



My Community Passport – Key Competencies for Minor Offender Reintegration

MYCOMPASS

DELIVERABLE 4

IMPLEMENTATION STRATEGY REPORT

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1. PREFACE

This Implementation Strategy Report (ISR) presents under managerial perspective the way that MyCOMPASS project is going to be implemented in the period of next 6 months (01.11.2012 – 01.04.2013). It starts with a brief description of the project and of the partnership. Then it turns to concrete work plan and timetable, finalising with a checkpoint for each of the Work Packages.

The porpoise of this document is to give to the project partners a quick and accessible reference to assure that MyCOMPASS project is implemented in an efficient and agreed manner.

CPIP as coordinator together with the partners will establish a review process within the Advisory Working Group, with the occasion of each project meeting. The review of the implementation strategy will reflect changes in policies and procedures, as well as rules and regulations from both partner institutions and the penal system in partner countries that have implications to the implementation of MyCOMAPSS project. The review process will involve relevant stakeholders through a participative process. Hence this ISR is understood to be a living document that can accommodate changes in conditions and policy related to the management of the project in partner countries.

2. INTRODUCTION

2.1 General background

My Community Passport – Key Competencies for Minor Offender Reintegration MyCOMPASS project with the identification number LLP-LdV-TOI-2012-RO-025 is coordinated by Centrul Pentru Promovarea Invatarii Permenente from Timisoara.

It is financed under Lifelong Learning Programme, Leonardo daVinci Sub-programme, Leonardo daVinci Transfer of Innovation Action.

The contract awarding 312.300 euro over the span of 24 months (01.11.2012 – 30.10.2014) was signed between the coordinators Centrul Pentru Promovarea Invatarii Permenente and the Romanian National Agency - Agentia Nationala pentru Programe Comunitare in Domeniul Educatiei si Formarii Profesionale (ANPCDEFP).

In its turn, Centrul Pentru Promovarea Invatarii Permenente (CPIP) as applicant & coordinator of the project developed contracts with all partners of the project:

- European Pirsion Education Association – Malta Beanch – EPEA
- I-ZONE Knowledge Systems – I-ZONE
- Bács-KiskunPenitentiary from Kecskemét – BKM
- Centrul de Reeducare Buzias – CRB
- Counselling and Support Center from Kaunas - PPKC

These contracts are available throughout the entire lifetime of the project and draw up clear attributions and responsibilities to both parties.

2.2 Project summary

MyCOMPASS aim: to support juvenile offenders in training in the acquisition and usage of key competencies to facilitate personal development, employability and participation to further education, by developing a multi-level framework of experts, materials, learning contexts.

Objectives:

O1: increasing the level of employability of 100 juvenile offenders by introduction of at least 3 key competencies in their training program through MyCOMPASS method.

O2: facilitating the transition phase from vocational training in detention to vocational training in public school system, using the key competencies as a connection point between 100 juvenile inmates and 50 of their peers from 5 communities through MyCOMPASS Peer-learning program.

O3: increasing the level of attractiveness of vocational education programs in detention by putting together 50 educators from inside and outside the system to implement key competency based learning programs through MyCOMPASS Train the Trainer-learning program .

O4: promoting social inclusion of juvenile offenders by:

- a) involvement of local communities in all the project activities through a consulting group of 50 community members working with MyCOMPASS team at the development of strategy, testing of learning programs, implementation of MyCOMPASS Framework.
- b) 5 community workshops for presenting MyCOMPASS in terms of reintegration by key competencies.

The situation of the juvenile offenders will improve:

- at European level by putting their difficulties and issues on the public agenda;
- at national level by implementing a coherent training program that takes them from education inside the system to education in the outside community, with prepared experts and dedicated materials & method, having key competencies as common language;
- at community level by working together with their peers and coming into contact with persons from outside and thus preparing social and economic reintegration.

MyCOMPASS is designed to contribute to the promotion of the acquisition of key competencies in VET. Key competencies are the linking pin of all project activities. And we push forward the usage of key competencies, not only as tools of personal development and employability or means to increase VET attractiveness, but also as engines of social and economic reintegration of juvenile offenders. And this is truly an innovative approach.

Vocational training represents a crucial step towards adulthood: it opens the door to employment and thus to full participation in society. Statistics reveal a clear link between lack of training, on the one hand, and unemployment, dependency and poverty, on the other. This means that all citizens need to acquire and continually update their knowledge and skills through lifelong learning - those who fail to do so are at risk of social marginalization.

MyCOMPASS project has as target group juvenile offenders from detention / correction system. Their level of social inclusion will dramatically increase through the following direct activities:

- introduction of at least 3 key competencies in the VET offer already designed for them, developing their life skills;
- participation in peer-learning program, putting them in direct collaboration with youngsters from the community;
- working together with teachers inside and outside the detention / correction system, to ensure a safer transit into outside learning pathways
- taking part and organizing activities that include the larger community around the detention / correction site.

Social inclusion will also be promoted in all the activities taking place inside and outside the detention / correction system, at all levels of decision and with all relevant stakeholders.

2.3 Project Management

2.3.1 The partnership

The consortium consists from 5 member countries. With respect to geographical aspects, the consortium covers Northern (Lithuania), Southern (Malta), Western (Portugal), Central (Hungary) and Eastern (Romania) Europe. This is especially important in order to bridge the gap between the different approaches in juvenile education and integration of disadvantaged youngsters in vocational education.

One of the most important aspects of this consortium is the presence of organizations directly in contact with the end-users of MyCOMPASS. We have state institutions (juvenile detention centres), NGOs (training & counselling providers) and companies (working for the penal system) all connected by the end-users of this project: juvenile offenders and their teachers. At national level, the main actors working to improve the vocational integration of disadvantaged young people tend to be the state institutions. The involvement of NGOs and private initiatives is limited. The task of MyCOMPOSS partnership is to show that a mix of public institutions and private organization can turn disadvantaged young people into qualified future employees.

A number of these partners have already cooperated in previous projects on prison education (RO, MT) but others are new to this experience (HU, LT, PT). By this mix we want to stay true to the “Transfer of Innovation” objective of offering a learning experience to all partners, including ones involved in the initial innovation development (in our case both Romanian partners).

CPIP Romania, apart from being one of the co-developers of Socio-Emotional Skills Pilot, Empowerment & Employability Pilot and Golden Guide Tool for Reintegration, all for disadvantaged youngsters and inmates, is also an experienced promoter of European projects, with long track record of working in penitentiaries.

The major consideration in putting together this consortium was achieving the correct mix and complementarity between partners with:

- Experience in developing methodologies and methods for disadvantaged youngsters, such as the PPKC, Lithuanian partner and CPIP Romania;
- Expertise in making educational content available in detention and correctional systems, such as CRB Romania and BKM Hungary;
- Practical experience of training trainers and offering adult education concepts, such as IZKS, the Portuguese partner;
- Established national and international networks for dissemination and promotion EPEA, Malta Branch.

2.3.2 The partner's involvement & task allocation in the project

Partnership involvement / activities

All 6 consortium partners have, by official agreement letters, the following:

- A set of specific indicators for each partner, for which they are directly responsible
- A list of activities and a number of hours allocated for each WP
- A number of reports / materials / products that they must develop

The project is developed on 7 work packages. Each partner has, in each of the WPs, a specific role and set of activities. There is no WP without the full involvement of all partners. In each WP there is a leader, a co-leader and participants.

The role of the leader:

- Must set the overall strategy for the lead work package in to the partnership;
- Establish a work package implementation plan and timetable for the partnership
- Carry out work formats (templates) for the partnership
- To coordinate the remaining partners to achieve the indicators assigned for the work package
- Carry out specific activities of a participant partner at national level

The role of the co-leader:

- To assist and provide input to all activities work package leader
- To communicate with partners and to assist them in implementing STABILITY strategy, ensuring compliance schedule of activities
- To collect data and information obtained from partners, to synthesize / conclude for transmission to leader
- Carry out specific national activities with the role of participant

Role of participant:

- Implement the national strategy set out in the partnership working
- Implement national work activities respecting the formats set out in the partnership
- To collect information and data from national to be sent to the co-leader and leader of work package
- To organize national events with the timing of activities and budget.

To highlight explicitly assignation activities, find below a table of allocation of roles and work package allocation table of working hours per work package. From this table is shown that the share is roughly similar between partners.

Table 1: Role allocation of partners per Work Package.

WP	PARTNERS					
	RO 1 ¹	MT ²	PT ³	HU ⁴	RO2 ⁵	LT ⁶
1 Project consortium and financial management	leader	participant	participant	participant	participant	participant
2 A study of key competencies integration in minor/juvenile offender's education.	participant	participant	participant	co-leader	leader	participant
3 Development of My COMPASS Framework for Key Competencies	leader	co-leader	participant	participant	participant	participant
4 Implementation of My COMPASS Framework for Key Competencies	participant	participant	leader	participant	participant	co-leader
5 Quality plan	participant	participant	participant	co-leader	leader	participant
6 Project Dissemination	participant	participant	co-leader	participant	participant	leader
7 Project Exploitation and Sustainability	co-leader	leader	participant	participant	participant	participant

¹ Centre for Promoting Lifelong learning Timișoara - CPIP

² European Pirson Education Association – Malta Beach - EPEA

³ I-ZONE Knowledge Systems – I-ZONE

⁴ *Bács-Kiskun Penitentiary* from Kecskemét - BKM

⁵ Reeducation Centre from Buziaș - CRB

⁶ Counselling and Support Center from Kaunas - PPKC

Table 2: Work day distribution / partner / WP

Partner	CPIP				EPEA				I-ZONE				BKM				CRB				PPCK			
	RO1				MT				PT				HU				RO2				LT			
Staff	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
WP/ allocated days																								
1 Project consortium and financial management	30	110	70	35	15	20	10		15	20	10	20	15	20	10	20	15	20	10	20	15	20	10	20
2 A study of key competencies integration in minor/juvenile offender's education.		25		5		25		5		30		10		25		5		25		5		25		5
3 Development of My COMPASS Framework for Key Competencies		90	20	10		50		10		50		10		50		10		50		10		50		10
4 Implementation of My COMPASS Framework for Key Competencies		45		20		45		5		45		5		60	20	10		45		5		45		5
5 Quality plan		20		20		20		5		20		5		20		5		80		5		20		5
6 Project Dissemination	5	40		10	5	40		10	5	40		10	5	40		10	5	40		10	5	40		10
7 Project Exploitation and Sustainability	5	20		20	5	40		10	5	20		5	5	20		5	5	20		5	5	20		5

2.3.3 The partner's involvement in the Working Groups of the project

Project management will operate on the basis of the working group:

1. Working Group "Project Advisory Committee" - comprising of legal representatives and / or contact persons representing partner institutions in the project. The role of these people is to work with the project manager in setting the overall strategy of the project in line drawing national action and coordination at the strategic level. They are the persons responsible for the achievement of financial and management indicators.
2. Working group "Development and testing" - consisting of partners staff with role in researchers, project experts in content development, the people responsible regarding achievement of the target group indicators and design products. Main role of these is to implement the proposed strategy and come with technical expertise.
3. Working Group "Promotion" - is composed of personnel directly responsible for the achievement of the partners' dissemination, exploitation and valorization. Their role is to implement and exploit visual identity project to create a recognizable brand and exploit existing networks of partners.

These working groups will be clearly defined at the first project meeting. The exact allocation of personnel will be the responsibility of the project manager from each partner.

Working Group "Project Advisory Committee" shall consist only of people with managerial responsibilities of each partner.

Working group "Development and Testing" will be composed of personnel responsible exclusively with research and development.

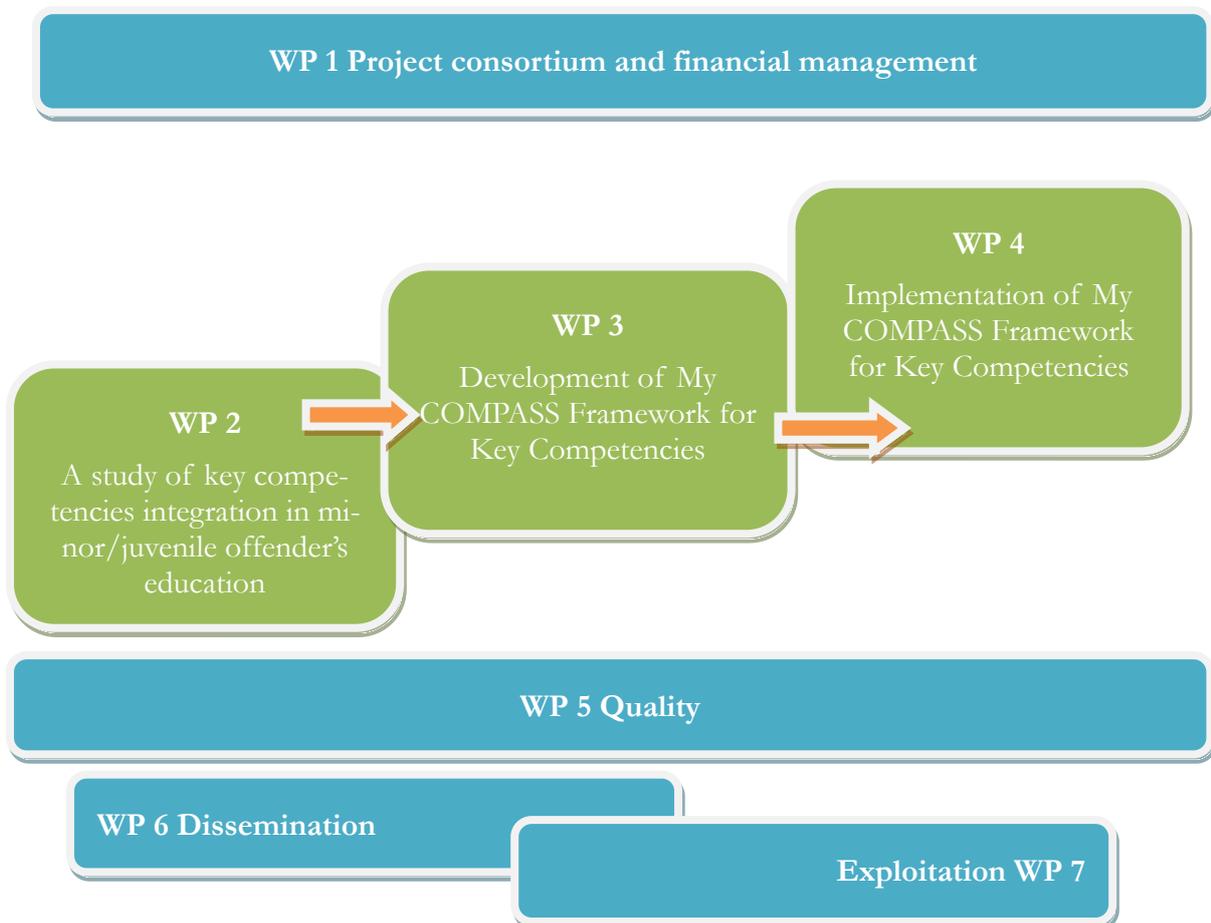
And working group "Promotion" will be composed of staff of partners involved in one of the other two groups above. So a person can be within two working groups.

3. OVERVIEW OF IMPLEMENTATION

3.1 Organisation of work

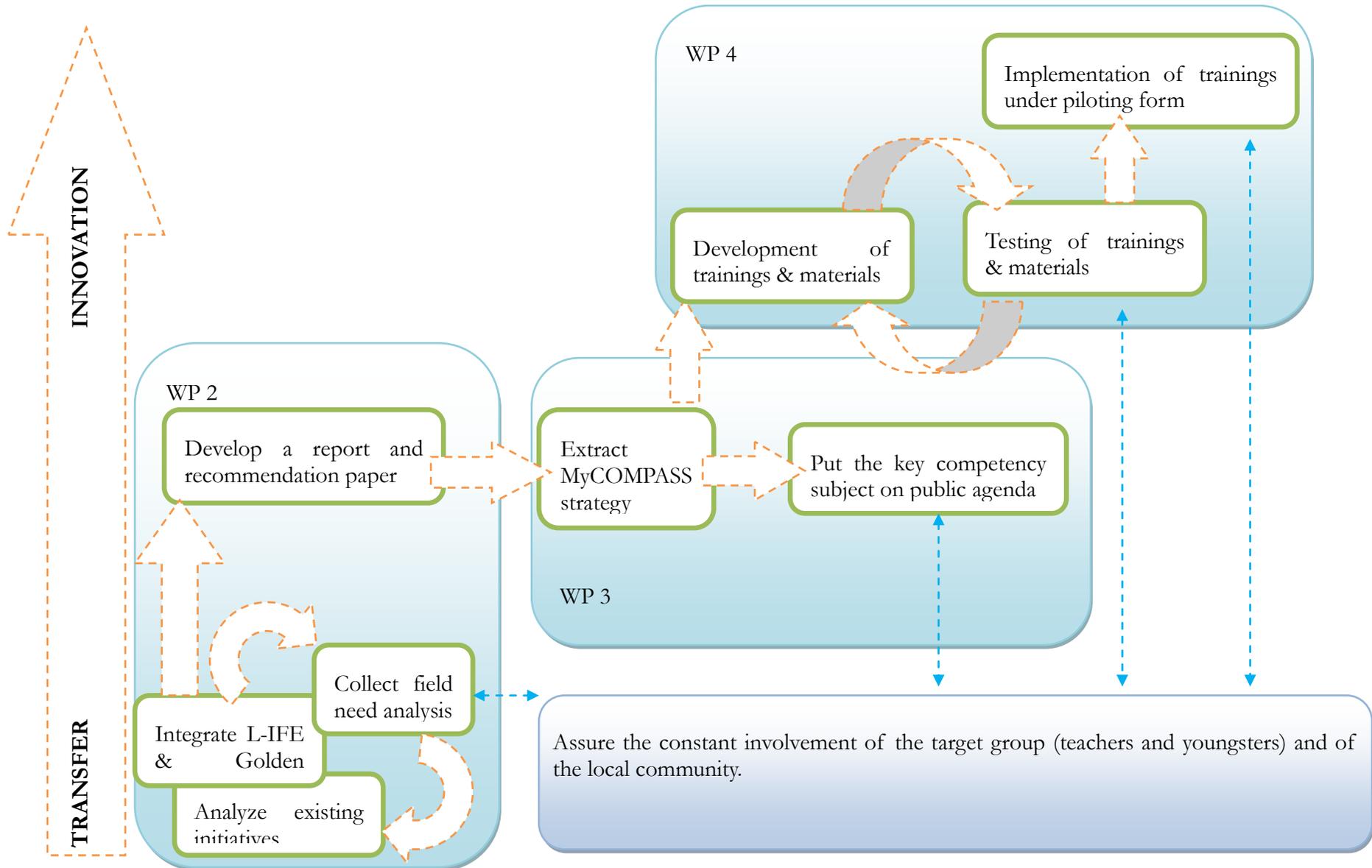
MyCOMPASS project is planned over the span of 24 months. We have divided the work into 7 Work Packages:

- Horizontal / transversal WPs, lasting throughout the entire lifespan of the project (Consortium & financial management, Dissemination, Exploitation, Quality);
- Vertical WPs, following one another in a “critical path” style (Need identification, Development of framework and Implementation of framework).



In the life of each WP we have a number of milestones and deliverables to reach. You will find them described below.

3.1.1 Milestones relevant to the vertical work packages



DELIVERABLE	NO.	TYPE	DISSEMINATION LEVEL
Reporting system	R1	Collection of templates	Partnership level
Interim report	R2	Report	National agency
Final report	R3	Report	National agency
Implementation strategy	R4	Report	Partnership level
MyCOMPASS web page	R5	On-line product	Public level
My COMPASS Identity Handbook	R6	Collection of templates	Partnership level
Report and recommendation paper on the VET tools and strategies	R7	Report	Public level
Inventory of EU and national initiatives & tools regarding key competencies	R8	Report	Public level
MyCOMPAS Strategy EN	R9	Report	Public level
White Paper on “Key Competencies as Reintegration Tools”	R10	Report	Public level
Peer Learning Program for Juvenile Offenders & Youngsters	R11	Curricula	Public level
Peer Learning Package for the enhancement of key competencies	R12	Collection of auxiliary material	Public level
Train the Trainer Learning Program for enhancement of key competencies	R13	Curricula	Public level
MyCOMPASS educators' manual	R14	Manual	Public level
Testing Strategy & Plan for MyCOMPASS Learning Programs	R15	Report	Partnership level
Testing workshop for the learning programs	R16	Event	Public level
Testing Report & Conclusions	R17	Report	Partnership level
Community Seminars for testing & promotion of MyCOMPASS method	R18	Event	Public level
Quality management plan	R19	Report	Partnership level
First project meeting evaluation report & recommendation	R20	Report	Partnership level
Third project meeting evaluation report & recommendation	R21	Report	Partnership level
Final project meeting evaluation report & recommendation	R22	Report	Partnership level
Interim evaluation report & recommendation	R23	Report	Partnership level
Final evaluation report & recommendation	R24	Report	Partnership level
Project leaflet	R25	Promotional material	Public level
Project poster	R26	Promotional material	Public level
Project roll-up banner	R27	Promotional material	Public level
EU & National relevant stakeholder contact database	R29	Database	Partnership level
Exploitation Strategy & Action Plan	R30	Report	Partnership level
Conference toolkit	R31	Promotional material	Public level

3.2 Implementation Details

This chapter will provide details for work packages that were under discussion at the first project meeting **and have been modified / adapted from their initial description in the application form.**

3.2.1 Target Group

The target group established at partnership level in the project description and in the contractual documents in the following:

- a) **100 juveniles and young offenders** in correctional centers and juvenile prisons:
 - Age between 14 and 23 years,
 - Custodial educational measures or custodial detention,
 - Enrolled in different vocational training programs, initial or continuing.
- b) **50 young people from local communities** where the prisons or rehabilitation centers for minors are located:
 - Age between 14 and 23 years,
 - What are enrolled in vocational training programs, initial or continuing.
- c) **50 teachers / trainers / educators:**
 - Involved in vocational training programs be initiated either continuous
 - Work with juveniles and young offenders (**25 of total teachers**) and young people in the community (**the remaining 25 teachers**).

These persons are the ones that will be exposed directly to main project activities and products. In order to reach the target group indicator at partnership level each partner is directly responsible for reaching national indicators. Having in mind the specificity of each partner institution and the different national realities impacting MyCOMPASS project, at national level the following target group indicators were accepted:

- a) **100 juveniles and young offenders:**
 - MT: 5 **juveniles and young offenders** in correctional centers and juvenile prisons
 - PT: 20 **juveniles and young offenders** in correctional centers and juvenile prisons
 - HU: 20 **juveniles and young offenders** in correctional centers and juvenile prisons
 - RO: 50 to 60 **juveniles and young offenders** in correctional centers and juvenile prisons
 - LT: 5 to 10 **juveniles and young offenders** served with correctional sentences but not yet in in correctional centers and juvenile prisons. Due to national system specificity they are the most relevant target group to MyCOMPASS activities.
 - b) **50 young people from local communities:** MT 5, PT 10, HU 20, RO 15, LT 5.
 - c) **50 teachers / trainers / educators:** MT 2, PT 10, HU 8, RO 25, LT 4.
-

3.2.2 WP 1 “Project consortium and financial management”

Reporting periods: In the initial project application it was foreseen to have an interim and a final report. Due to the contract specificity with the National Agency, there are added another 2 project reports. So the reporting timetable is the following:

- First stage report for the period 01.11.2012 – 30.04.2013, with due date of the report delivery on 10.05.2013
- Interim report for the period 01.11.2012 – 31.10.2013 with due date of the report delivery on 30.11.2013
- Second stage report for the period 01.11.2012 – 30.04.2014, with due date of the report delivery on 10.05.2014
- Final report for the entire project period 01.11.2012 – 31.10.2014 with due date of the report delivery on 30.11.2014

3.2.3 WP 2 “A study of key competencies integration in minor/juvenile offender’s education”

The research activity was decided to be the moment where each partner will set in place national realities relevant to MyCOMPASS project and define the framework in which each partner will implement the activities to follow.

It is acknowledged and accepted throughout the partnership that the national realities are diverse and project activities need adjustment to them. So with the occasion of the research each partner will define the amplitude of its intervention.

The research strategy and tools will be adapted to cover both a wider approach (questionnaires) and a more detailed approach (interview guidelines).

Partners choosing to use a wide approach to the research will cover as much as possible at national level the juvenile system. They will integrate more respondents than the target group indicator agreed at the first project meeting.

Partners choosing a detailed approach will work in close relation to the target group indicator agreed, not reaching beyond this number. They will use a study-case approach.

Both types of research planned to take place until March 2013 will offer valuable information the further development of MyCOMPASS tools.

3.2.4 WP 3 “Development of My COMPASS Framework for Key Competencies”

Under this WP will be developed 2 trainings & training materials:

- One for youngsters integrating key competencies
- One for teachers, in order for them to be able to implement the training for youngsters.

The indicators for the development of the trainings are:

- a) For Peer Learning Program for Juvenile Offenders & Youngsters, integrating key competencies in VET training:
 - 1 training program for youngsters
 - 3 key competencies with specific delivery methods (pg. 55 of the application)
 - Exposure to 3 languages: mother tongue, EN and another of the partnership languages
 - Peer learning between inside/outside
 - Youngster training lasts 3 months. In these three months will achieve a minimum of 90 hours of training and 6 hours of assessment
- b) Train the Trainer Learning Program for enhancement of key competencies in VET pupils:
 - Will be involved training for teachers / trainers / educators that:
 - Are involved in vocational training programs be initiated either continuous
 - Work with juveniles / young offenders and young people in the community.
 - The ToT will give competencies in:
 - Introducing key skills-based education for young people enrolled in vocational training programs.
 - Working with peer learning programs
 - Use social media networking in reintegration
 - Teacher training has duration of 3 months. In these three months will achieve a minimum of 90 hours of training and 6 hours of assessment

Facing with different national realities and after partner discussion, in relation to the youngsters involved in MyCOMPASS the following ideas were integrated:

- Integrating the key competencies with a focus on retaining employment.
 - In the training development as much as in the later stages, employers are important stakeholders that must be taken into consideration. But, according to national frameworks, the difference between working and non-working youngsters also must be taken into account.
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3.2.5 WP 4 “Implementation of My COMPASS Framework for Key Competencies”

The implementation WP has two main phases:

- Testing phase for both trainings, with 3 steps:
 - Testing the training concept and materials in small study group
 - Evaluating the results in a meeting of the “Development & Testing” WG
 - Validating the programs in community seminars after the implementation phase
- The actual implementation of the trainings. This is from the perspective of piloting the trainings and materials developed in the previous WP

In implementing the training for teacher we will have the following in mind:

- Training 50 teachers / trainers / educators that work with juveniles and young offenders (25 of total teachers) and young people in the community (the remaining 25 teachers)
- The target group will be selected based on:
 - Interest expressed in earlier stages (stage research - WP 2)
 - Communication with and involvement in project activities
 - Willingness to participate to the full program
 - Access to final target group, youngsters, and able to implement the program with them.
- Trainers for this target group will be members of working group "Development and testing" from the project partners, each in his own country. Trainers will be selected based on proven skills and performance in MyCOMPASS development.
- For all participants, at the level of partnership, participation certificates will be issued with descriptors of competence. Diplomas will be approved partner institutions

In implementing the training for youngsters the following will be considered:

- The target group for this stage:
 - 100 juveniles and young offenders in rehabilitation centers and prisons for juveniles and
 - 50 young people from local communities where the prisons or rehabilitation centers for minors.
- Based on MyCOMPASS method, the trainers will perform a program of peer education designed to raise three key skills for lifelong learning:
 - Social and civic competences
 - Entrepreneurial skills and initiative
 - Communication skills in a foreign language
- Trainers for these young persons are teachers / trainers / educators who have passed the program "Training of Trainers" in MyCOMPASS method. Of the 50 en-

tering the program "Training of Trainers" will be selected at least 15 on the basis of:

- Successful completion of training
- Good performance during training
- Involvement in working with the target group
- Skills in moderating groups difficult.

When the activities of this WP were analysed by the project partners, a number of issues appeared and were taking into consideration to be implemented.

- The testing phase should begin earlier and in its starting activities dissemination and information to relevant authorities must be predominant. This is to get approval to work within the system (for partners that are outside the juvenile system) and to better anchor exploitation activities that are to follow.
- In the implementation / piloting phase the number of 90 hours of training in both teachers and youngsters must be adapted through appropriate methods that not involve exclusively frontal training. Both trainings will be implemented as open education sequences, with class trainings, small study groups, individual study, on-line sequences, etc.

3.2.6 WP 5 "Quality plan"

This WP suffered no modifications so far from the initial plans of the project. During partner discussions the emphasis was placed on the close collaboration and synergy between internal and external evaluation.

Internal evaluation will focus on monitoring the achievement of MyCOMPASS indicators defined in the project application and contractual documents.

The external evaluation will focus on monitoring the impact of the project.

In terms of impact indicators MyCOMPASS project has set out the following:

- At least 3 MyCOMPASS communication on the subject through specialized European network
 - At least 3 appearances on public platforms discussions with project product promotion
 - At least one project based on the MyCOMPASS results with partnership extension
 - At least 3 national communications to promote project products within the public service
 - At least a national initiative to exploit the connection between MyCOMPASS training method in VET prison system, with the national education system.
 - At least one national youth initiative with young people in community detention to have joint activities beyond the scope of the project.
-

3.2.7 WP 6 “Project Dissemination”

For this WP at this stage we have set the following indicators:

- 1 website project presentation in English only (according to the new budget changes)
- 1 overview leaflet of the project, printed in 1200 copies, 200 pieces / country national language, plus 200 pieces in English.
- One project poster, printed in 120 copies, 20 / country national language, plus 20 pieces in English.
- 1-up roller banner printed in 6 copies, one for each national language plus one in English.
- At least 3 newsletters in English posted on the project website
- At least 3 articles
- Attendance at a conference and a workshop that will disseminate project results
- 5 seminars in local communities where the project is implemented
- 1 Open Space final Conference

3.2.8 WP 7 “Project Exploitation and Sustainability”

This WP suffered no modifications so far from the initial plans of the project. During partner discussions the emphasis was placed on developing appropriate activities in order to ensure the multiplication and mainstreaming of MyCOMPASS products.