnerships, and applying social innovation.

<sup>3</sup> V.Obrazcovas. 2005. "Management and administration methods"  
[https://books.google.lt/books?id=TzeCX4AFXycC&printsec=frontcover&source=gbs\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.lt/books?id=TzeCX4AFXycC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false)

<sup>4</sup> <https://www.esablonai.lt/forma/projekto--kokybes-valdymo-planas/195>

2. Social business will cover three main aspects: entrepreneurship (continuous economic commercial activity - collection of medicinal plants, collection of mushrooms, processing, and preparation for drying, drying, and packaging), social (achieving social goals - prevention and reintegration of persons who have returned from prisons, suffering from addictive diseases) and management (limited profit distribution, transparent management).
3. Social business directly will be related to ongoing commercial economic activity:
  - 3.1 the provision of services and goods for social needs of prisoners who returned from prison and those who suffering from addictions;
  - 3.2 providing counselling services of psychologist, social worker, work therapist, employment consultant, herbalist, and collecting medicinal herbs and mushrooms will aim that persons who returned from prison and are addicted to drugs or alcohol will become interesting in their health and well-being.
4. Social business will meet four main criteria:
  - 4.1 in accordance with its articles of association or other statutory instrument of establishment of a legal person, the pursuit of a permanent economic activity is aimed at the main objective - measurable and positive social impact for persons who have returned from prisons and those who have suffering from addiction diseases and their integration into society and the labor market.
  - 4.2 received profits will be reinvested in accordance with predetermined profit allocation procedures and rules in order to achieve the ultimate goal of social business being managed accountably and transparently by involving management stakeholders: family members, clients themselves or their legitimate representatives who will be affected by social business activity;
5. Social business will function in the form of the "Corporis Tersus: Health Club.
6. Social business will function according to the model of employment and self-management, while at the same time creating economic benefits not only for the foundation but also for the clients themselves.
7. Social businesses will use donations and non-monetary resources - such as volunteering.
8. Social entrepreneurship will be developed through earnings through the activities of the "Corporis Tersus" Health Club, which belongs to CSF "Garstyčios Grūdas" as a branch of social business. There, based on employment and volunteering, clients will be trained to collect medicinal plants and mushrooms to prepare them for drying, for making tinctures and herbal mixtures, for storage. All this will be sold to individual members of the club "Corporis Tersus". The club organize health education seminars on the topic of contamination and cleaning the body and provides consultations to individual clients, and among other things, performs diagnostics of the organism, which, based on the client's personal offers for cleaning, detoxification and rejuvenation of the body.
9. Received incomes will be used to develop the activities of the Reintegration Center and to cover the expenses. Medicinal plants and mushrooms, etc. will be used by non-traditional medical methods for cleansing, detoxifying and restoring the client's body. Lithuania does not need a license or medical education for this activity.