

XXI Conference of Proyecto Hombre Association

# ENCOURAGE SOCIO-LABOR INSERTION



**INTERNATIONAL CONFERENCE  
FOR THE SOCIO-LABOR INSERTION  
WITH PEOPLE WITH PROBLEMS  
OF ADDICTIONS AND / OR OTHER  
SITUATIONS OF RISK AND / OR  
SOCIAL EXCLUSION**

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Proyecto Hombre  
Association

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02 >	EDITORIAL
	Luis B. Bononato
04 >	THE DRUG PHENOMENON: THE EUROPEAN SITUATION
	Alexis Goosdeel · European Monitoring Centre for Drugs and Drug Addiction
10 >	THE EUROPEAN SOCIAL FUND: INVESTING IN PEOPLE
	Ángel M <sup>º</sup> García Frontelo · European Social Fund
14 >	INSOLA: ONE STEP FURTHER IN LABOUR INSERTION IN PROYECTO HOMBRE
	Elena Presencio Serrano · Proyecto Hombre Association
18 >	“CHANGEMAKER” ABILITIES FOR THE FUTURE OF EMPLOYMENT
	Kenny Clewett · Ashoka Spain
22 >	THE WORLD’S BEST WORK: CREATING CLOSE TO 31.000 JOBS IN 2018
	Jaume Farré Cortadellas · Fundació “la Caixa”
24 >	INSERTION COMPANY:: ONE MORE CHANNEL OF SOCIAL AND/OR LABOUR INTEGRATION
	Victor Manuel Reyes · Projecte Home Balears
28 >	LAUNCHPADS FOR EMPLOYMENT AS A TOOL IN THE FIGHT AGAINST UNEMPLOYMENT
	Álvaro Retortillo Osuna · Fundación Santa M <sup>º</sup> La Real
32 >	EPYCO, MORE EMPLOYABILITY FOR BETTER REINTEGRATION
	Luis González · Action Against Hunger
36 >	CHANGING LIFES THROUGH LABOR INSERTION
	Maika Sánchez · Red Cross Spain
40 >	THERAPEUTIC COMMUNITIES: HISTORY, PRINCIPLES, RECOVERY, STIGMA AND REINTEGRATION
	Rowdy Yates · European Federation of Therapeutic Communities (EFTC)
44 >	SOCIAL AND WORK INTEGRATION POLICIES IN ITALY
	Aldo Castello · Centro Studi CEIS Genova
48 >	THE SOCIAL CONTAGION OF HOPE
	David Best · Sheffield Hallam University
52 >	MEDIMSOLA PROJECT: DEVELOPING A TOOL FOR THE MEASUREMENT OF SOCIAL AND LABOR IMPACT
	Luis Miguel Morales · Red2Red
56 >	DIGNIFIED WORK FOR EVERYONE. IMPACT OF THE DIGITAL TRANSFORMATION
	Alejandra Gail · Accenture Foundation
58 >	THE ROMA POPULATION AND ITS INCORPORATION IN THE LABOUR MARKET: THE WORK OF THE FUNDACIÓN SECRETARIADO GITANO
	Arantza Fernández · Fundación Secretariado Gitano
62 >	INSOLA ITINERARIES
64 >	COLLABORATING ENTITIES

# ➤ Editorial

Luis B. Bononato  
President of the Proyecto Hombre  
Association



## THE SOCIO-LABOUR INCORPORATION, A COMMON RESPONSIBILITY



If working is an important part of anybody's life, for those who overcome an addiction it represents a double challenge: facing up to a new life with a past which is not easily accepted in society. Of the people who attend treatment at Proyecto Hombre, a high percentage have a job which, as a result of addiction, they tend to lose shortly before entering. This is why Proyecto Hombre, as well as helping users it receives to overcome addiction problems, it encourages and motivates them to keep learning in order to boost their socio-labour insertion.

Between 2016 and 2020, the the Socio-Labour Integration project for people with Addiction problems (INSOLA), carried out by the Proyecto Hombre Association together with the European Social Fund, will make it possible for more than 4,600 people to acquire job-orientated training and/or access to the work environment. And for those who have overcome an addiction process, incorporating into a new job empowers them and helps them to reactivate skills and activities they thought they had forgotten.

But before the person can take up a job, there is a previous recuperation process in which the motivation to change, effort and perseverance allows him/her to go back to believing in him/herself and in the future. Afterwards there is practical training, which is no less important. Writing a CV or receiving advice on labour orientation here are signs of looking at tomorrow with hope and high levels of motivation.

Both Proyecto Hombre and the organisations which here reflect their socio-labour integration plans show a shared interest in offering new opportunities to people at risk of social exclusion. There are also laws which stress the importance of providing the reinsertion of these groups. But ultimately, the keys are each and every one of the people involved, as they are the ones who have the ability to offer working prospects.

From Proyecto Hombre we would like to thank the European Social Fund, the Government of Spain and all the organisations that have taken part in these conferences, the trust placed in these people who require a new chance in this long-distance race of socio-labour incorporation, in which this trust is its main support.

# THE DRUG PHENOMENON: THE EUROPEAN SITUATION

Alexis Goosdeel  
European Monitoring Centre for Drugs  
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## RECENT TRENDS AND DEVELOPMENTS: RESURGENCE OF COCAINE IN A DYNAMIC DRUG MARKET

Evidence of increased cocaine availability has been found in recent years in Europe. The development occurs in the context of a dynamic drug market which is able to adapt rapidly in response to drug control measures.

Across the board, drug availability is high and, in some areas, appears to be increasing. The latest figures show that in Europe (EU-28, Turkey and Norway) over 1 million seizures of illicit drugs were reported in 2016. Over 92 million adults in the EU (15–64 years) have tried an illicit drug in their lifetime and an estimated 1.3 million people received treatment for illicit drug use in 2016 (EU-28).

### COCAINE: INCREASED AVAILABILITY AND HIGHEST PURITY IN A DECADE

Cocaine is the most commonly used illicit stimulant drug in Europe. Around 2.3 million young adults (15–34 years) have used the drug in the last year (EU-28). Against a backdrop of signs of rising coca cultivation and cocaine production in **Latin America**, Europe's cocaine market is buoyant, with indicators now pointing to increased availability of the drug in a number of countries. Although the price of cocaine remained stable, its purity at street level reached its highest level in a decade in 2016. The number of cocaine seizures has also risen. Some 98 000 seizures of the drug were reported in the EU in 2016 (90 000 in 2015), amounting to 70.9 tonnes.

At city level, a recent study of drug residues in municipal wastewater revealed that, between 2015 and 2017, there was an increase in cocaine residues in 26 of the 31 cities with data for that period. The highest traces were recorded in cities in **Belgium**, the **Netherlands**, **Spain** and the **UK**, with low levels reported in the **eastern European** cities studied.

The EMCDDA's European Drug Report 2018 (EDR) reveals a rise in the number of first-time admissions to specialised treatment relating to cocaine. In 2016, 30 300 clients entered treatment for the first time for problems with this drug, over a fifth more than in 2014. In total, over 67 000 clients entered specialised treatment for cocaine-related problems in 2016. Of particular concern are the estimated 8 300 clients who entered treatment for primary crack cocaine use in 2016. Furthermore, cocaine was the second most common drug to be reported in drug-related hospital emergency presentations in a network of 19 sentinel hospitals in 2016 (Euro-DEN Plus).

Trafficking methods and routes also appear to be changing. The **Iberian Peninsula** — historically the main entry point for maritime shipments of cocaine into Europe — though still important, appears less prominent in the 2016 data, with large seizures now reported in container ports further north. In 2016, **Belgium** seized 30 tonnes of cocaine (43% of the annual estimated total amount of cocaine seized in the EU).

## SIGNS OF INCREASED DRUG PRODUCTION INSIDE EUROPE

Europe is an important market for illicit drugs, which are trafficked in from a number of world regions, including **Latin America**, **West Asia** and **North Africa**. However, the EDR 2018 also highlights the role of **Europe** as a producing region, noting that: 'This year, for a wide range of substances, we are seeing some worrying signs of increased levels of drug production now taking place within Europe'.

Production takes place closer to consumer markets for a number of reasons, including: convenience; reducing the risk of detection at borders; and, depending on the drug, the availability or cost of essential chemicals needed in the production process. There are several examples of increased drug production inside Europe and innovation in production methods. These include evidence of: illicit laboratories processing cocaine; an increase in the number of MDMA ('ecstasy') laboratories dismantled; the scaling up of, and greater organised crime involvement in, methamphetamine production; the final phases of amphetamine production taking place in the country of consumption; and, a small number of heroin production laboratories detected. Some of the synthetic drugs produced in the EU are destined for external markets such as the **Americas**, **Australia**, the **Middle and Far East** and **Turkey**.

Increased production of high potency cannabis within Europe appears to have impacted on the activities of cannabis producers located outside of the EU, as seen by the higher potency of cannabis resin trafficked into Europe from **Morocco**. There are also signs that new psychoactive substances (NPS), commonly produced in **China** and shipped to Europe for packaging, are sometimes manufactured within European borders.

### CANNABIS: AVAILABILITY AND USE REMAIN HIGH AND CHANGING INTERNATIONAL POLICIES MAY BRING CHALLENGES TO EUROPE

Cannabis remains the most widely used illicit drug in Europe, its prominence evident in data on prevalence, drug law offences, seizures and new treatment demands. Some 17.2 million young Europeans (15–34 years) have used cannabis in the last year (EU-28) and around 1% of European adults (15–64 years) are daily or almost daily users (EU-28).

Cannabis was involved in over three-quarters (77%) of the 800 000 drug use or possession offences reported in the EU in 2016 for which the primary drug is known. It is also the most seized drug, with 763 000 seizures of cannabis products reported in the EU in 2016. Cannabis is responsible for the greatest share (45%) of new entrants to drug treatment in Europe (EU-28, Turkey and Norway). The number of first-time entrants for cannabis problems rose from 43 000 in 2006 to 75 000 in 2016 in the 25 countries with data for both years.

Recent changes in the regulatory framework for cannabis in parts of the **Americas** — including legalisation

in some jurisdictions — have led to the rapid emergence in these locations of a commercial, recreational cannabis market. This is resulting in innovation in delivery systems and in cannabis product development (e.g. e-liquids, edible products and high potency strains).

It is unclear what the implications for Europe will be if a large legal market for this drug develops in parts of the **Americas**, but an impact on patterns of supply or use in Europe cannot be ruled out. The **EMCDDA** is monitoring international developments in cannabis regulation closely to facilitate a more informed understanding of the changes taking place and help identify any impact they may have on the European situation. Among the policy issues receiving greater attention in the context of changing international perspectives on cannabis regulation is that of cannabis use and impaired driving. This is the focus of a recent **EMCDDA** report drawing on insights from international experts.

#### FEWER NEW PSYCHOACTIVE SUBSTANCES DETECTED BUT MORE EVIDENCE OF HARMS

New psychoactive substances (NPS/'new drugs') remain a considerable policy and public health challenge in Europe. Not covered by international drug controls, NPS comprise a range of substances, including synthetic cannabinoids, opioids, cathinones and benzodiazepines. In 2017, 51 NPS were reported for the first time to the **EU Early Warning System (EWS)** — a rate of around one per week. Although the annual total number of new substances making their debut on the market is down on the peak years — 98 in 2015, 101 in 2014 — the overall number of NPS available remains high. By the end of 2017, the **EMCDDA** was monitoring over 670 NPS (compared with around 350 in 2013). Health harms linked to new synthetic cannabinoids and new synthetic opioids — including acute intoxications and deaths — prompted the **EMCDDA** to conduct an unprecedented nine risk assessments in 2017.

New synthetic cannabinoids, 179 of which have been detected since 2008 (10 in 2017), represent the largest chemical group monitored by the **EMCDDA**. Often sold as 'herbal smoking mixtures', they were the most frequently seized NPS in 2016, with just over 32 000 seizures reported (compared with 10 000 seizures in 2015). This accounted for nearly half of the total number of seizures of NPS reported to the agency in 2016. Four synthetic cannabinoids were risk assessed in 2017 (AB-CHMINACA, ADB-CHMINACA, 5F-MDMB-PINACA and CUMYL-4CN-BINACA).

**Highly potent new synthetic opioids (particularly fentanyl derivatives), which mimic the effects of naturally derived opiates (e.g. heroin and morphine) are increasingly detected. These are sometimes available in novel forms (e.g. nasal sprays) or are sold as, or mixed with, illicit drugs, such as heroin or cocaine.** A total of 38 new synthetic opioids have been detected on Europe's drug market since 2009 (13 in 2017). Fentanyl derivatives, key players in the current **US** opioid crisis, merit continued concern and vigilance in Europe. **These**

"Among the policy issues receiving greater attention in the context of changing international perspectives on cannabis regulation is that of cannabis use and impaired driving"

**substances — some many times more potent than morphine** — accounted for over 70% of the estimated 1 600 seizures of new synthetic opioids reported in 2016. Ten new fentanyl derivatives were reported through the **EWS** in 2017, five of which were risk assessed (acryloylfentanyl, furanylfentanyl, 4-fluoroisobutyrylfentanyl, tetrahydrofuranylfentanyl and carfentanil).

#### PRISONS: FOCUS ON HEALTHCARE AND NEW DRUGS

Prisons are a critical setting for addressing the healthcare needs of drug users and doing so can bring benefits to the wider community (e.g. preventing overdose after release; reducing the transmission of drug-related infectious diseases, such as HIV and HCV). The EDR 2018 highlights the opportunities for intervening in this setting and draws attention to the national variability in the provision of services.

In a new multi-country study published alongside EDR 2018, the agency investigated the growing health and security issues raised by the use of **NPS in prison**. 'NPS use and related harms are now an important new challenge for the prison system in Europe', states the study. Of the four main types of NPS found in prisons, synthetic cannabinoids are the most reported. Important drivers for their use in prisons include the ease with which they can be smuggled (e.g. liquefied and sprayed onto paper or textiles) and the difficulty in detecting them in drug tests.

#### INTERNET SALES AND THE EMERGENCE OF NEW BENZODIAZEPINES

While overall, in terms of volume, traditional offline drug markets still predominate, online markets appear to be of growing importance, posing a new challenge for drug control measures. A recent **EMCDDA–Europol** study identified over 100 global darknet markets, on which around two-thirds of purchases were drug-related. The surface web and social media also appear to be growing in importance, especially regarding the supply of NPS and access to misused medicines.

## XXI Conference of Proyecto Hombre Association

The EDR 2018 raises concern over the emergence, on the street and online, of new benzodiazepines, not authorised as medicines in the EU. The EMCDDA is currently monitoring 23 new benzodiazepines (3 detected for the first time in Europe in 2017). Some are sold under their own names (e.g. diclazepam, etizolam, flubromazolam, flunitrazolam, fonazepam). In other cases, producers use these substances to manufacture fake versions of commonly prescribed benzodiazepine medicines (e.g. diazepam, alprazolam), which are then sold on the illicit market. In 2016, over half a million tablets containing new benzodiazepines, or similar substances, were seized, some two-thirds up on the number seized in 2015.

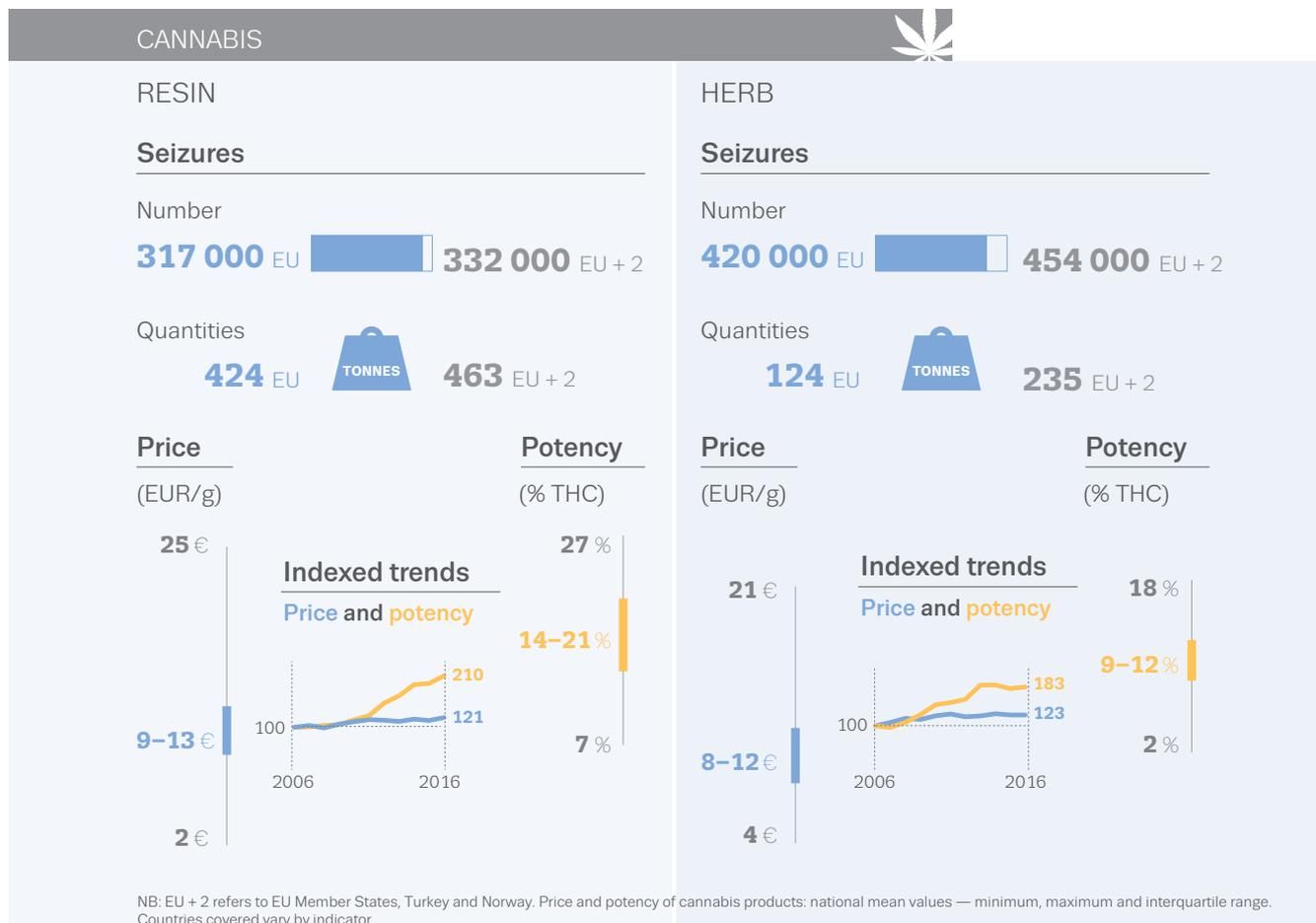
In an analysis published alongside EDR 2018, the EMCDDA explores the **misuse of benzodiazepines among high-risk opioid users in Europe**. While much prescribing of these medicines to high-risk drug users is done with legitimate therapeutic aims in mind, benzodiazepines may be diverted and misused, contributing to increased morbidity and mortality in this group. Around 40% of

those entering treatment for primary opioid use reported benzodiazepines as their secondary problem drug. The study includes a timeline of the reporting of new benzodiazepines to the EMCDDA.

### RISING OVERDOSE DEATHS AND THE ROLE OF NALOXONE IN PREVENTION

There are serious concerns over the high number of drug overdose deaths in Europe, which has been rising over the last four years. Over 9 000 overdose deaths, mainly related to heroin and other opioids — although often combined with other substances, particularly alcohol and benzodiazepines — are estimated to have occurred in Europe in 2016 (EU-28, Turkey and Norway).

The challenges posed by old and new opioids place a renewed focus on the role of the opioid antidote naloxone in overdose response strategies. The EDR 2018 underlines the urgent need to ‘review current naloxone policies and increase training and awareness-raising for both drug users and professionals who may encounter these drugs’.





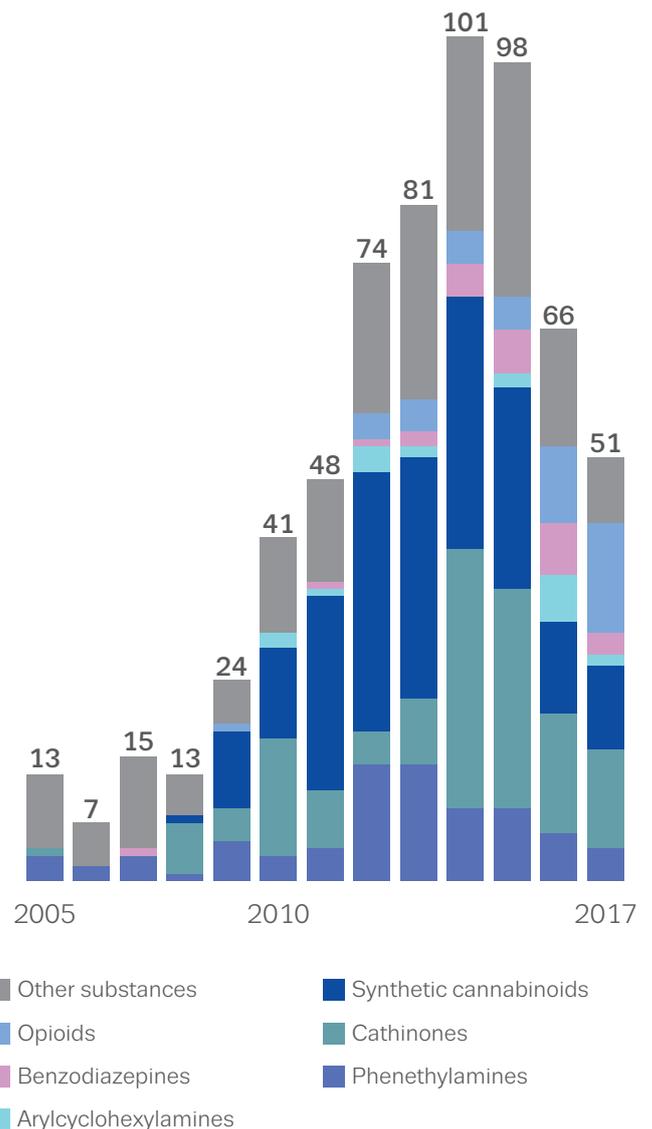
## CONCLUSIONS

Thanks to the 'balanced approach' and cooperative policy-making on drugs, the European Union and its Member States have produced major achievements such as:

- A major increase in the availability of treatment: while there were about 30 000 persons receiving opioid substitution treatment (OST) in 1990, last year there were around 650 000 persons in OST in the EU, and overall approximately 1.3 million persons in treatment for drug use problems;
- Drug-related deaths have stabilised in recent years with around 9 000 persons dying from overdose in 2017 in Europe compared with approximately 72 000 in the US for the same period;
- A dramatic reduction in drug-related infectious diseases and in particular of drug-related HIV infections, which has reached its lowest level in the last three decades;
- A record number of more than 80 million syringes that have been distributed to persons injecting drugs, allowing the risk behaviours associated to injecting drug use to be considerably reduced;
- The adoption of minimum quality standards and the development of a comprehensive set of health and social responses to the drugs problem by the 28 Member States;
- The consolidation of the European Early Warning System (EWS) on New Psychoactive Substances (NPS) established in 1997, which is monitoring more than 670 NPS on a 24/7 basis through the European alert system, and which provides with its risk assessments the scientific evidence needed by the EU and its Member States to decide on control measures at EU level.

By working closely together, gathering and providing the scientific evidence needed to support decision-making on drugs policy, we have managed to save lives in Europe and to prompt faster reactions to emerging threats.

As a way to conclude, I would like to highlight once more that what differentiates the European situation and its drug



## XXI Conference of Proyecto Hombre Association

policies is an approach developed over the years based on “compassion, science and human rights”. This is also what drives the approach of the EU and its Member States in the international fora, in particular in the context of the United Nations General Assembly Special Session on Drugs (UNGASS) of 2016 and in the following negotiations for the preparation of the Ministerial Segment of the Commission on Narcotic Drugs of 2019.

After many attempts, many social experiments – with their share of failures and successes – we have broadly adopted in Europe an approach in which the persons who are using drugs are considered as partners, subjects, citizens, human beings, deserving the same respect and rights as anyone else.

Let’s work together to share this lesson with all persons suffering from drug use and its consequences, and their families, and strive to ensure that stigma and ideology do not increase their despair and the negative impact on our communities.

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› Headquarters of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA).

## THE EUROPEAN SOCIAL FUND: INVESTING IN PEOPLE

Ángel María García Frontelo  
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## XXI Conference of Proyecto Hombre Association

*The ESF invests in people because it is an intelligent investment not only for reasons of social justice, but also because it is cost-effective: for every euro invested in helping vulnerable people, a much greater award is always generated*

**62** years have passed since the signing of the Treaty of Rome, which gave rise to the current European Union, the great geopolitical project of the continent in our time. Since its gestation, this integration project has had social dimension as one of its distinguishing marks. Such is the case that in the founding Treaty of the European Economic Community of 1957 the European Social Fund (ESF) was established, making this the oldest structural fund.

The structural funds form part of the European policy on economic, social and territorial cohesion, which aims to reduce disparities in the development of the 247 regions of the European Union, as well as promoting a sustainable, intelligent and inclusive growth in these territories.

The term "structural funds" is often associated with the ERDF, the European Regional Development Fund, whose signs can be seen at the side of roads and in front of many public works. The ESF is probably not as well-known because instead of financing tangible and easily visible works such as infrastructures (which are also undoubtedly necessary), it allocates funds directly to people: to improve their training, including vocational training, their possibilities of getting and keeping a quality job, and their appropriate social inclusion.

From beginnings centred on funding the readjustment of workers in sectors which experienced retraining processes, the ESF evolved to become an essential instrument of the European Employment Strategy. It has been calculated that in the period from 2007 to 2013, 9.9 million people from the EU found a job after finishing their project funded by the ESF.

In the coming years the ESF will also constitute a key element for the application of the European Pillar of Social Rights proclaimed on 17 November 2017.

Without prejudice to the aforementioned, the *raison d'être* of the ESF is today summarized in the motto with which it advertises itself: The European Social Fund invests in people.

### HOW MUCH DOES IT INVEST IN PEOPLE?

In the group of member states, the ESF gives rise to approximately 10 billion euros of aid per year from the EU budget. In Spain the ESF invests around 1 billion euros per year.

The endowments are established for programming periods of 7 years. In the current programming period 2014-2020 (whose execution will be extended to 2023), Spain has an aid allowance of 10.374 billion euros from the EU to invest in people.

The aforementioned figure includes: the European Social Fund, with 8.449 billion euros; the Youth Employment Initiative (YEI), with 1.362 billion euros; and the Fund for European Aid to the Most Deprived (FEAD), with 563 million euros.

The joint funding that the member state is obliged to contribute in order to complement EU aid must be added to these amounts. Thus the total investment in Spain, adding both sources, comes to 13.855 billion euros.

### WHICH OBJECTIVES DOES THE ESF INVEST IN TO IMPROVE PEOPLE'S LIVES?

In Spain, this considerable volume of ESF resources is chiefly invested in 3 main points: employment, social inclusion and education and training, which are summed up in objectives based on the same theme:

- Promote the sustainability and quality in employment and favour job mobility, with a predicted investment of 4.395 billion euros of EU aid.
- Promote social inclusion, fight against poverty and any kind of discrimination, in which more than 2 billion euros will be invested of EU aid.
- Invest in education, training and professional training for the acquisition of skills and permanent learning, with an endowment of 2.135 billion euros of EU aid.

Investment in these objectives is distributed over 23 operational programmes: 19 of regional scope (one for each community or autonomous city) and 4 national programmes: Youth Employment (POEJ), Employment, Training and Education (POEFE), Social Inclusion and Social Economy (POISES) and Technical Assistance (POAT).

### INVESTMENT OF THE ESF IN THE SOCIAL INCLUSION OF PEOPLE

In the current period 2014-2020, the ESF has put a special emphasis on fighting against social exclusion and against all types of discrimination, allocating, as has been shown, a significant part of its resources to the most deprived people.

In this respect it is worth pointing out the aforementioned Social Inclusion and Social Economy Operational Programme (POISES), a national programme with a total endowment of 1.095 billion euros (812 million euros of EU aid) which is specifically directed towards the most vulnerable groups, such as people with disabilities, those belonging to ethnic minorities, the prisoner or ex-prisoner population, the long-term unemployed, victims of human trafficking or violence, immigrants and those of foreign origin, homeless people, or people with addiction problems.

**"THE RAISON D'ÊTRE OF THE ESF IS TODAY SUMMARIZED IN THE MOTTO WITH WHICH IT ADVERTISES ITSELF: 'THE EUROPEAN SOCIAL FUND INVESTS IN PEOPLE'"**

The POISES is fundamentally investing in the following priorities:

- Active inclusion, by, for example, integrated and personalized itineraries directed at people who are more distant from the labour market.
- The socioeconomic integration of deprived communities, in particular of the gypsy population.
- The fight against all types of discrimination and the promotion of equal opportunities.
- Encouragement of the social and solidarity economy in order to provide access to employment.

In order to give the most appropriate response to the challenge of social inclusion and so that the numerous resources that the ESF allocates to these priorities achieve the best results, a suitable cooperation between the public sector and the civil society is essential.

The POISES constitutes a satisfactory model of this cooperation. In this model various entities from the public sector which contribute their institutional skills intervene, and organisations from the third sector, which have a broad experience of field work with the most vulnerable people and those more distant from the labour market.

The ESF also promotes the transnational cooperation with the end to allow for the exchange of good practices among companies of different Member States and to achieve a better repercussion in the national and European public policies.

### ESF SUPPORT FOR THE INCLUSION OF PEOPLE WITH ADDICTION PROBLEMS

An excellent example of entities from the third sector which are specialized in the integration of people at risk of exclusion taking part in the ESF can be found in the Proyecto Hombre Association, which since 2015 has operated as beneficiary of the POISES.

The ESF funds different general actions regarding inclusion which benefit vulnerable groups and can lend services, as well as other groups, to people with addiction problems. These are actions promoted by regional or national entities (among them, the Prison Work and Training for Employment Entity). However, the operations of Proyecto Hombre are the only ones specifically aimed at this group of people.

The main ESF operation of Proyecto Hombre is called INSOLA (Socio-labour integration of people with addictions) and has a total budget of 10.7 million euros.

INSOLA is an innovative group of actions in therapeutic communities which are adapted to the process, level of motivation and skill of each person taking part. Among these actions are a service of initial orientation, a phase of training and development of skills for life in the pre-work field and for socio-family inclusion and a specialized orientation aimed at ability qualification and in skills for labour insertion in a normalized environment.





› Proyecto Hombre Granada (N.L.).

Proyecto Hombre also develops with the ESF, in the framework of social innovation, the Medimsola operation, which consists in developing a suitable methodology to calculate the social impact of the Insola operation.

### THE ESF'S INVESTMENT IN PEOPLE: AN INTELLIGENT INVESTMENT

This Medimsola operation of Proyecto Hombre is entirely relevant because it deals with a central issue: the repercussion and efficiency of the investment that the ESF carries out.

Firstly it must be pointed out that this investment is totally necessary if a European Union is supported on the basis of solidarity and social cohesion.

But the independent evaluations on the impact of the actions for socio-labour inclusion have also shown that the investment of the ESF is cost-effective: for every euro spent on helping vulnerable people, a much greater reward is always generated, with regard to new public revenues derived from contributions and taxes, providing of value to companies, saving in public spending allocated to unemployment benefit, welfare assistance, social or health services and other positive externalities.

Therefore the investment in people, and particularly in those at risk of exclusion, is an intelligent investment because it is socially and economically beneficial.

**“The investment in people, and particularly in those at risk of exclusion, is an intelligent investment because it is socially and economically beneficial”**

The continuity of this investment of the ESF in people and the demonstration of its profitability are essential for counteracting the wave of scepticism, even of rejection, to the European Union which has been growing for some time on the part of the citizens of the Member States. With regard to this movement, the European Union is responsible for showing that its contributions are highly important in improving people's lives and in continuing to build societies which are more united, inclusive and fairer and which do not leave anybody out. Perhaps worth more today than ever is the maxim that says Europe will be social or it will not be.

## INSOLA: ONE STEP FURTHER IN LABOUR INSERTION IN PROYECTO HOMBRE

Elena Presencio Serrano  
Director General of the  
Proyecto Hombre Association



*"Work is at the core of human dignity"*

*"All people are equally deserving of dignity and opportunity"*

Leila Janah

Proyecto Hombre was born in Spain in 1984. Since its beginning it has stood for the need for a comprehensive approach for people with addiction problems, promoting their independence, personal development and appropriate integration in society. For this it is essential to deal with multiple points such as emotional, health, family, social and training/labour aspects.

Therefore, the socio-labour reinsertion, understood as a process which begins the moment the person enters the door of one of our Centres, is crucial in the success of the treatment, whose objective is the full integration in society as an active citizen.

In order to know the current importance of the programmes responding to addictions we have the data from the **"2018 Report of the Proyecto Hombre Observatory on the Profile of People with Addiction Problems Under Treatment"**, carried out on a sample of 2,606 users of Proyecto Hombre (85% men and 15% women) who started treatment throughout 2018 in programmes for adults with addiction problems in 26 Proyecto Hombre centres all over Spain.

The 2018 Report shows that at the start of treatment, **the majority of those attended to did not have a job** (57% men and 69% women) and **their source of income** was mainly help from family or friends and social assistance or pensions (36% men and 44% women). However, the **usual labour situation over the last three years** shows that they had been mostly working full-time or part-time (77% men and 71% women). From this significant difference in the job pattern **we can establish a direct relationship between the consumption of substances and losing a job**, as the information shows that **50% of people attended to had lost their job** (44% men and 56% women).

We also have information on the **type of regular employment** of people under treatment: mainly that which does not require previous training (68%), followed by jobs which do need previous training (18%).

Another piece of information which is particularly relevant is the **perceived concern of their job problems in the last month**, which when valued as an "extreme" and "considerable" concern, is significant (37%), with a similar percentage of concern in men and women. It is also in line with the "extreme" and "considerable" importance which they give to advice on job problems (43% men and 47% women).

Likewise, the 2018 report gathers the **type of principal substance** for which treatment is demanded, with clearly prevailing substances: alcohol (37%) and cocaine (35%), followed by other substances such as cannabis (8.9%) and heroine and methadone (3.5%).

We can conclude that we find ourselves before a **profile of person being attended to** which has mostly been employed in the last three years, although in low-skilled





› Proyecto Hombre Granada (C.E.).

jobs, emphasising that 50% have lost their job before joining the Programme due to an addiction problem, mainly of alcohol or cocaine. Furthermore, 4 out of 10 men and women show an “extreme” and “considerable” concern for their job problems and the need for advice.

We find ourselves with people with a **more normalised** and structured profile which in the 80s and 90s **even though in a significant risk of exclusion** in profiles which do not have a job and at high risk of losing it in those cases that keep their job. For those who it is fundamental that the approach to their problems with addictions includes the promotion of their abilities and competences of employability.

It is the **Law 43/2006 of 29 December**, for the improvement of growth and employment, which in its second additional provision recognises as *“people at risk of social exclusion those with problems of drug addiction or alcoholism who find themselves in processes of rehabilitation or social reinsertion”*.

Likewise, the **Spanish National Drugs Strategy 2009-2016** suggests that *“it is essential to boost the mechanisms promoting the “maintenance of links” of people in treatment with their work environment and, in any event, to facilitate their reintegration”*. And it is the **Spanish National Drugs Strategy 2017-2024** which includes among its strategic objectives *“Social incorporation, especially emphasizing labour integration”* and also states *“To encourage the*

*participation of the private non-profit entities in the development of social and labour insertion programmes through personalised plans”*.

**Proyecto Hombre** historically carries out individualised processes in its programmes, taking into account the consumption profiles, the personal characteristics and the social contexts of the people under treatment, always from the perspective of the **biopsychosocial model**. In this way, treatment programmes previously more centred on substance are adapted to the socio-labour needs and health of the people attended to, making the programmes more effective. This approach has been particularly effective in the action on people with problems of opiate dependency (mainly heroine), as the Intervention Network was designed with this profile of people with addiction problems in mind.

Nowadays, as previously indicated, we find ourselves with other social groups with addiction problems which are not so identified, which do not form part of the imaginary “addict” group or receive the “addict social identity”. The complexity is in generating effective intervention systems, with a comprehensive response, closeness and humanity.

The **Proyecto Hombre** proposal influences the slowing down and/or alleviating of this maladaptive process and allows for people to return to normal means of employment, training, relationships, designing individualised insertion processes, which start from any of the person’s abilities;

continue with any other abilities which he/she develops in his/her own therapeutic process and which end with his/her training and/or labour insertion, or improves his/her situation in relation to the start of the process.

In this sense, the Socio-Labour Integration project for people with Addiction problems (**INSOLA**) has marked one step further in the socio-labour insertion of disadvantaged people who we attend to in Proyecto Hombre. Financed by the **European Social Fund**, in the framework of the POISES programme, it has allowed for the developing of programmes, with **more than 4,600 people benefiting from this in the whole of Spain** in the period from 2016 to 2019.

The **INSOLA project** is aimed at various profiles of people with addiction problems:

- **Users with precarious work, long-term unemployed people and profiles of more complicated consumption**, with greater deterioration of relationships in all areas and a decline in their competences which makes their reincorporation a lot more difficult.
- **Mostly people who are employed**, who as a result of consumption are putting their job at risk.
- **Inactive people susceptible to entering into the workplace in the medium/long-term**, as young people, many minors, with incomplete training plans, academic failure and maladjustable behaviour and difficulties in development; people deprived of their freedom and those who look after their home.

The **INSOLA project** considers the following phases, called "operations", which are worked on in line with families:

- **Initial orientation**, based on a diagnostic evaluation for the design of socio-labour insertion processes and motivation for change and integration.
- **Training orientation**, centred on competence training and development of skills for social and pre-working life.
- **Specialised training orientation**, centred on competence training and development of skills for social and working life, which includes labour mediation and incorporation in insertion companies.

The **INSOLA project** is succeeding in improving our quality of attention to users, facilitating their orientation, training and labour insertion and managing to get them to keep their position, previously at risk due to substance consumption.

In order to evaluate the **INSOLA project** and its results, the **MEDINSOLA project** has been managed at the same time, from which a pilot study is being carried out, which will allow for quality information to be provided for the analysis of processes and results, and therefore contribute to a better knowledge and adaptation of the programmes to the needs of the users.

**"BEYOND THE DIFFERENT TERMS WE CAN USE TO DEFINE THIS PROCESS, SUCH AS: INSERTION, REINSERTION, INTEGRATION, INCORPORATION OR REINCORPORATION, ETC. THE MOST IMPORTANT THING IS WHAT IT MEANS FOR THE PEOPLE WHO WE ACCOMPANY IN PROYECTO HOMBRE: GETTING A JOB"**

In conclusion, it is important to show that beyond the different terms that we can use to define this process, such as: insertion, reinsertion, integration, incorporation or reincorporation, etc. the most important thing is what it means for the people who we accompany in Proyecto Hombre: getting a job. And what it means is a **normalised link with society**, economic independence, breaking a stigma, becoming an active citizen, etc. In short, it **brings dignity to people's lives**. And this is the basis on which a better society can be built.

**Proyecto Hombre** is the effort of many people: professionals, therapists, family members, volunteers, all together in order to accompany and help people in the process of rehabilitation and social reinsertion.

And above all, it is the story of people like Angela, who face their reality with a spirit of improvement and hope: *"I learned to listen, to be more relaxed and fight for what I want; you are always going to achieve it. You always have to have a purpose and never leave it behind. If you want something, fight for it and you will achieve it."*

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## “CHANGEMAKER” ABILITIES FOR THE FUTURE OF EMPLOYMENT

Kenny Clewett  
Director of Hello Europe and Strategic  
Development at Ashoka Spain



The world of employment is rapidly changing, which brings with it a series of complex challenges for employees and for the companies which take them on.<sup>1</sup> Based on previous studies, this paper proposes that the root of the challenges of employment is in the training in the so-called skilling challenges or changemaker and outlines the ecosystem which must be built to resolve it. This system emphasizes the central position which innovating entities can and must play in job insertion and the social entrepreneurs to guide the other interest groups towards a permanent transformation.

With regard to the future of employment, one of the main priorities is to train employees in skills and abilities so that they can adapt to new jobs. Taking into account that in the next 10 or 20 years, 65% of work activities carried out by humans will be automated, and between 75 and 275 million workers will have to change occupational activity during this period, the challenge is enormous.<sup>2</sup>

The challenge is often summarized as the need for training employees in new technologies or skills for their new jobs; this technical training is only realistically a short-term solution. New and frequent waves of technological and organisational disruption will make this kind of training a constant necessity.

More important than the training in technical skills are the so-called "skilling challenges". These are skills which train the employee to become adapted, be independent, carry out leadership and have an enterprising mindset.<sup>3</sup> These coincide with the *changemaker* abilities of Ashoka: **cognitive empathy, teamwork, leadership and creativity**. In a world which is constantly changing, each person in the job market urgently needs these skills. They do not only need these for self-satisfaction and motivation to be active citizens and promoters of change in their society. In all industries, the skilling challenges are, by far, those which offer greater long-term value for employability. Once armed with these, technologies and adaptations of types of job are plain sailing for the worker. When one has learned to manage change, to identify and set challenges for their own career and learning, and how to promote changes in their organisations and the society, it is easier to adapt to new roles and significantly contribute to the company.

Therefore, the most important challenge for companies (and communities and countries) that they wish to overcome necessarily happens by training children, young people and employees in *changemaker* skills. We believe that it is, in some way, the influence that will set off the systemic transformation of employment.

However, resolving the question of training in *changemaker* skills cannot only be a responsibility of the companies or educational entities. It requires a collaborative effort among all entities involved. This can be referred to as **an ecosystem for change**: the intentional organisation of the entities involved, each one exercising its role,

"The most important challenge for companies (and communities and countries) that they wish to overcome necessarily happens by training children, young people and employees in **changemaker skills**"

coordinated towards the same objective of social change. From Ashoka we have seen in recent years an increase in the organisation of this type of ecosystems, always led by social entrepreneurs<sup>4</sup> who understand the systemic change and provide functional models and inspiration for the group.<sup>5</sup> This is the type of change that we suggest is needed so that training in *changemaker* skills form part of future employment.

In this ecosystem, each interest group must take on new responsibilities and start to change its way of acting. Next we will give a simple outline of these groups and some of the responsibilities that they must assume.

Firstly, for this ecosystem, the leadership from **innovating entities in job insertion** is inevitable and tremendously important. For these entities, these skilling challenges or *changers* are nothing new. It is not assumed that they will be learned, rather they have been intentionally taught for a long time. Although there are differences in how they are labelled or promoted (e.g. vital abilities, life skills, soft skills, etc.), there is no successful entity of job insertion that does not work on one or all of these skills in its programmes. Furthermore, working frequently with people who suffer from learning difficulties, with shortage of economic resources and unstable ways of life also tend to have developed creative teaching and learning methodologies, which are varied and very economical to transmit these skills effectively and using a surprising range of methods (formal, non-formal, informal, face-to-face, distance learning, in the workplace, etc.) The value that they bring to this potential ecosystem is vital, and it is important to recognise their leadership. It makes one think, for example, in the model of the workshop schools promoted by the Fellow of Ashoka Spain, Peridis, through Santa María la Real and now Lanzaderas de Empleo, which create a link between people seeking work and a future job, teaching technical skills and challenges while they work in the profession that they wish to do.

1. This article is based on the results of a joint investigation by Ashoka and McKinsey & Co.: "The skilling challenge: How to equip employees for the era of automation and digitization - and how models and mindsets of social entrepreneurs can guide us". April 2018. Access: [https://www.ashoka.org/sites/default/files/atoms/files/2018\\_the\\_skilling\\_challenge\\_ashoka\\_mckinsey.pdf](https://www.ashoka.org/sites/default/files/atoms/files/2018_the_skilling_challenge_ashoka_mckinsey.pdf)

2. According to the latest reports by the McKinsey Global Institute, "Future of Organizations and Work" (<https://www.mckinsey.com/global-themes/digital-disruption/harnessing-automation-for-a-future-that-works>) and <https://www.mckinsey.com/global-themes/future-of-organizations-and-work/what-the-future-of-work-will-mean-for-jobs-skills-and-wages>.

3. "The skilling challenge", p. 8-9. Terminology of P21 Framework. OECD: European Commission: World Bank: team analysis.

4. For more information on how we define a social entrepreneur, please see <https://spain.ashoka.org/emprendimiento-social/>.

5. Two examples of intentional construction of ecosystems which Ashoka is working on in Spain are Hello Spain (<http://spain.ashoka.org/hellospain>) and the European project <http://hello-europe.eu>, which looks for a systemic change in migration, movement of refugees and cohabitation, and Changemaker Territories, a pilot scheme to construct an ecosystem around the coordinated change in education in the region of Valdejalón (Aragón) (<https://www.eleconomista.es/ecoaula/noticias/9191437/06/18/La-Comarca-de-Valdejalón-en-Aragón-nuevo-territorio-de-transformación-educativa.html>). For another Spanish example, please see the proposal to create an ecosystem for social change in Canada: [http://ice.org.br/wp-content/uploads/2018/02/SocialInnovationGeneration\\_DigitalBook.pdf](http://ice.org.br/wp-content/uploads/2018/02/SocialInnovationGeneration_DigitalBook.pdf).

Together with **employment agencies**, these entities are in the perfect place to become life-long advisers throughout the educational career and training of the individual. They play an important role when it comes to helping companies and other entities to offer continuous training to employees, in and out of the work environment. For example, the Fellow of Ashoka France, Frédéric Bardeau, founder of Simplon, which helps companies to train its employees in skills of all kinds via full-time or part-time learning capsules of 6 months that they can do while they work, in order to continue their learning journey while they work.

Secondly, **social entrepreneurs** play a vital role, giving leadership and inspiration to the movement, developing models of attainable training and inspiring the other groups to adopt a mentality of change for the world to come.

**“TOGETHER WITH EMPLOYMENT AGENCIES, THESE ENTITIES ARE IN THE PERFECT PLACE TO BECOME LIFE-LONG ADVISERS THROUGHOUT THE EDUCATIONAL CAREER AND TRAINING OF THE INDIVIDUAL”**



› Ashoka Peridis.

6. We recently saw an interesting example of this in a joint investigation by Ashoka and Ikea on changemaker skills applied to children's play ([https://www.abc.es/familia/padres-hijos/abci-piramide-juego-infantil-deberian-divertirse-ninos-201811160328\\_noticia.html](https://www.abc.es/familia/padres-hijos/abci-piramide-juego-infantil-deberian-divertirse-ninos-201811160328_noticia.html)).



› Ashoka.

Thirdly are the **individuals who are promoters of change**, or “changemakers”. These are people who have the confidence and ability to motivate themselves and others to promote positive changes in their organisation or society. They have already embraced the change to be students for life, used to constant change. Moreover, they will not only depend on their employers to provide them with the relevant skills, but they will look for outside opportunities to land. Reviving these skills in people requires work from a very young age, which is why Ashoka devotes considerable effort to identify changemaker schools which are promoting the skills to the very youngest.

**The educational entities and associations that train employees** also play a key role in the system. They have the chance to encourage students while giving them the skills they need for the future. Schools have an important responsibility to intentionally promote these skills in their central curriculum. Collaborations are also required with companies and employment agencies, and certificate programmes of these skills. For example, José María Luzárraga, Fellow of Ashoka, founded the MTA Academy where skills of intrapreneurship, teamwork, creativity and taking risks are encouraged by way of experiences of entrepreneurship to create businesses as a team.

Another key group in this ecosystem includes the **legislative system and the public administrations**, which must create new legal frameworks to promote this training

and not leave out the most vulnerable. This can be done by way of tax incentives for companies and individuals who embark on learning journeys, and financing programmes which train in skill framework carried out by employment agencies, job insertion and educational entities.

Lastly is the role of **the companies**, which must collaborate with the other actors so that training in *changemaker* skills form a significant part of their offer to employees. They must create spaces and processes to allow their employees not only to develop technical skills, but also to discover skills and talents and to explore how to use them in their work and personal life. As well as training better employees, it will help to transform the company structure to be more adaptable, allow it to be reinvented and be flexible in change of processes. By creating learning environments and constant creativity, we believe that companies will find themselves contributing to other challenges, such as the creation of learning resources for children of employees, or schools.<sup>6</sup>

The challenge of training in changemaker skills will be one of the main challenges in the decades to come and it will not be solved itself. It is vital that in all these groups we start to work together on the solution as of today. By doing so in an organised way all together, we trust that it will not only be a sum of relevant pieces, but we will see how new collaborations and systems appear which we would have never imagined.

## THE WORLD'S BEST WORK: CREATING CLOSE TO 31,000 JOBS IN 2018

Jaume Farré Cortadellas  
Director of Social Programmes  
at Fundació "la Caixa"



## XXI Conference of Proyecto Hombre Association

**30,971** This is the number of jobs provided last year by Incorpora of "la Caixa" to people in a situation or at risk of social exclusion throughout Spain. It is said quickly. 30,971. Remember this figure, because behind it are hours and hours of effort and work in a network among a crowd of people.

The *Incorpora experience*, if you allow me to say so, is rewarding for the people hired, companies, social organisations, technicians who work in these organisations and the different agents of the territory who collaborate with the actions of the programme.

For the people who have been hired, because each insertion is of great value for the person who achieves it and for his or her family life, accomplishing positive changes in their life. In Incorpora self-esteem is worked on, so that people have more power and feel that they may turn their situation around.

For companies, last year more than 11,200, because a mediation programme is followed which ideally combines the requirements of the social and business fabric in order to guarantee the success of the social insertion in the company.

For social organisations, 379 in the whole of Spain, because in one way it benefits from and in the other it improves its professionalism and training of its professionals, technicians, who have the best job in the world: finding a job for those who have more difficulty in accessing the job market, such as people with a disability, those who have been unemployed for a long time, young people with difficulties getting a job, ex-prisoners, victims of gender violence, people with addiction problems and immigrants, among other groups.

Nearly one thousand technicians of Incorpora, within this work, support each person to make progress towards job insertion. An insertion working for themselves or for somebody else, as the programme, since January 2016, also promotes self-employment.

And, finally, the experience of these twelve years has been rewarding for the agents of the territory, because they aim to set a trend in the promotion of socially responsible territories, encouraging collaboration among the public administration, the business sector, the third sector and other agents. From the territory, for the territory and with the territory.

This is an outline which is followed, with appropriate adaptations, in all the countries in which we are developing Incorpora. Following its success in Spain, the programme has also been introduced in Hungary, Poland, Tunisia, and, more recently, in Portugal. The commitment is always the same: work to achieve a better well-being of the most vulnerable people.



Twelve years of development and hundreds of thousands of opportunities later, it may seem that all has been done, but the challenges spring up every day in this programme, because the economic situation is variable and we must be attentive, as each person is carrying a different load and we must accompany them to take this weight off, and above all, to make their talents stand out.

One of the key solutions is to not close any door, and this has been achieved by innovating and developing a line of attention for people with mental health problems, for example, or by entrepreneurship among the users of Incorpora.

Thanks to the line of self-employment, people at risk of social exclusion who have business ideas are taking part in a new way of integrating in the job market, with which they can increase their possibilities of overcoming their situation of vulnerability. Incorpora has designed personalized itineraries for them and has provided them with training and accompaniment so that they can develop their project.

Again in this line, the technicians are a key figure for the success of this initiative as they provide advice and adapted training in each phase of the project via elaboration of the company plan, the link with agents of the territory who support entrepreneurs, the analysis of requirements and risks and of the viability of the company, and the search for financing and help or for suitable premises. In order to favour the consolidation of the business itself, technicians also offer support during the business activity, carrying out personalized monitoring.

Its hand is always held out and it has already brought about the creation of more than 3,000 microenterprises and the access of entrepreneurs to microcredits, thanks to the collaboration with MicroBank, which has brought closer their dream of opening up their own business.



"Thanks to the line of self-employment, people at risk of social exclusion who have business ideas are taking part in a new way of integrating in the job market, with which they can increase their possibilities of overcoming their situation of vulnerability"

## INSERTION COMPANY: ONE MORE CHANNEL OF SOCIAL AND/OR LABOUR INTEGRATION

Víctor Manuel Reyes  
Labor Insertion Technician  
Projecte Home Balears



*“All companies affirm that they need people who are creative and who think for themselves, but this affirmation not only refers to the business world. It means that they look for people whose life has an objective and a significance in and out of the workplace”*

**Sir Ken Robinson**

It is in the last two lines of this quote by Sir Ken Robinson where we find a comparison with the work that our entity develops, broadening the labour concept to a comprehensive one aimed at the individual. In *Projecte Home Balears* for more than 30 years we have been giving solutions to the problems caused by addictions in the Balearic Society, by investigating and developing prevention and therapeutic treatment programmes which offer an effective alternative adapted to people affected by an addiction and to their family environment, in order to obtain their independence, personal growth and a suitable **social and labour** integration.

### INITIATIVES OF LABOUR INSERTION

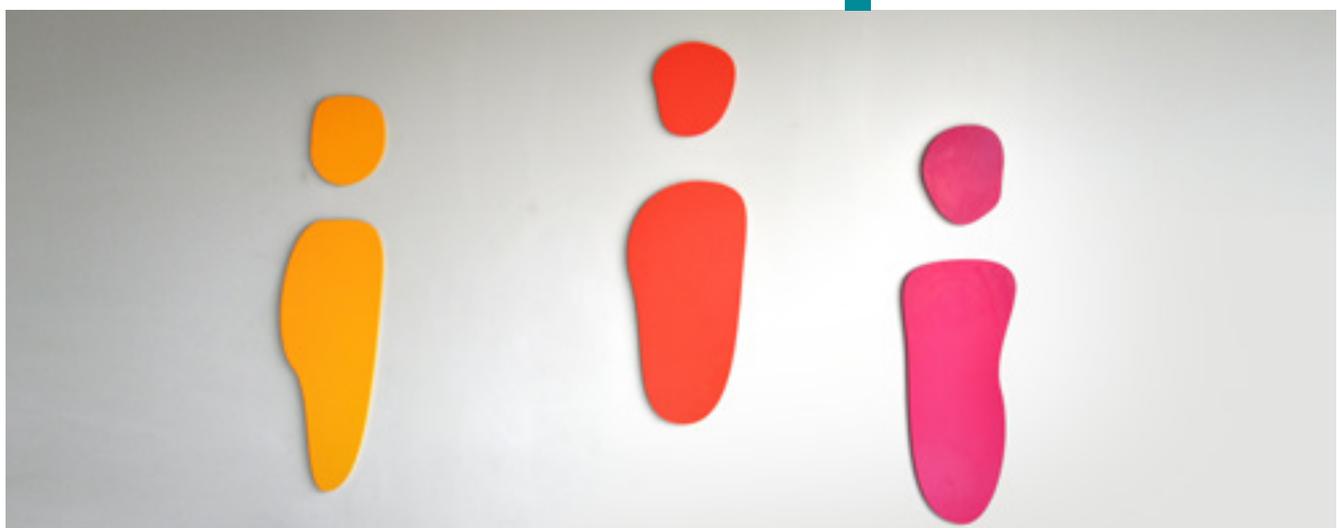
At *Projecte Home Balears* we manage **labour insertion projects** which, adapting to the different phases of therapeutic work that we carry out, provide an individualised accompaniment of orientation and labour insertion of people using our programmes. We also carry out **research and mediation work with companies of the sector**, with the aim of providing them with suitable candidate(s) for the profiles in demand. We therefore manage an internal **employment office** in the organisation, by which we work on the abilities demanded by the labour market with candidates to participate in this employment office.

In order to work on the professional qualification of the users, we also provide **job training, certificates of professionalism and programmes of initial qualification**.

2018  projectehome  
balears

No. of people attended to	Women	177	56
	Men		121
No. of contracts	Women	155	39
	Men		116
No. of people hired	Women	82	25
	Men		57
No. of contracts from 1 month and part-time	Women	90	26
	Men		64
No. of people hired from 1 month and part-time	Women	50	18
	Men		32

**“IN ORDER TO WORK ON THE PROFESSIONAL QUALIFICATION OF THE USERS, WE ALSO PROVIDE JOB TRAINING, CERTIFICATES OF PROFESSIONALISM AND PROGRAMMES OF INITIAL QUALIFICATION”**



Once the person has been inserted, there may be cases in which this insertion has not been completely satisfactory: they are not suitable for the position, fear of job failure, lack of confidence, lack of adapting to the position...

The main indicator that we find is that some people need an intermediate step before entering to form part of an ordinary company. People who, despite successfully finishing their therapeutic programme and presenting suitable abilities and competencies for labour insertion, do not manage to integrate themselves in the ordinary company or show some medium and/or long-term difficulty.

This is why we have been setting in motion different business initiatives and economic activities which have facilitated the hiring of users, serving as experience before stepping into the job search in the labour market. Some of these are:

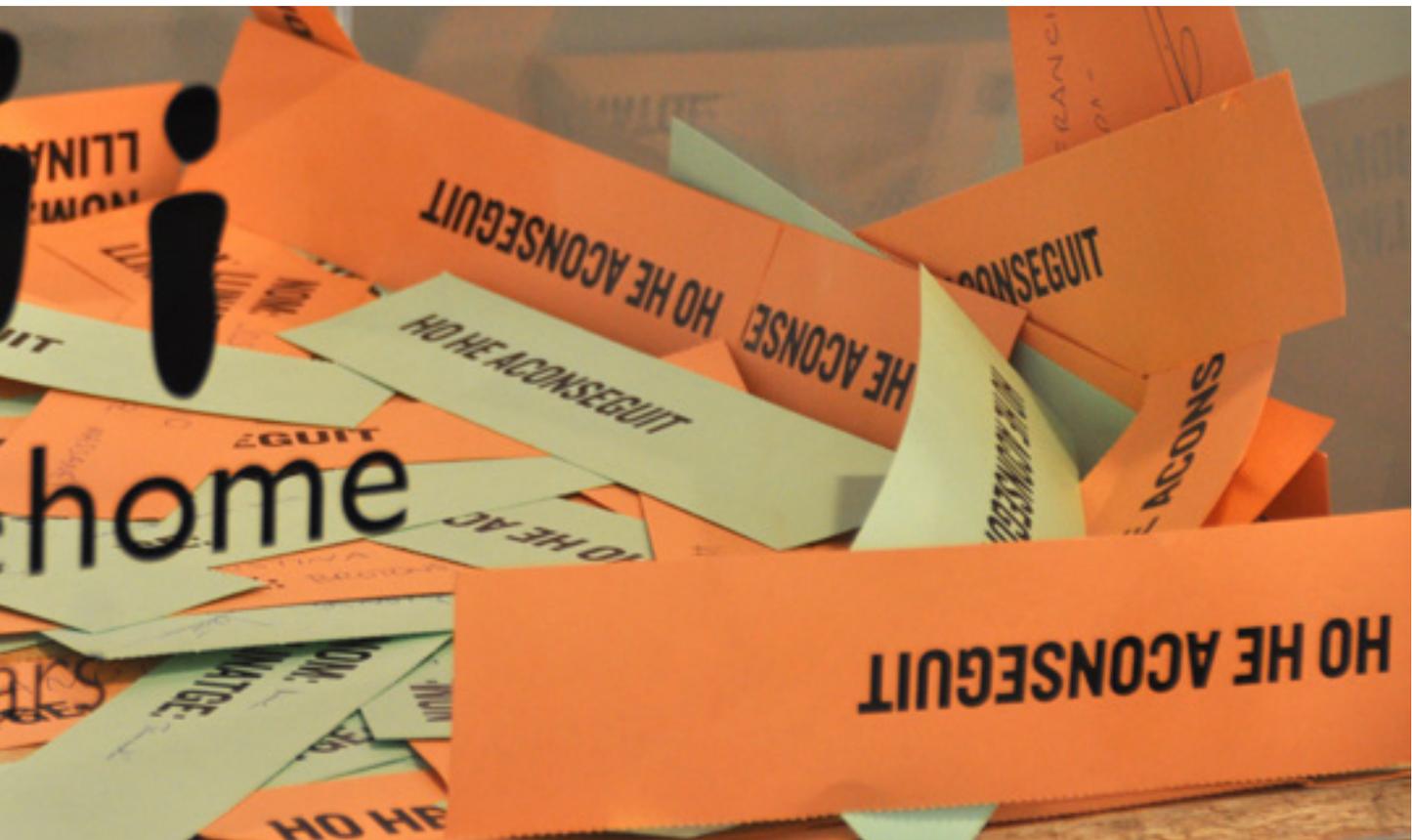
- The maintenance of two municipal parks in Palma;
- The management of two municipal markets of street trading;
- The concession of the use of mooring buoys on the beach of Formentor;
- A business initiative of vacuum-packed quality food ("Poc a Poc") whose activity is temporarily stopped.
- A restaurant with a catering service in our headquarters ("Restaurante Hom"), whose management has currently been transferred, although it maintains the commitments of hiring people in a situation of exclusion.

Many job opportunities have been offered since the creation of these activities. For example, in the course of 2018, 53 people (11 women, 42 men) coming from some therapeutic and/or labour programme were hired in one of these initiatives.



Projecte Home Balears (C.E.).

		PARKS/ SON BUGADELLES		BUOYS		RESTAURANT HOM	
		2018	2018	2018	2018	2018	2018
No. of people attended to	Women	34	3	5	0	19	8
	Men		31		5		11
No. of contracts	Women	34	4	5	0	47	22
	Men		30		5		25
No. of people hired	Women	29	3	5	0	19	8
	Men		26		5		11
No. of contracts to 1 month and part-time	Women	29	4	4	0	2	2
	Men		25		4		0
No. of people hired to 1 month and part-time	Women	24	3	4	0	2	2
	Men		21		4		0



## ONE STEP FURTHER

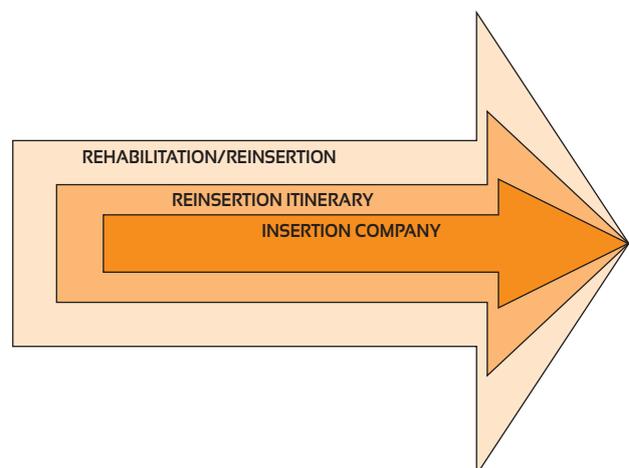
This year *Projecte Home Balears* has gone *one step* further by creating an insertion company (IC).

In the Balearics there are now 5 of us, ours being the first aimed at people at risk of exclusion for problems of drug addiction or other addiction problems which they have or have gone through a process of rehabilitation or social reintegration.

By means of this project we set out a labour insertion with professional accompaniment and occupational training in different activities such as gardening, cleaning up the coastline, maintenance and general cleaning, etc.

The main activity today in the IC is the maintenance of green spaces and markets, although we are working to bring together all our initiatives, as well as new ones which may appear.

How do we do it? Before becoming part of the IC, the candidates go through a previous selection process which, once passed, is followed by the signing of an individualised work plan, in which the user, along with the professionals involved in their accompaniment process, agrees to a personalised and adapted plan.



Throughout the development of this work plan, **actions specific** to their duties in the job position are carried out, as well as **actions of job orientation** in order to improve their individual abilities.

Our objective is the labour integration of people at risk of social exclusion, with low level of employability and who find themselves at risk of social exclusion. We are confident in converting this Insertion Company into a motivational complement in the *end of the therapeutic process*, which helps with an appropriate socio-labour insertion and which, at the same time, positively contributes to the Balearic Society.

# LAUNCHPADS FOR EMPLOYMENT AS A TOOL IN THE FIGHT AGAINST UNEMPLOYMENT

Álvaro Retortillo Osuna  
Employment and Entrepreneurship  
Director Fundación Santa M<sup>a</sup> La Real



## XXI Conference of Proyecto Hombre Association

*"If I have been able to see further on, it has been because I've stood upon the shoulders of giants"*

Isaac Newton

### INTRODUCTION

The situation of the job market in countries in the south of Europe, and particularly in Spain, has been characterised during the crisis by its bold overtones, with an unemployment rate which in our country's case almost reached 27%. The active employment policies brought about by the different public authorities were shown to be insufficient in the face of a reality which was too much for the approaches adopted to date. Traditional training for employment and/or professional training worked as necessary central points of the process to overcome the situation, but its tendency towards the passive and individualistic consideration of the unemployed person as well as its focus on certain sectors of the group of unemployed people made it necessary to formulate new methods. But, as Stefan Zweig said: "Let's not regret: regrets don't solve anything"

**"Dealing with the emotional factors as well as the professional ones when it came to training employability and, above all, showing that a person can be unemployed"**

In 2013, before the alarming situation that crossed through Spain regarding unemployment, from the Santa María la Real Foundation, we committed ourselves to fight against unemployment in a different manner: as a team, shifting the focus to the people, dealing with the emotional factors as well as the professional ones when it came to



training employability and, above all, showing that a person can be unemployed, but not necessarily be stagnant. In many occasions, the unemployment stigma is not always true and if the appropriate means and channels are created and we trust these people, the situation can be turned around. This is how the Launchpads for Employment (Lanzaderas de Empleo) Programme was born, as well as how over 580 experiences throughout the whole country and more than 12,000 people who have taken part have taught us priceless things.

The isolation associated to unemployment brings about harmful consequences, as to why the Launchpads combine the job search with collective empowerment, a shared, solidary and comprehensive vision. Also, despite the terrible economic crisis that we have suffered, there are unemployed people with highly appreciated skills for the job market, and vast professional experience, etc., As well as with some highly significant personal qualities. This is an exceptionally valuable element, both for a person's own development as well as with regard to what they can offer other people such as human capital that deserves to come to light and must be taken advantage of.

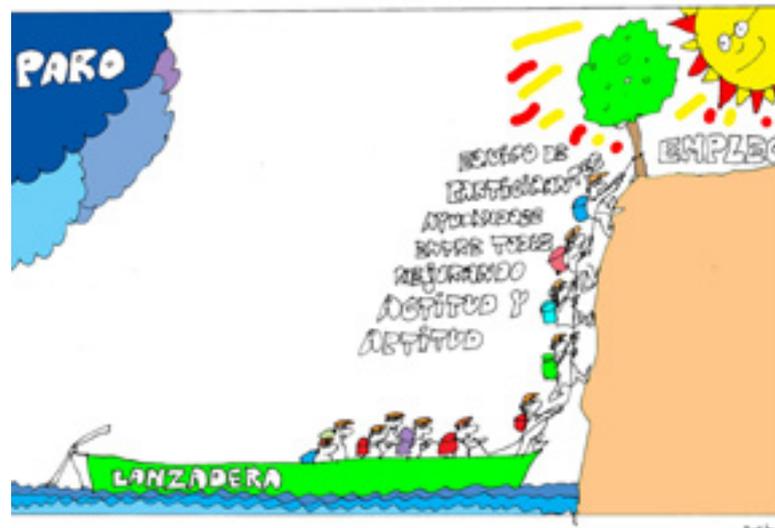
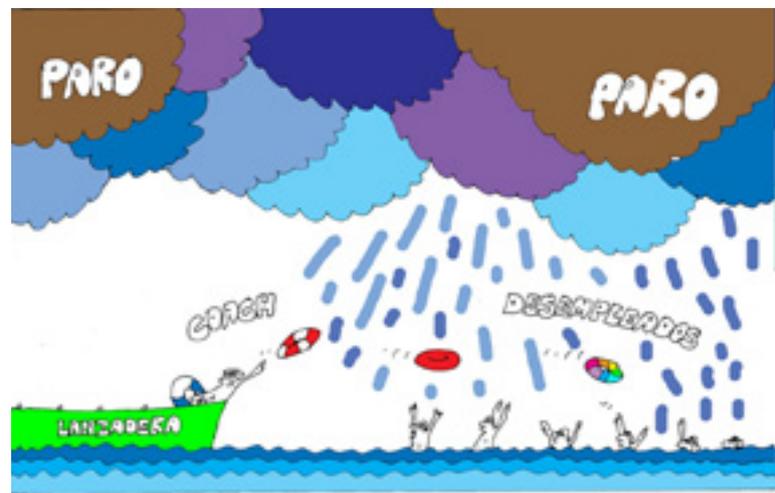
If we compare the current situation of the job market with that of 2013, we cannot deny that the panorama seems a lot more promising today. As shown by the information from the latest EAPS, the unemployment rate has decreased considerably. At a national level, we have gone from 26.94% to 14.45% at the end of 2018, but this doesn't mean that there is no work left to do. The more than three million unemployed people and unemployment rates which we currently have remain shameful for a developed country, and what the post-crisis period has shown is that there have been individuals that have been left behind from the labour market. And this risk is growing, based on what the information shows and the effect from the technological divide in jobs.

### THE PROGRAMME'S PHILOSOPHY

The problem of unemployment is not just an issue for the Government: it is a problem for society as a whole. Society therefore, has to get involved in solving it, as people can't be left idle, even if they receive benefits. Time spent unemployed can and must be used to improve the human and professional dimension. The programme takes as its starting point that everybody has something to offer to others, regardless of their situation in the labour market. Unemployed individuals can help their comrades improve their work and life expectations.

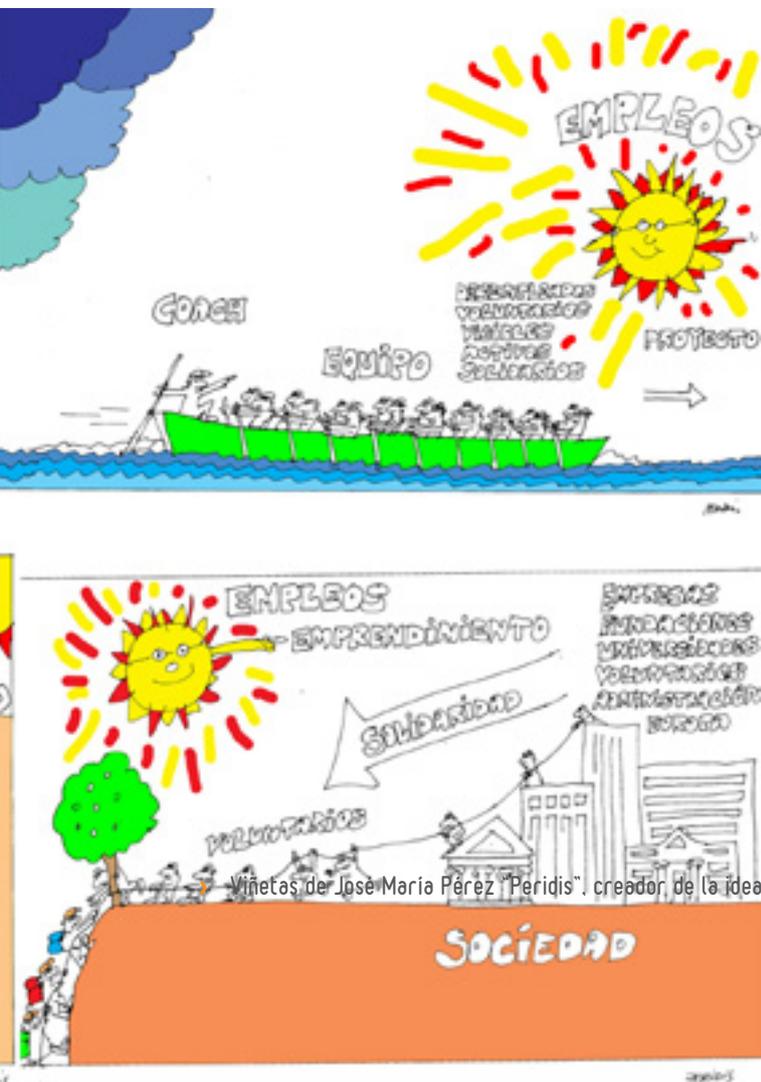
It is necessary to focus the solution of the problem on the unemployed themselves, because they are the ones who, by mutually helping each other and with society's support, can find the energy, incentive and knowledge that they need to come out of their situation. Unemployment is the problem, but millions of unemployed people can never be a problem. They are their own solution.

The basic philosophy of the project consists of considering unemployed people as human beings, rather than surplus labour; as priceless human capital rather than a burden; as leaders, in control of their own destiny rather than patients or victims of a crisis. It goes from being welfare to being existential. The Launchpads consider the unemployed



**“TO DATE, MORE THAN 580 LAUNCHPADS HAVE BEEN DEVELOPED THROUGHOUT THE WHOLE COUNTRY, REACHING MORE THAN 12,000 PEOPLE AND WITH A SUCCESS RATE OF OVER 60%: PEOPLE, WHO FIND A JOB, LAUNCH A BUSINESS INITIATIVE OR RE-ENTER THE REGULATED TRAINING SYSTEM”**

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Vinetas de José María Pérez "Peridis". creador de la idea

individual as the bearer of the competences needed to face the situation, and thus apply a work programme designed to promote the acquiring, development and/or discovery of said competences. The Launchpads try to use teamwork to get unemployed people out of isolation, loneliness, discouragement and invisibility, and introduce them to a situation of visibility and proactivity, with the collaboration and support from solidary people and non-profit organisations.

Launchpad for Employment is a team of unemployed individuals: volunteers: active: visible and caring people who, coordinated by a professional, mutually support each other to improve their employability and collaborate on the active job search for all and each one of the participants.

Launchpads for Employment focuses on looking for jobs in other companies, although it also promotes entrepreneurship and the updating of professional and personal competences by means of practical and transversal training. The Launchpad is based on a solidary spirit of collaboration and works by means of a way similar to a company, with its own strategic plan, plan of objectives, structured by departments, etc. Those

who take part are committed to working together, to mutually help each other to find a job, set up their own projects and improve their professional skills. Its members work like the Three Musketeer: "one for all and all for one". Each person looks for work for themselves and for the rest, and the rest look for work for themselves and for the other person. Everybody trains and develops together.

### IMPACT AND VALIDITY

To date, more than 580 Launchpads have been developed throughout the whole country, reaching more than 12,000 people and with a success rate of over 60%: people, who find a job, launch a business initiative or re-enter the regulated training system. The Programme has been externally evaluated with a control group in two separate occasions, by Red Crea and the University of the Basque Country, showing its effectiveness not only with regard to insertion in the labour market, but also in other highly important aspects, such as people's emotional improvement.

With the recovery of the economy, the unemployment rate decreased considerably, but said recovery has not reached all sectors equally. 47% of people have been unemployed for more than one year, which significantly reduces their chances of re-entering the job market. The analysis done tend to be economic and technical. Unemployment benefits are mentioned many times, such as costs for the system, training adaptation, etc., but very little about people and the emotional impact and the social deconstruction that unemployment generates for them. As people, we don't just work to earn a wage; work also means a lot more to us, as it is the principal means of social integration. This is why collaborative methodologies such as Launchpads for Employment are shown to be so effective, because they reinsert people into an equal structure in which they can contribute, help and be helped, and in which unemployment is proved to be a phase which does not have to be experienced with shame, but rather a period in order to return to the playing field as a stronger person. In a world full of uncertainties, where the digital sector plans a threat on the job market, the Launchpads are needed more today than ever.

"Launchpad for Employment is a team of unemployed individuals: volunteers: active: visible and caring people who, coordinated by a professional, mutually support each other to improve their employability and collaborate on the active job search for all and each one of the participants"

## EPYCO: MORE EMPLOYABILITY FOR BETTER REINTEGRATION

Luis González

Social Action and Decentralized  
International Cooperation Director  
Action Against Hunger



*"No-one knows what he can do until he tries"*

Pubilius Syrus (85 a.c. – 43 a.c.)

## SOCIO-LABOUR INSERTION PROGRAMME EPYCO

Action Against Hunger is a humanitarian, international and independent organisation, created in 1979. Our vision is a world without malnutrition. Our main goal is to restore dignity to those who today live threatened with hunger.

In Spain, in 2012 we included among our central concepts of intervention that of employability, led by our experience, developing access programme to livelihoods in more than 45 countries. The mission of these programmes is to provide people with the resources necessary to be able to support themselves and be active agents of their own change, being able to do without external aid.

Our projects have as their aim for people to improve their employment situation in a stable and long-lasting way, since our commitment is to favour access to decent and quality employment.

We are mainly geared towards those groups which are more vulnerable to the market: long-term unemployed people, immigrants, women with family responsibilities, young people, those over 45 years of age, people who receive the Guaranteed Minimum Income and people serving a custodial sentence.

Today we are one of the beneficiary entities of the aid that the European Social Fund allocates to develop the Operational Programme of Social Inclusion and Social Economy 2014-2020. Our programmes are jointly financed by public administrations and the private sector.

One of our main joint financial backers is the National Entity of Prison Work and Training for Employment, dependent on the Ministry of the Interior through the Secretary General of Penitentiary Institutions. This Entity contributes to the constitutional mandate of the re-education and social

reinsertion, facilitating professional training to people serving a custodial sentence, the possibility of holding a job position in a production workshop in prison, labour orientation and incorporation in the ordinary labour market through support programmes in the active search for employment.

In 2017 the National Entity of Prison Work and Training for Employment had as its aim to set in motion a framework programme of socio-labour insertion of its own, which would bring together the excellent practices of its socio-labour insertion programmes (SAL and Reincorpora, among others), in addition to, new focuses on group intervention with people seeking employment, all under a new paradigm of professional intervention, in high-performance teams.

In March 2017, within the framework of the Reincorpora Programme, with support from the Banking Foundation "la Caixa", we carried out a pilot project in the Madrid III-Valdemoro Prison and in the Social Insertion Centre "Josefina Aldecoa" of Navalcarnero.

For this, a high-performance team was formed in each establishment, made up of prison professionals (psychologists, educator, social workers, training managers, work coordinators, etc.) and experts of the Reincorpora Programme, who for 7 months, accompanied by a Learning Coach from Action Against Hunger, dealt with content related to the competence-based approach, the coaching approach, socio-labour insertion and the cycle of programmes of social intervention. The result was the Socio-Labour Insertion Programme EPYCO, which takes into account key elements in order to achieve the objective of improving the employability of convicts, and to get and keep a medium and long-term job.

The EPYCO Programme commits to the improvement of the employability of people serving a custodial sentence, the access of these people to the job market through decent job offers, and their maintaining stable in the labour market.

In order to introduce this new methodology in the majority of the territory, the Action Against Hunger Foundation, as an Intermediary Body of the European Social Fund within the framework of the Operative Programme of Social Inclusion and Social Economy 2014-2020, was part of the conference of the Key Concept 6 of Social Innovation being beneficiaries of the Operation "Plans in prison establishments" as resolved on 11 April 2017 by the Administrative Unit of the European Social Fund.

As a result of this resolution, this State Entity and the Action Against Hunger Foundation signed a collaboration agreement in October 2017, which defined the joint intervention strategy and the project scalability in the following territories: Andalusia, Valencia, Murcia, Madrid, Asturias and Corunna.

In the EPYCO Programme the people who are serving a custodial sentence are preselected from the moment of their imprisonment. It is the professionals from the prison setting who have taken part in high-performance teams, who make this preselection based on the need for improvement of employability. Following this, the team of the EPYCO Programme starts a job aimed at strengthening the commitment of the convicts with their future, working with personal values, and linking them to employment, preparing an action plan.

**"The EPYCO Programme commits to the improvement of the employability of people serving a custodial sentence, the access of these people to the job market through decent job offers, and their maintaining stable in the labour market"**



This initial task, with a coaching approach, looks to establish the bases of the individual change process, prior to the specific intervention of the Programme.

Once the candidates have drawn up their action plan, the employment experts of the Reincorpora Programme prepare the employability profile, from a double perspective: social (centred on the barriers and determinants for employment), and professional. In this process the basic and transversal competencies which have been chosen for the EPYCO programme are evaluated, through a methodology provided by the Accenture Foundation, developed in the framework of its initiative "Together for Employment" and through the agreement signed with Action Against Hunger.

When the candidate accesses the programme, the EPYCO prepares a highly valuable prison document (PITE) in which the actions are collected which will make sense of their plan, linking these actions to the rest of the commitments acquired for the serving of their sentence. That document, revisable every six months, allows the participant to access a catalogue of resources of the establishment, specially put together for the EPYCO Programme.

The catalogue of resources gathers the actions which are directed at the management of the action plan (with coaching approach), at the compensation of barriers and determinants for employment, at competence training in activities designed by the EPYCO team, at activities to the active job search, at the activities organised by the social entities. In order to make this catalogue possible, the Programme was extended to each prison establishment, collecting the support and collaboration of all the professionals from the prison setting responsible for the management of training, productive and occupational activities.

To draw up the catalogue the Prison Social Councils of all the establishments have also participated in, making the social entities aware of the EPYCO Programme, and recalling its participation in the coordination procedures and carrying out of actions for the Programme, as well as in the continuous evaluation procedure of competence improvement.

There are currently 33 high-performance teams in Spain, made up of more than 400 professionals from the

**“THE LEVEL OF SATISFACTION OF THE PARTICIPANTS IS VERY HIGH, PARTICULARLY VALUING THE PARTICIPATION IN A PROGRAMME OF SOCIO-LABOUR INSERTION LED BY THE PRISON PROFESSIONALS, THE PERSONAL IMPACT MADE ON THEM BY INTERVENTIONS WITH A COACHING APPROACH, AND THE PREPARED AND REFRESHED WAY IN WHICH THEY ARE ATTENDING JOB INTERVIEWS”**

Secretary General of Penitentiary Institutions and from the entities which execute the Reincorpora programme, setting in motion the EPYCO Programme in 33 prison establishments.

The ratio of labour insertions is between 70% and 75%, and the time taken for insertion to take place has reduced from 90 days to 52 days (data from June 2018).

The level of satisfaction of the participants is very high, particularly valuing the participation in a programme of socio-labour insertion led by the prison professionals, the personal impact made on them by interventions with a coaching approach, and the prepared and refreshed way in which they are attending job interviews.

Lastly, it is worth pointing out that thanks to this experience, the organisational mechanism of the prison establishments has improved, by introducing a methodology which considers all professionals included in the training and work development of convicts, defining the internal procedures of coordination, management and execution, as well as with the collaborative entities, and increasing the relationship between prisons and social insertion centres, through a model of continuity, begun in the ordinary regime prisons, which is kept until semi-freedom.



## CHANGING LIVES THROUGH LABOR INSERTION

Maika Sánchez  
Deputy Director of Social Inclusion  
at Red Cross Spain



## XXI Conference of Proyecto Hombre Association

*“When I look for a job I’m told that we’re no longer any good because we’ve lost our spark. The truth is that with age we have gained self-discipline and organisational capacity”*

49 años, participantes del proyecto Desafío +45 CRE

The Spanish Red Cross currently takes part in the Operational Programme for Social Inclusion and the Social Economy jointly financed by the European Social Fund as ultimate beneficiary developing different projects through plans of socio-labour insertion. Some information which backs our development in the POISES is that at the end of this first phase we will have offered welfare services to more than 62,000 people, of which almost 22,000 have been qualified and 26,000 have gained access to a job opportunity. Among the initiatives developed is one specific to people over 45 years of age who have been unemployed for a long time.

Some information that backs this proposal is that according to the Spanish National Statistics Institute, the unemployment rates generally decrease (14.3% in December 2018) and 38% of unemployed people were older than 45 years of age; and 50% of long-term unemployed people were older than 45 years of age. This therefore addresses a highly vulnerable group at clear risk of labour and social exclusion. Can we consider a future in society without their contributions? Can we assume that because they are older they no longer have ability for the labour market? Can we therefore affirm that the group of people over 45 years of age is especially vulnerable?

As well as the accumulation of circumstances which lead to an increase in vulnerability as many of them are women, immigrants, single-parents, in homes with no income, with low levels of education, etc. we see how age is having a great impact when incorporating in or returning to the job market. People who have spent their youth entering and leaving the job market, some more easily than others, see how once the barrier of 45 years of age has been passed, it is not as easy to return. The market becomes *rigid*. On many occasions not because they have lost their labour abilities after being in a situation of unemployment, rather because of the perception of the job market and the society in general surrounding their “recently acquired limitations” as well as many other elements of inequality and discrimination.

“PEOPLE WHO HAVE SPENT THEIR YOUTH ENTERING AND LEAVING THE JOB MARKET, SOME MORE EASILY THAN OTHERS, SEE HOW ONCE THE BARRIER OF 45 YEARS OF AGE HAS BEEN PASSED, IT IS NOT AS EASY TO RETURN”

“Cuando busco empleo me dicen que ya no valemós porque hemos perdido la chispa. La verdad es que con la edad hemos ganado en templanza y capacidad de organización.”  
José Luis, Guadalajara

Tenemos un desafío como sociedad: permitir a José Luis demostrar lo que vale.

Únete al #DesafíoMás45  
Comparte tu foto en redes sociales

UNIÓN EUROPEA  
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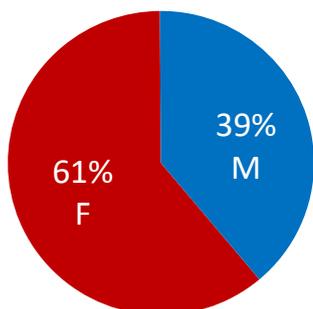
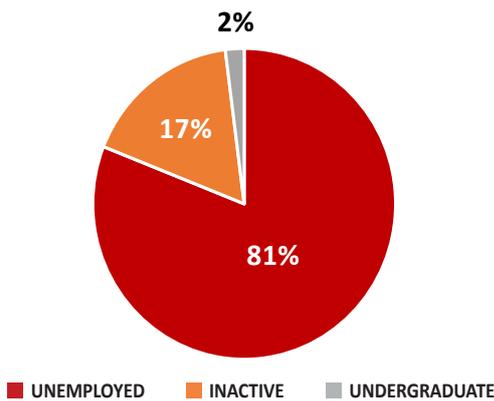
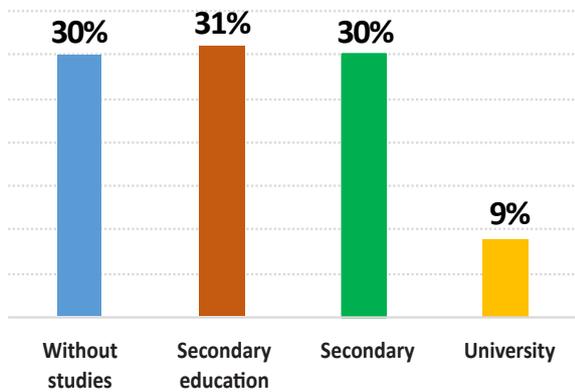
PROGRAMA OPERATIVO DE INCLUSIÓN SOCIAL Y ECONOMÍA SOCIAL  
PONTO  
EJES DE POLÍTICA DE INCLUSIÓN

Cada vez más cerca de las personas Cruz Roja

As time goes on, this drama produces other effects which may increasingly take away from people the possibility of finding a job: lack of hope in finding a new job starting by social isolation, the prolonged state of unemployment may discredit the professionals who do not adapt to changes, reduction in intensity of the job search after not receiving offers and not getting access to job interviews causing widespread despondency, etc. hence the need for specific initiatives.

In this context the Spanish Red Cross in 2016 set in motion the specific project to attend to the needs of the group which barely has specific resources in which multiple social vulnerabilities are added, Desafío Empleo +45. Throughout these years, more than 10,200 people have been attended to, whose profile is as follows:

Working with unemployed people over the age of 45 who approach the Red Cross present a characteristic profile marked by the lack of confidence, belief that their reincorporation in the market is more than difficult and with a great ignorance of the job search processes. Phrases like that of a woman of 52 years of age from Seville who brought us a CV with a wide experience in her profession after going onto higher education who told us: *"I'm bringing you my CV, but that's no longer me, I've come for a cleaning position"*. This makes us see that she had accepted that her situation was not going to change. Another woman of 55 years of age also said *"I just wanted to get into bed, cover myself up and not get out"*. Thus, the personalised work of acceptance and orientation starts by helping to get the person back to who they were and managing to regain their self-esteem. After



this starting point, we work on highlighting the importance of their knowledge and abilities, a valuable proposal which tells us what only that person can bring to a position, an activity which opens up the digital world and knowledge of the current tools of job searching. And to avoid social isolation brought about by long-term unemployment, a methodology which combines individual and group attention is worked on. This system obtains support groups and improves the employability process by way of a more positive attitude which is achieved through the group.

This is shown by declarations from different people: one 50-year-old woman from Huelva tells us *"You didn't see me when I arrived, I'm a different person"* or another person who tells us *"I know it's difficult, but I've regained my enthusiasm"*.

**"People must carry out their own personal process in order to be the best version of themselves and as far as possible improve their options of getting a job"**



The training is based in one way on the acquiring of the abilities needed to reach their professional objective and in the other way, if necessary, the requalification of people as what they need is updating in the way of carrying out their profession or training courses adapted to the needs of the market and to the demands of the participants with this result, such as a man of 53 years of age in Santiago who said *"This course has changed my life"*. People must carry out their own personal process in order to be the best version of themselves and as far as possible improve their options of getting a job.

Many of these 10,200 people, specifically 4,400, broke some stereotypes of the job market by getting a job. Another 4,000 have improved their employability by requalifying and are still trying to look for a new job opportunity.

We have learned that it is also necessary to carry out **sensitivity work** in business environments which make flexible the entry of people who, due to their age, are not treated under the same conditions in their access to the job market. All this work on plans has gone together with an important job with the environment as part of the group's difficulties lies in the widespread stereotypes that they suffer and which prevent them from competing in equal opportunities in the job market. It is for this reason that we launched "The Desafío +45 campaign" which has been a participative action carried out by those taking part in the project themselves, where their objective is to dismantle the stereotypes and prejudices that they suffer and highlight their talents and abilities. They have offered their image and their testimonies in videos which have been spread on networks in order to raise awareness and succeed as far as possible in reverting the negative view associated with age.

# ➤ THERAPEUTIC COMMUNITIES: HISTORY, PRINCIPLES, RECOVERY, STIGMA AND REINTEGRATION<sup>1</sup>

Rowdy Yates

President of European Federation  
of Therapeutics Communities (EFTC)



*“Synanon is not drug treatment. It’s a school where people learn to live right Stopping shooting dope is just a side-effect!”*

Chuck Dederich, (founder of Synanon, the first TC),  
in conversation with Abraham Maslow

## EARLY RECOVERY FELLOWSHIPS

Some of the earliest examples of self-help mutual-aid fellowships for sobriety appeared among the Native American population (White, 2000), largely as a side-effect of a generalised movement to improve the lot of the indigenous population. Kenekuk, the so-called Kickapoo prophet and Handsome Lake, a Seneca chief, both founded popular movements at the beginning of the 19<sup>th</sup> Century (White, 2000). Both movements stressed the importance of recovery and sobriety, but as a tool to improve and sustain the cultural life of a people humiliated and disenfranchised by decades of white aggression and deceit (White & Whithers, 2005).

Both of these early movements, coming over 150 years before the establishment of Alcoholics Anonymous, (AA) recognized that simply stopping drinking was only a small part of the solution. What was required was a significant change in belief and behavior. Kenekuk railed against the high prevalence of domestic violence among the Kickapoo and Handsome Lake argued that the work of a sober Indian was to organize and restore the dignity and cultural self-belief of the ‘red man’ (White, 2000).

Subsequent mutual-aid peer-support fellowships: the Washingtonians in the mid-19<sup>th</sup> Century and the Emmanuel Movement with their Jacoby Clubs in the early 20<sup>th</sup>, had almost completely disappeared by the time of the formation of Alcoholics Anonymous (AA); although in some cities, Jacoby Clubs co-existed with the new fellowship and even provided premises for early AA meetings. What seems striking about these early recovery groups is the similarity of their insistence that stopping drinking alone was not enough to sustain recovery. What was required was a much more radical alteration in the former addict’s thinking about themselves and how they behaved toward others and the company they kept.

The Alcoholics Anonymous fellowship has been one of the most successful mutual aid groups and has spawned a number of parallel organizations, including Narcotics Anonymous, Gamblers Anonymous, and Cocaine Anonymous. They too have, from their earliest writings, discussed the concept of the “dry drunk”: the former drinker who continues to behave in ways that are unacceptable and that were the hallmark of their former drinking career (Mäkelä, 1996).

The roots of the modern drug-free therapeutic community (TC) movement lie in AA (De Leon 1997; Rawlings & Yates 2001; Broekaert et al 2006), which, in its turn, was the continuation of a long history of self-help recovery groups including the Washingtonians, the Jacoby Clubs and the Blue Cross (Fédération Internationale de la Croix-Bleue)

(White 2000; Yates & Malloch 2010). In its early years, the TC attracted the interest and support of many medical practitioners and academics and, in Europe in particular, this led to a merging of TC practice with the social psychiatry innovations of Jones, Laing, Clarke, Mandelbrote, Basaglia and others. This earlier European tradition of ‘democratic’ therapeutic communities within the developing social psychiatry tradition (Kennard 1983; Vandeveldt 1999; Clarke 2003) both ensured the acceptance of the new addiction TCs and served to temper some of their more ‘anti-treatment’ attitudes (Kooyman 2001; Yates 2011; Ravndal 2003). Indeed, in Europe, most addiction TCs were initially established by enthusiastic psychiatrists.

However, despite this apparent ready acceptance within addiction psychiatry circles, it is equally true that therapeutic communities – and the mutual-aid fellowships from which they sprang - have continued to be viewed with some suspicion by many within mainstream addiction treatment (Best 2010; Best, Harris & Strang 2000). In part, this seems to be a natural consequence of a traditional, infection control-focused view of substance use disorders as a phenomenon to be managed and contained. But in part also, it appears to stem from a concern that TCs have failed to establish evidential credentials in a field increasingly dominated by the demand for evidence-based treatments.

## THE DRUG-FREE THERAPEUTIC COMMUNITY

The drug-free therapeutic community, or ‘concept house’ began with Charles Dederich’s *Synanon* experiment in a derelict waterfront hotel in Santa Monica, California in 1958 (Rawlings and Yates 2001; Yablonsky 1965). Whilst *Synanon* had grown out of Dederich’s experiences as a member of Alcoholics Anonymous for a number of years, he and his fellow-travellers had identified two critical elements missing from the 12-step program, which they felt were necessary for successful recovery from heroin addiction. Firstly, since most of the heroin addicts they were dealing with had little experience of the work environment, they recognized that this particular group would need a more intensive intervention which combined therapy with a structured work program.

Secondly, they had grown increasingly restless at AA’s insistence on not challenging the individual’s own story, or ‘cross-talking’ as it was then termed. Dederich and his fellow adventurers felt that there were numerous times when a fellow recoveree needed to be told, in no uncertain terms, that they were rationalizing their behavior or sugar-coating an unpalatable truth. It was out of these two beliefs that *Synanon* developed as a hierarchical structured program revolving around the “Game”; an uninhibited maelstrom of verbal condemnation, insult and abuse, later to be rebadged by Carl Rogers as the “encounter group” (Yates 2003).

Outside the confines of psychiatric medicine, there was a long tradition within Western Europe of the use of small, self-governing communities; particularly in the treatment of so-called ‘maladjusted’ children. Indeed, it is this work, focussing as it did upon therapeutic interventions with



› Proyecto Hombre Jaén (N.L.).

a resistant and anti-social group of young people, which offers the most compelling precursor for the American therapeutic community model imported into Europe in the early 1970s. Early examples include August Aichhorn's, work with inmates in a Viennese juvenile prison, Homer Lane's Little Commonwealth in the early part of the 20<sup>th</sup> Century and David Wills' Hawkspur Experiment between the two World Wars. These developments alongside the groundbreaking work of Steiner, Montessori, Pestalozzi and others - a mixture of tough love, extensive self government and hard manual labour (Bridgeland, 1971) – established a strong European tradition of confrontative groupwork and self-governance with young delinquents and facilitated the establishment of the early addiction TCs, as they began to be imported into Europe in the early 1970s and ensured that these apparently new ideas were accepted more readily than might otherwise have been the case.

### COMMUNITY AS METHOD

At the heart of the therapeutic community modality lies the careful balancing of two complementary, but polar opposite elements. Firstly, the TC is characterised by its use of the community itself, in creating a day-to-day environment which is designed to aid recovery and learning. De Leon notes:

*“What distinguishes the TC from other treatment approaches and other communities is the purposive use of the peer community to facilitate social and psychological change in individuals”*

De Leon, 1997: 5

*“Outside the confines of psychiatric medicine, there was a long tradition within Western Europe of the use of small, self-governing communities; particularly in the treatment of so-called ‘maladjusted’ children”*

Thus, the daily routine and structure is manipulated in order to ensure that each member of the community is presented with appropriate and relevant challenges and rewards. A therapeutic environment is not necessarily the same as a supportive one, although challenges must be set in a community within which, each individual feels safe and cared for.

Secondly, the rigidity and daily pressure of the work routine is counterbalanced by the use of groups where the hierarchy is abandoned and the rules and ideology can be challenged. This encounter or resolution group system provides the safety valve to the ‘pressure cooker’ of ‘being on the floor’.

This careful juxtapositioning of two opposing elements is at the core of the early success of therapeutic communities. Indeed, this balance between a retaining and supportive structure and the provision of a safe haven within which to explore and share experiences of personal vulnerability are seen as central to recovery oriented interventions in general

(Best et al 2010; Jason et al 2006; White 2008). The central tenet of the TC is that it is the day-to-day environment which constitutes the therapeutic input. Formal interventions such as groups, merely allow release, understanding and goal-setting. Creating a working environment which is pressurised, rigorous and often stressful, is a priority and should be recognized as a crucial element in the process.

TCs occupy a middle ground between mutual-aid fellowships and mainstream 'clinical' treatment. The peer-support and role-modeling elements of mutual-aid fellowships are central to the TC process. The reward and punishment aspects of the resident hierarchy are in many ways similar to - and used in similar ways to - the I2 steps. What is different in the TC model is the intensity of the intervention and the use of challenge and confrontation to point out unacceptable behavior and attitudes. Whilst the use of confrontation has been questioned by White and Miller (2007), De Leon (2000) has argued that it is central to the recovery process and Jason and colleagues (2006), reporting on a 15 year study of the Oxford House movement, argues that sober-house residents were broadly positive about confrontation and challenge and saw it as an important resource in maintaining their recovery.

## RECOVERY, REINTEGRATION AND STIGMA

With the current pressure on TCs to foreshorten programme length (often in direct denial of scientific evidence regarding the relationship between programme length and effectiveness) it is clear that the TC will need to do two things much better in the future. Firstly, it must begin to argue much more robustly that its categorisation as an expensive treatment (and therefore a treatment of last resort) is scientifically unsound. It is this false belief in a lack of cost-effectiveness which drives the pressure for shorter (and less effective) programmes.

Secondly, since the first objective is clearly a long-term project, TCs will need in the short term to concentrate on the business of making post-programme reintegration more effective. In part, this can be done within programmes by encouraging positive peer group bonding, facilitating the renewal and repair of pre-addiction familial and social networks and ensuring improved employability.

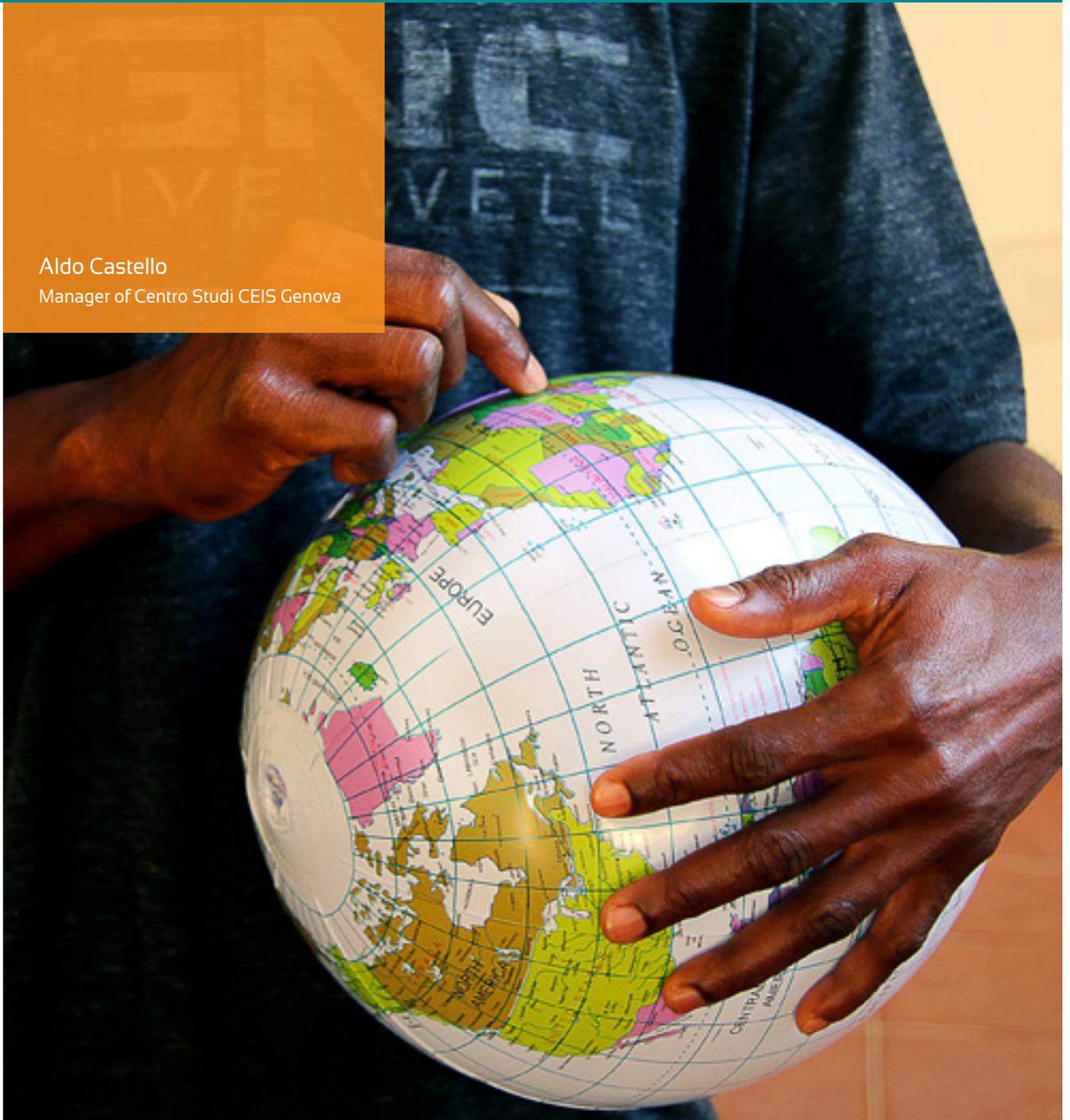
However, these interventions can only provide a limited support post-programme and TCs should also be working to promote positive images of recovery and the recovered. Many TC graduates will find at least some areas of employment closed to them regardless of their ability. This sort of stigma has been extensively reported (Singleton, 2011) and is one of the most negative impacts upon long-term recovery. In part, this ongoing stigma has its roots in a widespread belief in addiction as an 'incurable disease'; a belief which is, of course partly reinforced by both the mutual-aid fellowships and the proponents of long-term methadone prescribing. But the public can be persuaded to change its views on such issues and there can be little doubt that there is a vital role for TCs in the coming years to promote and celebrate recovery as part of this campaign.

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## SOCIAL AND WORK INTEGRATION POLICIES IN ITALY

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The Italian national policies for social and work inclusion are characterized by a range of differentiated initiatives and tasks, both for user targets, for areas of intervention, and for the type of instruments used. The objective of these policies is to promote active inclusion interventions, aimed at gradually achieving economic autonomy, together with income support measures for individuals and families.

Furthermore, interventions to fight poverty and social exclusion are promoted and implemented by several subjects that are headed by different levels of government (national, regional and local).



In regards to recent regulations, we will illustrate the active policies on our territory today, such as:

- The New Social Insurance for Employment (NaSPI), a monthly unemployment allowance for workers with a dependent employment relationship who have involuntarily lost their job.
- Universal Basic Income (RDC), a support for families, including singles, whose goal is to respond to basic needs through an economic benefit together with mediation in the reintegration in the employment world and social inclusion.
- Independent life, a project aimed at people with severe disabilities, in which for each person a specific project is defined by an Individualized plan of assistance (Pia) designed with the active participation of the disabled person eventually supported by his family or by an external support operator.
- DGR 283/2017, regional guidelines for paths aimed at social inclusion, autonomy and rehabilitation that provide the possibility of activating, on a personalized project in favor of people followed by public social services and/or by the competent health services, paths regulated by convention.



### GENOVA AND SOCIAL POLICIES

In Genoa there is the UCIL, "the Job Insertion Coordination Office" which manages and coordinates, in a network with the local employment promotion agencies, job placement projects in support of vulnerable groups and the "Targeted employment office" that uses a series of technical and support tools that allow people with disabilities to be adequately assessed in their working abilities and to assign them to a suitable place.

**"THE ITALIAN NATIONAL POLICIES FOR SOCIAL AND WORK INCLUSION ARE CHARACTERIZED BY A RANGE OF DIFFERENTIATED INITIATIVES AND TASKS, BOTH FOR USER TARGETS, FOR AREAS OF INTERVENTION, AND FOR THE TYPE OF INSTRUMENTS USED. THE OBJECTIVE OF THESE POLICIES IS TO PROMOTE ACTIVE INCLUSION INTERVENTIONS, AIMED AT GRADUALLY ACHIEVING ECONOMIC AUTONOMY, TOGETHER WITH INCOME SUPPORT MEASURES FOR INDIVIDUALS AND FAMILIES"**

## UCIL

In particular, the UCIL of the municipality of Genoa supports the paths of people with psychiatric problems (BUS Program), adolescents in difficulty (through the Centers for Work Education), unemployed women with disadvantage problems (PAGA Project), drug addicts in the rehabilitation process (PASS project), foreign minors (PIL Project).

## UFFICIO DI COLLOCAMENTO MIRATO

With the national law 68/99 "Regulation for disabled people's right to work", the Office promotes the inclusion and integration of disabled people in employment through support services and targeted placement.

The persons to whom the law is dedicated fall within the so-called protected categories, or subjects with recognized disabilities to whom an employment quota is reserved in order to promote the labor integration of the disabled, a quota which varies according to the number of employees inside a company. But in order for the company to be able to proceed with the inclusion of the protected categories within its workforce, the disabled worker must register with the targeted employment lists at the employment center nearest where they live.



## WHAT DOES CEIS GENOVA DO?

In 2014, with the help of the Italian Government and the Liguria region, CEIS has brought forward two projects to reintegrate social partners financed by FSE funds (European Social Funds). They promote a very simple thing: an operational coordination of all public and private bodies operating in the sector of work and dependencies.

Specifically, the TIR (Integrated Table for Reintegration) set the following objectives:

- To be a reference point for potential guest companies of the reintegration paths;
- To share skills in order to create an effective management system for reintegration processes;
- To build a model of common evaluation of the results of the insertions and analysis of trends in collaboration with the Regional Epidemiological Observatory on Addictions;
- Expand the number of companies involved.

CEIS operates on two levels:

- A technical level: for jointly taking charge of the subjects, sharing the orientation and evaluation tools, data collection, resource sharing;



› CEIS.

- A strategic level: for the strengthening of the partnership, consolidation of the areas of intervention, setting up of an effective external communication, with particular attention to the planning and the business areas.



**INTEGRATED TABLE FOR THE SOCIO-WORKING REINTEGRATION OF SUBJECTS IN CHARGE OF THE DEPENDENCY SERVICES OF THE GENOVESSE ASL3**

The quality of the tool lies in the advantage of working together towards a single objective, combining effectiveness and efficiency.

There are 13 partners, both public and private, and the coordination of the table, initially carried out by CEIS Genova, is currently rotating within the partnership.

The table continues its work today, even after the European funding has ended.



## CONCLUSIONS

We are in an extremely complex moment for our country; we have gone through a severe economic crisis a few years ago and, when even now that in other countries there seems to be an end to this stagnation, in our country the policies fluctuate and seem to follow irrational moods more than targeted programming.

In this moment, new tools are emerging whose effectiveness in fighting the severe poverty of the disadvantaged population we will only know only in a few months. At the same time there is an increased tension towards the marginalized members of society with strong repercussions on reception for those coming from foreign countries.

We are in the middle, trying to maneuver our boat, trying to carry on what our founder Bianca Costa started over 40 years ago: go the extra mile, without noise, silently, but step by step without stopping, with the help of those around us who share the same passion: solidarity towards the most needy.

**“There is an increased tension towards the marginalized members of society with strong repercussions on reception for those coming from foreign countries”**

# THE SOCIAL CONTAGION OF HOPE

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Hallam University & Honorary  
Professor of Regulation and Global  
Governance at The Australian  
National University



Some of you were drowning in pain, had lost everything but your life to addiction—and recovery still did not come. When it finally arrived, it wasn't forced on you and you didn't initially choose it. You caught recovery in spite of yourself. And you caught it from other people in recovery (William White, 2010).

In 2010, Christakis and Fowler summarised the findings of their key public health text on social contagion in which they discussed the importance of flow of behaviours through social networks based on the principles of connection, contagion and homophily (the latter referring to the fact that connected people tend to share values and beliefs). For behaviours as diverse as smoking cessation, binge drinking, obesity, divorce and heart disease, Christakis and Fowler demonstrated the importance of social networks in the spread of a range of behaviours in ways that are predictable and can be mapped depending on the attractiveness of the behaviours and those who role model them.

In a similar vein, Braithwaite (forthcoming) has used the idea of 'cascades' to explain the spread of a complex group of behaviours including suicide, anti-social behaviour and war. He also discusses addiction recovery and cites the 12-step movement as having a social power akin to that outlined in the quote from William White that opens this paper.

What this paper will argue is that is that there are conditions that can support the contagion of recovery based on the attractiveness of the carriers and the message they transmit but also on the social conditions that allows them to be visible and to transmit efficiently and robustly.

### CHIME AND THE MECHANISMS OF RECOVERY

In 2011, Leamy and colleagues published a meta-analysis of mental health recovery mechanisms, where they identified five key ingredients that made up the acronym CHIME. All effective recovery project and interventions had five common ingredients - they improved Connectedness; they generated Hope; they enabled individuals to develop more positive Identities; they supported the process of giving daily lives Meaning; and they Empowered the people engaged in the programmes. This translates incredibly well to the addiction recovery space and Best, Hall and Hamer (in press) have argued that it is the initial combination of connection to others in recovery that generates the hope that can create a positive cycle of meaningful activities (work, education and volunteering) that provokes a positive self-image and a sense of self-esteem and self-efficacy.

As argued in my book "The Social Contagion of Hope" (Best, 2019), recovery is a fundamentally social and societal phenomenon that relies on the accrual of 'recovery capital' (Granfield and Cloud, 1999). While we know that over a period of around five years (Dennis et al, 2007) individuals will develop sufficiently strong personal resources (resilience, coping skills, self-esteem and so), most will also rely on strong social networks and ability to access the resources available in their community. What groups (if any)

**"ALL EFFECTIVE RECOVERY PROJECT AND INTERVENTIONS HAD FIVE COMMON INGREDIENTS - THEY IMPROVED CONNECTEDNESS; THEY GENERATED HOPE; THEY ENABLED INDIVIDUALS TO DEVELOP MORE POSITIVE IDENTITIES; THEY SUPPORTED THE PROCESS OF GIVING DAILY LIVES MEANING; AND THEY EMPOWERED THE PEOPLE ENGAGED IN THE PROGRAMMES"**



› Proyecto Hombre Málaga (N.L.).

they belong to and what opportunities there are to access community resources will determine the likelihood of them being touched by the contagion phenomenon and for them to be able to sustain and nurture such opportunities for change..

### COMMUNITY CONNECTORS AND PEER CHAMPIONS

The Social Contagion book describes a number of case studies from Australia and the UK where hubs of visible and attractive champions have generated clear pathways to peer support in the form of Community Connectors (McKnight and Block, 2010). These community connectors provide social support and role modelling but also act as human bridges to community resources that can support recovery pathways. The common characteristics of the groups described are a vibrant sense of energy and commitment, strong bonds between group members (which Putnam (2000) would have referred to as bonding social capital) and positive and diverse connections to the resources available in the community (in the language of Putnam, this would be regarded as bridging social capital).

**“Positive recovery groups like this use a process of attraction and engagement to support individuals in moving away from using groups and moving into recovery groups, with the attendant changes in their values, beliefs, expectations and needs”**

The groups were able to create and project a positive social identity onto new members while creating opportunities for social learning in structured, supportive



and regulated environment. Peers played a critical role in this process with each group dominated by people in stable recovery who acted as role models, provided structure and with the experience and knowledge to guide and shape the groups and to manage the relationships with external organisations.

As we have argued in our Social Identity Model of Addiction Recovery (SIMOR; Best et al, 2016), positive recovery groups like this use a process of attraction and engagement to support individuals in moving away from using groups and moving into recovery groups, with the attendant changes in their values, beliefs, expectations and needs. Peers play a critical role in showing what is possible (Connection leading to Hope) and in creating pathways to Meaningful activities that can generate positive Identity changes and personal Empowerment, completing the set of CHIME requirements.

While professionals can also fulfil many parts of this role, and recovery is at heart a relational theory where human connection inspires and motivates change regardless of its source, there is something unique about the mentoring role of peers (the 12-step sponsor being but one example). They carry hope and inspiration but they also offer practical support, and many will go that extra mile, outside of office hours and be there when the crises occur to support and cajole and to cross boundaries into friendship that transcends (and would transgress) professional boundaries.

## CONCLUSIONS AND A TENTATIVE MODEL ABOUT CONTAGION

Obviously, this characterisation applies only to the best peer mentors and guides and this paper will conclude with some preliminary ideas about how contagion works in practice. And this will allow us to look at speculate about some of the determinants of whether and with what speed and effectiveness contagion will take place, generating recovery 'epidemics' in populations.

So the first suggestion is around the stability and attractiveness of the recovery role models - can they attract and engage people through the fog of chaos of substance

addiction to such an extent that they can provide inspiration and Hope that recovery is realistic

But to do this there must be the Connection. This requires visibility and viable pathways for the general public as well as through treatment services. In specialist treatment services, workers must champion recovery and believe in the capacity of the recovery groups and communities to make that initial connection. For those who are in trouble, or who are the loved ones of those in trouble, there must be access to recovery.

So the first issues are around capacity to generate Hope and ability to Connect. These are characteristics of the group. However, there are also structural factors that will influence engagement - funding and support for recovery groups and communities, and broader macro-economic factors that shape community cohesion and community wellbeing.

There are a second set of structural factors that relate to the peer connectors capacity to make connections in the community. In a crude sense they can be characterised as jobs and houses, but the capacity for bridging capital is not only about what is out there but about the willingness of communities that have to allow access to groups that do not. This is not only a question of social inequity and exclusion, but one of social justice.

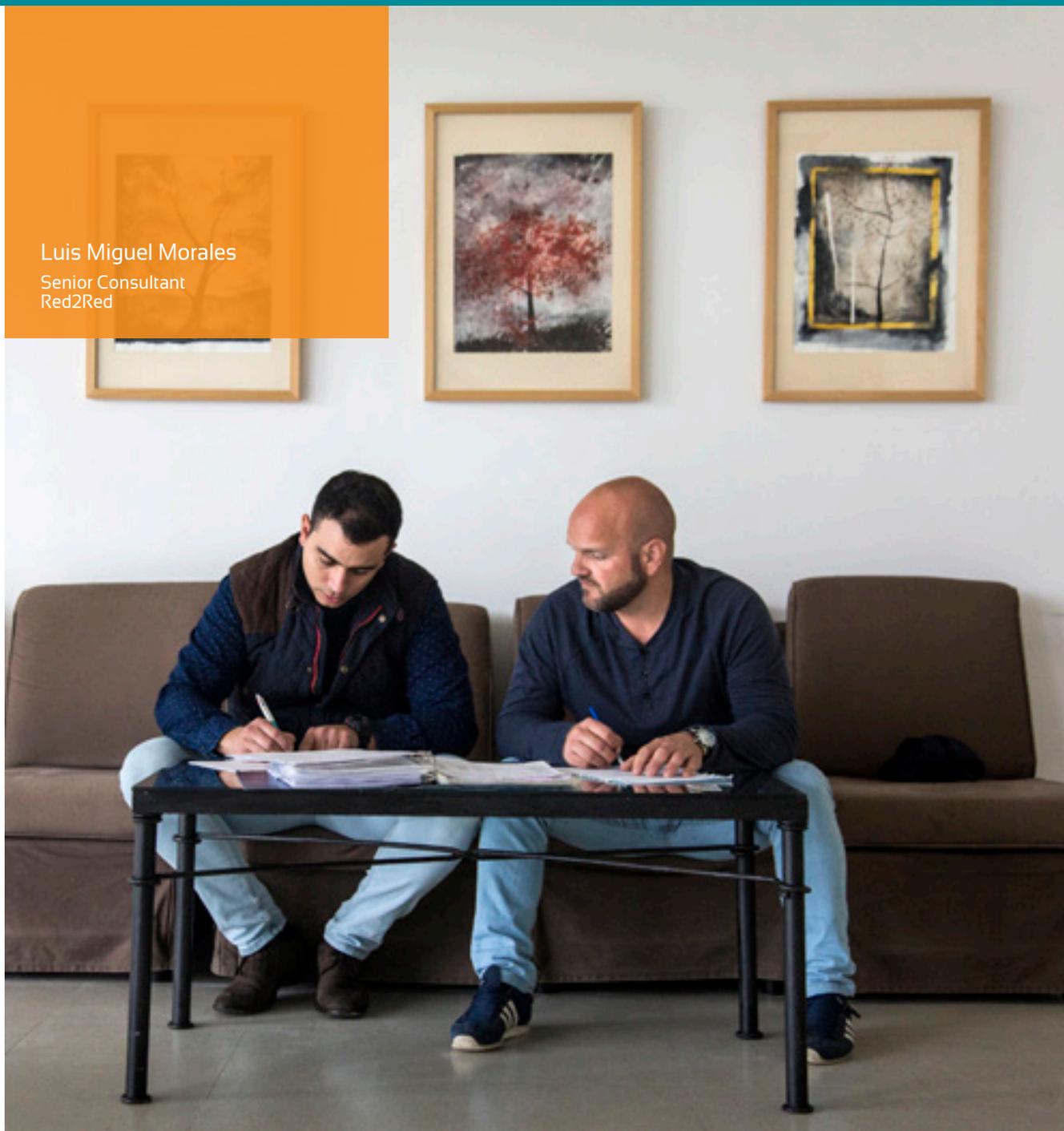
While these are the candidate characteristics to explain the effectiveness and speed of the social contagion of recovery, there is a positive footnote that challenges structural exclusions and neo-liberal inequities. In our paper on recovery as a pre-figurative political movement, Beckwith, Bliuc and Best (2013) argued that recovery has an emergent property as a collective identity of hope in the form of 'the recovery movement'. The recovery movement has emerged in the form of recovery walks, recovery games, recovery cafes and events that create a collective sense of belonging and pride. The recovery movement is not immune to structural insulators preventing contagion, but the sense of collective efficacy they generate can help to overcome some of those structural barriers. For this reason, peer-based models may be primarily 'grass roots' but their collective impact can be much more profound.

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## MEDIMSOLA PROJECT: DEVELOPING A TOOL FOR THE MEASUREMENT OF SOCIAL AND LABOR IMPACT

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## INTRODUCTION AND CONTEXT

The evaluation of **public policies** has undergone a significant development in recent decades, both at a national and international level. In addition to its considerable range which is both quantitative and qualitative, a greater and greater social and political visibility has been produced, in which organisations of the third sector have played an important role when it comes to integrating this evaluation as a **tool for the improvement** of their own projects, and to **offer information** on the execution and social impact of the activities that they carry out.

In this context, the European Union, through Regulation No. 1304/2013, establishes a series of directed actions, not only to determine if the projects being jointly financed by the European Social Fund (hereinafter, ESF) are being carried out or not, but also to **know the social and labour impact of these projects**. One of the fundamental changes in EU funding of the period from 2014 to 2020 in relation to previous periods has been the special paying of attention to the specific situation of the people after their involvement in the different projects, having designed to this end a series of short and medium-term indicators.

For this period of funding, the European Commission has also developed an "ESF Monitoring and Evaluation Guidance"<sup>1</sup> which establishes **two possible approaches to evaluate the impact of the jointly financed initiatives**. On the one hand, the **theory-based impact evaluation** and on the other hand, **counterfactual impact evaluation**. The first of these tries to reconstruct the intervention logic, step by step, identifying the mechanisms of change and the working of the programme, providing qualitative information of impact. The second implies having a treatment group,

which receives the programme to evaluate, and another comparison or control group, with similar characteristics to the treatment group and which has not received the programme to evaluate, so it identifies and estimates what would have happened in the absence of the programme, and therefore attribute to the programme the effect that it may be producing.

**"ONE OF THE FUNDAMENTAL CHANGES IN EU FUNDING OF THE PERIOD FROM 2014 TO 2020 IN RELATION TO PREVIOUS PERIODS HAS BEEN THE SPECIAL PAYING OF ATTENTION TO THE SPECIFIC SITUATION OF THE PEOPLE AFTER THEIR INVOLVEMENT IN THE DIFFERENT PROJECTS"**



› Proyecto Hombre Granada (N.L.).

1. <https://ec.europa.eu/sfc/en/system/files/ged/ESF%20monitoring%20and%20evaluation%20guidance.pdf>

Within the counterfactual impact evaluation are **two approaches** which allow for the establishment of the control or comparison group: the **experimental and quasi-experimental designs**. The first designs consist of the **random assignment** of people to the treatment group and to the control group, which means that some people will go through the programme and others will not, based on chance. The second designs, however, consist of the application of certain techniques which allow for the **creation of the counterfactual group** without chance necessarily intervening in the assignment of people to one group or the other.

The case presented on these pages is that of a **counterfactual impact evaluation** with a quasi-experimental design, in which the situation of the people taking part in the programme before the intervention has been used as a counterfactual scenario. This has been carried out this way because it is considered that, in the absence of an addiction treatment programme, it is rather unlikely that people would reintegrate socially or in terms of work.

### OBJECT OF EVALUATION: INSOLA PROJECT

Before explaining the approach and tasks of the MEDIMSOLA Project, a brief explanation must be given of what the **INSOLA Project** (whose initials translate as Socio-Labour Insertion), as well as the way in which it the project is structured, given that it is the **object on which the MEDIMSOLA project is being developed**.

The INSOLA project has as its objective to improve the socio-labour insertion of people in situation or at risk of social exclusion, through an integral approach to addiction problems, establishing for this three different operations or services:

- Operation 1. Service of initial orientation, where behaviour expected in the first steps of a user are taken into account.
- Operation 2. Service of training, which includes actions directed at the competency-based training and development of skills for life (prior to employment), as well as actions directed at socio-family inclusion.
- Operation 3. Service of Specialised Orientation, which includes activities directed at competency-based training and the development of skills for (working) life, considering actions of work intermediation or the providing of labour insertion in protected environments, such as insertion companies.

The execution of the INSOLA project, jointly financed by the ESF, included the collection of a group of **common indicators**, which are gathered at three different moments of the intervention: firstly, the **productivity** indicators when the user joins the operation; secondly, the so-called **immediate result** indicators, collected up to 4 weeks after the end of the operation; and, lastly, the **long-term results** indicators, collected 6 months after the operation has ended.

### MEDIMSOLA PROJECT

Taking this context into account, the **development of a parallel project** is considered, which, being based on the indicators defined by the ESF allows for the development of a **systematic methodology to calculate the socio-labour impact** of the people **periodically** taking part in the project. The objective is to improve the quality, effectiveness, efficiency and the impact of the operations that are executed through calculating the social impact.



“As a result of the development of the MEDIMSOLA project different products are being developed which will contribute to the objective of the project to construct a systematic and integrated system of quality indicators which allow for the making available of rigorous and sufficient information to determine the impact that the INSOLA project is having on the people taking part in the project”

This project is structured in **three dimensions** which are worked with in parallel for the development of this methodology:

- **Analytical dimension:** definition and development of the methodological tools of impact evaluation which allow for the periodic carrying out of social impact analysis of the INSOLA project, learning from this and highlighting the importance of ESF support.
- **Organisational dimension:** interaction of specific internal process and the involvement of the different agents of the organisation.
- **Technological dimension:** fundamentally based on the development of specific applications to adapt the available monitoring systems which allow the necessary information to be transferred, managed and processed to work out the social and labour impact of the INSOLA Project.

During the development of this project a **Tractor Group** has also been set up, made up of three centres of the Proyecto Hombre Association (PH Alicante, PH Canary Islands and PH Granada), which take part in the INSOLA Project, and which are developing a role of pilot centres in the development of the tool.

As a result of the development of the MEDIMSOLA project different products are being developed which will contribute to the objective of the project to **construct a systematic and integrated system** of quality indicators which allow for the making available of rigorous and sufficient information to determine the impact that the INSOLA project is having on the people taking part in the project. The first two products are directly related to the development of the methodology which allows for calculating of the socio-labour impact of the people taking part, while the following three products are a result of the launch of methodology and its first application to reality as an impact evaluation tool:

- **Development of tools for the carrying out of net impact evaluations.** Three different tools are being developed: a) aimed at analysing the sociodemographic characteristics of the people taking part, b) to carry out monographic analysis on characteristics of interest of the people taking part, and c) tool linked to the development of impact analysis. Likewise, a template type has been developed which may be useful for all the Proyecto Hombre Association centres.
- **Action plan for the implementation of the system in the whole organisation.** A first draft has already been made but this will be finished once the tool has been tested with the execution of the net impact evaluation report of 2019.
- **Net impact evaluation report 2018.** Submitted in October 2018, it was worked on with the information from the second half of 2017 and with the three centres of the Tractor Group.
- Collectively in the three operations, it was noted that 83% of people taking part who finished the operation had achieved some type of improvement in the 4 weeks after finishing the operation. Furthermore, the employment rate increased from an initial 14% to 50% upon finishing the operations, meaning an increase in employment rate of 36 percentage points.
- **Net impact evaluation report 2019.** Pending execution between July and September of this year, and it will include information from the whole of 2018. It will be a repetition of that carried out in 2018 and will serve to validate the tools being generated in the project.
- **Evaluation report of Social Return on Investment (SROI).** Pending execution this year, and its submission is planned for 2019.

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# DIGNIFIED WORK FOR EVERYONE. IMPACT OF THE DIGITAL TRANSFORMATION

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To look for solutions for working poverty and long-term unemployment in Spain is the objective of the **Together for Employment of the Most Vulnerable** initiative coordinated by the Accenture Foundation.

The arrival of digital technologies is just the beginning, digitalization goes beyond this; it is a complete transformation, a transformation in the way of working, in the things that are done and in the way of interacting with one another.

Together for Employment arises in 2013 in the middle of the economic crisis, with the social entities overwhelmed before the number of people that would call their employment services and the shortage of resources. The objective of the initiative is to **unite the different actors** (public administrations, businesses and the social entities themselves) in order to be able to identify together, the problems to tackle and deal with a co-creation of initiatives to facilitate these people to get a job or keep it in the digital era. At present more than 1,000 social organisations, 77 businesses and business foundations and 17 public administrations have come together.

In Spain there are four million people who are unemployed or in a situation of working poverty who, despite being in search of employment, have it very difficult to find one or, if they have managed to do so, do not earn enough money to live off of. Another thing they have weighing on their shoulders, in addition to the load of digitalization, is that reality: full of opportunities for many and of fears for others.

The data derives from the Study on Especially Vulnerable Population in the face of Employment in Spain carried out by Accenture and Fedea (Foundation for Applied Economic Studies) in collaboration with various social entities.

It is important to create links between those in search of employment and those which are hiring. Thus, 22 digital solutions, which the social entities can access free of charge via a platform in the Accenture Cloud have been brought to life.

Among these, the **Emplea+** solution, through two tools allows to pinpoint the employability rate of those seeking work (that is, their skills and barriers) and marks out their work plan and trains the job seeker in the competencies most highly demanded by businesses. It also offers training material to follow online or in person, covering the different levels of competence development.

Among the most-used solutions is also the **Employment Observatory**, which provides a photo in high definition of the professions in which these people could be employed on a short and medium-term basis and the competencies that they must have to make it easier to get a job.

**“ACCENTURE, IN COLLABORATION WITH THE ENTITIES THAT TAKE PART IN TOGETHER FOR EMPLOYMENT OF THE MOST VULNERABLE, HAS CARRIED OUT THE STUDY, THE IMPACT OF THE DIGITAL TRANSFORMATION ON VULNERABLE GROUPS”**

In this regard, and in the face of new technologies breaking into all areas of society, it has been recognised the need to better understand the changes that people in a situation of special vulnerability, before employment, at the time of accessing this new labour market are experiencing. This is why Accenture, in collaboration with the entities that take part in Together for Employment of the Most Vulnerable, has carried out the study, **The Impact of the Digital Transformation on Vulnerable Groups**. A new way of working, in which how digitalization is changing the 26 job positions where these groups can find work is analysed for the first time. This adaptation of the job positions to a new reality will imply:

- New understandings and skills
- Change of behaviours and job positions
- New technological devices
- New/transformed services and products

Alongside this published analysis and in order to be able to align training material for Emplea+, the training solution for employment of Together for Employment, the existing dictionary of competencies has been revised in order to add the digital dimension and the creation of the new basic competence **“Be digital”**, as the ability of showing an open mind to the digital transformation and experience, with a receptive attitude to the change and a collaborative and responsible approach to the online world and new technologies. Additionally, **21 digital know-hows** necessary for the development of skills of the most highly-demanded positions have been identified, according to the report published. Some examples would be those related to *smartphones*, internet searches, correct communication on social networks, internet security, etc.

We have also developed a **virtual reality tool whose objective is to simulate real contexts** of new situations which the person may deal with, while carrying out their work as a result of the digitalization of certain functions. In this way we have simulated different scenarios for cleaning agents which must work with home automation control panels or mobile digital devices, and digital scenarios for the hospitality industry in order to work efficiently on the competence of customer service.

Proyecto Hombre has been using the method and training of Emplea+ for several years, in order to improve the employability of the people who attend it. Over the last year it has put a special focus on the digital competence, which is necessary for the future labour market.



# THE ROMA POPULATION AND ITS INCORPORATION IN THE LABOUR MARKET: THE WORK OF THE FUNDACIÓN SECRETARIADO GITANO

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The situation of the **Spanish Roma community**, made up of an estimated 700 thousand people, has considerably changed over the last 40 years, comparatively more than in the five centuries they have living in Spain.

For the Spanish Roma population, the arrival of democracy and the adoption of the Spanish Constitution see them for the first time in their history, being formally subject to law and official citizens, equal to the rest. Clearly, their situation in the social hierarchy remained the lowest and with enormous objective and symbolic social difference<sup>1</sup>.

Nevertheless, the 80s and 90s signified years of unprecedented advancement, especially taking into account the starting point, as well as other factors. As we have already pointed out at other times<sup>2</sup>, the implementation of our late and precarious Welfare State transformed the Spanish society and with it, the Roma community. Access to universal healthcare, the education system, non-contributory pensions, social housing schemes and social security benefits as well as other protection mechanisms signified a transformation without precedent of the living conditions of the Roma people.

In fact, the improvement and change are very intense when compared with the starting points in which Roma families found themselves at this time and are equally relevant when we compare them with the situation of the Roma communities in other European countries. However, the progress is not so positive when we compare it with indicators of integration and welfare of the Spanish society as a whole.

It is also important to highlight that although generally speaking, the members of the Roma community share a series of common characteristics that allow for their mutual recognition, it must be shown that this community is also characterised by its heterogeneity and diversity.

It is by no means less obvious; however, that the Roma community continues to suffer from the highest levels of rejection in present-day Spanish society and that it is one of the most excluded groups in social and economic terms. A significant number of Roma men and women still undergo **serious difficulties in finding a job and in accessing professional training**, a problem which brings about one of the main causes of inequality and social exclusion. The decline in their traditional professions and activities (street vending, collection of paper and scraps, etc.), along with their lack of skills has contributed to them being expelled from the labour market. The prejudice and stereotypes which have brought about the stigmatisation of the Roma people by the majority of society has also contributed to this situation.

The degree of inclusion or exclusion of a person in society and the risk that he/she runs in falling into a situation of vulnerability and of poverty is strongly linked to five key elements: employment, social protection, housing, education and health.

At the Secretariat Gitano Foundation, we have positioned employment and incorporation in the labour market as one of the keys towards social inclusion: understanding it as a two-way process, with profound, active involvement from all men and women, which is only possible if there are real options of social mobility, of promotion, not only meaning to guarantee rights and prevent discrimination, but above

all working to compensate the disadvantages by way of positive actions and specific programmes.

From this approach, the Secretariat Gitano Foundation, 20 years ago, set in motion a pilot experience, in the Madrid neighbourhood of Pan Bendito where an intervention model was developed for paid employment with a Roma population: the **Acceder** programme, from the European Social Fund. This pilot experience, new not only in Spain, but also in the rest of Europe, laid the foundations of the programme which today is carried out in 14 autonomous communities, with 59 intervention teams which in December 2018 had already been approached by more than 104,692 people, 70% Roma men and women. The programme had managed to get more than 30 thousand people to improve their skills and competences for employment, obtaining more than 81 thousand contracts and collaborating for this with more than 26,400 companies distributed all over Spain.

"A significant number of Roma men and women still undergo **serious difficulties in finding a job and in accessing professional training**, a problem which brings about one of the main causes of inequality and social exclusion"

Acceder emerged as an intervention model for the labour inclusion of those men and women who find themselves more removed from the labour market. The programme learned from and listened to initiatives for employment being developed throughout Europe, adapting when necessary the contexts of vulnerability and of the Spanish Roma population. It is a comprehensive intervention model which is based, on the one hand, on the development of integrated plans of socio-labour insertion and, on the other hand, on comprehensive actions and complementary measures to improve the social image, fight against discrimination and promote more active social inclusion policies of the Roma community. These are held up by three main pillars:

- **A personalised intervention**, from the carrying out of the educational and competence plan, along with an analysis of different variables, the occupational and educational diagnosis, the unique and exclusive design of the personal insertion plan of each participant.
- **An intervention in the immediate environment** from a socio-familiar and communitarian approach, with an integrated advancement in coordination with different public services.

1. Laparra Navarro, Miguel. Report on the Social Situation and Change Trends in the Roma Community. A First Approximation. Madrid: Ministry of Labour and Social Affairs. 2007.  
2. Rodríguez Hernández, Isidro. Ten Years of Social Intervention. Gitanos Pensamiento y Cultura, nº 49-50. FSG Madrid 2009

- An intervention in the job market, detecting job opportunities and possible alliances, establishing relationships with the business network, making them part of and jointly responsible for the attaining of our goal: to reduce inequality and create labour opportunities for the Roma population.

We also understand it as a planned process, agreed on by professionals of labour insertion and the beneficiaries, whose actions meet everybody's needs and expectations and are adapted to each person. They are permanently under construction and are therefore flexible.

Acceder works on some **basic principles** which are completely incorporated in our intervention model:

- Consider it necessary to increase and consolidate the so-called **centrality in employment** (the place it holds in life references and plans), determining factor of labour incorporation and of presence in a market full of insecurities.
- Establish that the improvement in employability must be focused on a **professional and personal competence development model** which increases people's ability to adapt to their environment and develop personally, promoting ongoing learning.
- The 'plan' concept does not consist of a one-off and specific intervention, yet rather a **comprehensive integration** that constantly deals with the principal dimensions of social

**"THE DEGREE OF INCLUSION OR EXCLUSION OF A PERSON IN SOCIETY AND THE RISK THAT HE/SHE RUNS IN FALLING INTO A SITUATION OF VULNERABILITY AND OF POVERTY IS STRONGLY LINKED TO FIVE KEY ELEMENTS: EMPLOYMENT, SOCIAL PROTECTION, HOUSING, EDUCATION AND HEALTH"**

inclusion in a **very intense way**, strengthening decision-making and joining a strong **coordination and network** into which the person is inserted.



## Un modelo de éxito en la inserción laboral con la población gitana



**20 años de trayectoria**  
**14 comunidades autónomas**  
**59 equipos de intervención**



**104.692 personas atendidas**  
**30.000 personas mejoran su cualificación**

**81.000 contratos**  
**26.400 empresas colaboradoras**





- Incorporating into our actions is the **“explicit but not exclusive” approach**, in accordance with the Common Basic Principles for the Integration of the Roma Population (Conclusions from the Council of the European Union on the Inclusion of the Roma [http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/en/lsa/108377.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/lsa/108377.pdf)), action principles which govern the work with the Roma population, and which include *Principle no. 2: Explicit but not exclusive approach*, which implies focusing the interventions on the Roma community, without excluding other people in similar socio-economic circumstances, and which is considered, according to the agreed document of Principles, “essential for inclusion policy initiatives of the Roma population”.

However, these positive results must not be an excuse for us to make do and stop setting out pending objectives.

In the International Labour Organisation annual report (ILO, 2015), it was already shown that the traditional job model is changing in the more developed countries. This was defined as being a wage-earning and permanent job, and was being questioned due to the reality of temporary workers, false self-employed people and precariousness. The economic crisis has brought about a mass destruction of jobs, and the devaluation of salaries of those who earn the least has contributed to intensifying the paradox of poor workers. This is the reality which many Roma people experience when they get a job and which we must keep working on. We believe that we will only be able to make an impact here if we put even more effort into improving the skills of the Roma population, so that they have greater and better opportunities in the current and future labour market. Getting a job should be a guarantee to come out of poverty.

## INSOLA ITINERARIES

20 Proyecto Hombre Centres have carried out the INSOLA Project, providing their users with training and access to employment. Ángela, Luis Ángel, Luis Carlos and Albert are some of those people who, as well as overcoming an addiction problem, have received job-orientated training to guarantee their total insertion in society.



### Luis Ángel

*"At 50 I was reluctant to study and the truth is that it has been really good for me. Now I'll start to work"*

"I spent my whole life at sea. The people I mixed with were people like me, into drugs, and that is no life. At 50 I didn't think I would do anything, I disowned myself. I didn't see my problems and now thanks to group therapy and my therapists, I see where I go wrong.

At 50 I was reluctant to study and the truth is that it has been really good for me. These building workshops for construction were worthwhile because now I will start to work. INSOLA was really good for me because I was ignorant in computers and now I know how look for jobs. And also for job interviews because I was really shy when I arrived. I see that I'm a different person. Being fine and happy and having your mind like you are supposed to have it, you see yourself capable of doing more things. When I finish the job that has come up for me now, I want to finish Compulsory Secondary Education.

I'm now a volunteer at Proyecto Hombre because I believe I can help kids to take the path that I've taken now. Working is very important to me because I see that I can do a lot more things and this is really valuable and helps me to move forward. This path is good for me and there is no going back".

### Ángela

*"You always have to have a purpose. If you want something, fight for it and you will achieve it"*

"Before everything was negative and now, quite the opposite, everything is positive. When you have an addiction you can't work, or if you do, you don't know what you're doing. At the start I couldn't do anything because I wasn't a person. Until I started with the INSOLA workshops. The job workshop gave me a lot of motivation, afterwards I found an offer for a course and everything started to go well. That is when your head starts to work a bit. You go from not retaining anything to starting to become active. Also, I learned to listen, which is very important, to be more relaxed and fight for what I want; you are always going to achieve it.

I now have various job offers thanks to having done the course. I wanted to travel and see the world while being able to work and I thought of something nautical. Working on a boat you can see a lot of cities. You always have to have a purpose. If you want something, fight for it and you will achieve it. I see the future blue, I know it is going to be in the sea. I have it really clear".





### Albert

*“Everybody deserves a second, third and fourth chance”*

“My latest period wasn't life for me or for my family. Then they offered me the chance to change my life and go to Proyecto Hombre. After two months they took me to the kitchen and that was a big chance for me. Having never cooked before to cooking for 60 people is what Proyecto Hombre helped me most in. I left with a basic grounding in working as a kitchen assistant and even as a cook. Without realising, I had been learning since the beginning.

Afterwards I saw an advert in the newspaper, I spoke with Josep and he gave me the chance to work and we got on really well. He empathised a lot with me. My life has changed from 0 to 100. From surviving to living, to have a passion and desire to live. Everybody deserves a second, third and fourth chance. We can't get caught up in what we have been or what we are going to be, but rather what we are now. We aren't different to the rest for having an addiction problem and we are not any less capable, quite the opposite. I think we are a lot more motivated.

For me it has been a huge opportunity: getting to meet new people, being able to work in a fantastic place with a fantastic boss. I would have never imagined myself here. If on the first day I arrived to Proyecto Hombre they had told me I would have this life, I would have run out thinking that they were leading me up the garden path.

The most important thing is to be motivated, trust in yourself and appreciate others. And want to change and be a new person”.

### Luis Carlos

*“To someone who has suffered addiction, work is very important because self-development generates more and more motivation”*

“To someone who has suffered addiction, I think work is very important because the self-development that a person can have generates more and more motivation. I consider training basic, essential. I am motivated, stable, looking to the future with clear ideas, without losing sight of what I have behind me.

I've got back knowledge in different aspects: computing, maths, language, etc. It has been useful for reactivating my brain and things I had inside and that weren't so fresh. I've always had a liking for health sciences, I've taken a turn and here I am. I'm really excited about it. I'm studying a lot and that's what I'm focused on: it's my goal. Two years ago I would have never thought I'd be where I am now. Now I feel highly capable of facing an interview, writing a CV and cover letter. The help from my family and friend is always appreciated, as well as their and the therapeutic team's understanding of me. In the future I hope to have overall independence. Be able to share my life and my happiness with my loved ones. Work and have an economic base”.



## Collaborating entities

ACTION AGAINST HUNGER



FUNDACIÓ "LA CAIXA"



ASHOKA SPAIN



FUNDACIÓ SANTA MARÍA LA REAL



CENTRO STUDI CEIS GENOVA



FUNDACIÓ SECRETARIADO GITANO



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Observatorio Europeo de las Drogas y las Toxicomanías

EUROPEAN FEDERATION OF THERAPEUTIC COMMUNITIES (EFTC)



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FUNDACIÓ ACCENTURE





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