

Strengthening offender rehabilitation and reintegration through evidence-based practice and capacity building

- Public Lecture on Criminal Justice Policy
- Friday 26th January 2024
- Steve Pitts
- Ambassador – Confederation of European Probation

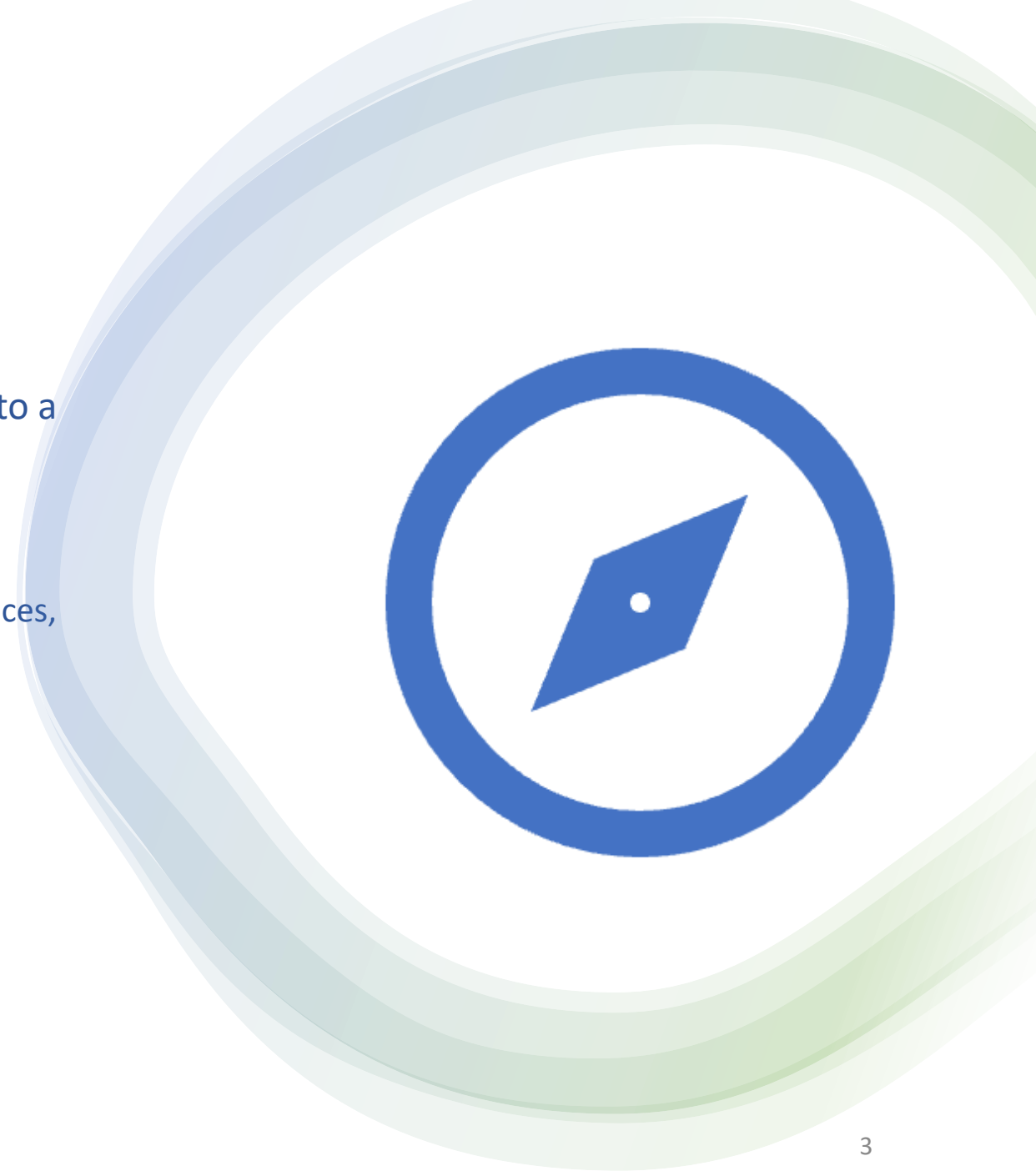
Lecture Focus

“The strength of collaboration – local, national, international and global”

- Introduction
- 1. The Evidence Base and Practice
 - England and Wales
- 2. European Context for Development of Practice and Capacity
 - CEP
 - Council of Europe, European Union, Global incl. UN...
- 3. Building Capacity
 - European Experience
 - “What Works” in capacity building/transfer?
 - Findings, Recommendations, Wider relevance...
- Questions and Discussion

Introduction – Collaboration, Exchange, Capacity Building

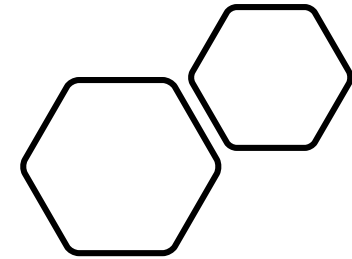
- “East-West – home is best!” (Or is it..?)
- How relevant is European learning (or learning in any region) to a **global** picture of
 - policy and practice development
 - transfer and capacity building
 - mature services, new and developing probation services, in relation to the global north-south, including the perspective of colonialism?
- To what extent are lessons on capacity building in probation relevant to ***other professional fields of justice?***
 - Integrated roles, what makes a strong organisation?
- To state the obvious...
 - International transfer and exchange are not new
... and occur in multiple fields and directions...





A Japanese garden in...

**Tatton Park, England
1910...**



**Copied?
Emulated?
Inspired?
A combination..?**

*Questions based on Dolowitz, D. and Marsh, D.
(2000)*

Photographs – Tatton Park (websites)



Metaphor – the Ecological Niche

Professor Rob Canton (2009) “Taking Probation Abroad”*

“the fate of a plant transplanted from one environment to another will depend presumably upon vectors like – climate (does it get enough sun and rain? will the frosts kill it?) soil (does the soil provide the required nutrients or contain toxic substances?), competitors and predators (are there other plants with which the newcomer must compete to survive? are there insects that will prey upon it or diseases that may blight it?)

What are the counterparts for a penal practice?”

“A new penal policy or practice will have to find – or more probably make – its place in the context of an existing system. It will meet resistance and competition, perhaps simply because it is unfamiliar but perhaps too because it disturbs practices in which others have an interest. To take ... the example of the pre-sentence report: ...”

*Canton, R. (2009), “Taking Probation Abroad”, *European Journal of Probation*, 1: 66–78, available online at www.ejprob.ro

From the world of Art

Hokusai --- Vincent van Gogh

- The Great Wave off Kanagawa (1831)
- Starry Night (1889)





Based on: Article, Guardian online, UK, 17-01-2024

An example of potential future transfer?

Architect Shigeru Ban's toilet design,
with outer walls that turn opaque when the doors are locked.

Photograph: Philip Fong/AFP/Getty Images.



Moving closer to our areas of responsibility..!

World Congress on Probation and Parole (incl. London and Tokyo)

Hogoshi System

1st World Congress on Community Volunteers - Kyoto

2nd World Congress on Community Volunteers - The Hague

Volunteers in Europe - the CoPPer Project

Yellow Ribbon Project – Singapore – Czech Republic

...influences, similarities differences?

The 7th Yellow Ribbon Run (2022)

- Czech Yellow Ribbon Run – aimed at fighting prejudice against ex-offenders and raising public awareness about the importance of inmates' reintegration back into society.
- “The 7th year of the Czech YRR - dedicated to the often forgotten victims of crimes – offenders’ children.
- 700 hundred people including about 160 prison service staff, and 290 prisoners (virtual run within the prison walls).
- The organisers were honoured, that 20 colleagues from Singapore Prison Service – Singapore being a cradle for the YRR – participated in the virtual run!”
- Adapted from, and more information at <https://yellowribbon.cz/>.

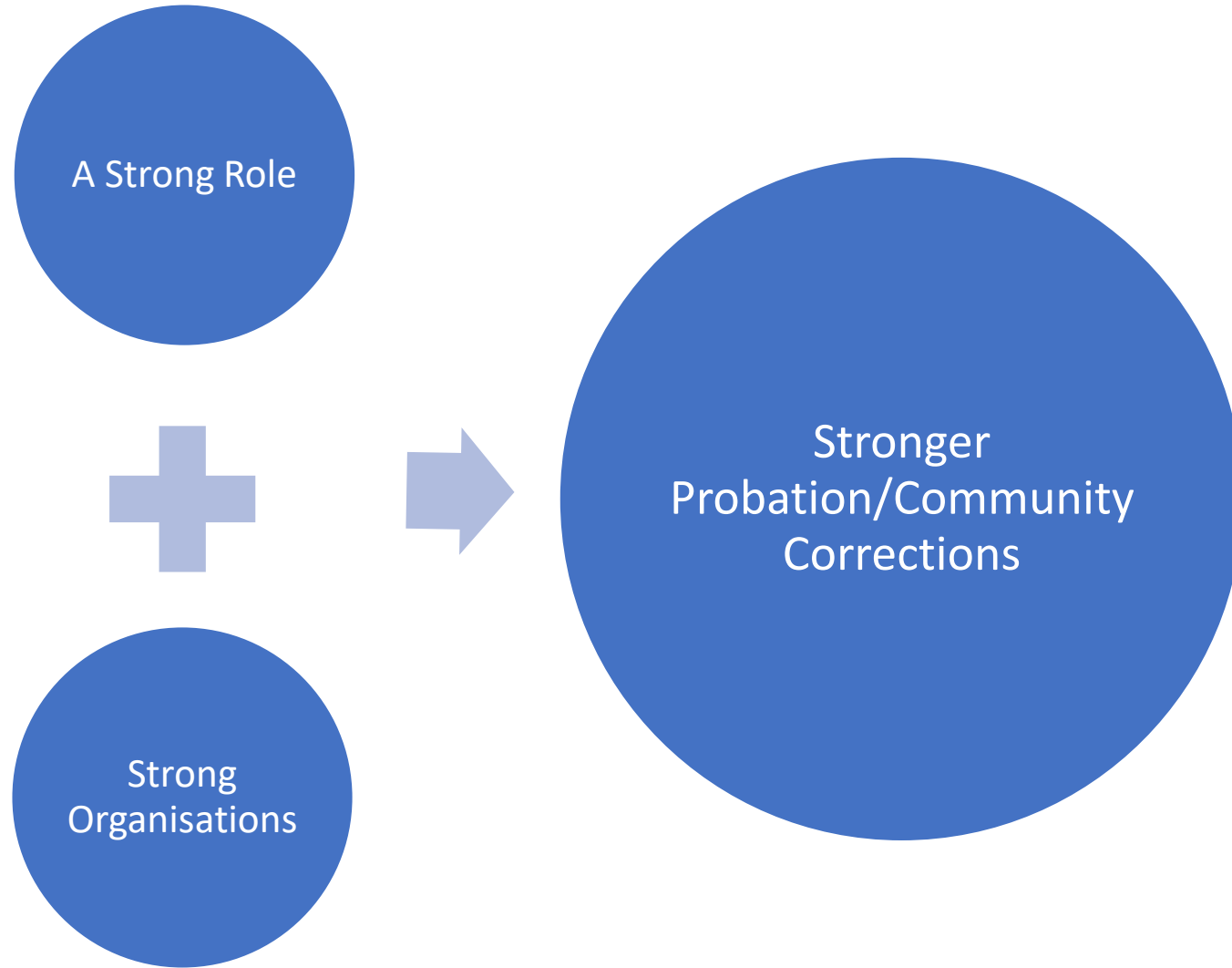


The Evidence Base and Practice – England and Wales

- Main paradigms
 - RNR and Desistance
- Practice examples
 - Women
 - Sex offenders
- Briefly, further considerations –
 - Who Works? Structure

Preliminary thought: Achieving aims and impact through effective practice requires a strong role and a strong organisation

The Bigger Picture



The Evidence Base – 2 Main Paradigms



**Risk, Needs and
Responsivity
(RNR)**

Desistance



Reconciling “Desistance” and “What Works” Shadd Maruna and Ruth Mann*

Commonalities: Narrative of Hope
Divergences: Programmes vs. lives



An illustration ... Reflecting on those who sustain a loss in weight ...

“What social supports and structures do such individuals have in place? How do their habitual patterns of thought change and differ from weight regainers? What role does a change in the person’s identity or sense of self play in the process, and how is this reinforced by those around the person?”

*H.M. Inspectorate of Probation – Academic Insights 2019/1

Reconciling “Desistance” and “What Works” Shadd Maruna and Ruth Mann*

“The strongest existing **‘what works’** research to date has established with reasonable replication **the effectiveness of programmes described as cognitive behavioural, targeted to individuals with higher risk scores , that teach skills such as emotional regulation and perspective taking.**”

“...people are more likely to **desist** when they have **strong ties to family and community, employment that fulfils them, recognition of their worth from others, feelings of hope and self-efficacy, and a sense of meaning and purpose in their lives.**”



“... ‘desistance focused’ practice, therefore, draws upon some or all of the following in designing and delivering interventions:

- a) the findings of desistance research;
- b) the expertise of **individuals who have themselves desisted from crime** (‘wounded healers’, ‘credible messengers’, ‘experts by experience’);
- c) the **strengths** of those in the justice system (as opposed to correcting deficits), for instance, through roles as peer mentors, artists, teachers or community benefactors;
- d) the **strengths of the families and wider communities** of individuals in the justice system (including employers, faith communities, and victims/survivors and their advocates) (see e.g., McNeill, et al, 2012; Porporino, 2010).”

(Bold added)

Risk, Needs and Responsivity (RNR)

The risk principle is about matching service intensity to the likelihood of offending, with minimal or even no intervention being sufficient when the likelihood is low;

The need principle states that relevant criminogenic needs should be the focus of targeted interventions, with the goal of moving these needs in the direction of becoming strengths;

The responsivity principle specifies that interventions should be tailored, among other things, to the child's strengths, motivations, preferences, personality, age, gender, ethnicity and cultural identifications.

Based on: <https://www.justiceinspectorates.gov.uk/hmiprobation/research/the-evidence-base-youth-offending-services/general-models-and-principles/other-generic-models-and-principles/?highlight=trauma>

Addressing offending- related needs...

Impulsivity

to thinking of consequences and managing emotions

Pro-criminal
attitudes

to a non-criminal identity

Pro-criminal
associates

to friends and social groups not involved in crime

Poor family
relationships

to supportive and caring relationships

Lack of work

to increased employability and satisfying employment

Drug misuse

to safe use or sobriety

Alcohol misuse

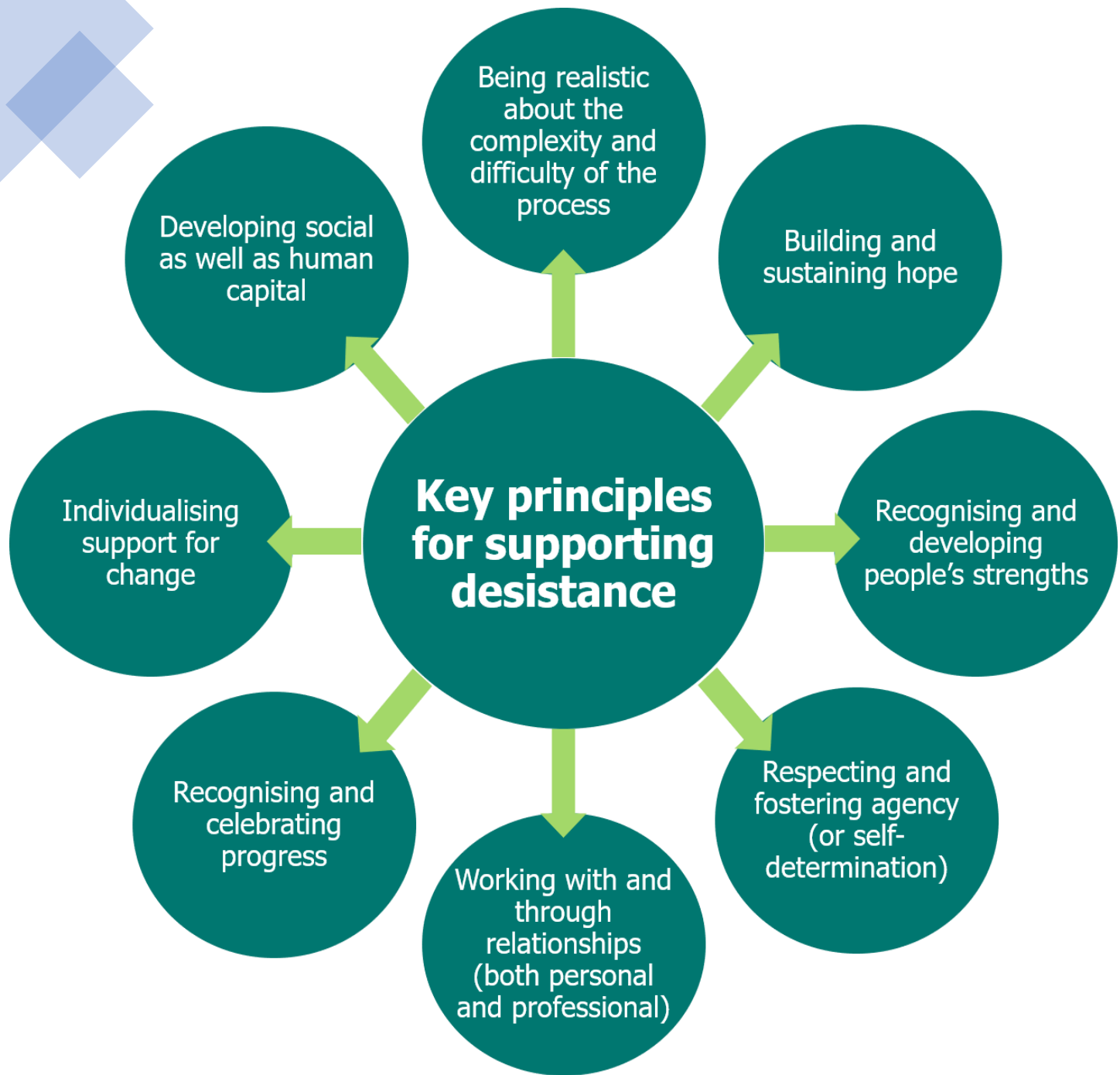
to sensible drinking or sobriety

Poor use of
leisure time

to satisfying (non-criminal) activities

Infographic:

<https://www.justiceinspectors.gov.uk/hmiprobation/research/the-evidence-base-probation/models-and-principles/the-rnr-model/>



Three stages of Desistance -

Primary – Behaviour –
cessation of offending

Secondary – Identity –
adoption of a non-offending identity

Tertiary - Belonging –
Recognition by others that one has
Changed, and development of a
sense of belonging

Desistance is Complex!

Range of tasks and roles

A demanding profession!

Infographic:

<https://www.justiceinspectorates.gov.uk/hmiprobation/research/the-evidence-base-probation/models-and-principles/desistance/>

Working with Women – Strategy and Policy

The Concordat on Women in or at risk of contact with the Criminal Justice System (December 2020)*

- (1) examines how government departments should **work together nationally** to identify and respond to the needs of women – an agreed **cross-Government commitment to support women and an action plan**.
- (2) improving outcomes at a **local level**, including through establishing **a whole system approach to respond more collaboratively and effectively to the multiple and complex needs of women**.
- (3) A commitment to publish a **data tool to enable local areas to better understand the needs** of the women in their area – to **respond more closely** to local needs and to **track the outcomes** and success of work locally.

Female Offender Strategy - Delivery Plan 2022–25 (Ministry of Justice, January 2023)*

Commitments – Four key priorities

- 1. Fewer women entering the criminal justice system and reoffending
- 2. Fewer women serving short custodial sentences with a greater proportion managed successfully in the community
- 3. Better outcomes for women in custody
- 4. Protecting the public through better outcomes for women on release

Working with Women – Strategy and Policy

- In 2019, **50% of women sentenced to immediate custody received a sentence of three month or less.** In the words of the Government's Female Offender strategy...
- “**short sentences offer limited public protection... and fail to offer time for meaningful rehabilitative activity... (and) can aggravate vulnerabilities and raise the risk of reoffending.**
- Can cause huge **disruption to the lives of offenders and their families, causing crises in employment, housing and contact with dependents....”**
- “... women can experience **particular harms** in prison. The **smaller number of women's prisons means that women are held further away from their families than men and experience fewer visits** – associated with higher rates of reoffending.
- Women in prison are also much **more likely than men to experience self-harm.** In 2020, women made up 22% of all self-harm incidents despite representing only 4% of the prison population.
- **Imprisoning women also creates harms for children.** Women who are imprisoned are significantly more likely than men to have dependent children (60% to 45%). Extensive - increases children's risk of anti-social behaviour, disruptions to care and home life, difficult and upsetting prison visits and stigmatisation.

*Extracted from and based on: Ministry of Justice Website, www.gov.uk (Bold added)

Working with Women – Risk, Needs, Responsivity

Women who are convicted are:

- More likely to have **experienced trauma**
- More likely to **offend due to their relationships**
- **Less likely to be violent**

Based on: Centre for Justice Innovation Problem-solving courts for women: An evidence & practice briefing
<https://justiceinnovation.org/sites/default/files/media/document/2021/Problemsolvingcourtsforwomen.pdf>

Working with Women – the evidence base

Key findings*

- Women offend for different reasons than men, and **often emphasise different factors when they successfully desist from offending.**

More specifically, men that desist tend to focus on personal choice and agency, while...

women desisters focus more on relational aspects, typically parental attitudes, assumption of parental responsibilities, dissociation from offending peers, and experience of victimisation.

*Based on - <https://www.justiceinspectorates.gov.uk/hmiprobation/research/the-evidence-base-probation/specific-sub-groups/women/> (Bold added)



Working with Women – Approaches include...

Whole System's
Approach
(diversion where
possible)

Women's Centres

Problem-Solving
Courts for Women

Working with Women – Practice

Women's Pathfinder Whole System Approach and 18-25 Early Intervention Service (Wales)

Based on Women's Pathfinder Pilot (2013...)

- Collaboration involving HM Prison and Probation Services, all Welsh Police and Crime Commissioners
- Interventions included -
 - Diversionary schemes (point of arrest)
 - Colocation of probation staff with third sector women's services
 - Case conferencing arrangements to support joint working and information sharing
 - Access to services in local communities
- Formal evaluation: 26% reduction in reoffending, overall rearrest rate 50% of that in comparison sites

The Whole System Approach (and 18-25 Early Intervention Service) (2019...)

- Delivered by a Consortium of private (G4S, Safer Wales, Include and Llamau)
- May be diverted away from CJS as part of a Community Resolution

Based on: <https://justiceinnovation.org/project/womens-pathfinder-whole-system-approach-18-25-early-intervention-service>

Working with Women – Practice

Women's centres*

Approach: to treat women holistically and as individuals, responding practically to their individual needs, rather than focusing solely on cognitive processes. Help to build the capacity to address their own issues rather than just addressing offending behaviour.

Range of models, commonly **multi-agency hubs - benefit to the women attending and agencies for whom these women have often proved to be a hard-to-reach group.**

Centres involve **not solely criminal justice agencies, and can be involved in the lives of the women that attend them beyond the bounds of the criminal justice system,** offering:

- (i) a **preventative measure** to help women resolve situations that might lead to offending; and
- (ii) a **follow-up service**, maintaining contact after women have finished probation.

(Bold added)

*Adapted from: <https://www.justiceinspectorates.gov.uk/hmiprobation/research/the-evidence-base-probation/specific-sub-groups/women/>

Working with Women – Practice

Problem Solving Courts...

In 2020, the Ministry of Justice announced its intention to pilot five new problem-solving courts, including one which should specifically focus on the distinct needs of women who offend. Courts...

Target women at risk of custody: Problem-solving courts for women should target individuals at risk of short custodial sentences, and avoid up-tariffing women with lower-level offending but complex needs;

Ensure judicial continuity: Having the same judge or bench of magistrates at regular review hearings helps to build rapport and allows them to continually monitor an individual's progress and engagement;

Promote partnership working: Effective collaboration between agencies that facilitates service user engagement is crucial to the success of a women's problem-solving court, as is the ability to refer women to local women's centres, where they can receive individualised support packages during their community sentence.

Working with Women – Practice

Problem Solving Courts... how they work

Manchester's problem-solving approach **targets women with additional support needs**, such as addiction, mental health issues or unstable housing, who have offended.

Needs are identified as part of a pre-sentence assessment process. Probation officers can propose referral to the problem-solving court as part of the Pre-Sentence Report (PSR).

Courts are supported by **specialist teams including legal advisors, probation officers and panel of magistrates.**

If a woman receives a sentence with a problem-solving approach, she is **allocated a keyworker and a tailored package of support** throughout sentence.

Regular attend court for review hearings to monitor progress.

More informal than a standard court hearing and the magistrates adopt an **asset-based approach**, emphasising skills and strengths and recognising the importance of building relationships, to encourage the woman to comply with the order, take responsibility for her actions and to engage with agencies that can help her move forward with her life.

Based on: Problem-solving courts for women: An evidence & practice briefing

<https://justiceinnovation.org/sites/default/files/media/document/2021/Problemsolvingcourtsforwomen.pdf>

Working with Women – Practice

Aberdeen (Scotland) problem-solving court approach

Provide an **alternative approach for women with complex needs and multiple previous convictions**...later expanded to include young adult men aged 18-25.

Aim: to **reduce the use of short-term custody and reduce re-offending by combining the authority of the court with rehabilitative community sentences.**

Once accepted, individuals are given a **Structured Deferred Sentence (SDS)** usually for six months.

Females receive **enhanced support** from a Criminal Justice Social Worker (CJSW) and from a support worker based in a local women's centre.

Review hearings every four weeks to discuss progress in front of a specially-trained dedicated sheriff. If successful throughout the SDS, they will **receive an admonition.**

Aberdeen participants reported that receiving support often led to increased motivation to comply. Data suggests that the wider Whole Systems Approach is working, Greater Manchester reporting lower rates of reoffending for women who have offended in comparison to similar metropolitan areas, as well as England and Wales as a whole (15% compared to 23% for the period April 2017 to March 2018).

*Based on: Centre for Justice Innovation - Problem-solving courts for women: An evidence & practice briefing (see previous slide)

Working with Sex Offenders

Sexual offender treatment programmes have been found to have a moderate beneficial effect on sexual reoffending and to work best in community and hospital settings. Those programmes based upon cognitive-behavioural therapy have been found to be effective in reducing sexual and violent (but not general) reoffending.

There is, however, a pressing need for formal evaluations of the latest strengths-based programmes such as Horizon and Kaizen in England and Wales – an initial process evaluation of the Horizon programme was published in 2019.”

<https://www.justiceinspectorates.gov.uk/hmiprobation/research/the-evidence-base-probation/specific-sub-groups/sexual-offending/>

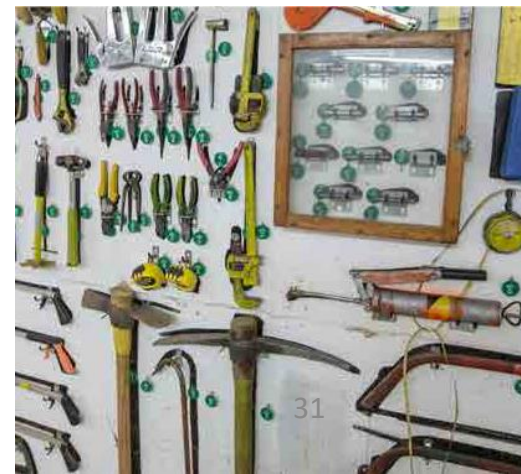
Working with Sex Offenders

A multi-strand approach, includes -

- **Programmes** – varying intensity and focus according to risk, needs and responsivity
- **Partnership Working**
 - MAPPA (Multi-Agency Public Protection Arrangements). Associated with significant falls in serious reoffending (although absence of control group)
 - Organised at police force area, with probation, police and prison service forming the MAPPA Responsible Authority area. Other agencies, such as the NHS or local authorities, have a duty to cooperate with MAPPA. All should work together locally to identify, assess and manage individuals who pose a higher risk of harm to others.
 - Three levels of management (single agency, two + agencies, multi-agency senior management oversight of risk)
- **Assessment tools**
 - Risk Matrix 2000 (police and probation)
 - OASys Sexual Reoffending Predictor (simpler, in some respects a better predictor)
 - Active Risk Management System - police and probation (benefits not fully recognised).
 - Practitioners should focus upon the dynamic aspects of risk, such as deviancy, antisocial attitudes and poor self-management.
- **Circles of Support and Accountability (COSA)**. Found to reduce reoffending and increase compliance by high-risk sexual offenders

https://www.youtube.com/watch?v=WwD5ONPA1_Y

- **Polygraph Testing** (associated with a much greater likelihood of making clinically-significant and risk-relevant disclosures to professionals)



Supporting Reintegration (Support in “natural communities”)

The Clink Charity*

“...in partnership with His Majesty’s Prison & Probation Service to deliver 36 training projects: 3 restaurants, 2 gardens, 2 staff canteens, 1 events catering business, 1 bakery and 30 prison kitchens.

All projects utilise integrated programme to ensure students receive support they need - in prison, also post-release: Recruit, Train, Support, find Employment and Mentor.”

Evaluation finds significant Reductions in Reoffending

*Based on: <https://thelinkcharity.org/the-charity>

Parc Supporting Families’** (PSF) aims to support and develop innovative ways that healthy family ties can be established, maintained and enhanced whilst a family member is serving a sentence at HMP Parc (Wales).

PSF includes:

Family intervention unit - a 62 bed living unit where the entire focus of the environment is upon repairing, enhancing and taking responsibility for relationships, parenting and family.

Invisible Walls Wales' - interventions and support for prisoners and their families via Family Intervention workers based in the prison and practitioners based in the community.

Family centred visits - activities for children and families maximise the engagement - opportunity to have family photographs taken.

Children and family friendly visiting - play areas visits hall and visitor reception area, push chairs and baby changing facilities, helpful and sensitive staff.

Parenting programmes for prisoners - including Parenting for Dads, Fathers Inside and Family Man.

**From: <https://www.nicco.org.uk/directory-of-services/parc-supporting-families>

Further Considerations - “Who Works”*

Raynor et al (2014) found reconviction rates were significantly lower among individuals supervised by probation officers who used more skills...

Relationship Skills -

- Empathy
 - Warmth
 - Showing concern and respect
 - Clarity about roles and expectations
 - Reliability and consistency
 - Conveying optimism about possibility of change
 - Rehabilitative orientation, focus on employment and accommodation
- Skills contribute to a “*Working Alliance*:”

Structuring Skills –

Relationship skills pave the way for specific change skills e.g.; Cognitive-behavioural, Motivational interviewing, Problem-solving

In all cases: Procedural justice “the degree to which someone perceives people in authority to apply processes or make decisions about them in a fair and just way;”

- **Key principles:** voice, respect, neutrality, trustworthiness

* Based on and adapted from: Target Operating Model, HMPPS, 2021, Annex A

Theme 2 - The European Practice and Capacity Building Context

- The CEP
 - Role and Activities
 - Examples
 - Volunteers, Reintegration
- The Council of Europe and European Union
- Global and other Perspectives
- The growth of probation



Europe, European bodies, and the CEP

- Europe – geographical; 44 countries
- Council of Europe; 47 Members
- European Union; 27 Member States
- Confederation of European Probation (CEP) ...



Members of the Council of Europe (Extract CoE website)



Founded 1981

60+ Member organisations across 40 countries

Probation agencies, Universities*, NGOs, individuals, and more...

Valued affiliate organisations around the world

Most recent collaborations and affiliations – UNODC and UNAFEI!

* An academic member sits on the CEP Board



Vision for Europe

“To contribute to safer communities by rehabilitating and reintegrating offenders and providing the best possible interventions to reduce offending and the impact of crime.”

CEP ... promotes pan-European cooperation including by conferences, workshops, expert groups, research projects, jurisdiction reports, knowledgebase, “Day in the Life of”, “Probation Works”, digital newsletter, website, regional events for newer services, CEP Matchmaking Project, webinars...

Some Current Priorities

- Violent Extremism
- Framework Decisions
(movement of offenders
within Europe)
- Mental Health
- Technology
- Probation in Europe



CEP supports newer services
As they become established, they help to support the newest!
including as Board Members

Some
Current
Activities
...Expert
groups,
workshops,
conferences...

Expert Groups and Networks include...

Research
Foreign Nationals in Prison and Probation
Violent Extremism
Technology
Sex Offender Management
Domestic / Gender-based Violence
Mental Health
Education and Training Network



2024 Events include...

Webinar – Alternatives to Detention
Webinar – Violent Extremism
Workshop on Mental Health in Probation
Conference – Electronic Monitoring “Beyond Control”
Criminal Justice Platform Summer Course 2024



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○

Criminal Justice Platform Summer Course

**CRIMINAL JUSTICE
PLATFORM EUROPE**

SUMMER COURSE 2024

**Towards
Resilience in
Criminal Justice**
*Organisation - Staff -
Client*

2 - 5 July 2024
CEJFE, Barcelona

prisons • probation • restorative justice

CEJFE
Confederation of European
Judges

EUROPRIS

European
FORUM FOR
RESTORATIVE
JUSTICE

Generalitat de Catalunya
Departament d'Justícia
I Formació Especialitzada

Supported by the
European Union



International Perspectives – United Nations

CEP and its members have been privileged to contribute to and learn from (incl.) –

- Preparation for and delivery of Workshop 2 at the 14th UN Congress on Crime Prevention and Criminal Justice, Kyoto
- The first World Congress for Community Volunteers Supporting Offender Reintegration
- Development of Model Strategies on Reducing Reoffending

**Some
Current
Activities
...New
Project...**

Volunteers in Justice

The CoPPer Project

Inspiration of Hogoshi!





What is CoPPER?

CoPPER overall goal is to bring together European organisations to create a transnational network focused on sharing knowledge and experiences to co-explore ways of increasing engagement and valuing the role that volunteers and the community play in the offender's rehabilitation journey with the final goal of a crime-free life for the offenders.



2022-1-NL01-KA220-ADU-000089938



Who do we want to involve?

- Prison and Probation Services
- Community-Based Organizations
- People in Conflict with the Law
- Academia
- Volunteers

Project Results

- Mapping the European practice of Volunteering in probation
- European Training programme for Volunteers in the Probation Services
- Community Based Organisations Capacity-Building
- European Probation Volunteering Handbook



Know more:



- Preliminary Training Plan - 5 Modules
 - Vision and roles including judicial domain
 - Relational, Communication, Observation (non-judgmental), Problem Solving

European perspectives on Prisons, Probation, and Reintegration



*Norway -

Principle of Normality , Import Model.
Staff training, and Resettlement Guarantee

*Adapted from: https://www.unafei.or.jp/publications/pdf/14th_Congress/14_Ms.Heidi_Bottolfs.pdf

Ireland - The [Community Return Scheme](#) - Supervised release of qualifying prisoners - complete unpaid community work as condition of early release.

It gives prisoners, whom the Irish Prison Service and Probation Service have assessed as being suitable and motivated, the opportunity of early - and renewable temporary release with resettlement support. Available for those serving 1 -8 years, served at least 50% of sentence.

Joint structured approach benefitting all parties...

Based on website, Irish Probation Service



Finland "PLUS"

**Legislative criminal justice reform
Controlled and supportive release,
Implementation in the community –
a community sanction
lower recidivism

** Based on a presentation
of Finland practice,
ICPA Conference,
Antwerp, 2023

Rescaled – The Detention House Concept and Practice

(Small-scale: Communication, collaboration and cohesion
with stakeholders and local residents)

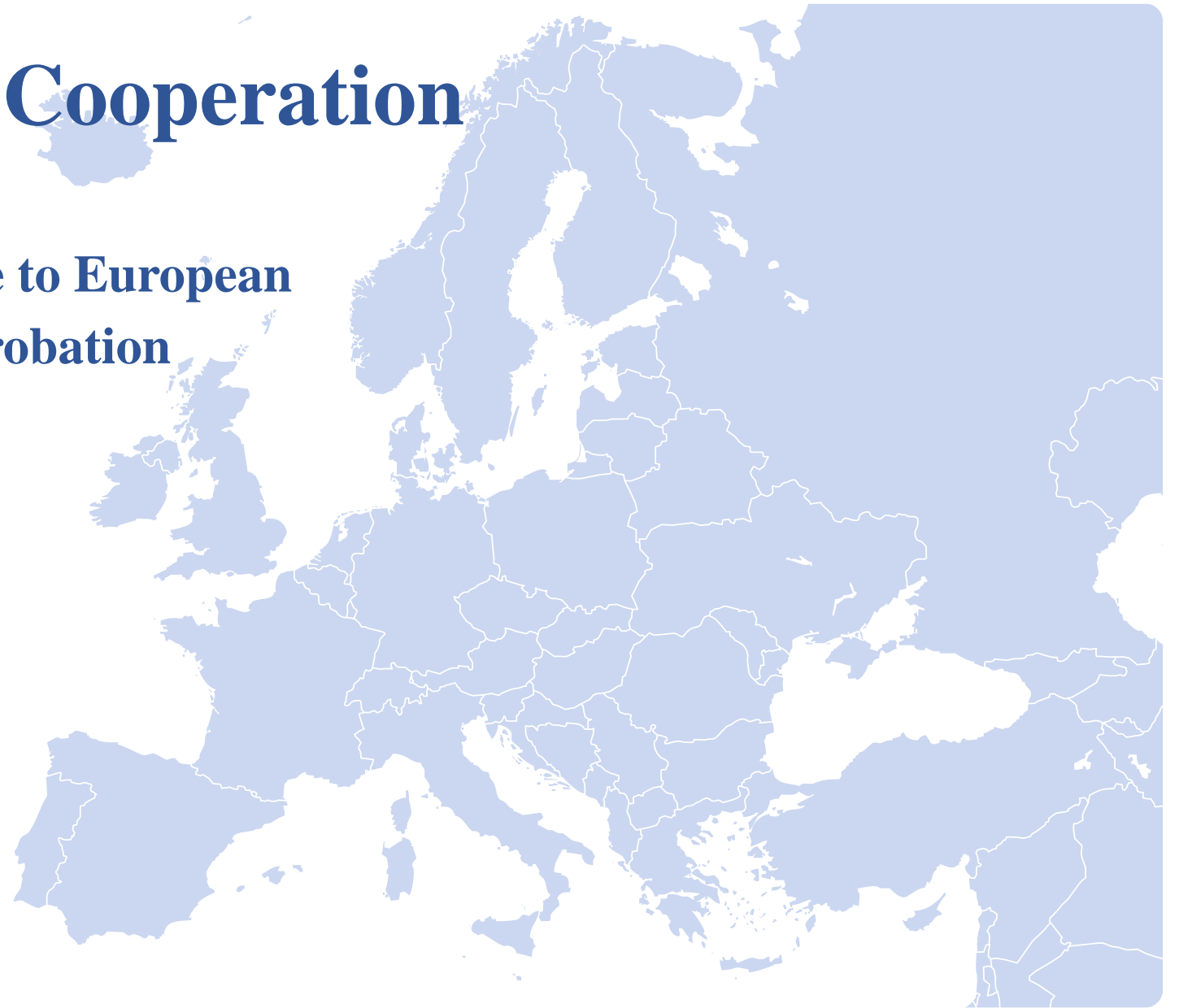
Based on: <https://www.rescaled.org/the-detention-house/>

Expert Advice and Cooperation

The CEP provides expert advice to European bodies on the development of Probation Policy and Practice, including –

The Council of Europe

The European Commission



Council of Europe



The work of the Council of Europe as far as the field of prison and probation is concerned consists of three elements: **standard-setting, co-operation work, and monitoring - a “Dynamic Triangle”**

Standard setting concerns recommendations that are (after preparation by the Penological Council* of the Council of Europe) adopted by the Committee of Ministers. Founded on principles enshrined by European Convention on Human Rights. Examples of this kind of work are:

- Prison overcrowding and prison population inflation (1999)
- Conditional Release (Parole) (2003)
- European Prison Rules (2006; Revision 2020)
- European Probation Rules (2010)
- Electronic Monitoring (2014)
- Community Sanctions and Measures (2017)
- Recruitment, selection, education, training and professional development of prison and probation staff (2019)

Council of Europe

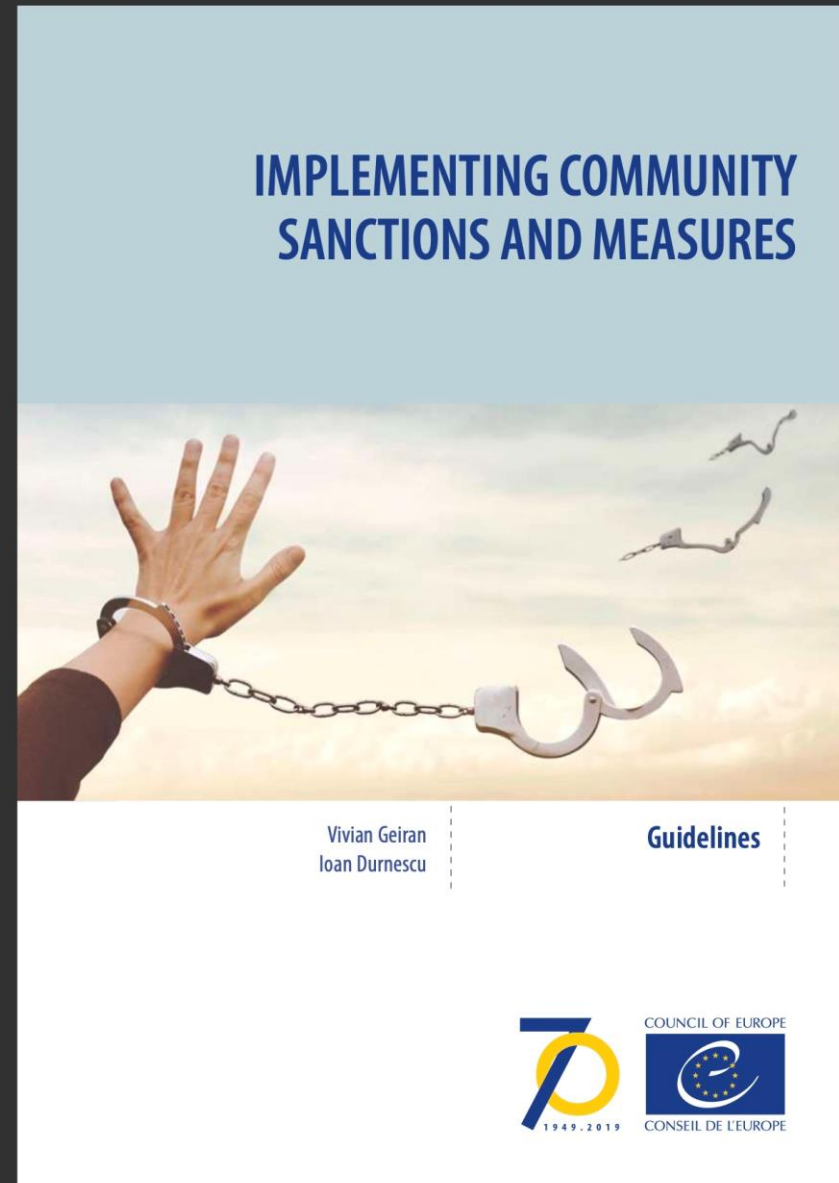


Co-operation work consists of:

- Organising high level conferences and multilateral meetings on prisons, police and probation-related
- The development of the SPACE penal statistics programme (on imprisonment and penal institutions since 1993 and on non-custodial sanctions and probation measures since 2009)
- Capacity building projects to improve monitoring and oversight, to develop probation and the alternative to prison and/or reducing overcrowding; some projects (co-)funded including by the European Commission, Norway, or the USA.

Monitoring work is performed mainly by the CPT, the Commission for the Prevention of Torture and Degrading Treatment.

Addresses insight
regarding potential
space between
standards and
implementation



Council of Europe

Based on: Guidance – Implementing Community Sanctions and Measures Geiran and Durnescu, 2019

Aim to promote the development and implementation of community sanctions and measures across Europe and to serve as a useful source for the establishment of relevant policy and practice.

Definitions

Standards

Theoretical Models and “Who works”*?

Regulation

Compliance and Breach

Working with the Court

Working in and with Communities

Community Service

Restorative Justice and Victim Perspective

Electronic Monitoring

Working in Prisons

Radicalisation and Violent Extremist offenders

Partnership, Multi-disciplinary work, and Inter-agency cooperation

Offenders Voice and Perspective

Working with volunteers

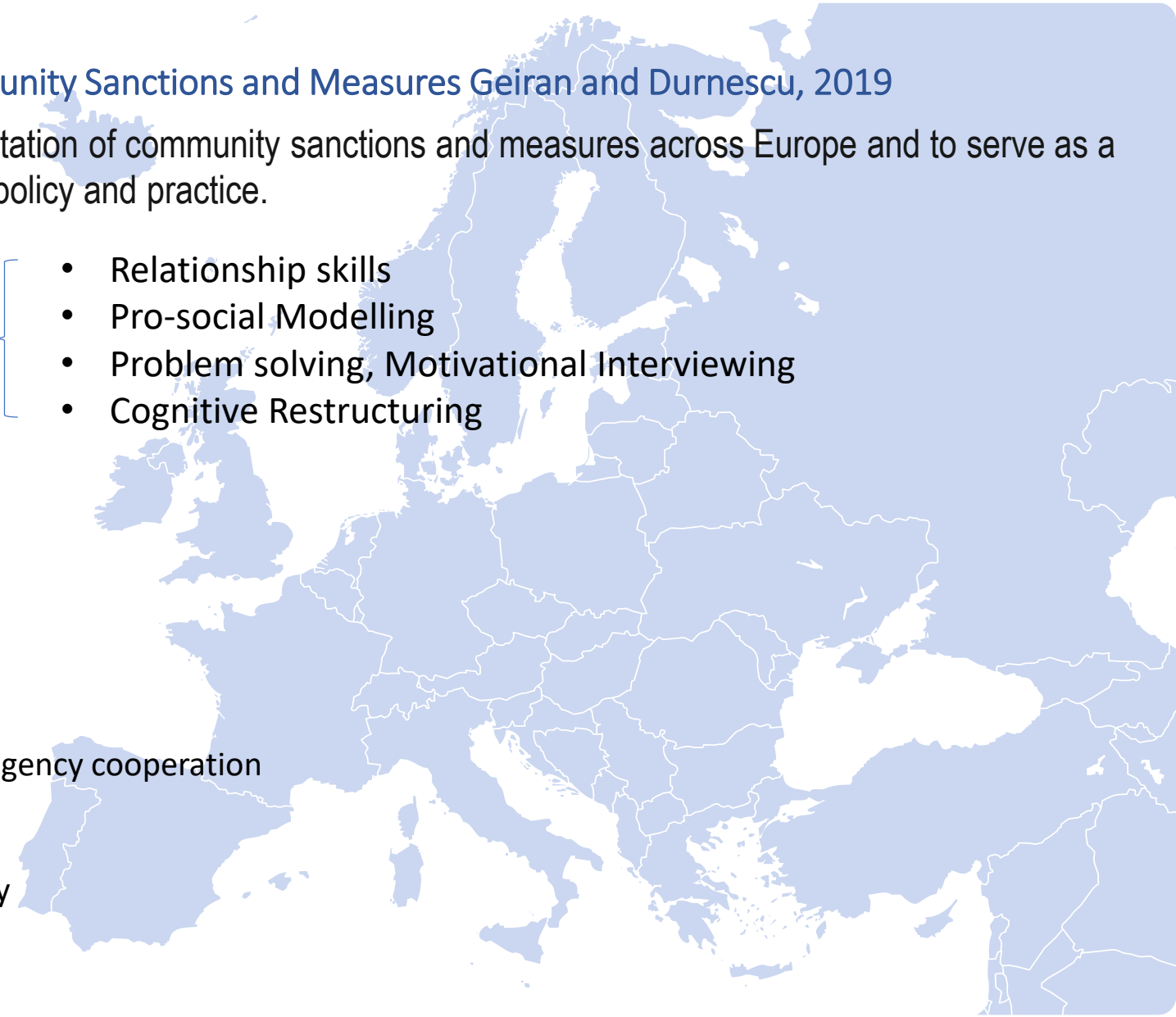
Case records, data protection and confidentiality

Inspection and Monitoring

Research and Evaluation

Relationship with the media

European Dimension (shared standards, consistency in adoption and application, collaborative development projects)

- 
- Relationship skills
 - Pro-social Modelling
 - Problem solving, Motivational Interviewing
 - Cognitive Restructuring



International Perspectives – United Nations

The Tokyo Rules (1990)

The UN Standard Minimum Rules for Non-custodial Measures

The Bangkok Rules (2010)

The UN Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders

The Nelson Mandela Rules (2015)

The UN Standard Minimum Rules for the Treatment of

The Sustainable Development Goals (2015)

Safer societies, inclusion, and sustainability

European Union - members



- **1995: 15 Members. Joined by ...**
- **2004: Czech Republic, Cyprus, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia**
- **2007: Bulgaria, Romania**
- **2013: Croatia**

Most have seen strong probation development!

Appeal of EU membership

Accession criteria (justice and home affairs incl. judicial procedures, prisons, police)

Availability of Funding for bi- and multi-lateral international capacity building projects (Incl. prisons and probation)

○

+

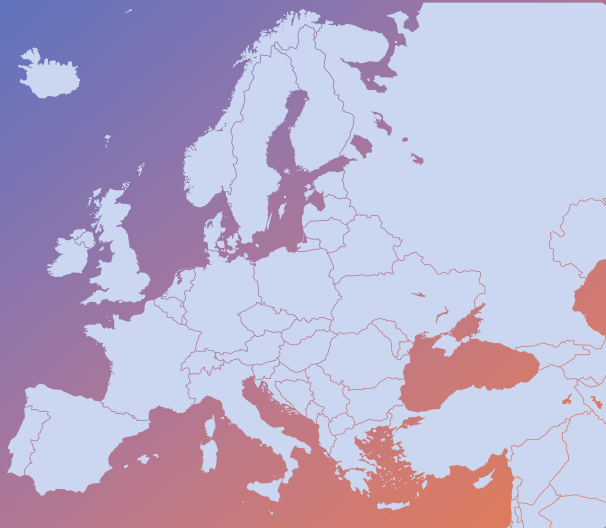


21st Century – in summary - a changing European picture!

- Evolving knowledge base and practice
- Capacity Building - strong growth in number of countries with probation services
- (In general) reductions in the use of imprisonment

What has worked well (and less well)..?

•





Theme 3 - What Works in Building Capacity?

A European research project -

“Learning from European Experience of Probation Service Development in the 21st Century.” Steve Pitts and Leo Tigges

- **WHY A PROJECT ON PROBATION CAPACITY BUILDING?**
- **AIMS AND METHODOLOGY**
- **FINDINGS, RESULTS, RECOMMENDATIONS**

Executive Summary - published on CEP-website
<https://www.cep-probation.org/research-report-on-promising-practices-in-building-probation-capacity/>

Why a Project on Capacity Building? Personal Background, European developments

Long career in the justice field, especially probation, involved in many capacity building projects

Personal reflection - have we been successful / what can we learn / do better?

Remarkable development in Europe. A success story? Yes – but...

A growing awareness that...

Why a project on Capacity Building?

...despite concerted effort (and investment) to expand community “alternatives”, they remain under-developed and underused in many parts of the world –

- whilst in many regions prison populations continue to expand

Every project/every country/every consultant (etc.) has its own approach

Not much literature on probation capacity building or evaluation studies on individual projects

Some initiatives appear more successful than others
Limited “language” for discussion

Which approach(es) or method(s) seem to address challenges and support success?

Project Aims

1

To test and refine a model or “language” to support Capacity Building

2

To identify potential capacity building “Success Factors”*

3

To consider the potential relevance of European lessons (successes and challenges) at a global level

- Probation
- Other Justice Services?

* Important NB! What *is* success?

Methodology

a) Field Studies: Five Countries visited and studied

- Albania
- Latvia
- Georgia
- Poland
- Romania

Insights from knowledge of:

- Croatia
- Serbia

And other countries in Europe and in other world regions with which we have familiarity from a probation development perspective.

b) Literature Review:

- *Policy transfer and capacity building*
- *Typology of justice systems in different countries*
- *Policy transfer and capacity building in probation*

c) Examine “International Influences” Including meetings with and desk enquiry of international bodies –

- European Commission
- Council of Europe
- CEP...

+ Taking note of United Nations sources



We quickly found ...



- Different sources of information strongly support each other
 - Good congruence between literature and experience / study visits
- Capacity Building is about far more than technical processes – it's also a relational business!
- Early field work led us to four key questions...

Findings – Four key Questions

- Our study visits suggested four questions central to the process of probation development –
- **WHY** (introduce/strengthen Probation, Transfer)?
- **WHO** (is involved – the Key stakeholders)?
- **WHAT** (competencies are transferred/developed)?
- **HOW** (is probation work enabled – legislation, leadership and organization, community...)

These are underpinned by **Capacity Building process(es) and qualities** including planning, structure, timeline, management and review, flexibility, project and personnel continuity, and “**softer**” factors such as project relational “style”

Subsequent literature review supported these initial findings which we believe should be asked in every capacity building project.

E.g.; Dolowitz, D. and Marsh, D.; (1996, 2000)



These and other findings contributed to the success factors that follow -

Aim 1 - First Steps: A language or Outline Model for Capacity Building - "Domains and Enablers"

- We started with a simple model (a graphic "translation" of the European Probation Rules, cross-referenced with the "Tokyo" Rules), used in our field studies.
- The "Domains" grouped under 4 headings, that represent the probation *role* or journey of service-users through the system)
 - *Pre-sentence/Community Sentence/Custodial sentence pre/post release*
- The conditions or "Enablers" to put the Domains in place – a strong *organisation*
 - Many are reflected in the European Probation Rules, Tokyo Rules, and the European Quality Model
 - *Legislation/leadership, Organisation, Community & Partnerships, Processes & Practices*

Results: We found ...



That the Model is a helpful tool in discussion with all parties to probation development

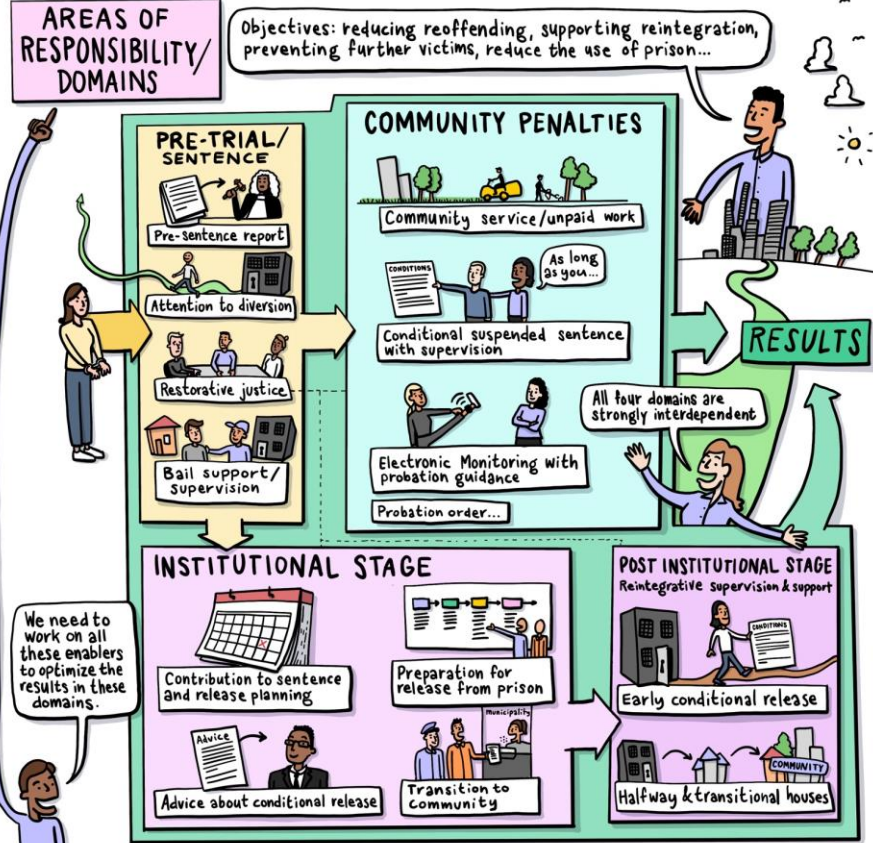
Countries/Jurisdictions/Beneficiaries
Donor and international organisations
Providers/consultancies etc.

In particular, the model:

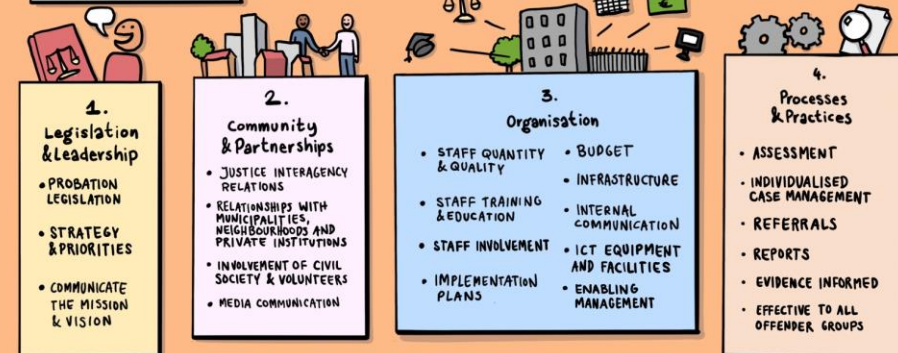
Provides a common easily communicated language
The framework helps to assess the current stage of probation development and change

Final infographic is a user-friendly representation of a strong probation role and organisation and sets the scene for planning.

PROBATION CAPACITY BUILDING



ENABLERS



Findings: We also quickly found ...

Capacity Building is (even) more complex than we anticipated

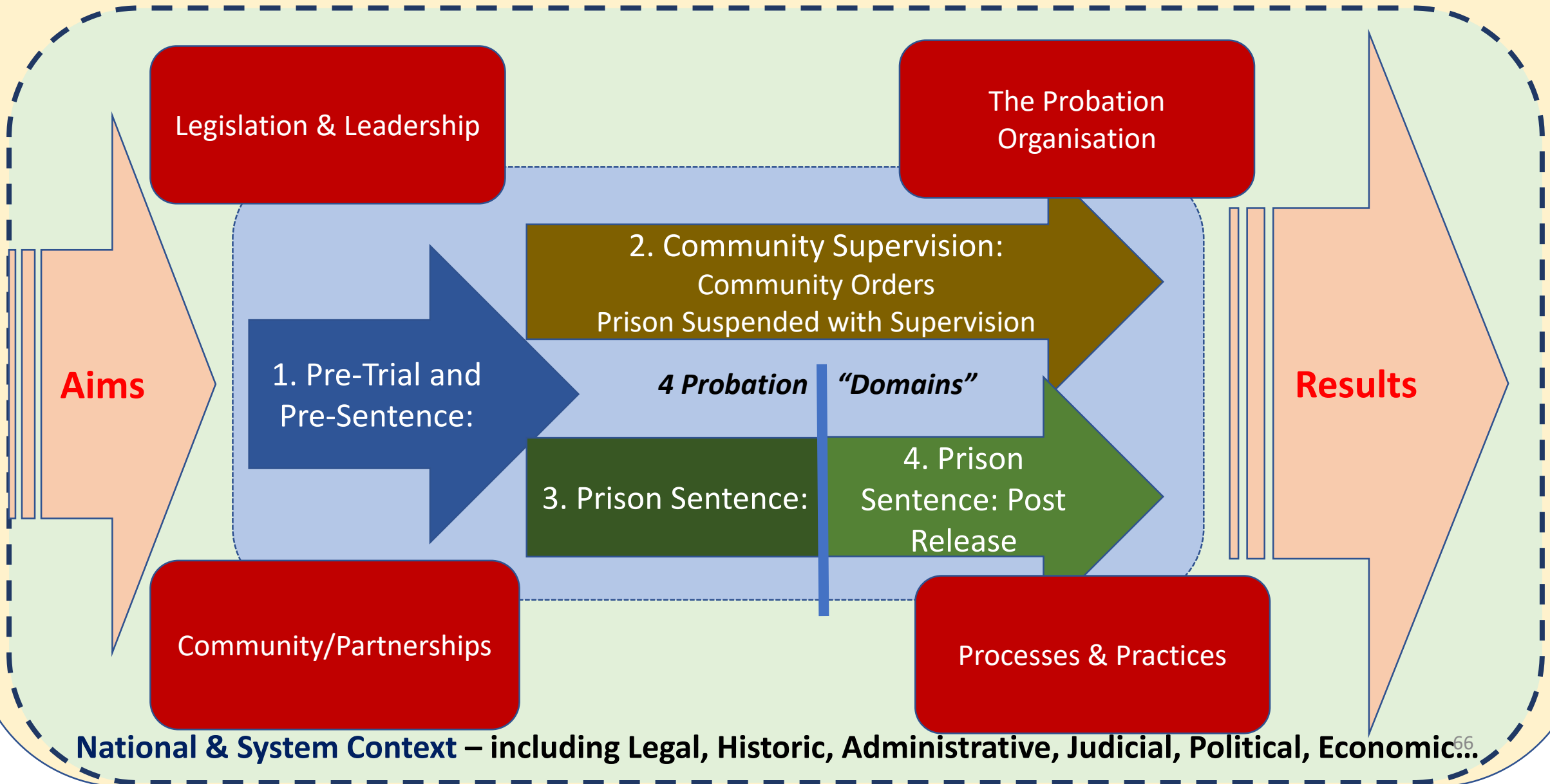
- Every jurisdiction, provider, donor etc. is (of course) different
- Community Corrections do not develop in isolation but impact other systems -
- Especially because of the interplay of different levels of context



Different Levels of Context

- Capacity Building takes place within contexts which have varying impacts on (probation) development. These include –
 - A Justice and Penal “System” context
 - A National Context
 - An International Context – Regional and Global

International Context - including Rules and Recommendations, Guidance, Evidence, Trends, Expert networks, Donor Funds and Expectations, Provider Approaches and Competencies...



Does Context Matter?

- Found often profound, differences in history, perspective, policy, practice, circumstance...
e.g.; attitudes to punishment, balance of surveillance and rehabilitation, resource ...
- Differences in perspective between –
 - Jurisdictions
 - Within national and system functions
 - Jurisdictions/capacity building organisations
- These need to be acknowledged, if not to impact later in unexpected ways.

10 Success Factors

- All the above, and more, leads us to conclude that capacity building can be complex - but has potential to be very successful...
- There is no best model or blueprint (just promising practices)!!
- Every country or jurisdiction has to find its own path, but the model and the success factors help!

10 Success Factors for building Probation Capacity:

- 1. A collaborative, partnership approach** (with the beneficiary in the lead)
- 2. Creating and communicating a shared vision** (regarding probation's contribution to the whole justice system)
- 3. Recognising and working with** (national, system, international) **context & complexity**
- 4. Identifying and mitigating resistances and risks** (e.g., net-widening)
- 5. Building networks and alliances**
- 6. Achieving the vision:** implementation plans balancing work in domains and enablers
- 7. Project Management:** preparation, step-by-step, pilots, flexibility
- 8. Professional technical and “soft” skills**
- 9. Drawing on and collaborating with supra-national organisations and professional bodies**
- 10. Building in evaluation, research and reporting**

1. A collaborative, partnership approach

- We found, in our field studies and the literature, and were struck by how in every phase Romanians had the *lead*.
- *Knowledge transfer and inspiration (not copying!) were emphasised.* This enabled Romanian partners to make their own choices.

Different ideas and possibilities were shared “*that were used creatively by the Romanian colleagues to design a Romanian model of probation... in line with Romanian traditions, institutions, culture or legislation.*”

Haines and Durnescu (2012) - “Probation in Romania: Archaeology of a Partnership”



- *Wheeldon (2012) (Latvia) “development is perhaps best seen as a bilateral process of constructive, and not proscriptive, interaction”*



*Four different gradations, or degrees of transfer – **copying, emulation, combinations, inspiration***

Dolowitz and Marsh (2000) ‘Learning from Abroad: The Role of Policy Transfer in Contemporary Policymaking’, *Governance*, 13 (1): 5-23.

2. Creating and communicating a shared vision (of probation's contribution to an - evolving - justice system)

We found many reasons for probation development*

Benefits:

- Reduce prison overcrowding and collateral costs
- Reduce reoffending
- Follow evidence
- Reduce financial costs
- Human rights, and "humanise"
- *"a means to reduce incarceration rates while retaining a state role in the control of offenders."* (Wheeldon, 2012)
- Political will to break with the past, a new generation who want to do things differently...

Surprisingly, reasons for probation are not always clear and may vary over time

- Unclear aims - among some practitioners, managers, justice partners, stakeholders...
- Place of probation in a sentencing framework not clarified
- Changes in political or service leadership, cost, unexpected "realities" of implementation, or resistances (which may include culture and staff) promote changes in aim over time

*See for example: "Probation Why and How?" <https://www.nhc.nl/probation-brochure/>

Probation Aims and Measures

- *Adaptation after Shapland, Bottoms, Farrall, McNeill, Priede and Robinson (2012) and Durnescu (2008)*

Probation Aim	Quality Measure
Promote community sanctions and measures	Increase the use of alternatives to detention
Assist judicial decisions	Satisfaction of the judiciary
Rehabilitation of offenders	Reduce rates of reconviction
Public protection	Safer communities
Enforcement of community sanctions and measures	High compliance, robust implementation
Offenders' reinsertion into the community	Improved inclusion and well-being
Victims' interests and reparation	Victims' satisfaction & constructive and proportionate reparation

2. Creating and communicating a shared vision

Croatia

- *Defining and communicating the benefits of probation*
 - Reduce prison overcrowding, improved conditions, cost savings, benefits to society – including Community Service
 - Aligning with European values
- *Communicating – judiciary and media*

3. Context and Complexity

Context – *international (regional), national, and system* interact and can stimulate (or hinder) probation development

End of the Soviet Union promoted optimism in former members & sphere (“we can now make our own choices”)

European Commission and Council of Europe promoted reduced prison overcrowding and humane approach

Legacy of Social and Political economy (top-down government, punitiveness, lack of independence of judiciary...), and new changes (e.g.; uncertainty of income & employment...), could hinder penal reform.

Probation had to “fight its corner” – find its place: competition for finance and attention in parallel with prison reform; new processes; Could be seen as soft; attitudes to punishment vs rehabilitation; not the only part of the justice system struggling for recognition; court reports – felt as threat to judicial role and independence?

Context - Political Economy

Cavadino and Dignan* categorise 12 countries studied into four “family” groups which they label *neo-liberal, conservative corporatist, social democratic, or oriental corporatist*,

...(these are) strongly related to the punitiveness of penal culture and rates of imprisonment.

The 12 countries studied are the **United States of America, England and Wales, Australia, New Zealand, South Africa, Germany, the Netherlands, France, Italy, Sweden, Finland and Japan.**

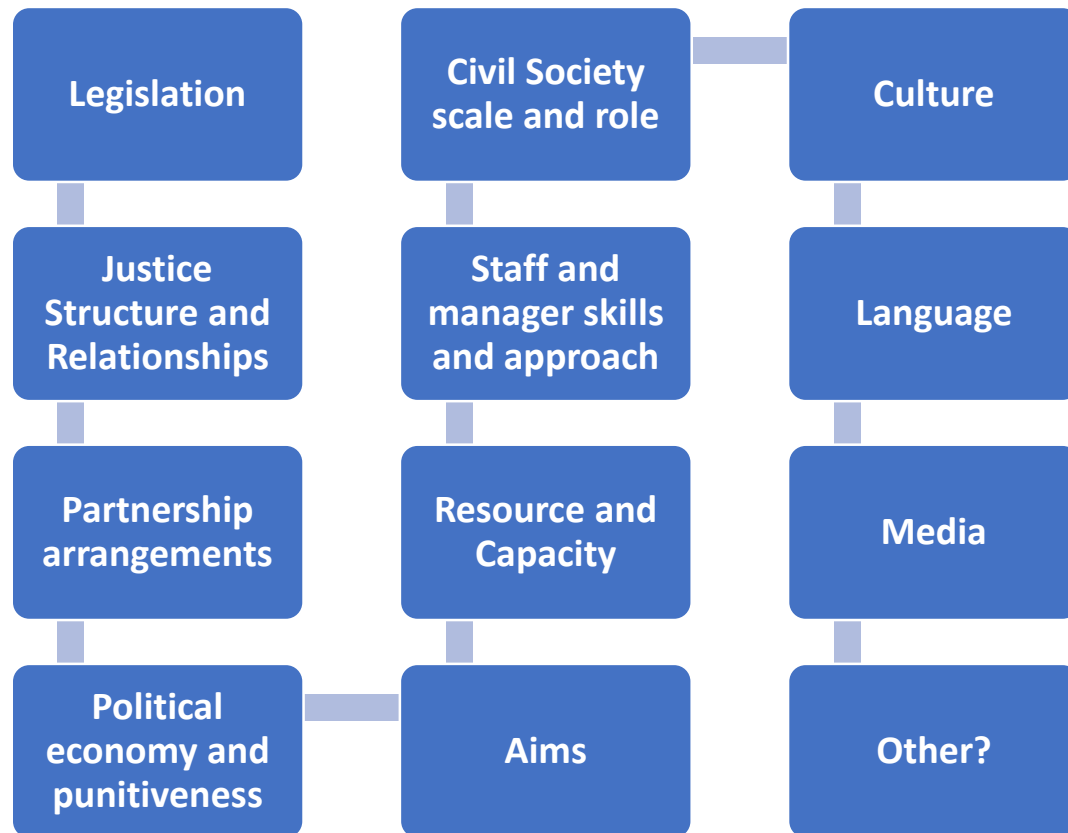
...the four family groups “*exhibit significant differences in the relationships that exist between the State, citizens and interest groups*”. These differences in effect work against or counter the forces of convergence which we might otherwise expect to result from globalization.



*Cavadino, M. and Dignan, J. (2006), *Penal Systems: A Comparative Approach*. London: Sage.

*Cavadino, M. and Dignan, J. (2006), ‘Penal Policy and Political Economy’, *Criminology and Criminal Justice*, 6 (4): 435-456.

Context and Complexity in transfer & adaptation considerations include...



Context and Complexity in transfer & adaptation

How might context and complexity influence successful transfer or adaptation of –

Pre-sentence Reports?

Legislation?

Community Service?

A Programme for drivers who drink?

Interventions to reduce Gender-based Violence?

Rehabilitative focus in prisons?

A new Probation Service?

“Ideational” approaches

*Evans (2017)**

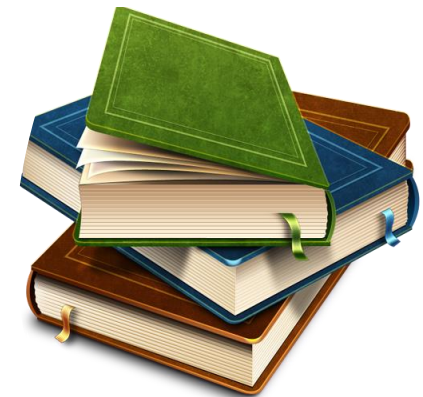
*Capturing the essence of probation development or prison improvement
Thought through with partners –
“Common ground”
Needs to be explainable ...

Ideational approaches, are “systems of ideas which influence how politicians and policy-makers learn how to learn... three dimensions:

- the **overarching goals*** that guide policy in a particular field
- the techniques or policy instruments used to attain these goals
- the precise settings of these instruments”.
- Furthermore, **ideational approaches may be encouraged by epistemic communities...**

*Evans, M. (2017); International Policy Transfer: Between Global and Sovereign and Between Global and Local. In: Stone, D. and Moloney, D. (ed) *Oxford Handbook on Global Policy and Transnational Administration*. Oxford University Press. Found on Research Gate

(Bold added)

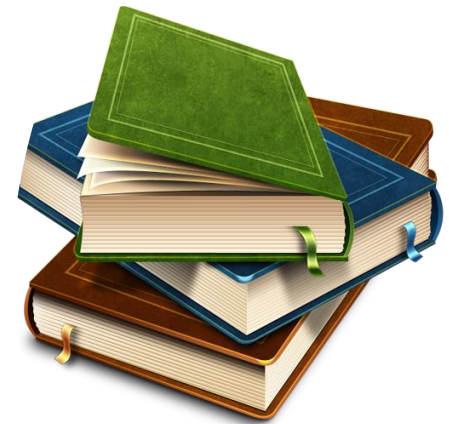


Process-centred approaches – transfer & adaptation

Evans (2017) (after Rose)*

Process-centred approaches may include ten sequential steps (Rose) recommended to practitioners *“in order to evaluate whether or not a non-indigenous programme should be applied domestically”*:

1. *Learn the key concepts: what a programme is, and what a lesson is and is not.*
2. *Catch the attention of policymakers.*
3. *Scan alternatives and decide where to look for lessons.*
4. *Learn by going abroad.*
5. *Abstract from what you observe a generalized model of how a foreign programme works.*
6. *Turn the model into a lesson fitting your own national context.*
7. *Decide whether the lesson should be adopted.*
8. *Decide whether the lesson can be applied.*
9. *Simplify the means and ends of a lesson to increase its chances of success.*
10. *Evaluate a lesson’s outcome prospectively and, if it is adopted, as it evolves over time*



*Evans, M. (2017); International Policy Transfer: Between Global and Sovereign and Between Global and Local. In: Stone, D. and Moloney, D. (ed) *Oxford Handbook on Global Policy and Transnational Administration*. Oxford University Press. Found on Research Gate

3. How has context influenced probation development?

Opportunities and Difficulties: The punitive aspect was stressed in *most* countries...

Poland, Albania

- Uncertainty was sometimes translated into populist policy, including fear of crime, opting for tough sentences

Croatia, Albania, Georgia

- Community Service was adopted (adapting to the national penal culture). However, the rehabilitation perspective has been always there, and has often shown strong growth over time (e.g.; Georgia).

Latvia, Croatia, Romania

- Upbeat drive for change incorporating probation
- Electronic Monitoring has been used with caution, if at all, (emphasising risk to a balanced development of probation e.g.; Serbia)

4. Identifying and mitigating resistances and risks (e.g., net-widening)

- Risk: net widening: at time of probation service development not yet perceived as an issue, but after the publications of the SPACE data, it became a highly debated topic. (SPACE II (2021) Key findings, www.coe.int)
- Risk of introducing EM before probation has reached some maturity
- Risk: Believing that training is “the answer” or equated with capacity building (It is essential - but rarely if ever a sufficient condition for success)
- Risk: Capacity “Premature load-bearing” and speed (*Building State Capability: Evidence, Analysis, Action Matt Andrews, Lant Pritchett, and Michael Woolcock. Published to Oxford Scholarship Online: February 2017).
- Resistances: Uncertainty, even sometimes opposition, from within the system
- Resistances: Justice partners work in silos, whilst probation work requires cooperation



Lappi-Seppala (2003)

Three issues to address. How to -

- get the laws accepted on the political level,
- implemented on a practical level
- confront the punitive-populist pressure from the politicians and the media.



Lappi-Seppälä, T. (2003), *Enhancing the Community Alternatives - Getting the Measures Accepted and Implemented*. p95. See: UNAFEI 121st International Training Course Visiting Experts' Papers <www.unafei.or.jp/english/pages/RMS/No61.htm>.

Dolowitz and Marsh (1996, 2000)

- Uninformed transfer
- Incomplete transfer
- Inappropriate transfer



Dolowitz, D. and Marsh, D. (1996), 'Who Learns What from Whom? A Review of the Policy Transfer Literature', *Political Studies*, 44: 343–57.

Dolowitz, D. and Marsh, D. (2000) 'Learning from Abroad: The Role of Policy Transfer in Contemporary Policymaking

4. Identifying and mitigating resistances and risks

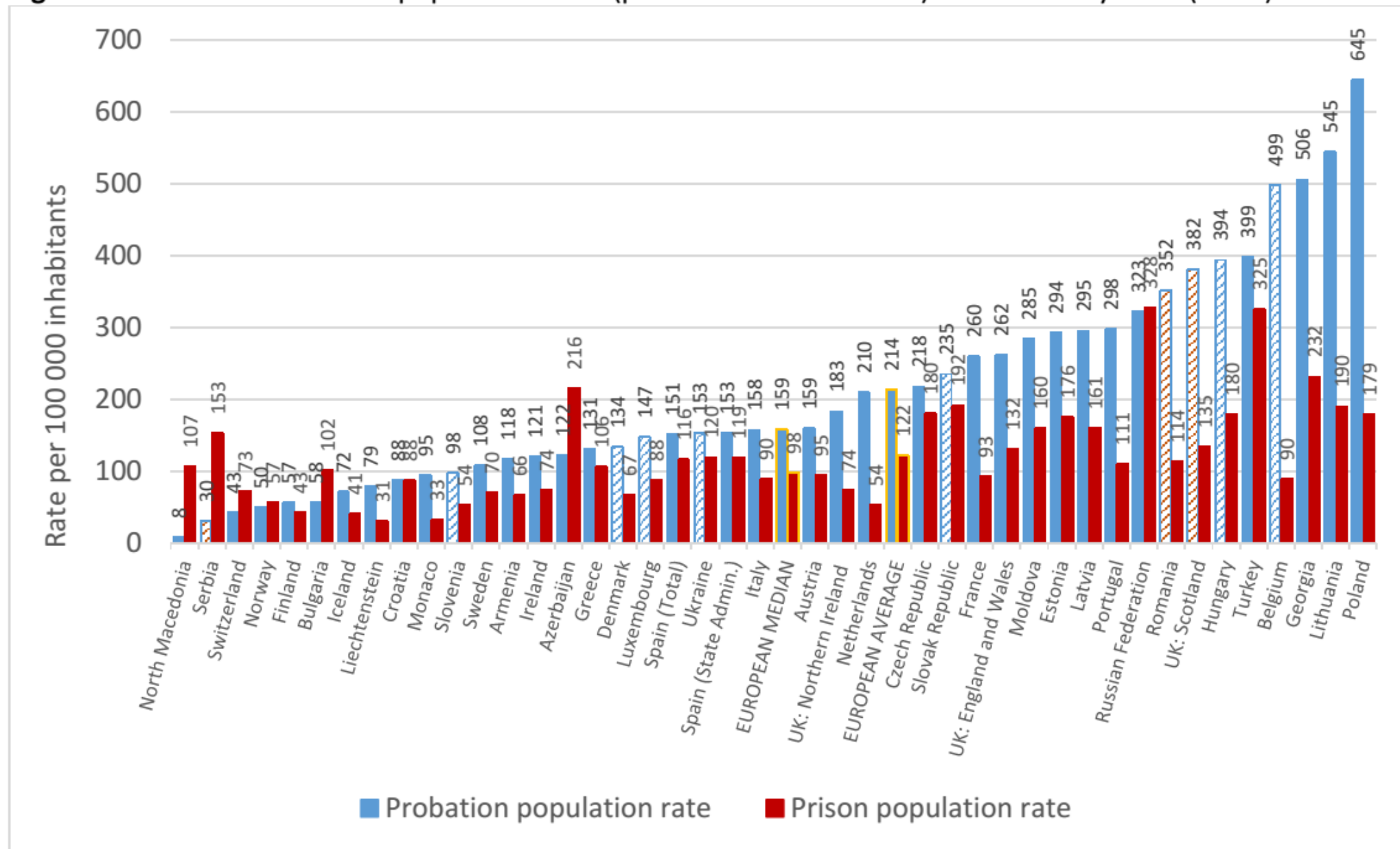
Serbia, Albania

- Serbia: Electronic Monitoring has overwhelmed the position of probation
- Albania: Complex practices introduced via training in advance of ability to implement

Croatia, Latvia, Georgia

- Mitigation includes -
 - Strategic Planning -
 - Croatia: “Step by step” development
 - Latvia: Comprehensive plans - (but) staged over several years
 - Georgia: Evolving plans over several years leading to comprehensive probation service, with prison links
 - Communication, Building networks and alliances ...

Figure 3. Probation and Prison population rates (per 100 000 inhabitants) on 31 January 2021 (N=41)



Note to Figure 3: Probation agencies not using the *person* as the counting unit of their statistics are presented in blue stripes, while those using it only *partially* are presented in orange stripes.

European prison and probation population rates

(per 100,000 population)

Countries: newer probation services (5 countries studied)	Prison Rate 2001/2	Prison Rate 2022 (European median 2022 -104)	Probation Rate 2021 (European median 2021- 215)
Albania	99	192	240
Romania	215	124	357
Latvia	349	172	295
Georgia	541 (2011)	263	506
Poland	211	200	643

Countries: established probation services	Prison Rate 2022	Probation Rate 2021
UK: England and Wales	145	162
Netherlands	65	210
Denmark	69	124
Ireland	87	121
Finland	51	57

5. Building networks and Alliances

Who – when developing Probation?

Politicians (Ministers of Justice, Finance)

Civil Servants

Professional staff – all levels
(some of whom may have been transferred from other fields)

Stakeholders in the justice field (prisons, courts, public prosecutors, police...)

Stakeholders in the community (Municipalities, NGO's, Service-users, Volunteers)

Media and Public

Supra-national bodies (EU, Council of Europe, United Nations, CEP)

Organisation(s) delivering the project (an NGO, a consultant firm, engaged country etc.)

Findings: Who – when developing probation?

We were frequently struck by the significance during development of -

- Political support (support, or at least openness)
- Strong, and where possible consistent, champions - leadership
- Involving justice stakeholders (judiciary, prosecutors, prisons...) – although sometimes took effort and energy
- Involving a wide range of stakeholders in planning
 - Including local communities, NGOs, municipalities (although in many cases this also took time, in spite of relevance to delivery)
- Academic perspective and involvement
- Getting the media onside
- Personal contacts
- The part played by capable long-term knowledgeable “locally in tune” development partners and individuals
- The international community (sub-regional, regional, global)
- On the other hand – service-users did not seem to feature strongly during early development

5. Building networks and Alliances

Who – when developing Probation?

Romania

- NGO's took initiative to probation work, later taken over by government
- Increasing investment in alliance with the judiciary

Georgia

- Strong influence from minister who previously worked at the EC in Brussels
- Increasing and strengthening alliances with other stakeholders

Latvia

- Early and strong prison support
- A core “kernel” of “political – professional” actors
- Significant and influential multi-agency coordination group (involved in multi-year strategy)

6. Achieving the Vision

- All countries developed strategic, and implementation, plans to realise the vision
- Developments in domains and enablers have to be staged - and in line with each other!

Domains

- All countries: Focus on Domain 2 - alternative sentences.
- (Much) less focus on other domains: a deliberate choice as it was recognised that D2 would strike a chord with politicians and justice partners
- Important not to neglect other domains over time if probation potential to be achieved

Enablers

- Legislation sometimes quickly established (Romania, Latvia), in other cases a brake on swift development (Albania)
- Tendency to introduce complex practices before staff have developed sufficient experience
 - Better to focus on fundamental “Core Correctional Skills”?
- Infrastructure support (computers, cars etc.) valued and valuable but an exception
- Limited early attention to diversity, responsiveness, research, evaluation, communities, partnerships, service-users, volunteers - develops later

6. Achieving the Vision

Croatia



**Based on: Špero, J. (2020)*

- Over time all domains have been addressed, and most enablers: strategy, legislation, cost analysis, human resources including staff recruitment and training, human rights, increasing the number of persons supervised in the community, decreasing the prison population, decreasing recidivism, standards and professional guidance, database and probation information system, a management framework, communications, equipment.



Latvia, Georgia,
Romania,
Albania

- The value of strategic and implementation planning, including for resources

**Špero, J. (2020), 'Resocialization and Rehabilitation of Offenders in the Community – The Croatian Probation Service', in: Unafei, prevention of crime and treatment of offenders, pp. 39-56, Annual Report for 2019 and resource material, Tokyo*

7. Project Management

Preparation, step-by-step, pilots, flexibility

- **Good Preparation** - often underplayed, providers often not involved until implementation with insufficient mutual understanding including potential resistances.
- **Leroux-Martin and O’Conner (2017*)**: “Complex and chaotic” systems (that interact with other systems) cannot be managed by linear, strategic planning or by the application of technical best practices; **flexibility** is needed in the implementation 
- **McFarlane and Canton (2014)****: Capacity building is more important than transfer of a product or foreign model - “*developing a beneficiary’s ability to respond to problems and develop new skills, ... institutions ... practice ... and to help take the new practice forward.*” 
- Romania and Latvia: **Pilots** were organised at the start of the development. Project leaders had a constant eye to change the implementation where needed.
- Latvia, Romania, Georgia, Croatia: permanent drive and initiative to have **follow-up** projects. Learning sought from **several jurisdictions** - “Best fit”.
- In general, poor **donor coordination**.

***Leroux-Martin, P. and O’Connor, V. (2017)**, Systems Thinking for Peacebuilding and Rule of Law: Supporting Complex Reforms in Conflict-Affected Environments. United States Institute of Peace, Washington

****McFarlane, M.A. and Canton, R., (2014)**, Policy Transfer in Criminal Justice: Crossing Cultures, Breaking Barriers.

7. Project Management

Latvia, Georgia,
Romania, Croatia



- Permanent initiative of national partners to have **follow-up** projects, for which they worked intensively with the European Commission and other donors to get new funding. This has paid-off: results are seen in continuous strategic development. Input was sought from **several jurisdictions**, providing options that fit.

Georgia

- Resources are “mindfully managed”
- Supported by a donor Coordinating Group

8. Professional Technical and Soft skills

Both are required!

- Literature: *Wheeldon, Latvia (2012) *“To build trust among participants, experts must be seen as **modest**, be willing to continuously learn, and avoid employing old notions about what worked in other countries.”* 
- **McFarlane and Canton (2014): 
 - **Interaction quality** can be as important as technical content.
 - Experts who return and/or are **longer term** are better prepared to understand and work well with differences.

***Wheeldon, J. (2012)**, After the Spring: Probation, Justice Reform, and Democratization from the Baltics to Beirut, ISBN: 978-94-90947-59-0, Eleven International Publishing., The Netherlands

****McFarlane, M.A. and Canton, R., (2014)**, Policy Transfer in Criminal Justice: Crossing Cultures, Breaking Barriers.

8. Professional Technical and Soft Skills

Latvia, Georgia,
Romania, Croatia

- International project leaders were seen as highly capable, having a lot of experience with probation in their own countries
- ... at the same time persons who were able to “get into the space of” the beneficiary country and to enable the beneficiary country to make their own choices: “passionate” and “respectful.”

9. Drawing on, and collaborating with, supra-national organisations and professional bodies

- In all countries
 - EC support (focus on reducing incarceration, then probation in own right – project funding)
 - Council of Europe - CoE (participation in penological council and recommendations)
 - CEP (“belonging to the family of probation”). CEP Board representation from newer services
 - Support also from countries that had undergone a similar transition
- In some instances, an interpretation of the guidelines of the CoE from a national perspective
 - for instance, more focus on the controlling aspect, less on the rehabilitation
 - or dominance of Electronic Monitoring without assistance/guidance

10. Building in Evaluation, Research, and Reporting

Literature:

- Attention in European probation development rarely paid to global lessons in capacity building (e.g.; peace-keeping, health).
- Few accessible evaluation reports on probation capacity building projects or focussed on what works.
- Some very good reflections: for instance, Latvia, Romania, Turkey.
- The science of capacity building could benefit from more systematic evaluation, along the lines of aims, domains and enablers.



**Which lessons from
Europe appear
applicable to
capacity building
globally?**

Main international factors in the growth of probation in Europe



1. Enlargement process of the European Union

- What worked? Appeal of EU membership, Accession criteria, Availability of Funding for projects.

2. Powerful “pull” influences including -

- Council of Europe standard setting
- CEP membership and collaboration
- Donors and Project funds
- Bi and multi-lateral projects
- Growth and sharing of research and evidence, Academia...

So, which lessons from Europe are applicable to development globally?

Draw on European success factors in building probation :

- Standard setting and statistics
- Funding
- A strong regional organisation (CEP) - regional networks working together
- Academia, evidence

Attend to issues and risks:

- Context - building capacity often takes time
- Unbalanced attention to domains (other than domain 2) reduces probation impact:
 - Domain 1 – impact on pre-trial detention
 - Domains 3 and 4 – early release and seamless approach to reintegration
- How netwidening can be managed -
 - Data collection (such as “SPACE”)
 - Parsimony, proportionality and purpose in sentencing (advice reports help).
 - Focus on avoiding netwidening in every capacity building project.

5 Points to support development globally

1. **Regional networks**, collaborating and learning through a **world-wide probation network, platform, or organisation**:
2. **Revisit and update existing recommendations and guidance** on probation / community-based work, paying attention to all domains and measures (UN Handbook in the making!)
3. Ensure that **budgets** of the UN and other donor organisations have a **direct focus on the development of probation**. Improve **donor coordination**.
4. Strengthen the **availability of data** (e.g., SPACE data), on all four domains of probation.
5. Promote **research and evaluation** in all domains to inform development, impact, and **communication** about the contribution of community-based work





Thank you for listening!

In Conclusion!

- “East-West – home is best!” Or is it..?
- Relevance of European learning to *global* development
 - Policy, Practice, Knowledge generation?
 - Building Capacity?
 - new and developing probation services
 - in relation to the global north-south
- To what extent are lessons on capacity building in probation relevant to other *professional fields* of justice?
- Emerging challenges: technology, balancing sentence framework, political/economy, public opinion...
- The Strength of Collaboration – at every level!