

DESCRIPTION OF THE PRACTICE	
1. Title of the practice	
Project 'Nelson Mandela'	
2. Organisation responsible for the practice	
Galician Consortium of Services for Equality and Welfare	
3. Contact person(s)	
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4. Summary of the practice	
<p>The Regional Ministry of Labour and Welfare of Galicia (Spain) has collaborated with the Galician Consortium of Services for Equality and Welfare¹ and the Ministry of Interior, to develop the 'Nelson Mandela' project.</p> <p>It is a comprehensive programme to support the social reintegration of inmates in a prison located in Teixeira (A Coruña). The programme targets inmates that will be released within one year and a half, and aims to provide the right skills to support their re-inclusion in society.</p> <p>Different courses, workshops and trainings are available for inmates so they can acquire personal, social and employment skills. Inmates can take part in the programme on a voluntary basis or after referral from operational teams of professionals in the prison. Once a referral or a voluntary application has been received, the team of project officers, composed of a pedagogist, a social worker and a job counsellor, will conduct an initial interview with the person, view his/her dossier and discuss the application with other professionals working in the prison.</p> <p>The inclusion team initiates or designs an individualised plan of socio-labour insertion, which needs to be signed by the inmate as a personal commitment. Inmates commit to rules and duties established in the programme. They also engage in participating in personalised social inclusion projects and in healthcare programmes.</p> <p>Activities are conducted by three professionals: pedagogist, social worker and job counsellor. These three members of staff work closely with the staff in the prison, and are hired directly by the Regional Government on a full time contract.</p> <p>The project also involves a network of support for ex-inmates, in coordination with municipal social services, social and labour inclusion teams of the Galician Consortium of Services, the social insertion centre in A Coruña and with organisations working in the field of social inclusion.</p>	

¹ The Galician Consortium of Services for Equality and Welfare is a public organisation within the Regional Ministry of Social Policy in Galicia. This organisation is responsible for developing services targeted to children (nursery schools), older people (day-care centres, meals on wheels service and others) and people at risk of social exclusion living outside the seven biggest cities in Galicia. They lead twenty social inclusion specialised units spread within the whole territory of Galicia, who work in partnership with local authorities.

Once inmates finish the programme, they are supported by dedicated teams who provide follow-up in their place of residence.

Examples of activities and trainings provided by the programme can be found in Annex 1.

5. National/regional/local context of the practice

The [Galician Social Inclusion Plan \(2007-2013\)](#) is the main legal instrument adopted by the Regional Government of Galicia to fight poverty and social exclusion.

This plan was initiated by the Department of Family and Welfare and is co-financed by the European Social Fund and the Regional Government of Galicia. The plan aims to promote social inclusion and integration in the labour market of people in complex social exclusion situations or in structural unemployment.

A total of 28 social and labour inclusion teams have been set up. The Galician Social Inclusion Plan integrates the following specific measures as strategic strands of action:

- Integration plan for Roma people
- Assistance programme for homeless people and people in situation of chronic poverty
- Active collaboration of more than 60 organisations and NGOs, which carry out, in co-ordination with teams and with financial support from the Department of Family and Welfare, support actions for social and labour integration of socially excluded people
- Programme targeting inmates in Teixeiro Prison Centre (A Coruña)
- Interventions based on a territorial approach
- Review and improvement of the minimum income scheme for social inclusion

6. Staff involved

Three project officers, a project coordinator and a senior adviser.

7. Target group

Inmates up to the age of 65 who will be released within 16 months.

8. Aims of the practice

Provide support to inmates to acquire the necessary skills for their future life outside prison. These include personal and social skills, healthy habits and employment skills.

9. Issues for social services

Service Integration/ Cooperation across services	x	Service Planning	x	Contracting	
Technology		Skills development (of the workforce)		Quality of services	
Others: _____					

ANALYSIS OF THE PRACTICE

10. Status

Pilot project (ongoing)		Project (ongoing)	x	Implemented practice (restricted areas)	
Pilot project (terminated)		Project (terminated)		Widely spread practice/rolled out	

11. Scope of the practice

Describe the setting of the practice, considering the following criteria:

- *Micro level practice:* practice that involves individuals at local level
- *Meso level practice:* practice that involves organisations or communities
- *Macro level practice:* practice that involves large population groups

Micro level practice: practice that involves individuals at local level.

12. Leadership and management of the practice

Description of the leadership of the practice, considering the following criteria:

- *Collaborative management:* shared between large partnerships, often of central, regional and local representation
- *Organisational management:* by one organisation
- *Professional management:* managed by a single person
- *Shared management:* shared with no defined leadership

Collaborative management: agreement between the Galician Consortium of Services for Equality and Welfare, Regional Government of Galicia and the Ministry of Interior.

13. Engaging stakeholders in the practice

Description of the engagement of stakeholders, considering the following criteria:

- *Individual practice:* individuals have sought practice change
- *Network approach:* one or more organisations develop a network
- *Collaborative approach:* large collaboration with relevant stakeholders

Network approach: different organisations develop a network

14. Involvement of service users and their families

Description of the involvement of service users, considering the following criteria:

- *Team involvement:* service users and carers were part of the practice team
- *Consultative:* a consultative body of users was set up for an on-going dialogue and feedback
- *Involvement in care:* person-centred approaches to care/support

Team involvement: Service users take part in the working commissions. These commissions have the role to supervise the daily activities of the project and include three inmates. They cooperate with the project staff on a number of areas such as workshops and sport activities.

15. Costs and resources needed for implementation

Description of how the practice is financed, considering the following criteria:

- *Within existing resources:* staff time and other resources are provided 'in-house'
- *Staffing costs:* costs for staff investment
- *Joint/Pooled budgets:* two or more agencies pool budgets to fund services
- *Funded project:* external investment

Joint/Pooled budgets and Funded project: Regional Government of Galicia and European Social Fund.

The total cost of the programme in 2017 was €100,435

- Staff costs: €83,754
- Administrative costs: €4,950
- Job training: €4,860
- Other activities (music workshop): €2,005
- Training activities materials: €4,296
- Publication of Annual magazine 'VIS a VIS': €569

16. Evaluation approaches

Description of the evaluation method of the practice, considering the following criteria:

- *Multi-method:* use of both a qualitative and a quantitative approach
- *Single method:* qualitative or quantitative approach
- *Audit:* looks at data sources such as existing medical records, and/or other routinely collected service data.
- *Informal:* refers to in-house service evaluation using locally designed tools and/or collecting opportunistic feedback
- *No evaluation*
- *An evaluation is planned*

Multi-method, both qualitative and quantitative.

- Once per month: the general coordinator of the project, based in Madrid, visits the prison for one week to assess activities conducted during that month, to plan future activities and analyse impact and results. Moreover, the coordinator can also address any issues raised during the month. A representative from the Galician Consortium takes part in the visit.
- On a regular basis: the project team provides the Galician Consortium quantitative results of the project to fulfil reporting requirements for the European Social Fund. Each year, they prepare two reports: six monthly and annual reports.
- Three times per year and with the presence of the general coordinator: two hours meeting with all commissions involved in the project. These meetings are an opportunity to evaluate the project and discuss any issues.
- Questionnaires are given to participants to complete to evaluate activities and collect their views on the project.

17. Measurable effects of the practice and what it has achieved for...

Service users	<p>From 2016 - 2018 there were 384 inmates who took part in the programme (375 males, 9 females).</p> <p>Integration in the labour market within the first 6 months of leaving prison (data available only for Galician ex-inmates): 22 (2016), 30 (2017), 28 (July 2018).</p>
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	80% of Galician participants did not return to prison. (Inmates resident in Galicia are about 50% of participants in the project).
Formal care givers	
Informal carers	
Organisations	
Other	
18. Anticipated or 'aspirational' effects of the practice and what it has achieved for... <i>This category can include outcomes which are not documented, quantified or properly evaluated. They can include such elements as improved knowledge, quality, workforce, etc.</i>	
Service users	
Formal care givers	
Informal carers	
Organisations	
Other	
19. How the practice has changed the way the service is provided (lessons learned)	
<p>The project itself proves to be successful and it will be implemented in another prison in Galicia.</p> <p>The evaluation process will be further developed to be more aligned to the indicators within the monitoring system of the Galician Social Inclusion Plan.</p>	
20. Sustainability of the practice <i>Description of whether the practice is sustainable, considering the following criteria:</i> <ul style="list-style-type: none"> • <i>Potential for sustainability:</i> practice was newly started or is on-going/not yet mainstreamed. How could the practice be sustained (in terms of resources)? • <i>Organic sustainability:</i> service users have been empowered to take the practice forward • <i>Established:</i> the project has been operational for several years 	
<p>Established: The project is operational since 2008 and is co-financed by the European Social Fund.</p>	
21. Transferability of the practice <i>Description of whether the practice has been transferred, considering the following criteria:</i> <ul style="list-style-type: none"> • <i>Transferred:</i> transfer to other regions, countries, service user groups, etc. • <i>Potential for transferability:</i> there is interest from the outside; elements of the practice have been taken up and used elsewhere; material for transferability (for ex. training material) has been developed 	
<p>Potential for transferability: the Regional Government is planning to transfer the practice to other prisons in Galicia.</p>	

Annex 1.
ACTIVITIES

Name of the activity	Objective
Literacy for adults	Learning of basic knowledge on literacy and mathematics.
Programme on gender violence	Decrease the likelihood of violent behaviour.
Programme on sexual violence	Treatment programme of psychosocial nature.
Workshop on education	Help families to realise their role in the development and education of their children.
Prevention of relapses course	Acquisition of skills to avoid relapses in substance abuse.
Managing emotions course	Facilitate the increase of self-efficacy and cognitive abilities.
Road safety workshop	Re-educate on behavior and attitudes of participants on road safety culture.
IT skills	Acquisition of basic computer knowledge.

TRAINING

Name of training	Objective
Gardening	Professional qualification
Baking	Professional qualification
Construction	Professional qualification
Hairdressing	Professional qualification
Cleaning	Professional qualification
IT skills for Digital Editing	Professional qualification
IT skills for Digital Photography	Professional qualification
Compulsory school	Compulsory school qualifications
UNED	University degree

WORK ACTIVITIES

Name of the activity	Objective
Wine Workshop	Acquisition of basic personal and social skills
Sports Workshop	Acquisition of basic personal and social skills
Shirt Workshop	Acquisition of basic personal and social skills
Baskets and origami Workshop	Acquisition of basic personal and social skills
Sewing Workshop	Repair of garments and equipment of inmates

Creative Workshop	Acquisition of basic personal and social skills
Bracelets Workshop	Acquisition of basic personal and social skills
Pottery Workshop	Acquisition of basic personal and social skills

OTHER ACTIVITIES

Name of the activity
Magazine Workshop
Debate club
Book club
Chess class