

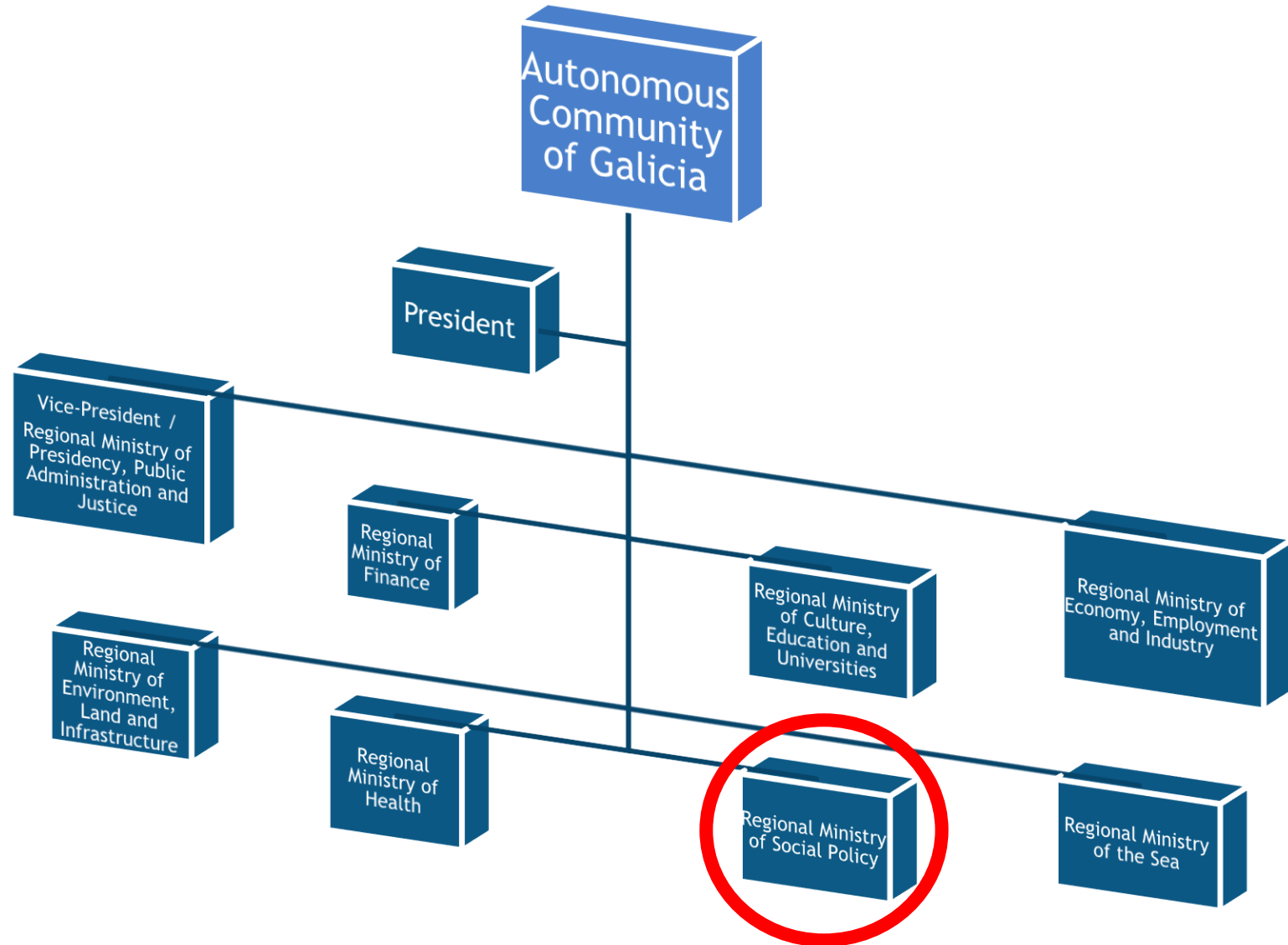
# **MANDELA PROGRAMME**

## **(from a pilot project to a programme)**

**ESN Co-production Forum**  
**14-15 November 2019**  
**Lisbon**



- 2,701,743 inhabitants.
- 672.464 inhabitants 65 years old or older: 24,89%.
- + 600,000 M € to Social Services (regional budget).
- Poverty risk: 18,8% (21,5% Spain)
- Unemployment: 13,3% (14,4% Spain).



## Key aspects (I):

- Strategic framework: Galician Social Inclusion Strategy 2014-2020, ESF Operational Programme Galicia 2014-2020.
- Target group: inmates that will be released in maximum one year and a half (18 months) in Teixeiro prison (Galicia).
- **Main Goal:** preventing social exclusion. **How?** Providing support to let them acquire necessary skills for their future life outside prison (personal and social skills, healthy habits and labour skills).
  - Preparing them for the new stage of their lives, and thus prevent failures (e.g. homelessness) that occur because they might find that freedom is more difficult to manage than life in prison, especially with those who have suffered long or very long sentences.

## Key aspects (II):

- Specific resources: human + technical (social inclusion team), and material resources (“Module”= building).
- Collaboration protocol between:
  - Galician Ministry of Social Policy (Regional Government).
  - Galician Consortium for Equality and Welfare Services (mixed nature: regional and local).
  - Directorate General of Penal Institutions of the Ministry of Interior (Spanish Government).

## Key aspects (III):

- Participation of:
  - Private initiative (“La Caixa” Foundation)
  - Civil society (ASVIGAL association)



## Key aspects (IV):

- Post-prison supporting network for ex-inmates, in coordination with: municipal social services, other social inclusion teams of the Galician Consortium for Equality and Welfare Services, the social insertion centre in A Coruña and with NGO's working in the field of social inclusion.
- More than 10 years of experience (pilot project to programme): transferability.
  - Video

## Co-production (I):

1. Name of the programme “Nelson Mandela”:  
chosen by inmates/users.





## Co-production (I):

2. Accessing the programme: on their own initiative (no one is “sent”).

- a) Directly apply by sending the form to the inclusion team.
- b) Discuss it with their educator in prison (prison staff), who communicates it to the inclusion team.

Afterwards, the inclusion team personally interviews the requesting inmate to know: profile, motivations, criminal and prison situation, freedom expectations, etc...

3. **Sign personal commitment:** they assume the responsibility of complying with the rules/guidelines of organization/operation of the programme (absolutely free decision to participate).

## Co-production (II):

4. Self-Governance. 4 commissions (to organize the day-to-day operation of the programme):
- a) Hygiene: cleaning and healthy habits.
  - b) Coexistence: conflict resolution and ensuring peaceful living.
  - c) Welcoming-reception-hosting.
  - d) Culture, sports and leisure.

Absolutely self-managed by the inmates themselves: developing the tasks corresponding to each area and ensuring compliance with the model of organization and operation to which they have committed (signed).

Each commission: always one inmate in charge (chair) and an assistant (vice-chair).

## Co-production (III):

### 5. Self-management of the organization and development of 9 daily workshops (occupational and creative):

- threads, bracelets and drawing;
- t-shirts;
- marquetry;
- basketry;
- mirrors;
- chess school;
- music;
- film Forum;
- sewing.



Two “managers” (inmates) in each workshop ensure: pedagogical/educational/occupational function of each workshop is fulfilled and normalized development.

## Co-production (IV):

6. Other fundamental activities in the ordinary life of the module, also managed by a “inmate in charge” and an “assistant” each:

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• commissary,</li><li>• offices,</li><li>• hairdresser,</li><li>• library,</li><li>• “Vis a Vis” magazine,</li><li>• computer room,</li></ul> | <ul style="list-style-type: none"><li>• gym,</li><li>• laundry,</li><li>• plant care,</li><li>• TV control,</li><li>• general maintenance brigade.</li></ul> |
|---|--|

## Co-production (V):

7. Inmates in charge of these commissions and workshops meet weekly with the inclusion team: comment how things are going, correct mistakes (if they occur), start new orientations...

Along the week, inmates-in-charge manage the activities and solve any incidents that may appear.

## Co-production (VI):

8. General Coordinator of the Module (inmate), with a coordination assistant (inmate): kind of executive manager of the daily life of the programme, supervises everything, in a permanent relationship with the inclusion team.

“Thermometer” that measures the overall temperature of the programme on a day-to-day basis.

## Co-production (VII):

9. Each inmate has an individualized inclusion project aimed at preparation for freedom and post-prison normalization, based on personal characteristics.
  - Jointly developed between the inmate himself and the social inclusion team, respecting personal-family-environmental conditions and situations: It is not an “ideal project that rains from the sky”; it is a realistic project, born from the earth, adapted to the real conditions of life that the inmate himself has described and evaluated as more determinants... because he is responsible for the management of his own freedom when he leaves “the guardianship” of the prison.
  - When they go free or go to a social insertion center in a semi-freedom regime, they all bring with themselves their action plan, with their fundamental axes of personal work and the steps to be taken in the short and medium term.

## Co-production (VIII):

**10. Participative evaluation:** three general meetings a year for the evaluation of the programme, in which participate the inmates also, together with the technical teams (social inclusion team-Regional Government & technical team of the prison-Spanish Government).



## Outcomes (I):

1. Creating a space for self-management and assuming one's own responsibilities within the framework of a prison: a space characterized by deprivation of liberty and submission to a rigid disciplinary regime.

Many of the users have never lived spaces of self-management "for the good", but "for the bad", for the conflict with the law, with themselves and with the community itself.

## Outcomes (II):

2. Throughout the year approximately 150 users participate in the programme (70-80 at the same time).
3. More than 400 participants in workshops and training activities (many users participate in more than one).
4. Average of 22 participants in vocational training, secondary or university studies within the formal education system.

## Outcomes (III):

5. In more than 10 years 80 % of participants have not gone back in prison (available information is only referred to Galician people, because we are not able to get information about people from other regions/countries who leave Galicia).

In Spain (DG of Penal institutions) 69% of inmates do not commit crime again in at least five years.

## Outcomes (IV):

6. Users in 2017 and 2018, less than 3% have committed crime again: evidence Mandela Programme is contributing to improve recidivism in crime rates and, thus, preventing social exclusion risks, either for the users and their families.
7. An average of 50% of the users who remain in Galicia after recovering liberty commit to a personalized social inclusion plan when they get out of prison.
8. Near 15% of them get a job in the first year after leaving prison.

## Outcomes (V):

9. Collaboration among agents involved enriches this programme (silos-breaker), giving it a comprehensive character. Altogether they enable time in prison as educational time, of personal growth and rethinking of values for a respectful coexistence with oneself and with others.
10. Important monitoring carried out by Social Services System outside prison for people who reach their freedom and begin their reintegration: easier to detect incipient problems during this process.

## Discussion:

- Have you heard about any similar programme, practice or initiative aimed at exclusion prevention, by connecting social services with prisons? Is it possible to develop a similar programme in your Social Services System? Is it a priority the inclusion of ex-inmates?
- As an experienced social services manager or technician, do you anticipate any possible weakness or risk to the proper functioning of this program? Would you be able to predict any?

## Thank you very much!

[carlos.santos.guerrero@xunta.gal](mailto:carlos.santos.guerrero@xunta.gal)

Deputy Director General of Social Services and Economic  
Management

Directorate General of Social Inclusion

Regional Ministry of Social Policy

Xunta de Galicia