



FINAL EVALUATION

“Integration of (ex-) offenders into society” Belarus

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Abbreviations

AIDS	Acute Immunodeficiency Syndrome
BRC	Belarus Red Cross
CHARP	Chernobyl Humanitarian Assistance and Rehabilitation Programme
DEP/DIN	Department for Execution of Punishment, DIN, MoI
DSEW/DNID	Department of Supervisory and Executive Work, DNID, MoI
DVV	Deutscher Volkshochschul-Verband
EC	European Commission
ESCHCO	European School for Correspondence Courses
EU	European Union
Federation	International Federation of Red Cross and Red Crescent Societies
HIV	Human Immunodeficiency Virus
i.a.	Inter alia, "among other things"
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
MDL	Mobile Diagnostic Laboratory
MoI	Ministry of Internal Affairs
MoL	Ministry of Labour and Social protection
NGO	Non-Governmental Organization
RC	Red Cross
RCRC	Red Cross and Red Crescent
SRC	Spanish Red Cross
STIs	Sexually Transmitted Infections
TB	Tuberculosis

EXECUTIVE SUMMARY

Introduction

1. The pilot project *Integration of (ex-) offenders into society* was launched in 2013 by the Belarus Red Cross Society (BRC) in cooperation with the Belarus Ministry of Interior (MoI), with technical support of the International Federation of Red Cross and Red Crescent Societies (IFRC). The project aimed at facilitating re-socialization of ex-offenders by advocating for their rights and assisting in equal access to education, vocational training, employment and public services.

2. The *purpose* of the final evaluation was to independently assess the project relevance, efficiency, effectiveness, impact and sustainability and to identify key lessons learned and best practices for future interventions. The evaluation methodology was based on the *desk review* of the key background documents and interviews with over 20 key informants, including project beneficiaries, BRC and MoI staff in Minsk and Mogilev. Preliminary findings were shared with the BRC leadership, project management team and the IFRC representative during the debriefing in Minsk, Belarus.

Key findings

Project activities

3. The two *study visits* to Northern Ireland and Spain provided examples of a working model of cooperation between an NGO and prison authorities in reintegration of ex-offenders and played a crucial role in motivating MoI officials to start adapting their approach and involving civil society organizations in former offenders' social rehabilitation.

4. The bulk of the project activities included *trainings*, workshops and group sessions on a number of relevant subjects. Similar trainings were offered before and after the beneficiaries' release; after the release more emphasis was on psychological development, professional orientation, job search, legal and property issues. Training *methodology* aimed at triggering the desired behavior change and was totally appropriate. Training courses strongly contributed to creating the sense of "being cared for" among the beneficiaries, making it an important motivational factor for re-integration.

5. *Information materials* and publications produced by BRC in cooperation with MoI directly addressed a number of the beneficiaries' concerns and information needs, having covered a number of relevant issues related to rights and obligations of inmates and the prison administration, as well as various aspects of preparation for the release from jail.

6. *Assistance after release* was based on the individual cooperation agreements with BRC and personal reintegration plans. The project offered all beneficiaries the initial *reintegration package* (clothes, food, hygiene kit) as well as medical check-ups and treatment, legal consultations, psychological

assistance, professional training and job search assistance. Following the RC/RC principle of *impartiality*, BRC also provided MoI regional units with office furniture and equipment. Providing material assistance to both groups created trust and contributed to motivating both to continue working with BRC.

7. Due to economic slowdown, growing unemployment, Ukrainian refugee influx and other factors, assisting former offenders in finding *employment* was one of the *most challenging* tasks. Despite legal guarantees of employment, the former offenders are stigmatized, and employers avoid hiring them. Low level of self-esteem, lack of knowledge of the labor market and low educational level make it harder for most to obtain a job. The project attempted to increase participants' *employability* by offering technical skills and job search training. Though it did serve as a motivational factor, it only had a limited impact on increasing beneficiaries' employability.

8. *Restoring family ties* was yet another *challenging* task: only 39% of project participants (42 out of 108) managed to successfully restore family ties. Due to its sensitive nature BRC addressed this issue *indirectly*, mainly through group discussions, individual consultations and visits to the orphanage. Family members as such were not targeted by the project and only a handful of them benefited from some project activities.

Project implementation

9. The project *coverage* was in line with its purpose and objectives: it covered 3 penitentiaries and provided training for an estimated 1,000 inmates, 150-180 MoI officials, and around 300 beneficiaries after release. BRC generally handled all implementation *challenges* very well, having successfully completed most planned project activities on time and in line with the project plan.

10. Most project activities were implemented by the BRC *multi-disciplinary team* (psychologist, social worker, psychiatrist-narcologist, peer consultant). All staff had substantial experience and were highly motivated and enthusiastic. The project also employed a peer consultant from among the ex-offenders, who advised the project team on adapting project activities and also followed up on individual reintegration plans.

11. All project activities were extensively *documented*. Most documents reviewed were easy to follow and provided a good overview of the project implementation. BRC developed *excellent formats* for individual reintegration plans, allowing to easily record all planned and implemented activities and to track implementation progress. However, less than one third (31 out of 108) of these formats were fully processed at the time of evaluation: all the key beneficiary data had to be manually collected and analyzed by the consultant.

12. Most respondents reported excellent level of cooperation and *coordination* with the *Ministry of Interior*. MoI officials at the central level actively participated in project design and implementation, welcomed the information about international experience and actively used it to propose improvements in

Belarus penitentiary system. Though some tensions with MoI staff at the targeted penitentiaries were reported, BRC managed to gradually develop trust with this group, mainly by offering relevant training programmes.

13. Despite some progress in developing cooperation with the *Ministry of Labour and Social Protection* (MoL), the level of cooperation and coordination with it was less than satisfactory. Since few local or international non-governmental organizations (NGOs) in Belarus work with former offenders, BRC contacts with other NGOs during project implementation were limited. BRC had little contacts with any *faith-based organizations*: generally negative perception of their activities seems to have undermined the BRC willingness to explore the potential for cooperation.

Conclusions

Relevance

14. The project objectives and activities remain *highly relevant*, directly complementing the efforts of the Ministry of the Interior and other actors. Belarus still holds the second place in Europe in terms of number of inmates per 100,000 of population, state support for reintegration is limited, respect for human rights and medical situation in penitentiaries are to be improved. This is exacerbated by social stigma, deteriorating economic situation, growing poverty, unemployment, high level of alcoholism and few non-state actors assisting former offenders.

15. Following the growing demand for assistance, BRC accepted *all* those who showed interest in participating in the project activities before and after release, including female ex-offenders. That was in line with the RC Fundamental Principles of *humanity* and *impartiality*, emphasized the “*unconditionality*” of help, directly assisting in rebuilding former offenders’ *trust* in society.

Effectiveness and efficiency

16. The project undoubtedly contributed to achieving the *overall objective* of “strengthening civil society and enhancing its inclusiveness.” It generally achieved the *specific objective* of “strengthening capacities of and cooperation between (ex)-offenders, Belarus Red Cross and relevant state and non-state actors and developing a new mechanism for social inclusion of former convicts” and contributed to *strengthening capacities* of former offenders, Ministry of Interior staff and BRC staff and volunteers. The project became one of the first examples in Belarus of successful *cooperation* between the Ministry of Interior and a non-governmental organization (BRC) in this field; it laid the foundation for a new *mechanism* for social inclusion of former convicts, based on cooperation between the state and non-state actors.

17. The project *achieved all its expected results*, in most cases exceeding the planned indicators. The feedback from all the project beneficiaries indicated a nearly 100% level of satisfaction with BRC assistance. The *factors* that

contributed to the overall project effectiveness included i.a. the *demand* from the Ministry of the Interior, *interest* from the European Union to support the Belarus government in improving penitentiary system, a solid *project design* based on extensive research of international experience, utilizing experience from *outside* of the International RC/RC Movement. Since the project delivered more activities and at a larger than planned scale, still staying within the overall planned budget, it represents a *very good* “*value for money*”.

Impact

18. The information, trainings and various types of material, medical, psychological, legal and administrative assistance provided to the project beneficiaries before and after their release directly addressed their material and non-material needs and contributed to a better self-awareness, enhanced communication skills, tolerance for diversity and respect for human rights. All beneficiaries appreciated being trusted, respected and treated as “human beings” by BRC staff and volunteers. The project contributed to observable changes in the *beneficiaries’ behavior*, ultimately resulting a partial or full social reintegration of nearly 50% of the former offenders.

19. The project contributed to the increased awareness of *Ministry of Interior* officials about the need to modernize the penal system, enhanced skills and the new way of thinking among prison staff, and led to better communication, trust and respect between prison officers and inmates. The project contributed to an increased awareness among MoI officials of the need to develop a *referral system* for reintegration, involving all the state and non-state actors, and resulted in a number of practical initiatives to develop such a system.

20. *Belarus RC* developed and successfully tested a new *model* for assisting the social re-integration of ex-offenders. It substantially increased its capacity to provide social, medical and psychological assistance to and advocate for the rights of project beneficiaries. The project facilitated building partnerships and developing a network of contacts thus forming basis for a functioning referral system.

Sustainability

21. At the *institutional* level BRC developed networks, expertise, methodologies, tools, formats, procedures and best practices having effectively created a working model of providing comprehensive assistance to former offenders. This experience can be easily replicated through BRC local branches. Institutional sustainability is also ensured by the continued interest of the Ministry of Interior to cooperate with BRC and BRC strong positive image among ex-offenders. *Financial sustainability* of BRC reintegration activities can only be partially ensured by BRC internal resources. Since the local funding sources in Belarus are limited, obtaining external funding is necessary for continuing reintegration activities on a similar or extended scale.

Lessons learned and best practices

22. Having been designed, planned and implemented in a very effective and efficient way, the project generated few “lessons to be learned”, but a number of best practices. The main *lessons* include i.a. the need to focus all activities on behavior change; providing temporary shelter immediately after release; focusing on working more with potential employers; and formulating quantitative indicators in such a way that they would better reflect the intended impact of activities.

23. The key *best practices* included i.a. addressing *most of factors* contributing to ex-offenders’ reintegration; targeting a *geographic area*; assisting project beneficiaries *before and after* their release; offering assistance to *both ex-offenders and MoI staff*; establishing individual *reintegration plans and agreements* with BRC; using the services of *peer consultants* from among the ex-offenders; covering *the same issues* in training programmes before and after release; using *interactive training methodology*, aimed at triggering participant’s feelings and emotions.

SUMMARY OF RECOMMENDATIONS

- R1 Most of the activities conducted in the target penitentiaries for both the inmates and MoI prison officials should be *continued*. The activities should focus on *behavior change* and changes in values/beliefs (R1.1). All project activities should aim at improving the beneficiaries' *self-esteem, self-worth, self-confidence* and a *sense of "being needed"* (R1.2).
- R2 All the assistance activities provided to project beneficiaries *after* release are relevant and should be *continued*. (R2.1) BRC should consider providing basic *temporary shelter* facilities for beneficiaries immediately after release. (R2.2).
- R3 To address the need for providing *employment* it is suggested to substantially reduce technical skills training, focusing the training programme more on "behavior change" (R3.1) Assistance in securing employment should focus on working directly with *potential employers*. (R3.2). Possibilities of providing employment in industries represented at closed penitentiaries' production facilities could be explored (R3.3) The success in keeping a permanent job should become one of the project *impact indicators* (R3.4)
- R4 Any future re-integration activities should target *families* of former offenders (R4.1). The degree of success in restoring family ties or (re)establishing functional families should be one of the project *impact indicators* (R4.2)
- R5 It is suggested to continue the practice of using the services of *peer consultants* (R5.1). More peer consultants with different backgrounds and experiences should be used, preferably as volunteers rather than paid staff (R5.2). It might be more appropriate to use their services for advising on adapting project activities and in group activities, rather than individual work with the beneficiaries (R5.3)
- R6 Any future projects should follow the individual *reintegration plans formats* developed by BRC (R6.1). The BRC should imperatively maintain an *up-to-date record/database* of all the assistance/activities provided to beneficiaries who signed cooperation agreements with BRC. The record should contain the key reintegration indicators (family, job and accommodation status) (R6.2)
- R7 It is suggested to formalize future cooperation between MoI and BRC in a cooperation *agreement*, specifying the parties' commitments and obligations, rather than an exchange of letters (R7.1). BRC should continue offering training courses and other relevant assistance to prison officials, focusing more on medical staff and psychologists (R7.2).
- R8 In the future BRC should continue developing cooperation with the *Ministry of Labor and Social Protection*, focusing, however, more on developing direct contact with potential employers.
- R9 BRC should explore more the possibilities of cooperation with *faith-based organizations*, in particular those delivering the messages directly supporting the social reintegration activities provided by BRC (9.1) It

would be beneficial to arrange individual “spiritual” consultations by selected clergymen with proven experience of providing such type of assistance (9.2)

- R10 Whenever feasible BRC could consider offering some forms of *medical assistance* (aimed at i.a. increasing beneficiaries’ immunity) to the inmates before their release.
- R11 It is suggested to continue assisting the individuals *before and after* their release from jail, if possible expanding these activities to other regions in Belarus, including penitentiaries for female offenders (R11.1) and accepting without any distinction all those among the ex-offenders who manifest their interest in participating in project activities (R11.2)
- R12 In designing future projects it would be advisable to focus more on the factors, contributing to the actual *behavior change* (e.g. value system, fears and vulnerability, individual freedom and responsibility).
- R13 Taking into account the increased possibilities for *advocacy* achieved by BRC during the project implementation, it would be important to *continue* using them in the future.
- R14 It is suggested that the *quantitative indicators* for the future projects should be formulated to reflect the intended impact of project activities, i.e. focusing on percentage of those who 1) stayed in the programme, 2) found and kept accommodation, 3) found and kept their jobs, 4) who managed to restore family ties or created new families.
- R15 Taking into account the existing reintegration needs and BRC experience and increased institutional capacity, BRC and IFRC should intensify their efforts to obtain external funding to continue and/or expand the current project (R15.1). Should funding be secured, the project should expand *gradually*, covering priority unmet needs (e.g. temporary shelters), intensifying the work with potential employers, adding one or two additional penitentiaries (preferably for female offenders), and expanding geographically to other regions (R15.2)

1. INTRODUCTION

1.1. Background

24. The 38-months' long pilot project *Integration of (ex-) offenders into society* was launched in the first quarter of 2013 by the Belarus Red Cross Society (BRC) in cooperation with Belarus Ministry of Interior (MoI), with technical support of the International Federation of Red Cross and Red Crescent Societies (IFRC) and funding from the European Commission (with 10% co-financing from the IFRC).

25. Based on the BRC previous expertise and lessons learned in implementing other participatory social inclusion programmes, as well as the expertise from other European Red Cross Societies and other non-governmental organizations (NGOs), and working from a socially inclusive approach, BRC and IFRC *aimed* at removing the societal stigma around ex-offenders and facilitating their re-socialization by advocating for their right to fair and equal access to education, vocational training, employment and public services, promoting their participation in and integration into community life and improving their quality of life in general, thus fostering respect for human rights and fundamental freedoms.

26. The project *activities* targeted three penitentiary institutions in Mogilyov region and Shklov district, working with the inmates both before and after their release. They involved improving legal awareness, motivation and coping skills, access to health, legal and social services, and improving social inclusion opportunities in Mogilyov region. The project also targeted the officials of the MoI working with the ex-offenders both before and after their release thus strengthening cooperation between (ex)-offenders, Belarus Red Cross and relevant state actors on developing a *new mechanism* for social inclusion of former convicts.

1.2. Evaluation purpose and objectives

27. As envisaged in the project proposal, the *purpose* of the present final evaluation was to independently assess:

- The project *relevance* and the appropriateness of project's objectives to the real problems, needs and priorities of the target groups/beneficiaries;
- The *efficiency* of project implementation considering how well means/inputs and activities were converted into expected results;
- The *effectiveness* of the project in terms of achieving its planned specific objective and expected results;
- The likely *overall* impact of the project at overall objective level and the *sustainability* of benefits arising from the project;

28. Based on the above the evaluation was to identify key *lessons learned* and *best practices* relevant for future interventions with respect to reintegration of

ex-offenders in society, and to provide all stakeholders (project beneficiaries, BRC, IFRC, MoI) with specific *recommendations* regarding any follow-up actions to effectively sustain or improve support to similar programmes/projects in the future (see Annex I for details)

1.3. Evaluation methodology

29. The evaluation methodology was mainly based on the *desk review* of the secondary data and interviews with key informants. The evaluator examined a number of key background documents including i.a. the project description, plan and budget, key interim reports, individual beneficiary reintegration plans and reports, training curricula and training materials, reports on volunteer-led initiatives (micro-projects) and other reintegration activities (see Annex III for details).

30. During the field visit the evaluator interviewed over 20 key informants, including BRC project managers and staff in Minsk and Mogilyov, IFRC Representative and the officials of the Department of Supervisory and Executive Work (DSEW/DNID) of the Ministry of Interior (MoI) involved in the project and conducted a focus group discussion with 7 project beneficiaries from among ex-offenders (see Annex II for details).

31. The *interviews* were mainly conducted in small focus groups; the interviewees were generally requested to describe their overall impression of the project, to provide examples of its benefits for themselves and other target groups and to make suggestions on what could have been improved or done differently. The representatives of all the target groups were very eager to provide feedback and generously shared their experiences, numerous examples from the project implementation and suggestions with the evaluator.

32. In Mogilyov the evaluator also visited the night shelter for homeless, and the BRC re-socialization room used for the bulk of project activities with the project beneficiaries after their release from the penitentiary (see Annex IV *Mission Itinerary* for details). Preliminary evaluation findings were shared with the BRC leadership, project management team and the IFRC representative during the end-of-mission *debriefing* in Minsk, Belarus. The feedback from the debriefing is incorporated in the present report.

1.4. Methodological challenges

- Since at the time of evaluation the bulk of the project activities has been completed, the evaluator could not attend and/or *directly observe* any training sessions or individual consultations with the project beneficiaries, and had to rely on project documents and the feedback from the key informants to make conclusions and formulate recommendations.
- Since all the penitentiaries in the target region are for male offenders only, the in-prison project activities could only target that group of beneficiaries. The *gender-specific* assistance after the release was provided to some female

(ex)-offenders (e.g. pregnant women or mothers with children or infants), but due to their limited numbers no conclusions about gender aspects of the project could be made.

- Due to the limited evaluation timeframe and technical difficulties in contacting *family members* of those released, no meeting with the sufficient number of beneficiary family members could be organized. The conclusions about the role and potential impact of the project on this group were therefore made based on the feedback of the former inmates, project staff and MoI officials.
- Due to the limited timeframe no meetings with the representatives of Ministry of Labour and Social Protection (MoL) could be organised. The conclusions about the coordination and cooperation with MoL were made based on the review of the project documents and interviews with project beneficiaries and BRC and MoI staff.
- Despite numerous persistent attempts of the IFRC and BRC representatives, the officials of the MoI Department for the Execution of Punishment (DEP/DIN) - responsible for the in-prison management - declined the request to meet with the evaluator and/or grant the permission to visit the project beneficiaries still incarcerated. Therefore the impact of the project activities on beneficiaries from among the prison officers and inmates could only be assessed *indirectly* based on the project reports, feedback of project staff, former inmates, and MoI officers involved in monitoring ex-offenders after their release.

1.5. A note on terminology

33. Throughout the project implementation the main group of project beneficiaries were often referred to as “ex-offenders” or “former convicts” in both the project documents and in communication among the implementing agencies (BRC, MoI). Though the above is consistent with the terminology used in most EC documents, to increase the impact of the project activities it is suggested in the future to utilize a more positive, future oriented terms to refer to this target group, e.g. “individuals released from penitentiaries” (лица, освободившиеся из мест лишения свободы»), “those to be released” («лица, освобождающиеся из мест лишения свободы»), “individuals re-integrating into society” (лица, реинтегрирующиеся в общество»), “project participants” («участники проекта») etc. BRC actually used the latter term in the individual project agreements. Wherever appropriate the report therefore refers to this group of project beneficiaries accordingly.

1.6. Acknowledgements

34. The evaluator would like to thank all those who contributed to the ultimate outcome of the evaluation, in particular the IFRC Representative and the BRC project teams in Minsk and Mogilyov, for organizing all the visits at a relatively short notice, and collecting and providing all the requested information. The evaluator would particularly like to thank a group of project

beneficiaries from among former inmates for generously sharing their stories, experiences and feedback on the project impact in their lives.

2. KEY FINDINGS

2.1. Main project activities

35. The key project activities included study visits for MoI officials, trainings, seminars, workshops sensitization sessions, individual and group counseling for ex-offenders before and after release, as well as for prison officials, MoI and BRC staff (see Annex V for details), dissemination of information about the referral system and social inclusion opportunities, providing reintegration assistance packages (clothing, food, hygiene items, etc.), supporting former convicts in legal matters, accommodation, employment and reestablishing family links and social contacts. BRC also used the project activities for advocacy, promoting social inclusion of former convicts and removing/reducing societal stereotypes, which impede the social reintegration of this vulnerable group.

36. Most activities targeting ex-offenders were conducted both before and after their release from jail; the activities targeting prison officials and MoI officers in charge of surveillance and reintegration after release were conducted throughout the project implementation cycle.

2.1.1. Study visits

37. During the project implementation two study visits for BRC, MoI and IFRC staff were organized: one to Northern Ireland identified based on the analysis of reintegration activities targeting (ex)-offenders in 19 European countries, and another one to Spain to study the Spanish RC experience in reintegration of ex-offenders.

38. The *study visit to Northern Ireland* in the United Kingdom (March 2014) was of particular importance in terms of shaping the project activities in Belarus. The visit was hosted by NIACRO (<http://www.niacro.co.uk/>), a British NGO that proved to have the most relevant experience and was interested to share it with the Red Cross. The visit provided MoI representatives with an example of a working model of cooperation between an NGO and prison authorities in reintegration of ex-offenders into society and played a *crucial role* in motivating MoI officials to start adapting their approach and ways of work accordingly. Based on its results MoI agreed to start involving civil society organizations as agents between offenders and relevant state structures, agreed to authorize NGO staff (mainly BRC) access to prisons and suggested to create an information package for (ex)-offenders based on NIACRO's model.

39. The study visit to the Spanish Red Cross (SRC) in February 2015 focused on community-based projects targeting former convicts and promoting their reintegration into the labor market, as well as on exploring possibilities of cooperation between SRC and BRC in implementing the current project targeting ex-offenders in Belarus. The visit provided MoI and BRC with useful additional

information, and proved to be another motivational factor for strengthening BRC cooperation with MoI. However no further cooperation with SRC in this specific field ensued so far.

2.1.2. Activities before release

40. The project activities inside penitentiaries were offered to those to be released within the coming three months, mostly aiming at preparing the target beneficiaries for the life after release (i.a. through trainings, professional education, information sessions, psychological support and group counseling). The participants were generally selected by the BRC staff, prison officials, or sometimes were self-selected. The project also encouraged the formation of the groups of volunteers and/or self-help groups among the inmates, who would then participate in trainings, various contests (posters, essays) and other project activities.

41. The inmates' motivation to participate was generally mixed and included genuine interest in the subject matter and a desire to prepare for life after release, simple curiosity, the possibility to earn various benefits for "good conduct" (including earlier release) as well as to have some "entertainment" (as one of the interviewees put it, "life in jail is very boring, so anything different, any new activity makes it better and is highly appreciated...").

42. Working with the inmates before their release allowed to better identify potential beneficiaries' needs and psychological profiles, to provide them with useful information, to start the process of re-socialization, ultimately better preparing them for release. According to the BRC and MoI staff interviewed, there was a "big difference" between the beneficiaries who were part of the pre-release programme, and those who joined the programme only after the release: while the former usually completed all activities set up in individual plans, the latter generally only asked for material assistance and lost contact with BRC immediately after receiving it.

2.1.3. Trainings, group sessions and workshops

43. The bulk of the project activities both before and after the beneficiaries' release consisted of trainings, workshops and various group and focus group sessions on the relevant subjects identified based on the inmates feedback, MoI recommendations and BRC experience. The subjects covered a wide range of relevant issues, including e.g. prevention of infectious disease (HIV/AIDS, STIs, TB), healthy life style and living with disease, risk behavior related to substance abuse (alcohol, drugs), psychological support to increase motivation and decrease self-stigma, legal rights and professional orientation, First Aid, Red Cross history, principles and values (See Annex V for details). Trainings in First Aid and prevention of professional burn-out were also organized for BRC staff and volunteers, MoI prison staff and MoI staff in charge of rehabilitation of ex-offenders after their release: all those interviewed highly appreciated their practical value.

44. Most subjects were usually covered in trainings and workshops both *before* and *after* release: that ensured i.a. an enhanced impact through the consistency of the messages delivered and allowed project beneficiaries to reflect on the same subject from different perspectives (e.g. “imagined” versus “the real” reality after release). In addition, after the beneficiaries’ release more emphasis was placed on psychological development and psychological support (e.g. introducing the “Me” concept), as well as professional orientation and job search, legal right and property issues, fair access to services including health, housing, benefits and education.

45. Training *methodology* was totally relevant and very well adapted to the main purpose of these activities (behavior change) and the subject matter. BRC project staff used a large variety of modern interactive techniques (psychological profiling, art therapy, poster and story contest, individual and group reflection, emotional intelligence, metaphors, film-group discussions etc.) aimed at triggering the desired behavior change by acting at both subconscious (emotion) and conscious (reflection) levels. Motivational poster and essays contests were organized: that allowed the project beneficiaries to express their feelings and reflections using a different medium, as well as to send powerful emotional messages to other inmates and potential risk groups (e.g. teenagers).

46. BRC also successfully used a combination of “theory and practice” by supporting its training activities by other actions: for instance, BRC staff working on the project initiated regular visits of the individuals to be released to a nearby orphanage for infants and pre-kindergarten children, where they could socialize and play with the orphans, as well as assist the orphanage in various repairs and renovation work. According to the feedback, the visits provided the inmates with much needed sense of “being needed” and loved “unconditionally”, triggering strong emotional reaction and a desire to restore or create family links among most project beneficiaries.

47. Overall, the very fact of organizing training and various group sessions before and after release strongly contributed to creating the sense of “being cared for” among the project beneficiaries: as one of them said, “It is not important what kind of courses were organized, it is important that someone cares...” This in itself proved to be a strong motivational factor contributing to their desire to re-integrate back into society after release.

2.1.4. Information materials

48. A package of printed materials collected during the visit to Northern Ireland (including family information pack, brochure on employment and volunteering, recommendations for Northern Ireland prison reform) was translated into Russian, shared with MoI and BRC team in Minsk and Mogilyov, and, together with Spanish RC publications and materials from Russian Federation, formed the basis for producing a number of publications and information materials (see Table 2 below).

49. Based on analyzing these materials and adapting them to the local context, BRC produced two key publications targeting the project beneficiaries. *Information for those released from penitentiary institutions in Belarus* contained information about preparation for the release from jail, first steps after being released, finding shelter and accommodation, employment, education, social benefits, family matters, medical assistance and legal issues. This information was particularly valuable since a relatively large percentage of ex-offenders were released after a prolonged stay in jail (some of up to 20 years) and many would have “lost touch” with modern life. As one of the BRC staff said, “some wouldn’t know how to use a mobile phone, some of our beneficiaries were sentenced at the time of the Soviet Union and were still holding Soviet passports...”

Publications and information materials	Print run
Information for those released from penitentiaries in Belarus	2,000
Questions and Answers for the first-time offenders	900
HIV/AIDS information brochure	1,000
Information leaflet about the project	500
Calendars	300
Posters (winning entries of the motivational poster contest)	166
Brochures (best entries from the motivational essays contest)	30
TOTAL	4,896

Table 2. Publications and information materials

50. Based on the needs identified during project implementation, a second brochure, *Questions and Answers for the first-time offenders* was produced. It covered legal aspects of detention, rights and obligations of convicts and the prison administration, labor relations while in detention, remuneration, family contacts, medical assistance, legal ways of reducing the sentence or changing the penalties applied, confirming or restoring citizenship (since some of the convicts lost their nationality documents, were foreigners or had no citizenship). The issues to be covered were formulated by BRC based on the feedback from the project beneficiaries, and the content was produced by a legal consultant in cooperation with MoI.

51. While most of the information covered would be usually displayed in most penitentiaries as per the legal requirements, collecting it all together and providing it in the form of brochures, that could be consulted by prison inmates at their convenience, successfully complemented the efforts of the MoI and directly contributed to addressing a number of the beneficiaries’ concerns and information needs. Both information brochures were very much in demand: at the request of the MoI BRC distributed them not only in the three target penitentiaries, but in other penitentiaries as well.

Recommendation 1

R1.1 Wherever possible, most of the activities conducted *in the target penitentiaries* should be continued. The activities should continue to be offered to both the inmates and MoI prison officials, focusing as much as possible on behavior change and required changes in the beneficiaries values/beliefs system.

R1.2 All project activities, regardless of their nature, as well as the means and ways of delivering them should primarily aim at improving the beneficiaries’ self-esteem, self-worth, self-confidence and a sense of “being needed”; any future project activities should be selected based mainly on these criteria.

2.1.5. Assistance after release

52. The assistance to project beneficiaries after release was based on the individual cooperation agreements signed between the beneficiary and BRC branch in Mogilyov region, and a personal reintegration plan, specifying the beneficiary personal profile, assessment of specific individual needs and planned types of assistance (e.g. material assistance, legal and medical consultations, psychological support, training and group activities, assistance in restoring documents etc. see Table 3 below). The cooperation agreements were signed with 108 individuals (97 male and 14 female); personal reintegration plans were established for 94 of them (87%).

53. Recognizing the importance of addressing the former offenders’ material needs immediately after their release from jail, the project offered the reintegration package (clothes, food, hygiene kit), which most project beneficiaries (80-86%) requested and accepted. As one of BRC staff said, “unlike state social services, we don’t just talk, we always give people something tangible...”. Providing such immediate assistance therefore created a certain degree of trust between BRC and project beneficiaries and contributed to motivating former convicts to continue working with BRC throughout their reintegration process.

Types of assistance provided	Individuals	% (108=100%)	%* (53=100%)
Hygiene kits	93	86	-
Food kits	86	80	-
Transport/telephone expenses	70	65	-
Clothes	48	44	-
Medicines/medical treatment	35	32	66
Lawyer consultations	29	27	55
Psychologist consultations	26	24	49
Education/training paid for	24	22	45
Job search assistance	18	17	34
Narcologist consultations	16	15	30

Re-establishing missing documents	14	13	26
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*Taking into account that some of the services were only provided to those who maintained contact with BRC (53 individuals)

Table 3. Assistance to individual beneficiaries after release

54. Interestingly, following the RC/RC principle of *impartiality*, BRC also addressed the material needs of the MoI Department of Supervisory and Executive Work, (DSEW/DNID) dealing with the surveillance and follow up of the former offenders: the respective regional units obtained office furniture, phones, printers etc. That again created a required level of trust and cooperation between BRC and MoI, necessary to succeed with the project implementation.

55. It is, however, important to note that the contact with 55 beneficiaries (51%) was lost shortly after they received the basic reintegration package. While it was partly due to some of those released having moved to other regions, in most cases the individuals in question apparently preferred to rely on themselves. Taking into account the pilot nature of the project and a completely voluntary nature of the assistance offered by BRC, such a drop out rate can be considered perfectly acceptable. Among the ones who continued being part of the project (53 individuals) the BRC services most in demand were medical check-ups and treatment (66%), legal/lawyer consultations (55%), psychological assistance and psychologist consultations (49%), professional training (45%) and job search assistance (34%) (See Table 3, column 3 for details).

56. One area that was not included in the current project was providing *short-term temporary shelter* (similar to those offered by BRC in case of natural disasters) for non-residents released from the targeted penitentiaries in Mogilyov region, or those who could not find accommodation immediately after release. Though a few of the project beneficiaries were accommodated at the Ministry of Social Protection shelter for homeless in Mogilyov, its limited capacity (20 beds) and a number of strict administrative requirements for admission (including a compulsory medical check-up) made it insufficient to address all the needs.

Recommendation 2

R2.1 All the main assistance activities provided to project beneficiaries *after* release are relevant and should be continued in the future.

R2.2 In any future projects BRC should arrange for the basic *temporary shelter* facilities to accommodate those who cannot immediately find a proper accommodation or need to travel; the shelter could be arranged in any suitable and available community premises having basic facilities (e.g. sleeping area, shower) similar to those offered by the RC in case of regular emergencies.

2.1.6. Employment

57. Finding and keeping a job after being released from jail is undoubtedly one of the key factors in re-socialization of former offenders. Nearly all project beneficiaries interviewed by the consultant benefited, in one way or the other, from the job search assistance provided by BRC and mentioned it as the most important and useful type of assistance.

58. At the same time assisting former offenders in finding and retaining a job remained one of the *most challenging* project components. A number of objective and subjective factors resulted in considerably reduced employment possibilities for the former offenders. The generally growing unemployment - according to the National Statistical Committee, the number of unemployed almost doubled since 2013 (to 43,000 in December 2015 as compared to 21,000 in October 2013) - was aggravated by additional pressures on the job market caused by the recent influx of refugees from Ukraine, and the new Belarus legislation fiscally penalizing those who don't have a fixed job thus forcing many residents to take any jobs available.

59. Despite a number of legal guarantees of employment (e.g. the Ministry of Labor and Social Protection reserves a certain number of job offers specifically for former offenders and each of them is entitled to getting three job offers from local state employment services), in practice the former offenders are stigmatized, and employers avoid hiring them under different pretexts. In addition, the "subjective" factors, related to this specific group of beneficiaries (e.g. low level of self-esteem, lack of knowledge of the labor market after years of detention, being used to be "provided" with everything inside, reduced level of initiative, low educational level) make it considerably harder for most individuals released from jail to obtain a job beyond the level of unqualified labor.

60. The project attempted to address the employment issue essentially by trying to increase the participants' *employability* by providing access to education, professional technical skills training (e.g. construction, renovating apartments) as well as training in job search, job interviews and general interpersonal communication skills.

61. While the *choice* of technical skills to be trained in was based on the participants' interests, requests and previous experience, as well as some common sense analysis (e.g. making sure that the skills acquired would later allow the participants to work independently, without relying on formal employment by the state or private sector companies), there was no documented evidence that the project managed to properly assess the labor market trends in terms of the most required skills. As a result, for instance, the construction and renovation sector turned out to be fairly saturated by the time most former offenders trained in those skills were released.

62. Delivering training inside the penitentiaries presented its own *challenges*, e.g. the difficulty in obtaining permissions for and actually providing equipment and materials for construction or welding training asked for by many of the project beneficiaries, arranging for trainers/teachers to deliver trainings on week-ends and in the evening (when the inmates are free to attend classes), the difficulty to follow the whole of the training curricula to qualify for certificates and diplomas. In addition, since no Internet, computers or cameras are allowed inside penitentiaries, it severely limits any possibilities for distance learning: though the project offered correspondence courses in computer and photo skills, massage, hairdressing and care for children, obtained from the European School for Correspondence Courses (ESCHCO), without being able to practice with computers and cameras, the courses ended up being more of an “academic” interest rather than enabling participants to learn any practical skills.

63. While providing skills training certainly served as a strong motivational factor, taking into account the general professional profile of most project beneficiaries and the current economic context of Belarus, skills training and/or education could only have a limited impact on increasing beneficiaries’ employability: at the time of the evaluation only 25 of the project beneficiaries used the skills they were trained in to be employed (7 – driving license, 15 – construction, 3 – computer hardware repairs) and all of them worked in this capacity before detention. Taking into account the low level of self-esteem and confidence, the lack of job search skills (that can be only partially addressed by short term training), and the societal stigma against employing “former convicts” it would simply be unrealistic to expect the individuals released from jail to easily find a job. It is not surprising then that only 33% of the project beneficiaries (36 out of 108) managed to find and keep a job. Potential employers were not mentioned as one of the target groups, consequently the project did not work directly with them; most of those who found and kept jobs did that through personal contacts and informal networks.

Recommendation 3

- R4.1 To address the need for providing employment for former offenders it is suggested to substantially reduce technical skills training, focusing the training programme more on “behavior change” (e.g. enhancing beneficiaries’ social skills, communication, self-knowledge, personal values).
- R4.2 Any assistance in securing employment should focus on establishing contacts and *working directly with potential employers*. This work should be based more on individual contacts, using, wherever relevant personal professional networks of the project staff and volunteers (e.g. a psychologist who works with businesses can advocate for employing former offenders). This can be done through proactive advocacy efforts, using e.g. materials (videos, posters etc.) generated during the current project, organizing meetings of the inmates with potential employers before release etc.

- R4.3 Since each closed regime penitentiary has its own production facilities (e.g. wood processing, furniture, clothes, footwear, ceramics) and provides certified skills training in relevant professions, possibilities of providing employment in these industries for the former offenders could be further explored.
- R4.4 The degree of success in obtaining and keeping a permanent job or other legal source of income should be used as one of the project impact indicators.

2.1.7. Family and gender issues

64. Since women only constituted 13% of all the direct beneficiaries (14 out of 108), while their specific needs were tackled on a case-by-case basis, the overall gender considerations were addressed by the project *indirectly*, mostly through promoting family values, restoring (wherever possible) family ties and/or assisting the beneficiaries in (re)establishing a functional family.

65. Similar to the employment, restoring family ties turned out to be yet another *challenging* task for the project staff: only 39% of project participants (42 out of 108) managed to successfully restore family ties, most experienced separation, divorce (including while they were in jail), and various forms of rejection on the part of family members. While most of them clearly experienced concern, anxiety and high expectations in relation to reuniting with the family after many years of absence, nearly all were extremely reluctant to discuss any issues related to their family life or ask for assistance with family matters.

66. Due to the sensitive nature of the issue it was mostly addressed by BRC indirectly, generally through group discussions emphasizing the importance of family values; wherever possible (after the release) such discussions also involved the family members. Of particular importance were regular visits to the orphanage arranged by the project social worker: regular visits and contacts with children strongly contributed to creating an emotional environment conducive to restoring family values for the individuals to be released from jail, and providing much needed emotional help for the orphans. The visits were highly valued by the project direct beneficiaries (as one of them reported, “when some inmates were deprived of the visit as a punishment for violating prison regulations, they went almost crazy...”)

67. Unlike in other countries, whose experience was studied by BRC and MoI during study visits, where a lot of activities are aimed specifically at the family members of the offenders, only a handful of family members of project beneficiaries benefited from some project activities (e.g. jointly participating in trainings and seminars or receiving material assistance, such as clothing for vulnerable children of ex-offenders). Family members as such were not specifically targeted by the project either during the pre-release period or after the release. While this can be partly explained by the fact that most project beneficiaries either had no families, or their families were dysfunctional, in

future projects of the kind it would be important to explore various ways of addressing this issue more.

Recommendation 4

- R4.1 To enhance their potential impact any future re-integration activities should explicitly target *families* of former offenders. Family-related needs could be addressed more explicitly in the individual reintegration plans, the importance of family values should be emphasized during all trainings and courses, training should focus more on enhancing the participants self-knowledge, exploring their own fears and vulnerabilities, communication skills and other areas allowing them to better understand and communicate with family members.
- R4.2 The degree of success in restoring family ties or (re)establishing functional families should be used as one of the project impact indicators.

2.2. Project implementation

2.2.1. General

68. The project *coverage* was in line with its purpose and objectives, for a first pilot project of this nature in the country. It covered 3 penitentiaries out of approximately 34 (according to World Prison Brief, 2011) i.e. around 9% of all penitentiaries in Belarus, having provided various training activities for an estimated 1,000 inmates, 150-180 MoI officials, and around 300 beneficiaries after release (see Annex V for details). 108 former offenders signed individual integration agreements with BRC, for 94 of them various types of individual assistance were provided based on the individual reintegration plans (see Annex VI and section 2.1.5 *Assistance after release* for details).

69. Though the project *implementation* started on schedule (all preparations were completed in January-February 2013 and the project start up meeting was held in March 2013), due to the lengthy process of obtaining permission for the use of foreign funds by the Department of Humanitarian Activities, in agreement with the EU delegation in Belarus the project activities were suspended, and restarted again when the permission was obtained, in September 2013. However, this delay did not significantly affect achieving project objectives. Any subsequent activities were implemented on time as planned.

70. Since it was one of the first projects of the kind in Belarus, BRC had to deal with a number of implementation *challenges*, including i.a. a relatively limited previous experience of working with the target group, the need to win sufficient MoI trust to be able to get access to an extremely closed penitentiary system, managing a number of interlinked multiple activities both before and after the beneficiaries' release from jail, adjusting the activities to the needs and demands of the beneficiaries "on the go" and managing constantly increasing expectations from both the ex-offenders and MoI. In the opinion of the consultant, BRC

generally handled these challenges very well, having successfully completed most planned project activities on time and in line with the project plan.

2.2.2. Project staff

71. The bulk of the project activities in Mogilyov region were implemented by the BRC multi-disciplinary team (psychologist, social worker, psychiatrist-narcologist, peer consultant), which allowed for providing comprehensive assistance package to the beneficiaries better adapted to their needs.

72. All professional staff involved had substantial professional and previous experience: for instance, the project psychologist already worked on the previous BRC project with prison inmates in 2011, one of the project social workers works in an orphanage, another social worker was a retired prison official from one of the project penitentiaries, the project legal advisor previously worked in the office of prosecutor general and had substantial knowledge of the penitentiary system from “inside”.

73. All the staff interviewed were highly motivated and enthusiastic about their work, most went an “extra mile” using their own professional and personal networks in implementing project activities: the BRC social worker, for instance, organized the inmates’ visits to the orphanage where she worked, the project lawyer arranged for additional legal assistance through the bar association she was a member of etc.

74. The project also used an innovative form of work by employing a peer consultant from among the ex-offenders themselves, who, knowing the penitentiary system “from inside” could provide the project team with additional information and insights about better adapting project activities to the needs of the beneficiaries and who also worked directly with the beneficiaries in the follow up of their reintegration plans. It should be noted, however, that the project employed only one peer consultant, and was somewhat dependent on that individual’s opinion, experience and skills, thus possibly lacking a more varied perspective.

Recommendation 5

- R5.1 It is suggested to continue the best practice of using the services of *peer consultants* for the future projects of the kind.
- R5.2 Wherever possible, more peer consultants with different backgrounds and experiences capable of working with different groups should be used, preferably as volunteers rather than paid staff. That would provide the project with a more balanced perspective on the needs of the beneficiaries, and would ensure that the peer consultants’ work with the project participants is based more on the genuine desire to help rather than on a purely material interest.
- R5.3 Taking into account the complex nature of relationship among the former offenders it might be more appropriate to use the services of the peer

consultants for *advising* on better adapting project activities to the beneficiaries' needs, and in *group activities*, rather than in directly following up the reintegration plans and individual work with the beneficiaries.

2.2.3. Reporting and documenting

75. All the project activities are extensively documented. Separate terms of reference were produced, for instance, for various initiatives and mini-projects (poster contest, essay contest etc.), all training activities had a set of training objectives and the list of subjects to be covered, there is extensive record of various group sessions conducted with the project beneficiaries, MoI and BRC staff. Generally most project documents reviewed by the consultant were easy to follow and provided a good overview of various aspects of project implementation.

76. While at the time of the evaluation the final project report was still being produced, all the project *interim reports* reviewed by the consultant were truly comprehensive, describing all completed activities in detail, and allowing anyone not familiar with the project to have a clear and detailed overview of the implementation progress.

77. During project implementation BRC developed *excellent formats* for the individual reintegration plans, allowing to easily record the results of the needs assessment, all recommended and implemented activities, to track implementation progress, monitor and analyse the results of individual work. It should be noted, however, that only one third (31 out of 108) of the individual reintegration plans format were fully completed and available for review by the consultant at the time of evaluation (February 2016). None of the available data for individual assistance was properly presented, summarized and analysed, so all the relevant calculations referred to in the present report had to be performed by the consultant based on the feedback of the project staff. Records provided by the different project staff in charge of individual assistance also showed substantial discrepancies in numbers and, sometimes, identities of individual beneficiaries, so that the final data (presented in Annex VI) had to be manually reconciled by the consultant and the IFRC representative.

Recommendation 6

R6.1 Any future projects should follow the best practice of establishing individual reintegration plans developed by BRC for the current project. The formats should contain individual beneficiaries' profile, needs assessment, suggested activities, the record of their implementation, the follow up and the final conclusion based on the achieved results.

R6.2 The BRC Project Manager should imperatively maintain an up-to-date record/database of all the assistance/activities provided to beneficiaries who signed cooperation agreements with BRC. The record should include the beneficiaries name, gender, residence, information about the

cooperation agreement being signed and reintegration plan being established, information about various types of assistance provided (by group e.g. transport expenses, food, clothes, hygiene kit, shelter, lawyer/psychologist/narcologist consultations, medicines, job search assistance etc. It should also contain the key reintegration indicators (family, job and accommodation status).

2.2.4. Coordination and cooperation with other actors

78. During the project implementation BRC mainly coordinated its activities and cooperated with the Ministry of Interior, Ministry of Labor and Social Protection, as well as some national and international NGOs present in the country.

79. Most of those interviewed reported excellent level of cooperation and coordination with the *Ministry of Interior* at the national and regional level, in particular with the Department for Department of Supervisory and Executive Work (DSEW/DNID). Though there was no formal agreement between MoI and BRC (the relationship was formalized in an exchange of letters), most MoI officials involved in the project at the central level actively participated in its design and implementation, they welcomed the information about international experience and actively used it to propose various improvements in the Belarus penitentiary system. BRC in turn took into account the recommendations of the internal MoI review of the project to improve its efficiency and effectiveness.

80. At the level of targeted penitentiaries initial tensions were reported, mostly in relations with prison medical staff and staff psychologists. It appears that being “part of the system”, both were not sufficiently trusted by the inmates, had limited resources and were subject to the same tensions and professional burn-out as other prison officials: that resulted in the “outside” psychological and medical help offered by BRC being initially perceived as questioning their “authority” and professional competence, and the resulting reluctance to invest in developing good working relations. BRC, however, managed to gradually establish trust with this group, mainly by offering them relevant training programmes (e.g. professional burn-out): by the end of the project BRC even managed to organize ultra-sound screening in targeted penitentiaries, using BRC Mobile Diagnostic Laboratories, MDLs, previously used in the BRC Chernobyl assistance programme.

Recommendation 7

R7.1 Taking into account the sufficiently high level of cooperation between MoI and BRC in the current project, in the future it is suggested to formalize this relationship in a *cooperation agreement*, rather than an exchange of letters, specifying the parties' commitments and obligations (including i.a. providing BRC with access to targeted penitentiaries and possibility to provide medical screening and other forms of medical assistance).

R7.2 To ensure good level of cooperation in the future it is suggested to continue the best practice of offering training courses and other relevant assistance to prison officials, focusing more on medical staff and psychologists.

81. Though there seemed to be a “slow progress” in developing cooperation with the *Ministry of Labour and Social Protection* (MoL), most interviewees assessed the level of cooperation and coordination with it as less than satisfactory, mostly due to the latter having limited funding and less than adequate capacity to deal with all demands for social services. As one of the key BRC staff said, “we are rather in conflict with Employment Office...” While MoL generally complied with the legal requirements in e.g. providing employment assistance to former offenders, its staff apparently rarely went beyond the minimum level of assistance to address the specific needs of the project beneficiaries. Though a better level of cooperation was reported in providing former offenders with temporary accommodation at the MoL night shelters, this is partly explained by the latter formerly belonging to the MoI and still managed by former MoI staff (e.g. the shelter in Mogilyov).

Recommendation 8

R8.1 In the future projects it is suggested to continue developing cooperation with the *Ministry of Labor and Social Protection* (e.g. by offering them trainings similar to those offered to MoI staff) focusing, however, *more* on developing *direct contact with potential employers* to better address the needs of the project beneficiaries (see also Recommendation R3.2)

82. Since few local or international non-governmental organizations (NGOs) in Belarus work with former offenders and none have access to penitentiaries, BRC contacts with other NGOs during project implementation were limited. It worked, for instance, with an *Association of Non-Commercial Organizations for HIV/AIDS Prevention* (BelSetAntiSPID) on HIV/AIDS related components, and had some contacts with Deutscher Volkshochschul-Verband, providing distant learning educational programme in one of the other penitentiaries.

83. With few exceptions the project had little contacts with any *faith-based organizations*: while some positive contacts with individual representatives of Russian Orthodox Church were reported, nearly all BRC staff interviewed were clearly suspicious about the motives and the ways of work of the local religious sects (e.g. Baptists) and international assistance agencies with religious background (e.g. *Interchurch Mission Christian Social Service*), viewing their activities as separate rather than complimentary. The negative BRC perceptions seem to be based on the feedback from the former offenders (e.g. reporting that Baptists provide food for work and force the ex-offenders to live in closed communities, that are “worse than prison”) and bad experience with *Interchurch Mission Christian Social Service* (who allegedly “copied BRC project documents” without permission to obtain international funding). Regretfully, these experiences seem to somewhat undermine the BRC willingness to explore the

behavior transformational potential for social rehabilitation that a properly delivered faith-based messages can provide.

Recommendation 9

- R9.1 It is suggested that BRC explores more the possibilities of cooperation with faith-based organizations, in particular those delivering the messages directly supporting the social reintegration activities provided by BRC (e.g. forgiveness, unconditional love, doing your work well etc.)
- R9.2 It would be particularly beneficial to explore the possibilities of arranging for individual “spiritual” consultations provided by selected clergymen with proven experience of providing such type of assistance.

2.2.5. Flexibility

84. The document review and feedback from interviews demonstrated a number of examples of flexibility and creativity in project implementation, i.a.:

- while only first-time offenders were initially identified as the main project target group (mainly because of assumed relative ease of reintegrating them into society), following the growing demand for services, and in line with the RC Fundamental Principles of *humanity* and *impartiality* all those who showed interest in participating in project activities were accepted, both at the pre-release and after-release stage;
- when former offenders returning to other than project areas learned about the project and started asking for material assistance (food, clothes, hygiene kits) wherever possible BRC provided such assistance in other regions (e.g. in Minsk);
- though it was planned to provide referrals to health care facilities only to ex-offenders *after* their release, at the request of prison officials BRC organized additional ultra-sound medical examinations for the inmates in the targeted penitentiaries;
- when the need for advocating for the rights of the minorities (e.g. HIV positive) among the convicts was identified, rather than trying to “preach tolerance” to the groups who for a number of reasons were not ready to accept it (other convicts, prison officials), the concepts of tolerance and non-discrimination were introduced indirectly, via dissemination of knowledge about RC history, RC Fundamental Principles and the Universal Declaration of Human Rights.

Recommendation 10

- R10.1 Whenever feasible and agreed with the MoI, in the future projects BRC could consider offering some forms of *medical* assistance (e.g. medical check-ups and examinations) to the inmates before their release.

Wherever possible, medical assistance aimed at increasing beneficiaries' *immunity* should be prioritized.

3. CONCLUSIONS

3.1. Relevance

3.1.1. The needs

85. In terms of addressing the identified needs the project objectives and activities were and remain *highly relevant*. Though over the last 15 years both the total prison population and the prison population rate per 100,000 substantially decreased (see Figure 1), according to the World Prison Brief, in 2014 Belarus still held the second place in Europe in terms of number of inmates per 100,000 populations (306) surpassed only by the Russian Federation (447). (Source: <http://www.prisonstudies.org/>)

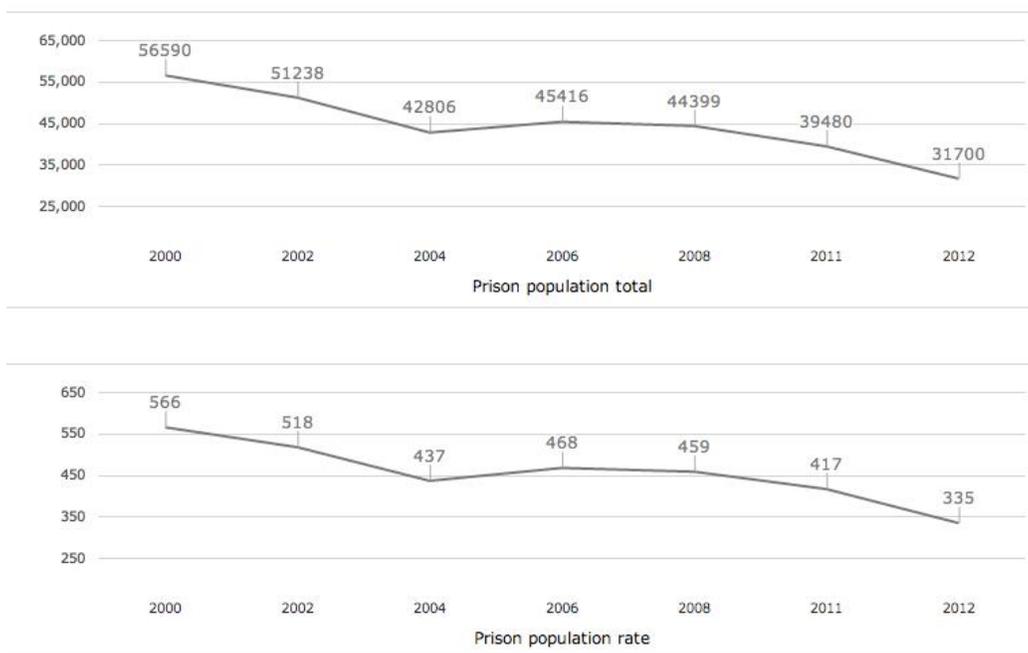


Figure 1. Belarus Prison Population 2000-2012

Source: <http://www.prisonstudies.org/country/belarus>

86. Despite substantial improvement in terms of respect for *human rights* in Belarus penitentiaries (confirmed i.a. during the evaluator interviews with project beneficiaries and MoI officials in Minsk and Mogilyov), the general stigma in regards to former prisoners among prison officials and in all layers of the society persists. Despite improved *health* conditions, medical situation in penitentiaries in Belarus still remains complicated: according to the Ministry of Internal Affairs, as of the end of December 2012, 836 prisoners suffered from active tuberculosis. According to official data, at the end of 2010 there were 1,098 inmates with HIV/AIDS, who accounted for 15 percent of the total reported number of persons with HIV/AIDS in the country (Source: *Belarus, Country Reports on Human Rights Practices for 2013, United States Department of State*).

87. The state support for *reintegration* of ex-offenders into society after their release is still relatively limited and focuses more on surveillance, controls and law enforcement rather than on assisting in their social and psychological rehabilitation. This is exacerbated by the deteriorating economic situation in the country, resulting in growing poverty and *unemployment*. According to the National Statistical Committee of the Republic of Belarus, the number of unemployed in Belarus in 2015 almost doubled, from 27,400 in January to 43,300 in December 2015 (Source: <http://www.tradingeconomics.com/belarus/unemployed-persons>). That makes it particularly difficult for ex-offenders to find employment.



Figure 2. Unemployment in Belarus, 2015

88. The high level of alcohol consumption and alcoholism in the country further complicates the situation. Despite having implemented a national anti-alcohol programme in 2011-2015 which resulted in positive changes and reducing the nation's overall consumption and improving the “culture of drinking”, the problem still persists: with 17.5 liters per capita alcohol consumption and 34.7% of alcohol-related death, Belarus remains at the top of the list of the 5 countries with the highest alcohol consumption (Table 1)

Country	Alcohol consumption per capita, litres	% of alcohol-related deaths
Belarus	17.5	34.7
Moldova	16.8	33.1
Lithuania	15.4	30.9
Russia	15.1	30.5
Romania	14.4	8.9

Source: WHO (2014).

Table 1. Five countries with the highest alcohol consumption

3.1.2. Complementarity

89. The project activities directly complement the efforts of the Ministry of the Interior and other actors in reintegrating ex-offenders into society. In 2009 MoI created the Department of Department of Supervisory and Executive

Work (DSEW/DNID) with the main task of ensuring the reduced level of recidivism (repeated crime) by i.a. assisting in social rehabilitation of former offenders. However, due to the general societal stigma in relation to ex-offenders, deteriorating economic situation and limited governmental funding for reintegration activities, most of those released from jail obtain only limited reintegration assistance from the state structures. At the same time, due to a number of administrative restrictions still in force few *non-state actors* are involved in such activities in Belarus: apart from the BRC, there are only two other NGOs that currently work with the actual or former offenders: *Deutscher Volkshochschul-Verband* that provides distance learning university programme (6-7 years) for inmates in one penitentiary for female offenders, and *Interchurch Mission Christian Social Service* that works along roughly the same lines as BRC, but focusing on assisting former offenders exclusively after their release from jail.

3.1.3. Target group

90. Taking into account the pilot nature of the project, initially only first-time offenders were identified as the main project target group (mainly because of assumed relative ease of reintegrating them into society). However, following the growing demand for BRC services and assistance, all those who showed interest in participating in project activities – regardless of their offense and/or term(s) of detention - were accepted, both at the pre-release and after-release stage. In addition, though the project only targeted the three penitentiaries for male offenders, female ex-offenders released from other penitentiaries who lived in the project target area (Mogilyov, Shklov) who heard about the project and requested assistance were also accepted and received the appropriate reintegration assistance.

91. This allowed for better identifying the needs of various groups of these individuals and developing and testing various tools to address them. Accepting all those who showed interest was also completely in line with the RC Fundamental Principles, in particular those of *humanity* (“...to prevent and alleviate human suffering wherever it may be found...”) and *impartiality* (“...it makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.”). Most importantly, accepting all who expressed their interest further emphasized the “unconditionality” of help that the ex-offenders can and should expect from the society and individuals, thus directly assisting in *rebuilding their trust* in people and society, which is essential for their psychological and emotional rehabilitation.

Recommendation 11

R11.1 Taking into account the high degree of relevance of the project objectives and activities, it is suggested to continue the best practice of assisting the individuals *before and after* their release from jail in the future, if possible

expanding these activities to other regions in Belarus, and including penitentiaries for *female* offenders.

R11.2 Based on the accumulated experience, it is suggested to continue the best practice of accepting without any distinction all those among the ex-offenders who manifest their interest in participating in project activities or receiving the assistance.

3.2. Effectiveness

3.2.1. Achieving objectives

92. Focusing on the integration of the ex-offenders into society and reducing societal stigma related to them through cooperation between Belarus Red Cross, the Ministry of Interior and, to a certain extent, Ministry of Labor and Social Protection, the project undoubtedly *contributed to achieving* the *overall objective* of “strengthening civil society and enhancing its inclusiveness and pluralism through supporting initiatives aimed at meeting the needs of Belarusian citizens in such areas as education, health, empowerment and social inclusion.”

93. The project *generally achieved the specific objective* of “strengthening capacities of and cooperation between (ex)-offenders, Belarus Red Cross and relevant state and non-state actors and developing a new mechanism for social inclusion of former convicts”. Through the bulk of the planned and implemented project activities, the project directly contributed to *strengthening capacities*, professional and social skills of former offenders, improving the skills and capacities of the Ministry of Interior staff involved in dealing with the direct project beneficiaries (both before and after their release from jail) as well as to enhancing capacities of BRC staff and volunteers to provide required assistance and support to ex-offenders. This in turn contributed to better relations between the inmates and prison officials, enhanced compliance with the existing prison regulations, better preparation of the inmates for subsequent reintegration after the release and ultimately to fostering growing respect for human rights and fundamental freedoms in the society in general.

94. The project became one of the first examples in Belarus of successful *cooperation* between the Ministry of Interior and a non-governmental organization (BRC) in integrating former offenders back into the society. Based on its outcomes, the MoI, for instance, proposed a draft legislature formalizing the possibility of involvement of civil society organizations into assisting common law convicts both during serving the sentence and after their release. In this sense the project laid the foundation for building up a new *mechanism* for social inclusion of former convicts, based on mutually beneficial cooperation between state and non-state actors.

3.2.2. Achieving expected results

95. The project *achieved all its expected results*, in most cases *exceeding the planned indicators*. Various training and psychological support activities aimed at

improving legal awareness, motivation and coping skills enabling their social re-insertion (Result 1) covered an estimated 600 inmates (against the planned number of 120). Trainings on working with convicts and (ex)-offenders, conflict resolution, STIs and HIV prevention for MoI prison official and BRC staff and volunteers (13 actual against 9 planned) covered more than 100 individuals (against 35-50 planned). Generally the number of all training and other group sessions exceed that planned: 46 (against 42 planned) for inmates before release and 35 (against 22 planned) for individuals after their release from jail. (See Annex V *Project trainings/workshops/focus group discussions* for details)

96. Improved access to health and social services for ex-offenders to meet their specific needs for reintegration (Result 2) and improved social inclusion opportunities in the target communities in Mogilyov region (Result 3) were achieved mainly by creating a functioning referral case management and individual support mechanism based on developing rehabilitation plans (including reintegration assistance packages) and signing assistance agreements with each interested individual. Once again the target numbers were exceeded: while individual assistance was planned for 20-50 ex-offenders, the individual reintegration agreements were signed with 108 individuals, and detailed reintegration plans were established for 94 of them. The feedback from all the project beneficiaries interviewed by the evaluator and from those who provided written feedback (letters) to the project managers indicated a nearly 100% level of satisfaction with the assistance provided (against 75% planned).

3.2.3. Factors of effectiveness

97. In the opinion of the consultant, a number of *factors* contributed to the overall project effectiveness:

- demand from the Ministry of the Interior, that, having created a Department in charge of social reintegration of the former offenders, realized that to ensure better results it had to involve a neutral non-state actor that would be able to develop a better relationship of trust with the ex-offenders;
- the expressed interest from the European Union to support the Belarus government activities aimed at modernizing and improving penitentiary system in Belarus, promoting tolerance and respect for human rights;
- a generally positive image of the Belarus Red Cross and International RC/RC Movement in the country, its strong record of cooperating with various government ministries in implementing large scale projects;
- a *solid project design* based on the *extensive research* of international experience, *previous experience* in implementing similar projects (or working on similar issues, e.g. HIV/AIDS prevention) on a smaller scale, *using the tried and tested models* (e.g. training);
- utilizing international experience from *outside* of the International RC/RC Movement (in this case mainly NIACRO, a Northern Irish NGO) and successfully adapting it to local conditions;

- a *comprehensive nature* of the project: it effectively recognized the *inter-connectedness* of all the contributing factors (material, psychological, etc.), attempted to address material and non-material needs of all the target groups, and covered – to a larger or smaller extent - all the major needs;
- successfully applying the RC Fundamental Principles, in particular those of neutrality and impartiality, in providing assistance to both the (ex-) offenders, MoI officials and prison officers, thus creating a level of trust necessary to succeed in social reintegration;
- a *realistic approach*: starting relatively small, and gradually expanding, focusing more on the activities most in demand (e.g. trainings, material assistance)

3.3. Cost efficiency

98. The project had a *cost structure* that is typical for the initiatives of that nature, with relatively little investment in the “hardware” (equipment, materials etc.) and a relatively high level of “software”, mostly personnel costs: 47% of the budget and expenditures covered human resources costs, with 29% being spent directly on services and activities (see Table 4 below).

Costs	Budget EUR	%	Actual* EUR
Human resources and travel	156,598	47	115,526
Equipment and supplies	21,744	6	19,339
Local office	22,200	7	18,716
Other costs: services	22,041	7	6,305
Other costs: activities	74,580	22	31,163
TOTAL ELIGIBLE COSTS	333,000	100	204,422

*By 31/08/2015

Table 4. Project cost structure and expenditures

99. The project generally stayed on budget: according to the IFRC records, as of 02/03/2016 the total project expenditure still showed a positive balance of CHF 17,437 (though apparently it still did not include the expenditures incurred in February 2016).

100. While the *rate of expenditure* on human resources, equipment and supplies and office costs seemed to be in line with plans, spending on activities appears to be rather slow: by September 2015 (63% of project time span) only 39% of funds budgeted for services and activities was spent. By that date only the funds budgeted for trainings for prison officials, BRC staff and volunteers and prison inmates were spent fully (even slightly going over budget), all other activities showed substantial under-spending (see Annex VII for details). That reflects the fact that the project apparently delivered more group-based activities (workshops, seminars, training courses) and fewer individual activities

(e.g. medical assistance, assistance in restoring documents and administrative matters) than expected.

101. The actual *expenditure structure* could not be analyzed with any degree of accuracy since, due to incompatibility of the IFRC and EU financial software, only the breakdown of expenditures incurred by 31/08/2015 was available to the consultant at the time of evaluation.

102. The cost efficiency of some of the activities could be questioned. For instance, the cost for buying 50 sets of distance learning courses (which included computer and photography training, massage technique, hairdressing and care for children course) from European School for Correspondence Courses (ESCHCO) for a total of USD 5,000 could be considered excessive, taking into account that such training requires a lot of practice, while computers and cameras are not allowed in penitentiaries and most of those released would not have easy access to such equipment (see also section 2.1.6 *Employment*). This might be an example of the project being sometimes over-ambitious and spreading too thin, in particular since it was initiated at the final stages of its implementation.

103. Overall, since the project exceeded nearly all target numbers (workshops, individual beneficiaries) i.e. covered more activities at a larger than planned scale still staying within the overall planned amount, effectively maximizing its benefits, the project can be considered as being a very good “value for money”. The actual cost structure, once processed and analysed, can now serve as a good indicator of the real costs of various activities and could be used for planning future projects of that kind.

3.4. Impact

104. The project activities produced a number of positive impacts on the project direct beneficiaries (both before and after release from penitentiaries,) on MoI staff, and on BRC staff and volunteers involved in the project.

3.4.1. Impact on direct beneficiaries

105. *Before* the release the inmates obtained information, training, group and individual consultations on various subjects (rights and obligations, health, education, employment etc.) related to their subsequent integration back to society. The information dissemination directly contributed to an improved tolerance for diversity and respect for human rights inside the penitentiaries, a better self-awareness and enhanced communication skills among the inmates.

106. *After* the release 80-86% of all the direct project beneficiaries who signed cooperation agreements with BRC (108 individuals) were provided with the immediate material support (transport costs, food and hygiene kits); 45-65% among the 53 individuals who chose to continue cooperating with BRC after having received material assistance, received much needed medical, legal and psychological support, assistance in finding employment, accommodation,

restoring lost documents and sorting out various administrative matters (see Annex VI for details). A good indicator of the value of the project was the constantly growing interest in project activities and demand for training and information, increasing number of requests to attend workshops and training courses, increased number of those asking for BRC assistance, reported by all interviewed.

107. All beneficiaries particularly appreciated being trusted, respected and treated as responsible “human beings” by BRC staff and volunteers. “RC deals with us as human beings, they sincerely try to help and solve the issues...”, “I was allowed to make my own step forward and live, rather than merely exist...”, “The programme helped to rehabilitate me as a human being...”, “We were dealt with as peers, no one tried to brainwash us...”, “It was warm here, we always had a choice...’ – these are just a few quotes from the beneficiary interviews.

108. Project beneficiaries emphasized that BRC helped them when others couldn’t (“MoI could do nothing, but Red Cross solved my problem...”) and often went an extra mile assisting those in need (“RC assisted us even when the project was over, simply as human beings...”). As one of the beneficiaries, who spent a total of 23 years in jail, said, “This is the first assistance programme that really worked, and it didn’t work for nothing...”

109. Based on the available information and feedback from beneficiaries and project staff it can be concluded that all the project activities did contribute to observable changes in the *beneficiaries’ behavior*, that increased their ability to reintegrate into society, (re-) create family ties, find and keep a job, abstain (at least temporarily) from substance abuse, avoid committing new crimes, ultimately resulting in what can be considered as a partial or full social reintegration of 53 (out of 108) former offenders (see Annex VI for details).

Recommendation 12

R12.1 Taking into account that any successful reintegration into society imperatively requires a certain change in the beneficiaries’ *behavior*, in planning and designing future projects of that kind it would be advisable to focus more on the factors, directly contributing to the actual *behavior change*: e.g. working more on the value system, addressing the concepts of fear and vulnerability, helping the beneficiaries understand better where their self-destructing behavior might come from, exploring the notion of individual freedom, in particular its connection with the notion of individual responsibility.

3.4.2. Impact on the Ministry of Interior staff and officials

110. Overall the project contributed to the ongoing efforts for humanizing penal system in Belarus: the results of the study visits to Northern Ireland and Spain, as well as the ongoing BRC work in the penitentiaries contributed to the increased awareness of MoI officials about the need to modernize the penal

system in line with internationally accepted legal and human rights standards, contributed to enhanced skills and new way of thinking among the newly employed prison staff, and generally led to better communication and more respect between prison officers and inmates (as one of them said, “a human being in uniform is also a human being”).

111. According to one of the MoI senior officials dealing with the rehabilitation of ex-offenders, the BRC project contributed to “breaking certain stereotypes. Our staff started thinking differently, more like modern citizens, rather than narrow-minded officials...”. That led to a more human, reintegration-oriented approach to former convicts among MoI staff: as another official said, “Our philosophy now is “you came back [to society from jail], you will now stay with us...”

112. The feedback from the MoI staff was confirmed by a number of the project direct beneficiaries. All affirmed that prison staff generally started being more attentive to the inmates’ needs, less aggressive and more polite. While apparently that was largely due to increased internal controls and check ups at MoI, and increased concern for job security among prison staff due to growing unemployment, it is quite obvious that BRC activities effectively supported the MoI efforts in this direction and to a certain extent contributed to developing more trust between inmates and prison officials.

113. Based on the relationship of trust developed between BRC and MoI, the project led to an increased awareness among MoI officials at the central level of the need to ensure a *comprehensive approach* and developing a *referral system* for reintegration of the former offenders, involving all state and non-state actors. Based on the project experience, for instance, MoI developed draft legislature regulating the modalities for the NGOs involvement in re-socialization of former offenders. It is to be debated in 2016; if passed it could potentially facilitate funding of such NGO activities from the state budget. MoI also supported the idea to create an NGO center in Minsk (similar to the one visited in Northern Ireland), which could provide various types of assistance to ex-offenders after their release. The project also contributed to developing the concept of creating re-adaptation units based in the shelters for homeless (currently managed by MoI).

3.4.3. Impact on BRC staff and volunteers

114. In the course of project implementation BRC developed and successfully tested a new *model* for assisting the social re-integration of ex-offenders. The key strength of the model is that it is based on a *comprehensive approach* covering nearly all relevant target groups (current and former inmates, prison officials, MoI officials), various areas of assistance (medical, social, legal, psychological, shelter, employment, family etc.), and employing advanced tools for individual and group work (e.g. individual needs assessment, plans of reintegration activities, formalized cooperation agreements). As one of the MoI officials stated, “that was an innovative, unusual project, a true breath of fresh air...”

115. Both BRC headquarters and its branch in Mogilyov substantially increased its capacity to provide qualified social, medical and psychological assistance to offenders *before* and *after* their release from jail. The project facilitated building partnerships and developing a network of individual and organizational contacts thus forming basis for a functioning referral system.

116. In addition BRC has substantially increased its capacity to advocate for the rights of the convicts. Using the contacts developed during the project implementation the Chairman, BRC Mogilyov, became a member of the State Supervisory Commission monitoring the conditions in jails: that gives BRC easy access to any penitentiaries in the region (including the ones not covered by the project) and allows to directly raise and address any issues related to improving detention conditions and better preparing the inmates to be released for re-integration.

Recommendation 13

R13.1 Taking into account the increased possibilities for *advocacy* achieved by BRC during the project implementation, it would be important to continue using them by i.a. identifying possible areas for RC assistance inside the penitentiaries, advocating for more tolerance and respect for human rights, and actively suggesting possible ways for improvement of detention conditions.

3.4.4. Impact indicators

117. In should be noted, however, that the project almost completely lacked the indicators measuring its key intended impact, i.e. the level of successful integration of ex-offenders back into society. Nearly all project indicators measured either the level of project coverage and implementation of its activities (e.g. number of beneficiaries benefiting from BRC services, the number of beneficiaries “upgraded their skills and knowledge” by effectively attending training courses, the number of ex-offenders having a reintegration plan, the number of those “assisted” by BRC, the information materials “being distributed”) or the level of beneficiary satisfaction with BRC services.

118. Though BRC staff and officials were aware that the project is ultimately aimed at - as one of the interviewees put it - making sure that a beneficiary “got a job, has a family and a place to live, and didn’t get back to jail”, and this data was in one way or another recorded in the beneficiaries files, no consolidated data was available at the time of evaluation. Moreover, since none of these was established as formal impact indicators, the BRC project staff inevitably focused more on conducting various activities (achieving the formal indicators), hoping that they would produce a desired effect, rather than deliberately working to achieve it.

119. The level of success of reintegration of the former offenders into the society had therefore to be determined by the consultant based on the three key

indicators: 1) success in finding and keeping an accommodation 2) restoring or creating new family ties and 3) success in finding and keeping a job or other legal source of income, qualifying the success on 1 or 2 of them as “partial” reintegration, and on all 3 – as “full” reintegration. The consolidated data is shown in Table 5 below.

120. Nearly half (49%) or all those who signed cooperation agreement with BRC (53 out of 108 individuals) continued participating in the project activities after having received initial reintegration package (food and hygiene kits, clothes, travel assistance). 89% of them found and kept accommodation, 79% restored or created some kind of family ties, and 68% found and kept a job; more than half of this group (57%) scored positively on all the three parameters, showing a relatively high probability of a “full” integration.

Reintegration indicators	Individuals	%*	%**
Contact lost with/fate unknown	55	51	–
Found and kept accommodation (1)	47	44	89
Restored old/created new family ties (2)	42	39	79
Found and kept a job (3)	36	33	68
Went back to jail	7***	6	–
Relative degree of reintegration achieved			
Partial reintegration achieved****	23	21	43
Full reintegration achieved*****	30	28	57

* 100% =108 individuals who signed cooperation agreements with BRC

** 100% =53 individuals who continued working with BRC after having received the basic material assistance

*** The confirmed data is only available for a group of 31 (out of 108) beneficiaries, so the actual numbers and percentage is likely to be higher.

**** Partial reintegration assumes that the beneficiary scored positively on 1 or 2 of the indicators (1), (2) and (3)

***** Full reintegration assumes that the beneficiary scored positively in all 3 of the indicators (1), (2) and (3)

Table 5. Degree of reintegration achieved

121. According to BRC data, only 7 (6%) of all project beneficiaries committed another crime during the project time span and went back to jail. The confirmed data, however, was only available for a group of 31 (out of 108) beneficiaries, so the actual numbers and percentages are likely to be higher. However, even assuming that the proportion of relapse cases would be similar across all 108 beneficiaries (approximately 24 individuals), that would increase the relapse rate to 22%, which would still be considerably lower than that reported by MoI for Belarus (approximately 40% in 2015).

Recommendation 14

R14.1 It is suggested that the *quantitative indicators* for the future projects of that kind should be formulated more in line with the intended *impact* of project activities, i.e. focusing primarily on increasing percentage of those 1) who actually *stayed* in the programme and completed all planned reintegration activities, 2) who found and kept *accommodation* 3) who found and kept their *jobs* or secured any other legal source of income and 4) who managed to successfully restore existing *family* ties or created new families.

3.5. Sustainability

3.5.1. Institutional sustainability

122. At the institutional level BRC has all the necessary components to be able to continue and expand the reintegration assistance to former offenders in other regions. As a result of the project implementation BRC effectively created and successfully tested a working model of providing comprehensive assistance to former offenders before and after their release, developed methodologies, necessary tools, formats and procedures, as well as a number of best practices. BRC staff and volunteers at the local and central level acquired substantial institutional experience, developed networks and established contacts with various professionals (psychologists, social workers), the local and central government and MoI officials. This experience can be easily replicated across the country through the extensive network of BRC local branches.

123. Institutional sustainability of the project is also ensured by the continued interest of the Ministry of Interior to continue cooperating with BRC in former offenders reintegration. As one of MoI officials put it, “we want the project to work like a wheel and to expand as a snowball...”. BRC currently has a strong positive image among both the ex-offenders and MoI officials, developed relationship of trust with both these groups, and substantially improved its possibilities for advocacy.

3.5.2. Financial sustainability

124. The financial sustainability of BRC reintegration activities, however, can only be partially ensured by BRC internal resources and sources of funding. While some activities (e.g. training courses run by volunteers, using personal networks created during the project, providing some limited material assistance, providing space for meetings of the self-help groups, continuing cooperation with the orphanage in Mogilyov) could be continued on an ad hoc basis using internal BRC resources, many other activities (e.g. legal and employment assistance, restoring documents etc.) would require extra funding.

125. The local funding sources in Belarus are limited: the general economic situation is deteriorating resulting in substantially reduces possibilities of obtaining funding from private sector. State funding is equally limited: though there are currently some prospects of NGOs obtaining state funding at the

municipal level through targeted state-funded programmes (the so called “social order”), in practice BRC will have to compete with other NGOs for obtaining such funds, which will be distributed based on the local priorities defined by local legislatures (essentially on the project basis). Obtaining external funding from the EU, International RC/RC Movement and other international development sources therefore remains the main condition for continuing reintegration activities on a similar or extended scale.

126. All those interviewed with no exception emphasized the need to continue project activities. The project created substantial and growing *expectations*; should they fail to be satisfied (and there is an obvious danger for this, e.g. there is no funding for continuous legal assistance, which is highly in demand) that could potentially compromise the impact of the action and adversely affect its achievements in terms of the impact for re-socialization.

Recommendation 15

R15.1 Taking into account the substantial reintegration needs and the experience and increased institutional capacity of BRC to satisfy them accumulated during the project implementation, it is suggested that BRC and IFRC intensify their efforts to obtain *external* funding sufficient to continue the current project and, possibly, expand its scope.

R15.2 Should funding sufficient to expand the current project scope is secured, it would be appropriate to *expand gradually*, covering some priority unmet needs (e.g. temporary shelters for newly released beneficiaries), focusing on intensifying the work with potential employers (a priority group), starting to work in one or two additional penitentiaries (preferably the one for female offenders), and expanding assistance to former offenders after their release geographically, through other BRC branches.

3.6. Lessons learned and best practices

127. From the key findings and conclusions it is quite clear that the pilot project largely achieved its goal and objectives, having substantially contributed to the re-integration of the former offenders back into society. The project was designed, planned and implemented in a very effective and efficient way, with few gaps or things to be reconsidered or done differently.

128. Therefore it generated relatively few “lessons to be learned”, but quite a number of best practices that could be used in future projects of the kind in Belarus to ensure high effectiveness, impact and sustainability. Most of them have been mentioned in the previous sections, and are grouped below mostly for ease of reference.

3.6.1. Lessons learned

129. The main *lessons to be learned* include i.a.:

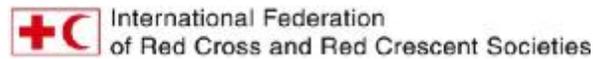
- Any activities aimed at assisting former offenders in reintegrating back into society should *primarily* focus on *behavior change* and changes in the beneficiaries' values/beliefs system. Consequently any planned project activities should aim at improving the beneficiaries' self-esteem, self-worth, self-confidence and a sense of "being needed". This should become the main criteria for assessing the value and potential benefit of any proposed activity at the planning stage (See Sections 2.1.3 and 3.4.1 for details).
- One of the basic material needs of the project beneficiaries immediately after release is providing *temporary accommodation/shelter*, similar to the one provided to victims of natural disasters. Such shelters should have very basic facilities (sleeping area, mattresses, shower or running water) and can be arranged at available public buildings in agreement with municipalities and local authorities (See Section 2.1.5 for details).
- Taking into account a number of objective (economic crisis, high unemployment rate, stigma against former offenders), and subjective (lack of confidence and skills, being used to being provided for etc.) difficulties in finding employment, any assistance in securing *employment* for ex-offenders should focus on working directly with potential employers. Ideally BRC should attempt to secure the jobs for the former convicts before they are released from jail (See Section 2.1.6 for details).
- It is particularly important to formulate the *quantitative indicators* for projects in such a way that they better reflect the intended *impact* of project activities. In the projects aimed at social reintegration of ex-offenders such indicators could, for instance, include the percentage of those who 1) stayed in the programme, 2) found and kept accommodation, 3) found and kept their jobs, 4) managed to restore family ties or created new families (See Section 3.4.4 for details)

3.6.2. Best practices

130. The key *best practices* to be replicated in similar projects in the future include:

- addressing *most of factors* contributing to the project ultimate goal – reintegration of former offenders back to society; that included i.a. providing for the beneficiaries' immediate material needs, assisting in finding accommodation and employment, covering costs of professional training, assisting with administrative and legal matters, equipping them with essential social skills, helping to restore family ties (See Section 3.2.3 for details);
- targeting a *geographic area* rather than a specific group, i.e. working with the penitentiaries located in the target area, as well as with those released from jail (both within and outside the target area) who reside or settled in this area;
- assisting the project beneficiaries both *before and after* their release from jail;

- offering relevant assistance to *different groups of beneficiaries* interacting with each other before release (the inmates and prison officials) and after (former offenders and MoI staff in charge of the post-release surveillance) (See Section 3.4.2 for details);
- establishing individual *reintegration plans and agreements* developed by BRC (See Section 2.1.5 for details);
- using the services of *peer consultants* from among the ex-offenders themselves (See also Section 2.2.2);
- covering essentially *the same issues* in training programmes before and after release, thus enhancing the key messages and building on the participants' previous knowledge (See also Section 2.1.3);
- encouraging participants to participate in voluntary activities where they can actively *help others*, e.g. assisting orphanages, elderly people's homes etc.;
- using *interactive methodology* in training courses and group work, aimed at triggering participant's feelings and emotions, e.g. in particular the "film group discussions", where participants watch a video or movie sequence and discuss their own reactions to what they saw (See also Section 2.1.3).



TERMS OF REFERENCE

Final evaluation of the Project “Integration of (ex-) offenders into society” Belarus

1. BACKGROUND

Integration of (ex-)offenders into society is a project enabling ex-offenders to return safely to the community and advocating for their right to fair and equal access to education, vocational training, employment and public services, through a joint effort between the Belarus Red Cross (BRC), International Federation of Red Cross and Red Crescent Societies (IFRC) and the Ministry of Interior of Belarus (MoI). The project is funded by the European Commission with 10 per cent co-financing from IFRC.

This 38-month pilot project was launched in the first quarter of 2013. With this project, BRC and IFRC work from a socially inclusive approach to remove the stigma around ex-offenders and to promote their participation in the community, to improve their quality of life. In all this work, IFRC and BRC are guided by the Red Cross / Red Crescent principles and the following values: human dignity, respect, empowerment and participation.

The project methodology is based on the expertise and lessons learned in participatory development and social inclusion programmes implemented by the Belarus Red Cross and its in-country partners, but also utilises the expertise available with several European National Societies and NGOs, which is adjusted to the needs and situation in Belarus.

Project objective and expected results

Specific objective:

Strengthened capacities of and cooperation between (ex)-offenders, Belarus Red Cross and relevant state actors on developing a new mechanism for social inclusion of ex-offenders

Expected results:

- 1) Improved legal awareness, motivation and coping skills of 120 inmates enabling their social re-insertion.
- 2) Improved access to health and social services for 20 ex-offenders to meet their specific needs for reintegration.
- 3) Improved social inclusion opportunities in the target communities in Mogilyov region.

2. PURPOSE AND SCOPE OF THE EVALUATION

This final evaluation is being undertaken in order to independently assess:

- The appropriateness of project's objectives to the real problems, needs and priorities of the target groups/beneficiaries.
- The efficiency of project implementation considering how well means/inputs and activities were converted into expected results.
- The effectiveness of the project in terms of achieving its planned specific objective and expected results. The likely overall impact of the project at overall objective level and the sustainability of benefits arising from the project.

Furthermore, the evaluation will identify key lessons learned and best practices relevant for future interventions with respect to reintegration of ex-offenders in society. It will also provide specific recommendations regarding any follow-up actions to effectively sustain or improve support to the programmes/projects in this sphere in the future. The evaluation will pay special attention to beneficiary opinions and satisfaction.

The main stakeholders to be involved in the evaluation are:

- Representatives of IFRC, BRC, MoI involved in planning, management and resource allocation decision-making relevant to supporting implementation of the project;
- Representatives of the headquarters and branches of the BRC involved into the project implementation;
- Representatives of some relevant executive and prison authorities, government and civil society agencies active in the field of social inclusion in Mogilyov and Shklov;
- Representative of (ex)-offenders in target communities and their family members

A key purpose of the evaluation is to help all stakeholders ('core learning partners') reflect on what has worked well and what has not, and thus learn from the evaluation process.

3. EVALUATION SCOPE

The evaluation will cover a period from 2013 through to 31 January 2016. The geographical coverage of the evaluation will be meetings in Minsk and Mogilyov region, Belarus.

The final evaluation will be conducted under overall supervision of IFRC head of office in Belarus, as well as Planning, Monitoring, Evaluation and Reporting (PMER) Department of the IFRC Regional Office for Europe.

The evaluation report will be shared with BRC and IFRC who in turn will take the responsibility of disseminating the outcomes to relevant interested partners.

Key issues will be to establish:

- Assess the relevance, efficiency and effectiveness of the project.
- Extent to which the project was able to achieve the project objectives to date and progress towards achieving results.
- Outline key risks, challenges faced and solutions found.
- Provide lessons learned and recommendations to take forward.

4. EVALUATION QUESTIONS

The key (guiding) questions to be answered by the evaluation are as follows:

Relevance:

- *How relevant is the project regarding the beneficiary requirements, local context and needs?*
- *How well was the target group identified?*
- *How do the beneficiaries view the comprehensiveness of package of services offered to or directed towards them?*
- *How does the project complement intervention of other actors, most importantly relevant Government departments?*

Efficiency

- *Was the pace of activity implementation satisfactory (or were there any significant delays)?*
- *Has the project adequately documented, reported and disseminated information on what it is doing/has achieved so far?*
- *To what extent BRC coordinated with other actors to achieve better results?*
- *If appropriate how flexible is the project in adapting to changing needs?*

Effectiveness

- *Assess the efficiency of the programme in converting its inputs (funds, expertise, time etc.) to outputs, with an indication of whether the project has represented good 'value for money' given the resources invested. Could it have been done better, cheaper or quicker?*
- *What progress has been made towards achieving the project overall and specific objectives, and expected results?*
- *Where unforeseen challenges to the implementation of the project handled creatively and effectively?*
- *Has the project used resources cost effectively to maximize benefits?*
- *Were gender concerns and considerations mainstreamed into the project?*

Impact and sustainability

- *What are the direct impact prospects of the project at overall objective level, what impacts are already apparent and what impacts appear likely?*

- *What difference has the project made for/with the planned target groups or other non-targeted groups arising from the project beneficiaries?*
- *Did the project take timely measures for mitigating the unplanned negative impacts? What was the result? Are any external factors likely to jeopardize the project's direct impact?*
- *What is the level of ownership of the project by the target groups?*
- *What are the main factors affecting, either positively or negatively, prospects of sustainability of project outcomes?*
- *What is the potential for sustaining and continuation of the emerging results and impacts after the project implementation period?*

Lessons learned

- *What are the lessons learned during this period which can be used to guide the next programme cycle and/or other programmes?*
- *What best practices emerged from the project implementation? What is the potential and options for replication and knowledge sharing?*
- *For whom could these lessons have relevance and how do they relate to any innovative aspects of the project?*
- *Do lessons learned indicated any need for changes in project design in the future to ensure better sustainability?*

5. EVALUATION METHODS

The evaluation will use a consultative and participative approach. Methods of data collection and analysis to be defined by the consultant, however, they should include at least:

- Analysis/review of relevant project documentation within a desk study to examine quantitative data available.
- Interviews with key stakeholders including HQ and project staff and volunteers, relevant authorities and other stakeholders, and the EU delegation to Belarus.
- Interviews with clients of the services at individual or/and group meetings.
- Presentation of preliminary evaluation findings at a debriefing in Belarus.
- Final reflection on and analysis of all available information, preparation of the draft evaluation report and submission to BRC and IFRC for inputs.
- Preparation of the final review report, following feedback from BRC and IFRC on the first full draft.

Basic questions of interviews will be based on the ToR and preliminary analysis of the available documents.

The data collected in the evaluation will be gender sensitive, checking among other if and how vulnerability of women differs from that of men and will be confidential.

The evaluation will use the following data sources:

- Project proposal, logframe, and budget;
- Project narrative reports interim 1 and 2.

6. EVALUATION TEAM COMPOSITION

The project is to be evaluated by an independent external expert. The evaluator will not act as representative of any party and should remain independent throughout the evaluation.

Required area of expertise of independent evaluation expert includes:

- University degree or equivalent back ground in social sciences or related disciplines, with specialized training areas such as evaluation, social statistics, qualitative research and analysis;
- 5-8 years progressive experience in research design methodology (qualitative and quantitative studies); prior experience in planning, designing, implementing, analyzing, and reporting results of qualitative and quantitative studies (survey design and implementation; social sciences research);
- Prior involvement in trafficking related project/programme evaluation would be an asset;
- Personal skills: capability to work with diverse stakeholders; communication; strong drafting skills; analytical skills; negotiation skills;
- Language skills: fluency in English, native Russian.

The consultant will be selected by the IFRC RR in Belarus through a competitive process.

7. PLANNING AND IMPLEMENTATION ARRANGEMENTS

7.1 Management

The evaluation will be managed by the IFRC country office in Belarus.

7.2. Logistical support

IFRC country office and BRC will provide support as required in facilitating contact with stakeholders.

The evaluation consultant will be fully responsible for providing his/her own laptop computer, and for his/her communication and report production costs. Secretarial support will not be provided by the project.

7.3. Timeframe for evaluation process

The evaluation will be undertaken over 10 days, starting with the desk review of project documents in January 2016, and ending with the production and submission of the final evaluation report by 10 March 2016. The evaluation consultant will provide up to a total of 9 working days input over this time period:

Preparation, field trip and reporting: 10 days: 1 day preparation and desk review, 2 days travel + 2 days in the field (Mogilyov region) + 1 day in Minsk + 2 days of preliminary findings and draft report writing + 2 day final report writing.

6.4. Budget

The budget for the evaluation will include consultancy fees, accommodation & transportation costs.

7. EXPECTED DELIVERABLES

The evaluation team will provide:

- a) **A debriefing on findings** – in country to IFRC head of office, BRC management and project staff at the end of mission to discuss initial findings, conclusions and recommendations.
- b) **A draft evaluation report** – after returning from the field visit. The draft will be shared with BRC and IFRC for comments. The evaluation report will be brief and concise, preferably of not more than 15 pages, and it will include: executive summary, findings, conclusions and recommendations on the collected data and specific objectives.
- c) **The final evaluation report** – taking into account comments provided by BRC and IFRC on the first draft.

Annex II

List of people interviewed

Mr Victor Kolbanov, Secretary General, BRC
Ms Inna Lemeshevskaya, Deputy Secretary General, Programmes and Youth, BRC
Mr Maxim Mukha, Project Manager, BRC
Mr Serguei Boltrushevich, IFRC Representative, Belarus
Ms Olga Arefyeva, Project Assistant, BRC
Mr Serguei Alyashkevich, Deputy Head, Monitoring and Control Department, MoI
Mr Andrei Nikitin, Chairman, BRC, Mogilyov
Ms Alla Dzyalanskaya, Project Psychologist, BRC, Mogilyov
Ms Natalya Savchinskaya, Project Social Worker, BRC, Mogilyov
Mr Valentin Kotov, Project Peer Consultant
Mr Andrei Sokhatski, Project Volunteer, Mogilyov
Mr Seguei Surinin, Project Beneficiary, Mogilyov
Mr Dmitry Lissov, Project Beneficiary, Mogilyov
Mr Alexander Ustimenko, Project Beneficiary, Mogilyov
Mr Valeri Sokolov, Project Beneficiary, Mogilyov
Mr Dmitry Brel, Project Beneficiary, Mogilyov
Ms Veronika Brel, Project Beneficiary, Mogilyov
Mr Leonid Zakirov, Project Beneficiary, Mogilyov
Mr Nikolai Kozyr, Director, Homeless Shelter BOMZH, Mogilyov
Mr Dmitry Zhilobachik, Deputy Head of Department, DSEW, MoI, Mogilyov
Ms Olga Manyonok, Inspector, Leninski District, DSEW, MoI, Mogilyov
Ms Tatiana Likhtar, Inspector, Octyabr'ski District, DSEW, MoI, Mogilyov
Ms Tatyana Deyankova, Mogilyov Bar Association, Project Legal Consultant

Annex III

List of documents reviewed

Project documents

- *Integration of (ex-)offenders into society*, Project Description, European Union's Contribution Agreement No. ENPI/2012/297-004
- ENPI/2012/297-004 Annex 1b. Project *logical framework*
- ENPI/2012/297-004 Annex 3. Project *budget*
- ENPI/2012/297-004 *Interim Report*, January 2013 - March 2015
- ENPI/2012/297-004 *Interim Report*, July 2014 – August 2015
- ENPI/2012/297-004 *Interim Financial Report*, June 2014 - March 2015
- ENPI/2012/297-004 Request for no-cost extension, September 2015
- ENPI/2012/297-004 Addendum No.1, November 2015
- *Red Cross Ex-Offender Reintegration Model*, BRC, March 2013
- *Empowering Community through Participatory Approaches*, Project Description and Final Report, 2011

Project materials

- Beneficiary individual re-integration plans
- Agreement between BRC and project beneficiary
- Training curricula for workshops and seminars
- Reports on poster and essays' competitions, mini-initiatives
- Materials produced by inmates (posters, poems, short stories)
- *Information for those released from penitentiaries in the Republic of Belarus*, BRC, Minsk, 2014
- *What a convicted first-time offender needs to know*, BRC, Minsk, 2015

IFRC documents

- *The Right to be Heard, The Responsibility to Listen: Mainstreaming Beneficiary Communication in IFRC*, July 2012
- *Beneficiary Communication and Accountability: A responsibility, not a choice. Lessons learned and recommendations, Indonesia/Haiti/Pakistan*, IFRC 2011
- *Saving Lives, Changing Minds, Strategy 2020*, IFRC, 2010
- *Psychological Support Policy*, IFRC, 2003

Evaluation methodology

- *ECHO Gender-Age Marker Toolkit*, 2013

- IFRC Framework for Evaluations, IFRC, 2011
- Reconstructing Baseline Data for Impact Evaluation and Results Management, by Michael Bamberger, PREM Notes, November 2010
- The UNHCR Tool for Participatory Assessment in Operations, UNHCR, May 2006
- Glossary of Evaluation and Results Based Management (RBM) Terms, OECD, 2000
- DAC Principles for the Evaluation of Development Assistance, OECD, 1991
- Methods and Procedures in Aid Evaluation, OECD, 1986

- *Belarus, Country Reports on Human Rights Practices for 2013*, United States Department of State • Bureau of Democracy, Human Rights and Labor

Annex IV

Mission itinerary

Monday, 8 February 2016

- 01:30 Arrival to Minsk, Belarus
- 11:00 Interview with Mr Victor Kolbanov, Secretary General, BRC, and Ms Irina Lemeshevskaya, Deputy Secretary General, Programmes and Youth, BRC
- 13:00 Interview with Mr Maxim Mukha, Project Manager, BRC
- 15:30 Interview with Mr Serguei Boltrushevich, IFRC Representative, Belarus
- 17:00 Reviewing project documents

Tuesday, 9 February 2016

- 09:00 Reviewing project documents
- 11:00 Interview with Ms Olga Arefyeva, Project Assistant, BRC
- 13:00 Interview with Mr Serguei Alyashkevich, Deputy Head, Monitoring and Control Department, MoI
- 14:00 Reviewing project documents

Wednesday, 10 February 2016

- 08:30 Transfer to Mogilyov
- 11:00 Meeting with the project team in Mogilyov: Ms Alla Dzyalanskaya, Project Psychologist, Ms Natalya Savchinskaya, Project Social Worker, Mr Valentin Kotov, Project Peer Consultant
- 14:00 Meeting with the project beneficiaries
- 17:00 Visiting Homeless Shelter BOMZH, Mogilyov
- 19:00 Reviewing project documents

Thursday, 11 February 2016

- 10:00 Interview with Mr Andrei Nikitin, Chairman, BRC
- 11:00 Interview with officers of the Department of Supervisory and Executive Work, MoI, Mogilyov: Mr Dmitry Zhilobachik, Deputy Head of Department, Ms Olga Manyonok, Inspector, Leninski District, Ms Tatiana Likhtar, Inspector, Ocyabr'ski District
- 13:00 Interview with Ms Tatyana Deyankova, Project Legal Consultant, Mogilyov
- 15:00 Transfer to Minsk
- 18:00 Reviewing interview notes

Friday, 12 February 2016 – Sunday, 14 February 2016

Working on the evaluation report

Monday, 15 February 2016

09:00 Drafting evaluation report

15:00 Debriefing with Mr Victor Kolbanov, Secretary General, BRC, Mr Maxim Mukha, Project Manager, BRC, Mr Serguei Boltrushevich, IFRC Representative, Belarus

Tuesday, 16 February 2016

09:00 Finalizing and clarifying project data with BRC and IFRC

12:00 Working on the evaluation report

Wednesday, 17 February 2016

14:30 Departure from Minsk

Annex V

Project trainings/workshops/focus group discussions

Workshops/trainings	Planned	Actual	Total participants
For Ministry of Interior and BRC staff			
Project model and working with project beneficiaries	1	1	30
First Aid (Mol)	2	6	90
Professional burn-out prevention (Mol)	4	4	60
Professional burn-out prevention (BRC)	2	2	30
SUB-TOTAL	9	13	n/a*
For prison inmates			
Prevention of infectious diseases (HIV, STIs, tuberculosis)	6	6	120
Healthy life style (living with disease)	6	7	140
Risk behaviour related to substance abuse (alcohol, drugs)	6	6	120
Psychological support to increase motivation and decrease self stigma	6	11	220
Legal rights and professional orientation	6	6	120
Red Cross history, principles and values	6	9	180
First Aid	6	9	180
Focus groups to assess needs	3	8	80**
SUB-TOTAL	45	62	n/a*
For ex-offenders after release			
Professional orientation and job search, legal right and property issues, fair access services including health, housing, benefits and education	4	7	140
Psychological support, personal development, introducing "Me concept".	4	11	110
Family psychology, support to family links	6	6	120
Prevention of infectious diseases (HIV, STIs, tuberculosis)	4	2	40
Risk behaviour related to substance abuse (alcohol, drugs)	2	3	60
Red Cross history, principles and values	2	6	120
SUB-TOTAL	22	35	n/a*
TOTAL	76	108	n/a*

* Since an unidentified number of project beneficiaries participated in more than one training course, any total number of course attendees would have inevitably include double count, and was therefore omitted from the table.

** Estimate

Annex VI
Assistance to individual beneficiaries after release

Individual agreements and reintegration plans	Individuals	%	%*
Agreements signed with	108	100	–
Male	97	90	–
Female	14	13	–
Reintegration plans established for	94	87	–
Types of assistance provided	Individuals	%	%*
Hygiene kits	93	86	–
Food kits	86	80	–
Transport/telephone expenses	70	65	–
Clothes	48	44	–
Medicines/medical treatment	35	32	66
Lawyer consultations	29	27	55
Psychologist consultations	26	24	49
Education/training paid for	24	22	45
Job search assistance	18	17	34
Narcologist consultations	16	15	30
Re-establishing missing documents	14	13	26
Reintegration indicators	Individuals	%	%*
Contact lost with/fate unknown	55	51	–
Found and kept accommodation (1)	47	44	89
Restored old/created new family ties (2)	42	39	79
Found and kept a job (3)	36	33	68
Went back to jail	7**	6**	–
Relative degree of reintegration achieved	Individuals	%	%*
Partial reintegration achieved***	23	21	43
Full reintegration achieved****	30	28	57

* 100%=53 individuals who continued working with BRC after having received the basic material assistance

** The confirmed data is only available for a group of 31 (out of 108) beneficiaries, so the actual numbers and percentage can be higher.

*** Partial reintegration assumes that the beneficiary scored positively on 1 or 2 of the indicators (1), (2) and (3)

**** Full reintegration assumes that the beneficiary scored positively in all 3 of the indicators (1), (2) and (3)

Annex VII

Budget versus actual on key project activities by 31/08/2015

Other costs: activities	Budget EUR	Actual EUR*
Hygiene kits for inmates	3,600	1,523
Food parcels for inmates	3,600	2,518
Vitamins and medications for inmates	3,000	289
Referrals to health care facilities (medical tests, examinations, consultations, etc.)	11,200	3,759
Reintegration assistance to ex-offenders (obtaining passport & other documents, vocational education, travel, etc.)	11,900	1,054
Start-up package to facilitate self-reliance of ex-offenders (tools and materials for vocational education and future jobs (hairdressing, carpentry, driving licence, etc.)	8,400	639
Grants for the initiatives of volunteer groups	5,000	1,883
Project kick-off meeting	600	856
Round table meeting on project results	600	-
Seminars for prison officers, RC staff and volunteers	1,960	89
Practical trainings for prison officers, RC staff and volunteers	3,150	4,984
Practical trainings for prison inmates	8,400	8,863
Practical trainings for released ex-offenders	7,920	1,166
Focus group meetings with (ex)-offenders	1,650	674
Experience exchange meetings (RC and partners)	1,200	996
(Ex)-offenders self-help group meetings	2,400	1,869
TOTAL OTHER COSTS: ACTIVITIES	74,580	31,163

*As of 31/08/2015