

# The European Penitentiary Training Academies (EPTA) Network

‘EPTA-I’ end-of-project evaluation report

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External evaluator

Wout Visser / [info@woutvisser.nl](mailto:info@woutvisser.nl)

Haarlem, the Netherlands

32  
Members



2020

Luxembourg  
Ukraine

2018

Andorra  
Armenia  
Austria  
Belgium  
Catalonia  
Croatia  
Czech Republic  
Estonia  
Finland  
France  
Georgia  
Germany:  
Bavaria  
Ireland  
Italy  
Northern Ireland  
Norway  
Portugal  
Romania  
Spain  
Sweden  
Switzerland

2019

Bulgaria  
Latvia  
Moldova  
Netherlands  
Poland  
Slovakia  
Turkey

E  
P  
T  
A

# Introduction

The European Penitentiary Training Academies Network (EPTA) was initiated in 2010 ‘to provide for a structure that support sharing of training methodologies and contents across Europe’. It aimed to provide inspiration, develop cooperation and provide insights around topics relevant to correctional staff’s work in prison and probation settings. Since 2010, the network has grown from 11 members, to its current membership of 32 training academies across 30 countries of the Council of Europe.

In 2018, EPTA initiated a 3-year European Commission funded project to ‘create a sustainable, professional and active EPTA network, which will tackle gaps in cross-border cooperation for Penitentiary Training Academies’. The midterm-review of this so-called ‘EPTA-I project’ (conducted early 2020) concluded that the membership was very positive about the functioning of the project’s various working group and the network, and considered the network to have a lot of added value. At the time, project implementation was considered to be ‘on track’.

In the past year, the Covid-19 pandemic could have had considerable negative impact on the project and the functioning of the network. But it did not. This end-of-project evaluation report concludes that the concerted efforts of the project team, network steering committee, secretariat and the various working groups, should be considered a clear indication of the strength of the network and the resilience of collaborations forged through the project.

The network showed an ability to adapt to the difficult circumstances, continue the various planned activities and produce quality deliverables. While this conclusion is commendable, it goes without saying that maintaining this ability within an expanding network requires continued effort and commitment. This report aims to make a contribution to that end.

*The evaluator*

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# Summary

*“The project has given the EPTA network a solid internal structure and increased external visibility.”* – Project team member

## Conclusions

The EPTA endterm evaluation reviewed the project’s performance via an online survey (n=29) and semistructured interviews (n=10) collecting input from 22 members (representing more than two-thirds of the membership) and from partners (NHC and Europris) responsible for project implementation. Evaluation questions were developed across three areas.

Firstly, the **functioning of the network**, assessed via a rating of four EPTA ‘bodies’ and a review of influencing factors and implementation lessons. **Overall, respondents are very positive about the implementation of the project and the network.** The project team and network steering committee are considered very well-managed and stable. The SIGs (Special Interest Groups) had a difficult start, but managed to produce high-quality outputs that members are intending to use. The secretariat is highly valued and its online platform and tools considered critical for the future of the network.

Secondly, the **effectiveness of the project**, assessed via the a) realization and perceived quality of project deliverables, b) achievement of the intended project results and c) changes at the level of the network and individual network members. The project consisted of three work packages, related to management and coordination (WP1), network professionalization (WP2) and EPTA tool development (WP3). **All planned deliverables across the work packages have been realized:** Project meetings, Annual Conferences, Website, Online database and the thematic manuals, handbooks and good practices.

At the level of the **network**, all intended results are considered to be **achieved**. The organizational structure has been strengthened and capacities have increased to stimulate cooperation and exchange. **Results at the level of individual members however are in their initial stages** and remain very dependent on members’ organizational circumstances beyond the scope of influence of the network. **Changes at the level of correctional staff members’ knowledge have not been assessed** in this evaluation. Project outputs have only recently been finalized and any influence of the project on training content and participants should not be expected with the timeframe of the current project.

Lastly, the **sustainability of the results**, reviewed through an assessment of identified factors supporting and hampering the realized changes. In line with the above conclusions, the **network itself seems to have evolved into a resilient structure, able to seize opportunities and fend off challenges.** The key issue lies with the level of engagement and commitment from the wider membership. For this to happen a key factor seems to be sufficient internal management buy-in in order to make most of the network potential. As one respondent put it:

**“The network can only work if the members make it work.”** – SIG member

**“In my opinion the Secretariat has been/is very important for the professionalisation of the EPTA Network. Website = great job.”** – EPTA member

## Recommendations

In support of further strengthening the EPTA network, respondents made several recommendations that could be taken into account while implementing the EPTA-II project, which succeeds the current EPTA-I project. Additionally, several recommendations made during the midterm evaluation continue to be relevant, such as “Be proactive in communication and information sharing” and “Facilitate internal lobbying efforts towards superiors and colleagues”. For the sake of clarity, recommendations are grouped into three sections: member engagement, relevant (training and meeting) content and monitoring & learning.

### Increase member engagement

- ❑ Take a more brokering role between members, actively bring individual members into contact with each other. An up to date overview of the needs of members and contributions they can make is helpful for this. For example facilitate a ‘market place’ during an Annual Conference.
- ❑ Organize smaller, low threshold activities in between Annual Conferences, such as workshops, webinars, sharing sessions. Use a variety of methods to make (online) activities more interactive. Build on the SIG experiences.
- ❑ Ensure sufficient transparency towards members, identify ways to inform members about discussions and decisions in the network.
- ❑ Explore ways to overcome the internal challenges liaison persons face in promoting stronger engagement with the network. As not all members have international relations departments, identify ways to support internal lobby efforts.
- ❑ Be realistic in terms of time investments required from members when participating in network activities such as SIGs. Similarly, provide enough time for members to prepare for meetings such as the Annual Conference.

### Ensure continued relevance of (training and meeting) content

- ❑ Develop an overview of different roles and tasks in the various European curricula, so that comparisons between approaches can be made. In such efforts, the involvement of prison staff and management should be prioritized.
- ❑ Keep a close eye on European priority topics and challenges, to ensure continued policy relevance of the various EPTA efforts
- ❑ Make sure that training content is accessible for those who need to use it. Many trainers do not speak English.
- ❑ Ensure that materials developed in the SIGs find their way into the Training Academies. Many respondents were yet unclear how that should be done. Suggestions include webinars, informal introductory online sessions.
- ❑ Share information that is relevant for Training Academies on the website more proactively, also from non-EPTA sources.

### Improve monitoring & learning

- ❑ Devise a more outcome-based monitoring approach and make more active use of the learning agenda. Such an approach requires (an equivalent of) a results framework, with corresponding indicators for success and relevant data collection tools. This recommendation was made at midterm and remains relevant for future projects. It is important to note that the donor requirements are an important factor in this effort: reporting requirements should invite to go beyond ticking output boxes.
- ❑ Document the range of collaborations and exchanges that take place in the context of the EPTA network. Several examples of bilateral activities such as exchange and study visits, joined project proposals, participation in trainings and graduation activities remain relatively unknown and could further promote engagement in the network.

*“Keep going, [...]. Thank you for your commitment!”*

*– EPTA member*

## Response overview

The table below indicates the country or region where the EPTA-work of respondents is primarily directed towards. Respondents from NHC and Europris were allocated the label 'network-wide'.

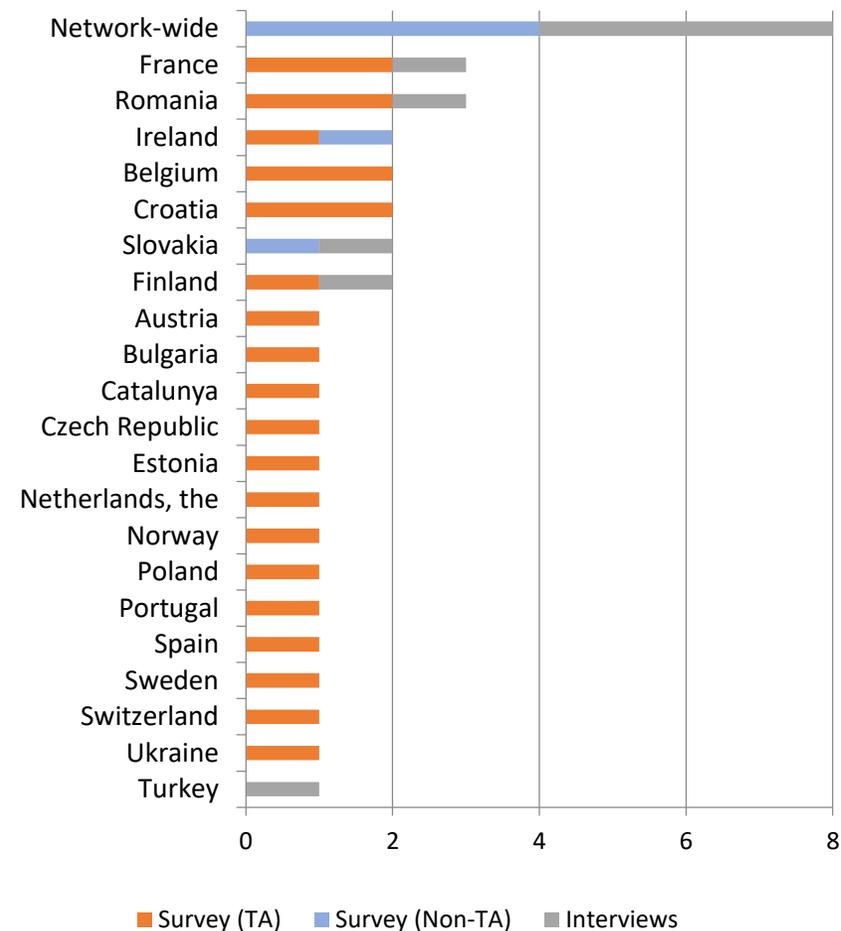
The online-survey was sent out to all 32 EPTA members. The invitation and reminder emails were sent out via the Polish EPTA Presidency. In total, 29 respondents submitted their entries, representing 22 members and 21 countries. Of these entries, 26 were completed and 3 filled only partially.

After completion, members of the Steering Committee and Project Team were invited for an interview to elaborate on their survey. NHC and Europris each had 2 members of staff participate in duo interviews. Based on an analysis of outlier-answers and non-respondents, five regular Members were directly approached for an in-depth interview, to which Finland and Turkey responded positively.

Overall, survey response rate of 68% is up from nearly 50% during the midterm evaluation and can be considered a satisfactory score. It should be noted that the data have a bias towards the views of the active membership of the network, despite attempts to have interviews with members that did not fill out the survey (see Annex for further details).

## Q1. In which country or region do you work?

Survey n=29 / Interviews n=9



Respondents could select multiple roles, hence the higher frequency of roles (38) than the number of respondents (29).

In the analysis and remainder of the slides findings' slides, four groups are used:

- All respondents (n=±29);
- All Training Academies (TAs) (n=±23), which is subsequently divided into
  - 'Active' members, who are those with multiple roles (n=±11) and
  - 'Liaisons' those who selected only the *Contact Person* role (n=±10).

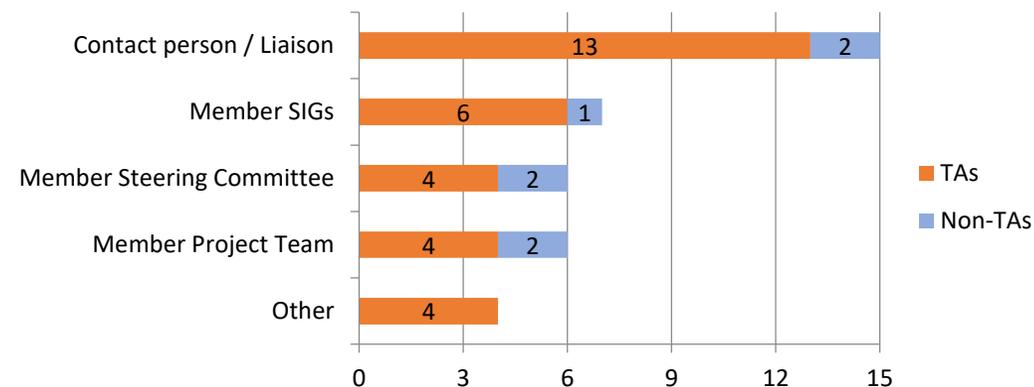
Four respondents used 'Other' to mention 'Presidency' and 'EPTA member', of which two did not indicate any additional roles, and are therefore only represented in the All TAs. The above colourcoding is used throughout the report.

In terms of the roles in the network and the functions respondents hold in their respective organisations, the following conclusions can be drawn from the data:

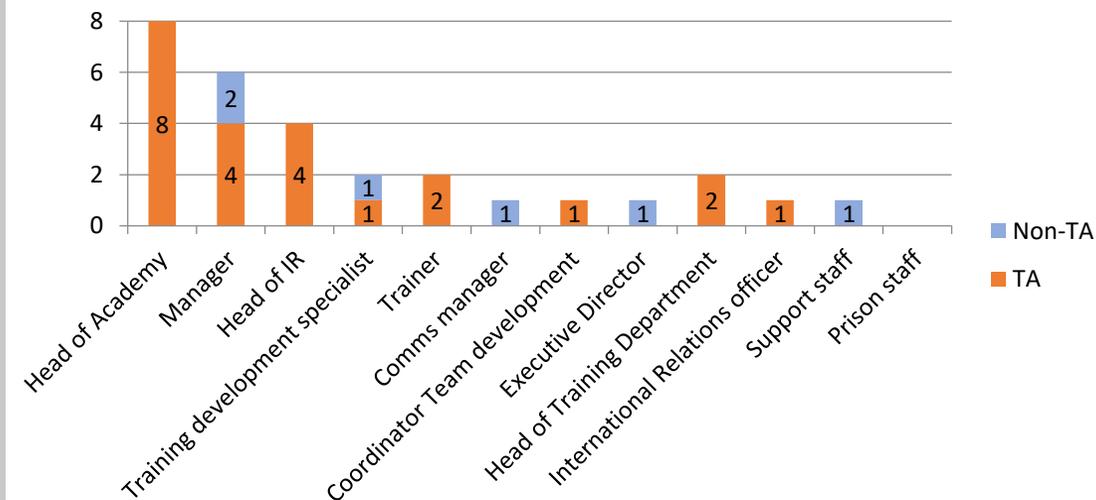
- All roles in the network and the project sufficiently represented
- Heads of Academy, IR and Managers are highly represented
- Non-management staff (specialists, trainers, prison staff) are underrepresented among all respondents.

While these representation figures are not surprising given the set up of the project, it is relevant to be mindful of this distinction when reviewing the evaluation findings.

### Q3: What is your role in the EPTA project and network? (n=29; frequency=38\*)



### Q4: What is your function in your organization? (n=29)



## Frequency of and reasons for engagement

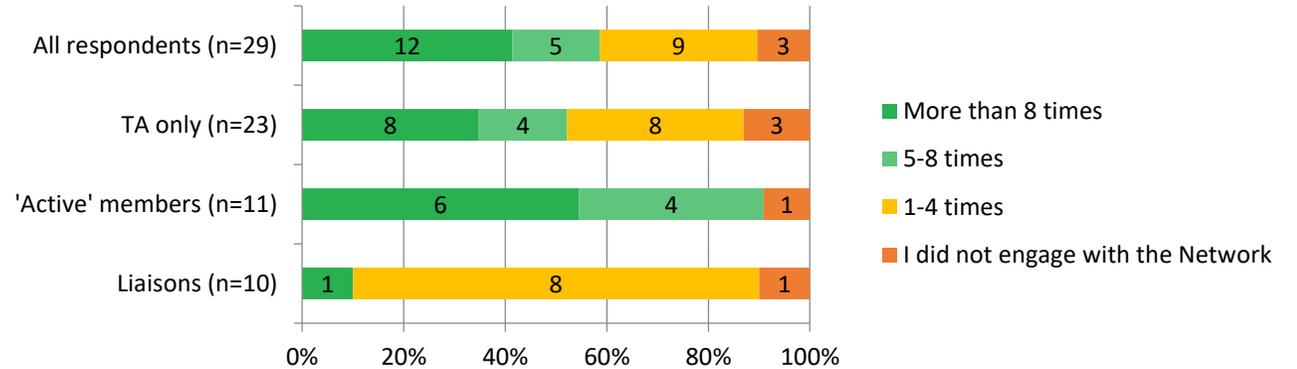
Respondents were asked to indicate how often they engaged with the network. Engagement included contacting someone through the network, using any of the EPTA products (e.g. Website, Newsletter) or attending an event (e.g. Conference).

On average, more than half of the Training Academy respondents (12 out of 23) indicated to engage with the network at least once a month (between 5-8 times in six months). Logically, this frequency is considerably lower for respondents those who are only liaison person, without active participation in any of the project groups.

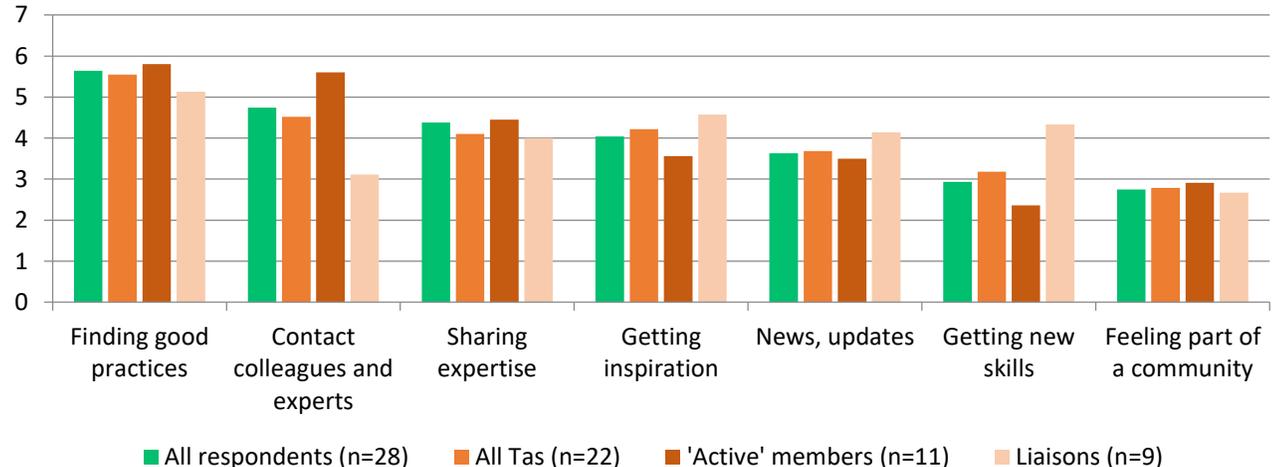
In order to get a sense why people engage with the network, respondents were asked to put seven answer options in the order of their motivation. *'Finding good practices'* was mentioned most across all subsets with a weighted average of 5,6 on maximum of 7 (This would have been te perfect score had all respondents chosen that reason as their primary motivation). *'Getting new skills'* and *'Feeling part of a community'* were mentioned least.

Generally speaking, the 'All respondents' group gave comparable answers to the 'All TAs' group, with notable differences for *'Contacting colleagues and experts'* which is higher for 'Active' members and lower for Liaisons; and for *'Getting new skills'* which scores lower for 'Active' members compared to Liaisons. Apparently, those who are least in contact with the network seek most from it in terms of new skills.

### Q6: In the past 6 months, how many times did you engage with the EPTA Network? (n=29)



### Q7. What were the main reasons for your engagement with the network? (n=28)



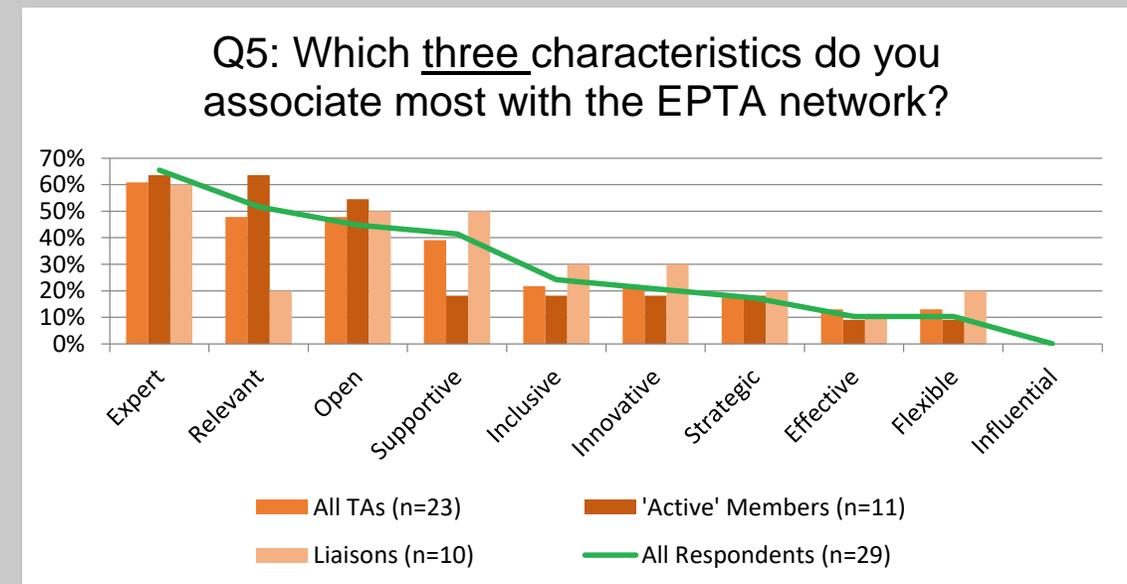
# Associations with the EPTA network

Survey respondents were asked to select three characteristics they most associated the network with.

- Respondents see the Network as *Expert*: 65% (19 out of 29) mention this characteristic;
- *Relevance* scores high too: 50%, but this is particularly so for those who have multiple roles in EPTA and the project;
- *Supportive* works in the opposite direction: 50% of respondents who are Contact Person only consider the network highly supportive;
- *Effectiveness* and *Flexibility* are seldomly mentioned, and *Influential* not at all.

A possible explanation for the low score on effectiveness and influence is the limited reach of the work of EPTA beyond the liaison persons. Many respondents indicate that it continues to be a challenge to get the wider institution actively involved. Exchanges that take place between members are reportedly often limited to existing contacts.

Interestingly, upon exploring this question in the interviews, it became clear that this graph only tells part of the EPTA story. While members indeed associate EPTA primarily with expertise, relevance and openness, partners in the Steering Committee and Project Team highlight that EPTA has managed to enter relevant networks and policy making corridors. Example includes the set up of an Expert Group on judicial trainings by the European Commission, for which the EPTA was invited to nominate an expert, and the invitation to participate in upcoming training seminars of the International Corrections and Prison Association (ICPA).



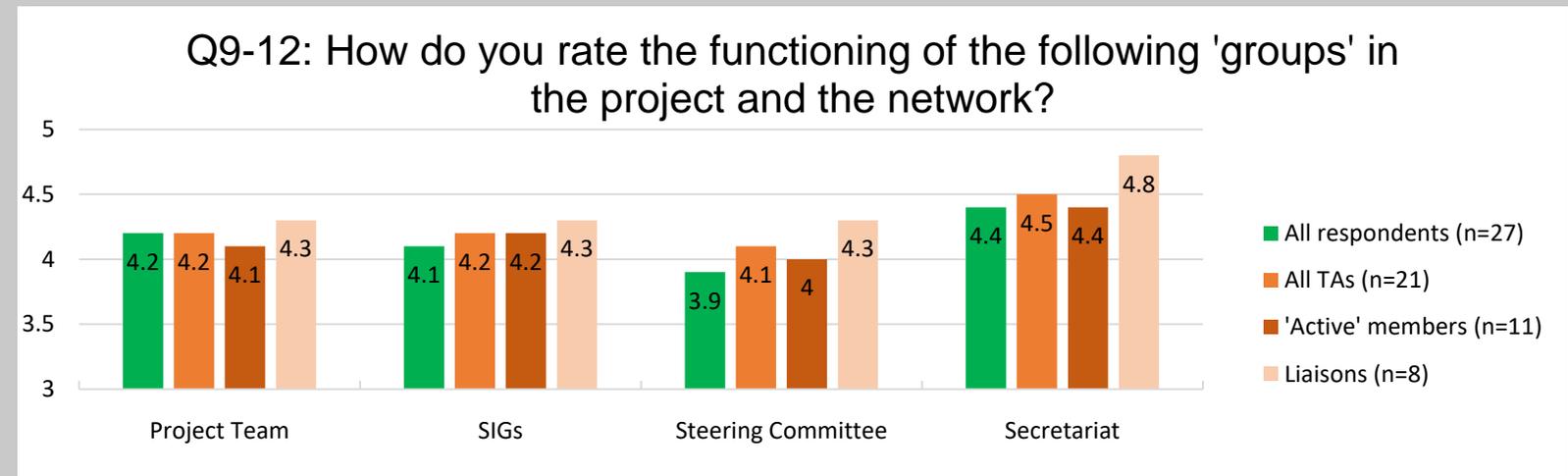
*"I appreciate the commitment of all the members a lot. But I would recommend to get the other EPTA members even more involved in some decisions."* – EPTA member

## In summary

### Key Evaluation Question 1: How have the project and network functioned?

1. How have the Project Team and Steering Committee functioned?
2. How have the Special Interest Groups functioned?
3. What lessons can be drawn from the implementation of the project?

- Overall, the Project Team, Steering Committee, SIGs and Secretariat functioned very well.
- High 'weighted average' scores for all 'EPTA bodies' across the respondent groups
- SIGs had difficulties starting up, but picked up in the next phase and delivered high quality end products
- Secretariat is highly valued and scores particularly high among 'Contact persons only'
- Steering Committee is constructively critical of own functioning, seen as the key driving force behind the network throughout its existence
- Members indicate that clarity of roles between groups and transparency towards members could be increased



## Functioning of the EPTA 'groups'

In four separate questions, respondents were asked to assess the functioning of the four groups, or bodies, that the project and network consist of.

Overall, there is high appreciation (*Perfect, strong*) for all four EPTA 'groups'. None of the respondents consider any of the groups to be weak nor indicate need for any major improvements. The Steering Committee did receive some suggestions for minor improvements, mostly related to following up on members' questions and general information sharing with network members.

It should be noted that the Steering Committee -in the lead of the network- and the Project Team -in the lead of the project- largely consist of the same people. As they both have different roles vis-à-vis the members, it is nevertheless relevant to assess their functioning separately. Given the central role of the Steering Committee *in the network*, it is interesting to further explore why almost half of the "All TAs" respondents indicate that they "don't know" about its functioning or consider their views "not applicable".

*"A point to be mindful of would be timely preparation and promotion of the call for a new EPTA president."* – SC member

- Don't know / NA
- Weak, major improvements needed
- Ok, some improvements needed
- Strong, no or only minor improvements needed
- Perfect, no improvements needed



# Implementation lessons

Respondents were asked to list the lessons they would draw from the implementation of the EPTA project. Some of the lessons below may be relevant input for recommendations for future projects.

- Members really appreciate the value of the membership for their individual organization, this value could be promoted much more explicitly:

*“Capitalizing on the potential of EPTA helps to realize organizational goals. There is great potential in doing different things under the same name like EPTA project and EPTA informal network” (SC member);*

- Critical importance of a professional EPTA Secretariat for stability, continuity and sustainability of the Network (SC member);
- Potential of building on positive experiences with online events; save time money; be mindful of added value of meeting in person though (PT member);

*“Use online collaboration tools, also for meeting preparations; webinars for SIGs worked really well” (SIG member);*

- Communication between partners is critical and needs continuous attention (SC member);
- Need to make sure to have timely discussions on roles and responsibilities to prevent delays (PT member);
- More clarity needed on required time-investment; more clarity needed on the work of specific teams (groups) (SC member);
- Continuity in member commitment is important when individual staff changes (SIG member);
- Interactive activities make people enthusiastic. More such small events needed in between conferences (SC member);

*“Find ways to keep members engaged, increase levels of exchange; Create online ‘arenas’ for small seminars or discussions” (SIG member);*

- Transparency helps members to assess the added value of the Network; Inclusiveness was promoted by adding the President to the Steering Committee (SC member);
- Website traffic needs to pick up; KMS good tool, but frequency and promotion of its use have to be increased (Liaison);

*“Using the website should be a reflex for every member” (EPTA member);*

- Review the expectations and working proceedings around the SIGs (SC member; SIG member);
- Needs for more translation support in meetings; balance ensuring good quality editorial support with expenditures for translating materials (SIG member)
- Make sure to learn about the first project, before planning the next (SC member)

*“The expected outcome of the SIG could have been defined more precisely - this would have helped the SIG members to work more efficiently and focused.” – SIG member*

*“Appreciated the open communicated within the groups. In hindsight, we possibly could have made more of a connection between the three groups but were bound by practical concerns.” – SIG member*

## Key Evaluation Question 2: How effective has the project been?

1. To what extent have the 'work packages' been implemented, and related outputs delivered?
2. How do members assess the quality of project activities?
3. To what extent have the intended project results been achieved?
4. Which signs of change can be observed at the level of the network; and of the academies?

## In summary

- All work packages have been implemented and outputs delivered
- Project activities are valued highly, the Annual Conference is particularly popular. Respondents indicate that the network could benefit from small scale activities in between these events.
- Project results at network level have all been achieved. At member level, results are starting to materialize. At correctional staff level, no information has been collected – see table below.
- Changes at network level relate to increased levels of professionalism. At training academy level, changes are diverse, relating to increased visibility, improved trainings and exchange opportunities for students.

Intended result	Achieved?
EN1. Network has an improved and sustainable organizational structure	Yes
EN2. Network has increased capacity to stimulate cooperation and exchange between the members	Yes
EN3. Network has increased capacity to manage information	Yes
EN4. Network has increased capacity to support members in the development of joint trainings	Yes
EM1. Members have increased cooperation within EU as a basis for common European trainings	Initial
EM2. Members have increased awareness on good European practices of training staff and mgmt.	Yes
EM3. Members have increased access to course materials and qualified trainers from other members	Partly
EM4. Members have tools to set minimum standards for the development of specialized staff trainings	Yes
EM5. Members have more trainings on offer for correctional staff	Partly
CS1. Staff has improved knowledge by participating in quality innovative European correctional trainings	NA

## Project outputs

The EPTA website was launched early 2020 and the type of information available on the site is generally well-appreciated. Member information, newsletters and the KMS are at least 'regularly' checked by Members.

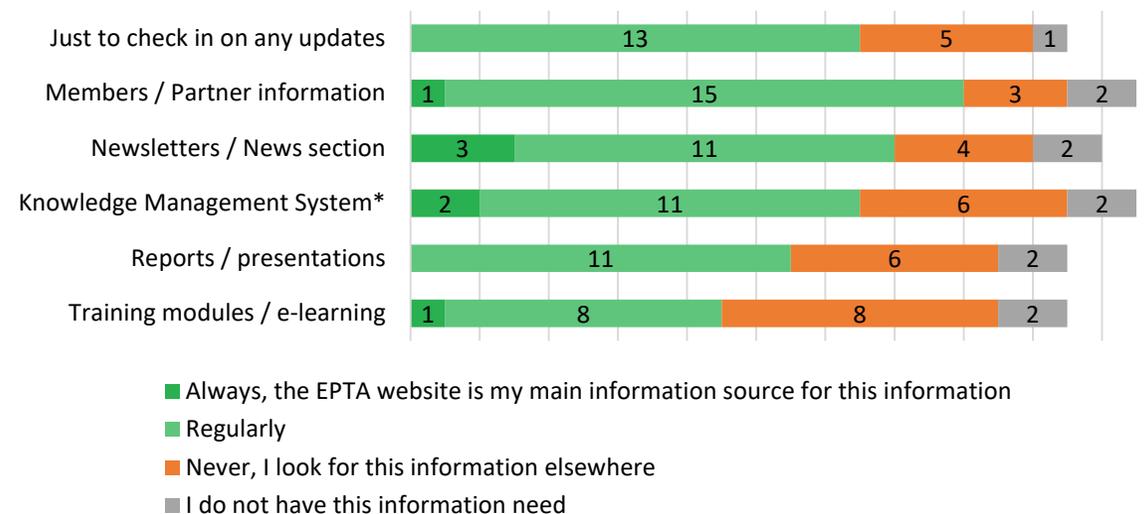
The available information about training modules and e-learning is still quite limited and is expected to increase in due course. Currently, it is accessed by less than half of the Training Academies. The secretariat has prior experience setting up such information channels and is realistic about the time it generally takes for such systems to become known and used more actively.

Suggestions ( $n=6$ ) to increase relevance of the information on offer includes:

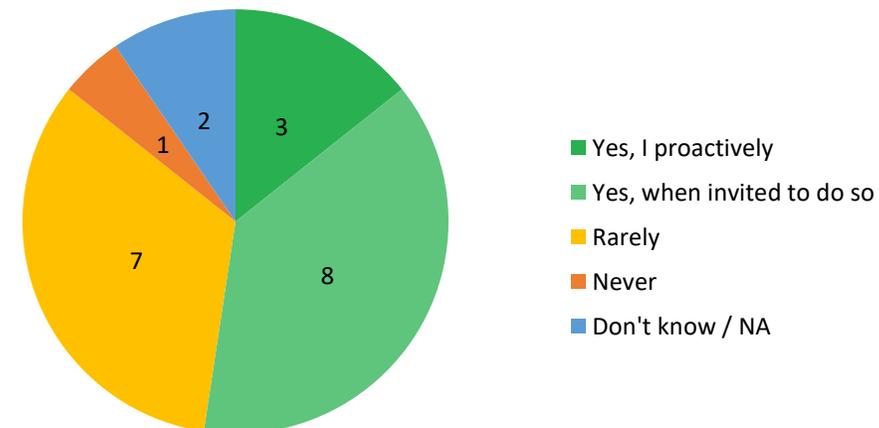
- Posting relevant information, events, critical studies, monitoring reports from third parties (UN, CoE)– not only internal
- More benchmarking and comparable products (trainings, competencies, curricula)
- Nudging members to share more; keeping member information up to date, both practical info and on content

*“Our Academy is very enthusiastic about the KMS system, which is a reliable source of information for us.” – EPTA member*

### Q14. How often do you use the following resources on the EPTA website? ( $n=19-21$ )



### Q15. Do you provide information for the KMS? ( $n=21$ , All TAs)



# Project outputs

All work packages have been implemented and the related products delivered.

Specifically the website hosted by the Secretariat and the materials developed by the three Special Interest Groups (SIGs) are valued highly by the participating members.\* Various members do mention that the actual information on the website would gain relevance if updates and reports from outside EPTA were posted as well.

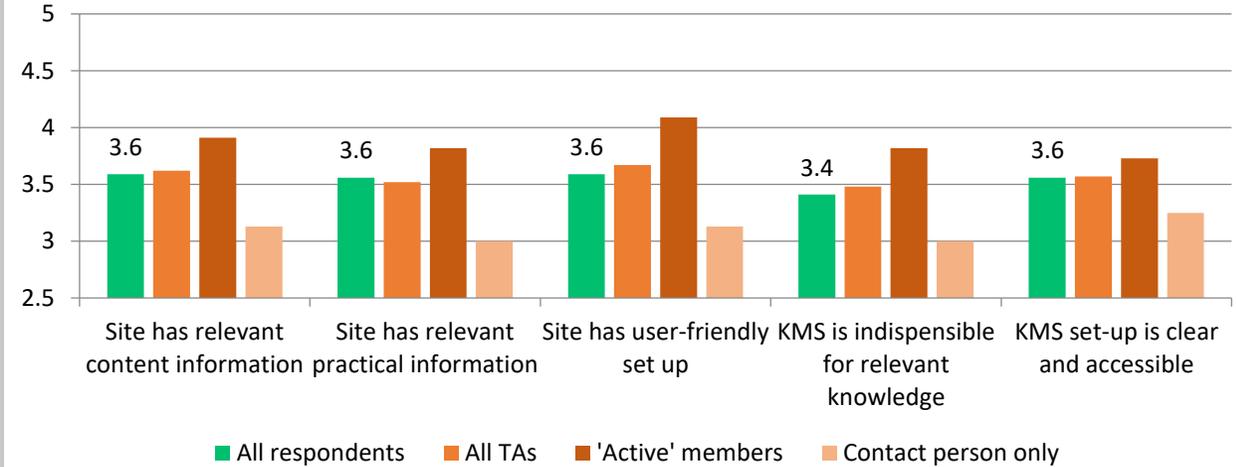
Appreciation is similar for 'All Respondents' and 'All TAs'; however, between more and less active members there is a considerable difference.

Across the respondents, all three SIG topics covered may count with percentages between 60-80% intending to use the materials; 'Leadership' and 'Difficult inmates' being equally popular.

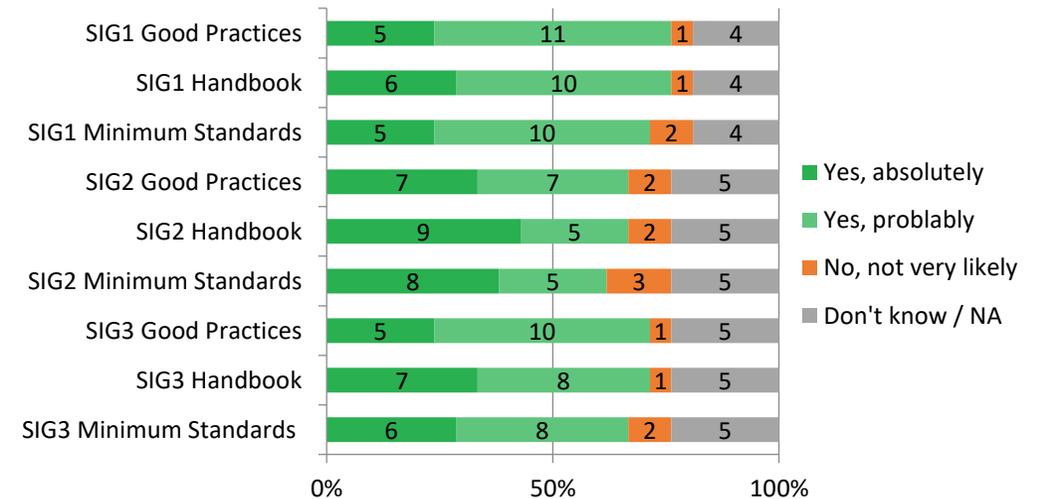
*“Information from other stakeholders on EPTA related topics would be interesting as well. For example (critical) prison monitoring reports to stimulate discussion on and the need for change.” – EPTA member*

\* It should be noted that the actual presentation of the products had not yet taken place at the time of this evaluation.

Q16. How do you value the EPTA site and KMS?  
(n=27, All respondents, weighted average)



Q18. Does your organisation (intend to) use the SIG products? (n=21, All TAs)



## EPTA project results

The project has achieved most of its intended results. All results at the level of the network (EN1-4) have been realized. The stability and commitment of the Steering Committee and Secretariat are clear indications of this success. A second project - building on the foundation of EPTA I - will start mid 2021, indicating the trust of partners in the relevance of the network and its added value.

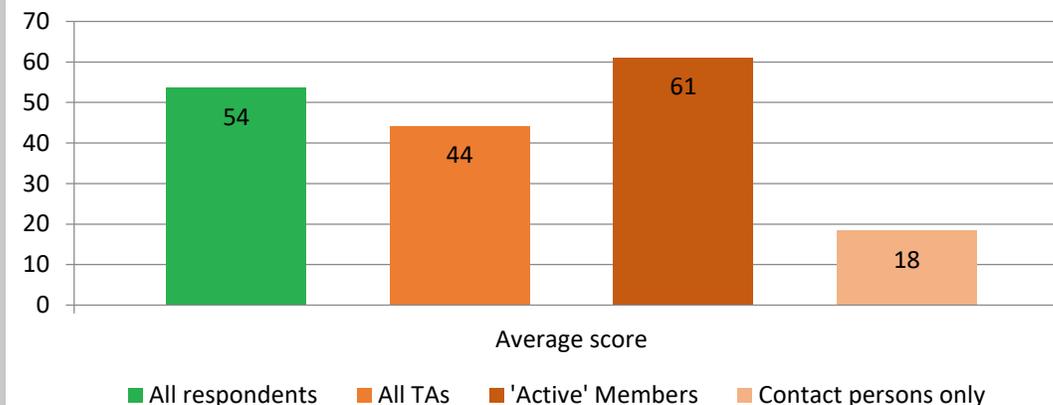
Respondents highlight two factors as points of attention: the future (financial) sustainability of the network and the level of engagement of all members beyond attendance at annual conferences. The common thread throughout the contributions is that being active in the various network 'bodies' increases the value for members.

At the level of the members (EM1-5) results have been achieved – or at least initiated. Collaboration; access to training and materials and number of trainings on offer have increased quantitatively: members know how to find each other and are inspired. So far, changes are minimal though (see Q22), so time has to tell whether this will result in sustainable future collaborations.

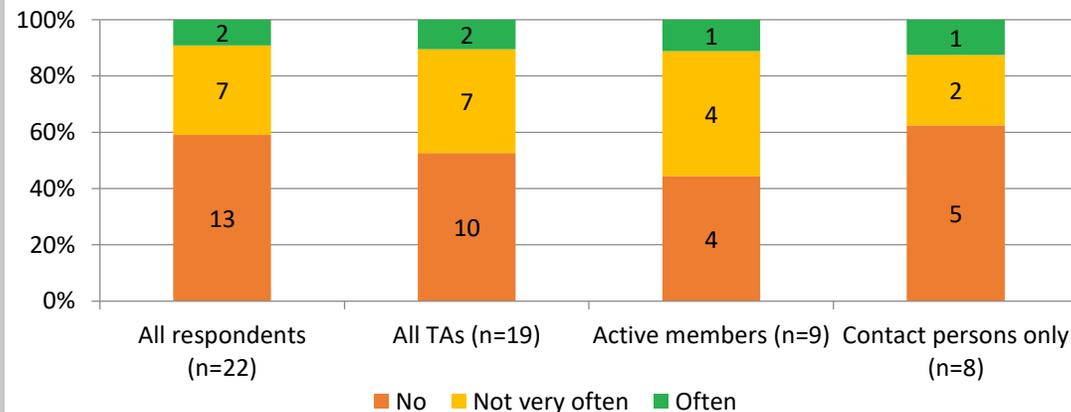
Exchange between members in terms of using trainers or training materials is rather low. In this respect, it is important to note that members have different expectations from the network. Several respondents indicate that they do not expect to gain a lot in terms of practical outcomes. Rather, they seek confirmation of being on the right track with their own training approaches, and merely be inspired. Others indicate that they actively seek for opportunities for study visits and internships.

The evaluation only assessed views of network members and project implementers. No data was collected at the level of staff knowledge or training attendance (CS1).

Q19. Has involvement in EPTA led to more cooperation between your organization and other EPTA members? (n=25)



Q22. Do you use trainers or **training materials** from other EPTA members to train your own staff?



## EPTA project results (cont.)

Similar comments about the 'initial' stage of the changes can be made about the changes in the Training curricula and numbers: increases have been made or are expected but little information is available about the actual depth or scope of these changes.

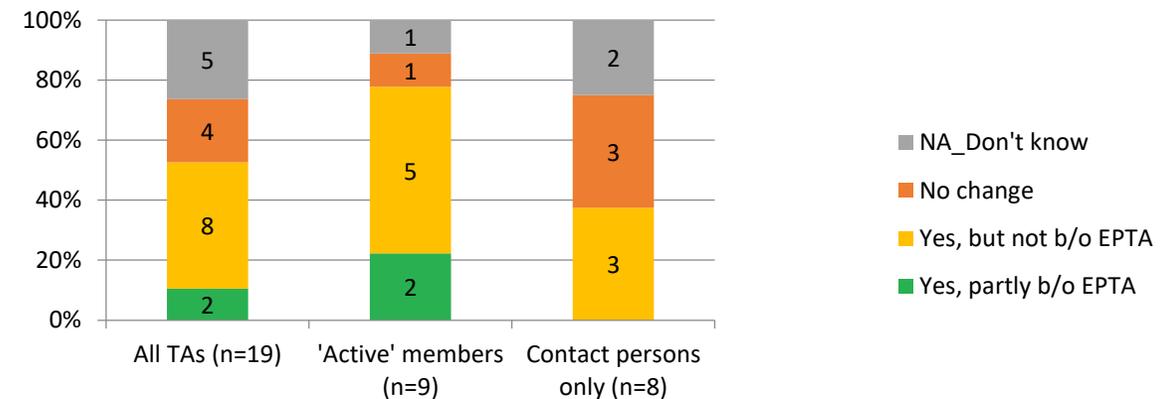
Importantly, members indicate that most of the value of EPTA lies in less easily measurable aspects of change such as exposure and inspiration. Throughout the interviews, these qualitative elements feature prominently – with the remark that continued commitment across the membership is required to fully capture this EPTA potential.

In terms of properly capturing and understanding the depth of the changes, it is recommended to increase efforts to further develop the monitoring capacities of the network. Firstly, based on experiences in EPTA I, the next project could identify a set of targets to measure progress against. And secondly, more active documentation and proactive sharing of the kind of changes members experience, can also be a way to inspire and ultimately increase participation across the membership.

### Q21. Is your Curriculum based on the EPR?



### Q24. Has the number of trainings increased over the past two years?



## Organizational and Network results

At the organizational level, many respondents (n=11) indicate that their increased international orientation and connectedness led to practical changes in their training approach and materials, such as more attention to international rules and guidelines in education, and access to innovative practices to modernize the education process.

Similarly, several members (n=5) indicate that the concrete possibility of *'organizing actual exchanges for students'* and *'collaboration on international projects'* has made a major difference to their organization.

Members also see the interactions and exchanges as the possibility to *'see one's own strengths and weaknesses'* to be able to *'challenge own training programs'*, *'finding practical solutions to problems'* but also to *'get confirmation of being on the right track'*.

At the network level, most respondents applaud the network for becoming more professional and retaining good interaction and communication. Critical notes are made regarding the need to further diversify activities and be mindful of the rapid growth of the network and what this means for people to get to know each other.

"SIG's group work on difficult inmates led our academy to wish to organize a bilateral study visit with Ireland"

"Thanks to EPTA we know who to contact in the different countries when we need information, ideas or when our partners from the prisons/penitentiaries want to organize a visit or internship"

"Our membership led to subsequent collaboration with the Academies in France, Norway, Czech Republic"

"[We had the] opportunity to organise study trips with students to other countries"

"We were informed about the project during last EPTA Conference and we learnt who the experts are."

"Easy to reach out to EPTA members in the framework of other projects or activities"

"A few other EPTA members have attended and presented during one of our events"

"Capitalizing on the potential of EPTA helps to realize organizational goals"

"EPTA membership [gives] increased visibility of [the] organization, also towards third parties"

"EPTA has excellent networking opportunities; and exchanging of experiences"

"Website provides strong basis for more member engagement and sharing of content"

## Key Evaluation Question 3: How sustainable are the project changes?

1. Which factors support sustaining the EPTA project results?
2. Which factors hamper sustaining the EPTA project results?

## In summary

- The EPTA project aimed to contribute to changes at three distinct, but also interrelated levels: the EPTA network collectively, the EPTA members separately, and the correctional staff individually. While it is too early to fully assess the project's impact, indications of the level of sustainability of reported changes mentioned in the previous section are promising.
- At **network level, EPTA has been very successful in setting up a robust structure that has proven both its relevance and its resilience** during the recent Covid19 crisis. Despite considerable levels of solidarity among members, it is to be expected that a certain level of external funding continues to be needed, not in the least given its inclusive membership approach.
- An important factor is the high levels of involvement and commitment of a relatively small number of members in core activities, such as the Steering Committee and Special Interest Groups. The difficulty faced in electing a new president is a sign to be mindful of. Effort should be put into selling the benefits of this work better, as stronger member engagement is key to spreading the various tasks and responsibilities throughout the network.
- At **member level, individual representatives have generally shown remarkable energy and commitment in trying to get and maintain the buy-in and support** from their respective organizations. An important signal, coming from this evaluation however, is that more support is needed from the network and its members to strengthen organizational interest in the work of EPTA.
- This organizational buy-in will be particularly relevant in the next phase of impacting on the actual work being carried out in training academies and correctional and prison services. The outputs of the EPTA project now have to find their way into the curricula and training activities to influence the work in these facilities.

## Supporting factors

Members identified a wide range of factors in support of organizational and network changes. Among these, the contribution of a professional and highly motivated Steering Committee and secretariat, supported by clear statutes and good working arrangements, topped the list (n=13). For example: *“maintaining a Steering Committee to coordinate the activities in the network”*.

Opportunities to engage with each other, both online and offline, including sharing information about events among members was considered critical as well (n=10). An important note however is the need to make sure member stay on board, and information requests are actively followed up. As one respondent commented: *“I am actively informing partners about our activities and get hardly any response.”*

Other comments were about the fact that network membership has the potential of getting strategic impulses and jointly accessing funding (n=2). Making most of the membership opportunities does require dedicated (international) staff time to the network and sufficient organizational budget (n=3).

## Hampering factors

Progress has been achieved despite factors and forces making such changes difficult to realize. About half of the respondents (n=15) listed factors that had a hampering effect on their EPTA work.

Internal factors included lack of time, or difficulty of prioritizing network related tasks. Sometimes this is framed as a budgetary issue, sometimes as an issue related to limited management buy-in “fear from changes and low level of staff motivation”. Some members indicate that information is successfully shared with colleagues, others are experiencing “inability to break the status-quo”. All in all, the “national, domestic organizational setting and changes” seem critical to keep a close eye on.

Network factors mentioned are primarily the negative states of the supporting factors mentioned earlier: passivity of the network members and limited funding for or professionalism of proper network management.

*“Passivity of its members - no chance any network could be sustainable if members will not participate in its activities or share experience of own activities with other members.”*

# Annexes

## Survey questions

The survey was developed and administered using [SurveyMonkey.com](https://www.surveymonkey.com). Responses to question 2 (Training Academy or not), was used as a filter. For analysis and reporting, results were subsequently exported to MS Excel.

1. In which country or region do you work?
2. Is the organization you work for a Training Academy?
3. What is your function in your organization?
4. What is (are) your specific role(s) in the EPTA project and network?
5. Which characteristics do you associate most with the EPTA network?
6. In the past 6 months, how many times did you engage with the EPTA Network?
7. What were the main reasons for your engagement with the network?
8. (If 6: No) What were the main reasons for you not to engage with the Network?
9. How do you rate the functioning of the Project Team?
10. How do you rate the functioning of the Project Special Interest Groups (SIGs)?
11. How do you rate the functioning of the Network Steering Committee?
12. How do you rate the functioning of the Network Secretariat?
13. Which lessons would you draw from the implementation of the EPTA project?
14. How often do you access or use the following tools/ resources on the EPTA website?
15. How often do you provide information for the Knowledge Management System?
16. How do you value the EPTA website and KMS for your work?
17. Are there particular things you currently miss, or would like to add to the EPTA website or KMS platform?
18. Does your organisation (intend to) use the products delivered by either of the three Special Interest Groups?
19. Has involvement in the project or the wider network led to more cooperation between your organization and other EPTA members?
20. Can you give a concrete example of this increased cooperation?
21. Is your Training Curriculum based on the European Prison Rules\*?
22. Do you use trainers or training course materials from other EPTA members to train your own staff?
23. How many trainings (training courses) do you approximately have on offer for correctional staff and for international partners?
24. Has this number of trainings increased over the past two years?
25. What are the main changes observed in your organization as a result of your EPTA membership?
26. What are the main changes observed in the EPTA network during your EPTA membership?
27. Which factors support sustaining positive changes? In other words: what might help to maintain these changes in the future?
28. Which factors hamper sustaining positive changes? In other words: what might stop these changes in the future?
29. Are there any (other) unforeseen or unintended changes that have resulted from the project or your involvement in the network?
30. Looking forward, what advice would you give to the project team to ensure sustaining results of this EPTA project and successfully implementing the new EPTA project?

## Data cleaning

In the process of working with the data, several entries were cleaned for analysis.

Original response	Adaptation
4 respondents from 'the Netherlands'	3 respondents to 'Other/Network-wide' to reflect their affiliation with the whole network, not NL perse
7 surveys 'incomplete'	1 survey manually set to 'complete' as all questions were filled in, only 'Thank you' page still open

## Interviews

After an initial analysis of the survey responses, one-hour telephone/ videoconferencing interviews were conducted with members of the Project Team and Steering Committee, to further explore relevant issues identified by themselves in the survey.

Additional perspectives were sought from two respondents with particularly elaborate views, who surfaced after the initial analysis. In an effort to try and connect to members who did not respond to the survey invitation but could provide relevant input on their experiences and challenges with the network, targeted emails were sent to three EPTA members. Liaison persons from Finland and Turkey kindly accepted these invitations, and their spoken contributions have been included in this report.

Interviewees	Institution	Role in EPTA
P. Neuhybel	Gen. Directorate Prison and Court Guard - Slovakia	PT/ SC/ Presidency
M. Hurtig	Prison and Probation Service - Sweden	PT/ SC
C. LeBosse	National Correctional Administration Academy - France	PT/ SC/ SIG
A.M. Sandu	National Correctional Officers Training School - Romania	PT/ SC
K. Hawlitschek / J. Ilyina	Europris - Netherlands	PT/ SC/ Secretariat
E. Oosten / L. Veldt	Netherlands Helsinki Committee - Netherlands	PT/ SC
H. Linderborg	Criminal Sanctions Agency - Finland	Member
G. Urgan / B. Altay	Gen. Directorate Prisons & Detention Houses - Turkey	Member