



HANDBOOK ON MANAGING
THE *ESCRITÓRIO SOCIAL* III

Guide of Management and Operation of *Escritórios Sociais*

SERIES *FAZENDO JUSTIÇA* | COLLECTION POLICY FOR RELEASED PEOPLE



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**Guide
of Management
and Operation
of *Escritórios
Sociais***

BRASÍLIA, 2024

CNJ (National Council of Justice)

President: Justice Luís Roberto Barroso

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UNDP BRAZIL (United Nations Development Programme)

Resident-Representative: Claudio Providas

Deputy Resident-Representative: Elisa Calcaterra

Assistant Resident Representative and Program Unit Coordinator: Maristela Baioni

Coordinator of the Peace and Governance Unit: Andréa Bolzón

General-Coordinator (technical team): Valdirene Daufemback

Deputy-Coordinator (technical team): Talles Andrade de Souza

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Authors: Felipe Athayde Lins de Melo; Juliana Garcia Peres Murad; Melina Machado Miranda; Pollyana Bezerra Lima Alves and Sandra Regina Cabral de Andrade

Supervision: Felipe Athayde Lins de Melo and Pollyanna Bezerra Lima Alves

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Translation Review: Melissa Rodrigues Godoy dos Santos and Sérgio Peçanha da Silva Coletto

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Foreword

The National Council of Justice (CNJ, acronym in Portuguese), in partnership with the Ministry of Justice and Public Security (MJSP, acronym in Portuguese) and the Brazilian office of the United Nations Development Programme (UNDP Brazil), develops the Program *Fazendo Justiça* (Doing Justice) establishing a significant milestone in the search for innovative solutions in the field of criminal and juvenile justice.

The Program works to qualify structures and services, promotes training, supports the drafting of regulations and public policies, and develops informative documents. These materials include guides, manuals, researches and models that combine technical and normative knowledge with the reality experienced in different places across the country. These products identify good practices and offer guidance to facilitate the immediate and effective implementation of interventions.

The Program is aligned with the decision of the Supreme Court in the Claim of Non-Compliance with a Fundamental Precept Lawsuit (ADPF, acronym in Portuguese) No. 347, which in October 2023, recognized that Brazilian prisons are in an unconstitutional state of affairs and demanded national and local plans to overcome this situation. The Program also carries out various actions in the juvenile justice field, following the principle of absolute priority guaranteed to adolescents and young people in the country's norms and laws.

At present, 29 initiatives are being carried out simultaneously, taking into account challenges considering the complete cycle of criminal and juvenile justice, as well as transversal initiatives. Among them is the International Articulation and Protection of Human Rights, which facilitates the exchange of experiences between Brazil and other countries in public policies related to the criminal and juvenile justice cycle.

We recognize that each country faces unique contexts and challenges. We also believe in sharing knowledge and experiences as a tool for collective transformation. To this end, titles selected from the Program's different collections have been translated into English and Spanish, such as this publication.

The strategy behind international articulation also includes support for events, courses, and training in collaboration with international partners, as well as the translation into Portuguese of standards and publications aligned with the topics worked on by the Program. This promotes a necessary exchange of ideas and practices for a future in which dignity and respect for fundamental rights are common values for all of us.

Luís Roberto Barroso

President of the Supreme Court and the National Council of Justice

Presentation

Prison and juvenile justice systems in Brazil have always been marked by serious structural problems, reinforced by diffuse responsibilities and the absence of nationally articulated initiatives based on evidence and good practices. This picture began to change in January 2019, when the National Council of Justice (CNJ) began to lead one of the most ambitious programs ever launched in the country to build possible alternatives to the culture of incarceration: Program *Justiça Presente*.

This is an unequalled inter-institutional effort, of unprecedented scope, which has only become possible thanks to the partnership with the United Nations Development Programme in the execution of activities on a national scale. The Program also counts on the important support of the Ministry of Justice and Public Security, through the National Penitentiary Department.

The publications of the Series *Justiça Presente* cover topics related to the Program involving the criminal justice system, such as detention control hearings, alternatives to imprisonment, electronic monitoring, prison policy, support to released people from the prison system, and the juvenile justice system, consolidating public policies and providing rich material for training and raising awareness among actors.

It is encouraging to see the transformative potential of a work carried out in a collaborative way, which seeks to focus on the causes instead of insisting on the same and well-known consequences, suffered even more intensely by the most vulnerable classes. When the highest court in the country understands that at least 800,000 Brazilians live in a state of affairs that operates on the margins of our Constitution, we have no other way but to act.

These "Handbooks on Managing the *Escritório Social*" cover services – state or municipal, public, private or civil society, of the Judiciary or Executive – that are aimed at assisting released people and their families. There are three Handbooks that will help managers and professionals in the qualification of services, proposing specific and new methodologies for mobilizing pre-released people, for the singularization of care and for the management of the *Escritório Social*.

The publication of these Handbooks complements CNJ Resolution No. 307/2019, which institutes the National Care for Released People from the Prison System within the scope of the Judiciary, and the dissemination of the *Escritório Social* throughout the country, aiming to provide an effective response to the social reintegration of released people from Brazilian prisons.

José Antonio Dias Toffoli

President of the Supreme Court and the National Council of Justice



INTRODUCTION

1 INTRODUCTION

The Program *Justiça Presente* has been developed by the National Council of Justice (CNJ) and the United Nations Development Programme (UNDP), with the support of the Ministry of Justice and Public Security in order to improve the conditions of serving sentences and juvenile justice measures, as well as expand policies for released people from prisons in Brazil. One of the Program's axes deals with the "subsidies for the promotion of citizenship and guarantee of the rights of persons deprived of liberty in the prison system" and it is dedicated, among other actions, to the construction of a care policy for released people from the prison system, which promotes the installation of *Escritório Social* units in the federative units.

The *Escritório Social* is a public facility designed to meet, assist and forward this public and their families to existing public policies, assist the prison institutions in the process of preparing pre-released people for liberty, and mobilizing and articulating public and social policy networks in guaranteeing the rights of those people. The proposal, as it will be seen below, is that the *Escritório Social* have a management shared by the three branches and that they work with the cooperation of civil society.

The *Escritório Social* will be able to update and carry out the service to released people provided for in the Criminal Execution Law (LEP, acronym in Portuguese). This service, by Article 25 of LEP, consists of "guidance and support to reintegrate him/her into life in liberty" and in "granting, if necessary, of housing and food, in an appropriate establishment, for a period of 2 (two) months," and the patronages (according to Article 78) are the bodies provided for its execution. However, with a few exceptions, the patronages have not been implemented. Where they do exist, they perform prison unit functions or have little scope and effectiveness, as in the cases of Pernambuco and Rio de Janeiro, where there are the State Patronages.

In recent decades, the states of Minas Gerais and São Paulo have organized services to care for this population already using a logic of greater integration with other social equipment and with a perspective of consolidating a public policy, with capillary services throughout the state territory, specific teams and resources provided for in the Budget Guidelines Law (*Lei de Diretrizes Orçamentárias*). All these initiatives served as a reference for the publication of a proposal for a "National Care Policy for Released People from the Prison System"¹, the result of the cooperation between the UNDP and the National Penitentiary Department (Depen, acronym in Portuguese)² which guides the performance of the Program *Justiça Presente* in promoting the dissemination of *Escritório Social* units.

¹ CONSELHO NACIONAL DE JUSTIÇA. *Política Nacional de Atenção às Pessoas Egressas do Sistema Prisional*. Brasília: CNJ, 2020. 228p. (Collection *Justiça Presente*; Hub 3).

² Available at: http://depen.gov.br/DEPEN/dirpp/pasta-egresso/teste01/Politica_Nacional_de_Atencao_as_Pessoas_Egressas_do_Sistema_Prisional.pdf. Accessed on: June 26th, 2020 .

It should also be considered that Brazil's Federal Constitution and its existence after LEP, by instituting social security in the tripod "health (non-contributory and universal), assistance (non-contributory and to those who need it) and social security (contributory)," in addition to food, housing, culture, education, and work as social rights, allowed many demands of released people to be channeled to the network of social policies.

This route allows us to observe a paradigm shift in the proposals for the construction of a "National Policy" aimed at the public released from prison: if until the enactment of the Criminal Execution Law there was a perspective of service to released people as a strategy of criminal and social control over this portion of the population, the incorporation of social rights in the Federal Constitution and the recognition, anticipated in the LEP, of the person arrested and released from prisons as a subject of rights, allowed to advance towards a perspective of "attention" to this subject, which includes actions of mobilization and social participation in serving the sentence, the qualified assistance and directed to individual and social conditions of each person served, the accountability of Public Authorities and civil society for the understanding of the social dynamics of criminalization and the construction of alternatives for social reintegration.

However, despite constitutional advances in social rights, they remain weakened in their effectiveness and/or denied to a large part of the population. Added to this is the fact that, in recent decades, there has been an exponential increase in the prison population, which, like the figures for the State violence, shows a preferential option for black and poor youth. In the case of people who are active, the limitations imposed by the lack of access to rights are enhanced by the history of experience in the criminal justice system and prison, paths that print, in addition to stigmatization and prejudice, physical, social, psychological, moral and intellectual degradation, and that continue to mark the trajectory of those who, once in liberty, try to move on.

Therefore, the importance and necessity of the action proposed by the *Escritório Social* is indisputable, while seeking to create the possibility of access to existing social policies and to constitute a space for identity recognition, of its specificities and demands of those who went through the prison experience. And, undeniably, identity recognition permeates the understanding of markers of difference as categories – historically – of criminal selection.

The lack of policies for the assistance of released people and the non-accountability of the State to this public were pointed out more than 30 years ago by Raúl Zaffaroni³ in a reflection that still remains current:

One of the most neglected topics in legislation regards full or specific assistance to released persons on probation or permanently [...] This normative orphanage corresponds to a disturbing political panorama defined by the deprotection of the released

³ ZAFFARONI, Eugenio R. *Sistema Penales y Derechos Humanos en América Latina – Informe final*. Buenos Aires: Ediciones Dapalma, 1986, p. 232.

person in the face of a hostile society and an often ultra-reactive repressive device towards him/her, which tends to accelerate the production of the so-called secondary deviance.

In this sense, the Brazilian reality has been marked by the ever-increasing number of the prison population, the evidence of the criminal selectivity and the projected recidivism rates⁴. We have, in institutions and in society in general, the belief in an end-of-line and absolute punitivism. That is, there are immense challenges for the implementation of a care policy for released people, who should be considered in

[...] their previous history (characteristically with difficulty of access to social rights: health, education, work, decent housing, etc.), the dimension of criminal selectivity and its recognized interest in poor and black youth, the dehumanizing, degrading and potentiating conditions of criminalization, existing in Brazilian prisons⁵.

If all this were not enough, the exit in liberty is the reunion with a social system that has been potentiating the restriction of rights in the labor and social security field, as well as investments in social policies, indispensable resources for any social reintegration program. The formalization of *Escritório Social* units, therefore, meets an immense need and demand for care and it can minimize the debt that has existed since the publication of LEP and the Federal Constitution of 1988.

Thus, the National Council of Justice, with the Guide hereby presented, seeks to contribute to the process of building strategies for the implementation of a national policy for assisting people who are out of the prison system. Although the focus of this work is the organization of the *Escritório Social*, the national territory is diverse, and there are different existing – and possible – arrangements for the implementation of these services, and it is expected that the material can also contribute to the improvement of the experiences already existing in this field and the best understanding, on the part of the social policy network, of the specific demands from released people.

As will be seen throughout this publication, the *Escritório Social* was designed to promote innovations in structures and initiatives to assist released people. Among these innovations are the proposal for convergence between the Judiciary, Executive and, where appropriate, the Legislative Branch, for the installation and maintenance of public services aimed at the identification, recognition, welcoming and referring of specific demands that are undergone by people who go through the experience of incarceration, either because they had been deprived

⁴ INSTITUTO DE PESQUISA ECONÔMICA APLICADA. *Reincidência Criminal no Brasil – Relatório de Pesquisa*. Rio de Janeiro: 2015. Available at: <<http://www.cnj.jus.br/files/conteudo/destaques/arquivo/2015/07/572bba385357003379ffeb4c9aa1f0d9.pdf>>. Accessed on: April 14th, 2020.

⁵ WOLFF, Maria Palma. In: DAUFEMBACK, Valdirene; DE VITTO, Renato (Orgs). *Para além da prisão: reflexões e propostas para uma nova política penal*. p. 310.

from their liberty by the criminal justice system, either by sharing the deprivation of liberty of family or friends.

In addition, based on the pioneering experience of setting up the first *Escritório Social* in the state of Espírito Santo, supported by the National Council of Justice, in 2016, the Program *Justiça Presente* developed different modulations for this public tool⁶, in order to adapting it to the different contexts that characterize the social, economic and political reality of different Brazilian regions, states and municipalities, also allowing the engagement of governmental spheres and civil society actors. Still in this perspective, the proposals for modulations are based on a management model for the *Escritório Social* which, by enabling the engagement of these different actors, is aimed, above all, at guaranteeing the postulates, principles and guidelines provided for in the National Policy.

In turn, the presentation of this Management Handbook complements another proposal for innovation, namely, the set of methodologies that should characterize the work effectively proposed for the *Escritório Social* and that can be used in other services with a similar objective, that is: the qualified assistance to the population leaving the prison system and their families. Thus, the proposed methodologies are: i) mobilization of pre-released people; ii) singularization of care; and iii) mobilization of networks.

These interdependent and complementary methodologies propose a path of care that goes from establishing bonds with people even during the period of deprivation of liberty, proposing, as will be seen later, an action with pre-released people throughout the six months prior to their expected departure from prison units, through the singularization of care in *Escritório Social* units, which consists of a specialized and multidisciplinary approach to recognizing the demands and potential of people who seek their services, ensuring mechanisms and response strategies for these demands by means of the mobilization of social assets, understood as the structures of public policies and civil society aimed at promoting citizenship and guaranteeing rights.

Thus, this Guide is divided into five parts. The first part focuses in a general way on the policy of care for released people from prison, its historical and legal foundations, bringing the responsibility of different institutions and the concepts of politics and released person. The following parts focus specifically on the implementation of *Escritório Social* units, bringing subsidies for the planning, execution and evaluation of actions, as well as methodological strategies and other processes for qualifying the practices carried out.

⁶ These modulations will be dealt with in item 6 below.



Part I

UNDERSTANDING THE CARE POLICY FOR RELEASED PEOPLE

2

ORIGINS OF THE ASSISTANCE FOR RELEASED PEOPLE

The recovery of this story, albeit briefly, is important, because thereby we can revisit and update both the difficulty of implementing legal provisions and the projection of a policy in favor of control and not the needs of people in care, an understanding that contributes to highlight the need for new formulations.

The concern with the assistance to the released person from the prison system is concomitant with the first discussions about the existing problems around the prison. The International Penitentiary Congresses, which also had repercussions in Brazil, were held in Europe from the second half of the 19th century and reiterated in each edition the need for public and private mechanisms to assist people in returning to life in liberty⁷. In this direction, in 1910, the Ministry of Justice proposed the creation of a patronage of released people, which never came into operation. Decree No. 16,751/1924 regulates parole – still established by the Criminal Code of 1890 – and the creation of Penitentiary Councils therewith. There, private public patronages were recognized as “assistants of the Penitentiary Council in the care, protection and surveillance of paroles, extending this quality to analogous Patronages in the States”.⁸

In this decree, assistance to released people takes a secondary place in relation to the surveillance of the parolee. Accordingly:

Article 16. The released person will be subject to the supervision of the director of the criminal facility from where he/she left, assisted by the Legal Patronage of the Convict and the Patronage of Female Inmates in the Federal District, and by similar patronages in other parts of the national territory.

Article 17. This surveillance will have the following effects:

- 1st. Prohibit the released person from living, staying in or passing by certain places not allowed by the sentence;
- 2nd. Order visits and searches in the house of the released person, without any limitation in relation to the time they can be made, or without needing proof or issuance of a special warrant;
- 3rd. Detain the released person who transgresses the conditions contained in the sentence, until further deliberation of the Penitentiary Council.

⁷ WOLFF, Maria Palma. *Postulados, princípios e diretrizes para a política de atendimento às pessoas egressas do sistema prisional*. Brasília: Depen/Ministério da Justiça, 2016.

⁸ ALMEIDA, Candido Mendes de. *Contribuição do Brasil: sessões e resoluções da conferência penal e penitenciária realizada no Rio de Janeiro em junho de 1930*. Rio de Janeiro: Ministério da Justiça e Negócios Interiores, 1933.

The 1940 Criminal Code did not change this direction, since in Article 63 the text states that “the released person, where there is no official patronage subordinate to the Penitentiary Council, is under the surveillance of the police authority”⁹.

The direction of control at that time of eugenic dream¹⁰ was linked to the expansion of the struggles for the rights of the working class underway in Brazil. The organization of unions and left-wing political parties were perceived as imminent risks, making organized workers preferential targets for control, as well as black persons – officially freed but still second-class citizens – and the poor, who began to thicken the outskirts of cities. In a process that moved between the concern with the control of certain social groups and the claims for the humanization of punishment, patronage was idealized, but rarely implemented. Lemos de Brito refers to it as “a complement to the custodial sentence. Without it, the sentence, in itself fallible, and often even counterproductive, does not produce the beneficial effects that the legislator had in view”¹¹.

The patronage proposal was accepted in 1984 by the Criminal Execution Law, which also made them one of the criminal enforcement bodies (Article 61) and expanded their functions to monitor alternative sentences and measures. However, in the period that law was in force, few advances were verified, both in the number of institutions created and in the scope of the work carried out and in its necessary updating with the advances arising from the 1988 Constitution.

In addition to the LEP, other national and international documents provide a legal basis and justify the need to implement assistance services for released people. All of them must be seen as part of the legal instruments necessary for the expansion and/or implementation of services.

⁹ BRAZIL. Decree No. 2,848/1940. Establishes the Criminal Code. Available at: <<http://www2.camara.leg.br/legin/fed/decret/1920-1929/decreto-16665-6-maio1924-50579\3-publicacaooriginal-1-pe.html>> Accessed on: April 02nd, 2020.

¹⁰ The eugenic dream in Brazil arose from the desire to overcome the rural and agrarian past for its entry into modernity, according to intellectuals at the time, indicated the miscegenation and the presence of black and indigenous people as one of the obstacles to the country's entry into the civilized world (Santana & Santos, 2019). Available at: <https://journals.openedition.org/revestudsoc/295?lang=pt>

¹¹ BRITO, Lemos. Patronato Lima Drumond. In: *Jornal Correio do Povo*, Porto Alegre, October 16th, 1955. S/p.

3

SUPPORTING LEGISLATION FOR THE NATIONAL CARE POLICY FOR RELEASED PEOPLE FROM THE PRISON SYSTEM

3.1. National references

3.1.1. Criminal Execution Law

Considered the main legal instrument in this field, the Criminal Execution Law (LEP, acronym in Portuguese) brings in Article 26 the definition of released person from the prison system as "I – the individual definitively released, for a period of 1 (one) year from the departure of the establishment; II – the parolee, during the probation period."

In its Article 78, the LEP defines public or private patronages as bodies destined to provide assistance both to sheltered and released people. Patronages have the following attributions established in Article 79: I – instruct the ones convicted to non-custodial sentences; II – inspect the serving of the sentences by providing community services and weekend limitation; III – collaborate in the inspection of compliance with suspension and parole conditions¹². These services would be under the supervision of the Penitentiary Councils (according to item IV of Article 70).

3.1.2. Resolution of the National Council for Criminal and Penitentiary Policy

In 2001, the National Council for Criminal and Penitentiary Policy (CNPCP, acronym in Portuguese) issued the Resolution No. 4, which provided for the implementation of "Assistance to Released People through Public or Private Patronages" and decided:

Article 1. Encourage the Federative Units to give continuity to the programs that have been developed in the follow-up and assistance of released people, since the low rate of recidivism is an unmistakable demonstration of the emphasis that should be given to this modality¹³;

3.1.3. National Program for Public Security with Citizenship

Established by Federal Law No. 11,530/2007, the National Program for Public Security with Citizenship – PRONASCI (acronym in Portuguese) provided for the articulation of federal agencies, the cooperation of states, the Federal District and municipalities, and the participation of the community, with a view to improving public safety. Among the guidelines proposed are:

¹² BRAZIL. Law No. 7,210/1984. Establishes the Penal Execution Law. Available at: <http://www.planalto.gov.br/ccivil_03/leis/l7210.htm>. Accessed on: April 16th, 2020.

¹³ CONSELHO NACIONAL DE POLÍTICA CRIMINAL E PENITENCIÁRIA - CNPCP. Resolution No. 4/2001. Available at: <<http://pfdc.pgr.mp.br/atuacao-e-conteudos-deapoio/legislacao/saude-mental/resolucoes/resolucao-cncpcp-n-4-de-2014>>. Accessed on: April 04th, 2020.

- I. promotion of human rights, intensifying a culture of peace, support for disarmament and systematic fight against gender, ethnic, racial, generational, sexual orientation and cultural diversity prejudices;
- II. creation and strengthening of social and community networks;
[...]
- VII. participation of young people and adolescents, released people, families exposed to urban violence and women in situations of violence;

3.1.4. III National Human Rights Program (PNDH)

The III National Human Rights Program (PNDH, acronym in Portuguese)¹⁴ was the product of a broad national discussion that culminated in the resolutions of the 11th National Conference on Human Rights. The projection of rights contained therein indicates the transversality of its constitution and application, which were structured in seven thematic axes¹⁵. Among these, the guiding axis IV addresses “Public Security, Access to Justice and Combating Violence.” Guideline No. 16 deals with the “modernization of the criminal enforcement policy, prioritizing the application of penalties and alternative measures to the deprivation of liberty and improvement of the penitentiary system.” One of the strategic objectives of the guideline is the “restructuring of the penitentiary system”, among the programmatic actions (points J and K), there is the expansion of awareness-raising campaigns for the social inclusion of released people and establishing “guidelines in the national penitentiary policy that strengthen the process of social reintegration of people deprived of liberty, internees and released people, with their effective inclusion in social policies”.

The III PNDH brings the responsibility of the Ministry of Justice and other ministries involved in the execution of social policies, such as the Ministries of Health, Education and Social Development. In addition, it recommends that the states and the Federal District build programs for the social reintegration of released people and the expansion of the social policies already in place to assist this population.

3.1.5. National Criminal and Penitentiary Policy Plan¹⁶

The Plan presents measures related to the entrance door into the criminal system, including: the recognition of racism as a structural element of the punitive system (measure 6); the vulnerability of the poorest to punitive power (measure 7); the need to strengthen the social reintegration policy to guarantee support to released people from the prison system in returning to society (measure 10).

¹⁴ BRAZIL. Decree No. 7,037/2009. Approves the National Program on Human Rights — PNDH-3 and makes other provisions. Available at: <http://www.planalto.gov.br/ccivil_03/_ato2007-2010/2009/decreto/d7037.htm>. Accessed on: April 04th, 2020.

¹⁵ The other axes of the PNDH are: Democratic Interaction between State and Civil Society; Development and Human Rights; Universalize Rights in a Context of Inequalities; Public Security, Access to Justice and Combating Violence; Education and Culture in Human Rights; and Right to Memory and Truth.

¹⁶ CONSELHO NACIONAL DE POLITICA CRIMINAL E PENITENCIÁRIA — CNPCP. *Plano Nacional de Política Criminal e Penitenciária*. Available at: http://depen.gov.br/DEPEN/depen/cnpcp/plano_nacional-1/Plano_Nacional_de_Politica_Criminal_e_Penitenciaria_2020_2023_FINAL_.pdf. Accessed on: April 16th, 2020.

In this context, the National Criminal and Penitentiary Policy Plan defines the following demands:

- a) Develop a National Reintegration Policy that involves related Ministries (Labor, Social Assistance, Education, Health) and Civil Society.
- b) Encourage the creation of patronages or similar bodies in Federation Units that do not have equipment designed to carry out the social reintegration policy.
- c) Create channels that make it easier for the person deprived of liberty or released person to obtain documents capable of exercising full citizenship and background certificates that comply with the provisions of Article 202 of the LEP, mainly to help them to find a job.
- d) Institute measures that favor the insertion of released people in the labor market.

3.1.6. National Labor Policy¹⁷

Decree No. 9,450 of June 24th, 2018, established the National Labor Policy in the scope of the Prison System (Pnat, acronym in Portuguese), which aims to insert people deprived of liberty and those released from the prison system in the world of labor. Pnat is intended for pre-trial detainees, persons deprived of liberty serving a sentence in the closed, semi-open and open regimes, and released people from the prison system. The following objectives are among the ones proposed in Article 4: qualification through entrepreneurship; incorporation into the formal market; articulation of government entities and civil society to ensure the effectiveness of integration and social reinsertion programs; expansion of positions in the labor market; outreach and raising awareness in society about the importance of labor for social reintegration, fostering corporate social responsibility. Article 5 provides that the bodies and entities of the direct federal, local and foundational public administration must demand from the contractor the employment of labor formed by people in custody or released people.

3.1.7. Proposal of the National Care Policy for Released People from the Prison System

Result of consulting service carried out within the scope of Project BRA/14/011 – Strengthening Prison Management in Brazil, carried out by the National Penitentiary Department and the United Nations Development Programme, with the proposal of instrumentalizing the inclusion and dissemination of the agenda of released people from the prison system on the government's public agenda, the document, prepared from March 2017 to March 2018, takes up the postulates, principles and guidelines (WOLFF, *op. cit.*) as a basis for the presentation of the organizational and institutional structure for the implementation of a National Policy aimed at released people, as well as the methodology of services, operating procedures, communication strategies and subsidies for carrying out training processes for

¹⁷ BRAZIL. Decree No. 9,540/2018. Establishes the National Labor Policy within the Prison System. Available at: <[http:// www.planalto.gov.br/ccivil_03/_Ato2015-2018/2018/Decreto/D9450.htm](http://www.planalto.gov.br/ccivil_03/_Ato2015-2018/2018/Decreto/D9450.htm)>. Accessed on: April 16th, 2020..

the various actors who must be involved in its execution¹⁸. Resolution No. 307/2019 of the National Council of Justice¹⁹ details the participation of the Judiciary in the formulation and execution of the care policy for released people. Among the devices proposed there are the "Principles of the care policy for released people from the prison system in the scope of the Judiciary":

- I. the singularization of care, aiming at guaranteeing fundamental rights and monitoring released and pre-released people to facilitate access to public services of assistance, health, education, income, labor, housing, leisure and culture;
- II. shared coordination between the Judiciary and the Executive, including the competent state and municipal secretaries;
- III. voluntary adherence of released people;
- IV. privacy and secrecy in assistance;
- V. the promotion of racial and gender equality; and
- VI. the welcoming and follow-up of released people by multidisciplinary teams, responsible for the articulation of social policy networks, being integrated into broad networks of assistance, social assistance and health.

The guidelines indicate concrete actions to be taken by the Judiciary in the context of the care policy for released people:

- I. the articulation between the Judiciary and the Executive, by means of the public policies in the social area, especially within the scope of the Unified Social Assistance System and of the Unified Health System, primarily focused on identifying demands and proposition of answers for the beneficiaries;
- II. the integration, through *Escritório Social* units, between public policies, criminal enforcement actors and networks of civil society organizations, with a view to welcoming and meeting the demands and needs of released people and their families;
- III. the dialogue and joint action between the Judiciary, psychosocial or multidisciplinary teams from prisons, and teams from the *Escritório Social* units;
- IV. the articulation of actions to prepare for the liberty of pre-released people;
- V. outreach and articulation with public — direct and indirect administration — and private employers, for the purpose of offering work to released people;

¹⁸ The document *Política de atenção à pessoa egressa no âmbito do Poder Judiciário* was published by the Program *Justiça Presente* (CNJ, 2020).

¹⁹ Conselho Nacional de Justiça – CNJ. Resolution No. 307/2019. Establishes the Policy of Attention to Released People from the Prison System within the scope of the Judiciary. Available at: <https://atos.cnj.jus.br/files/original153009202001105e1898819c054.pdf>. Accessed on: April 16th, 2020.

- VI. the production and publication of research data, reports, statistics, newsletters, among other documents, safeguarding personal data of the beneficiaries; and
- VII. the development of affirmative actions to promote racial equality within the scope of the *Escritório Social's* initiatives, especially in fostering racial quotas in employment and income generation policies.

3.2. Internacional references

3.2.1. Basic Principles Related to the Treatment of Inmates

With eleven points referring to the right to education, culture, work, among others, the 10th principle specifically addresses: "With the participation and help of the community and social institutions, and with due respect for the interests of the victims, favorable conditions should be created for the reintegration of the released person in society, under the best possible conditions"²⁰.

3.2.2. The Mandela Rules

The United Nations' Nelson Mandela Rules²¹ might not obligate the Member States, but they bring in a broad list of propositions regarding the different aspects involved in the criminal execution that were the foundation for LEP. The concern about release people is addressed specifically in rule 90, according to which society's commitment is not limited to the release of the person deprived of liberty. In other words, "public or private agencies must provide people coming out of prison with assistance capable of reducing the damage of incarceration and seeking their social rehabilitation".

3.2.3. The Bangkok Rules

The Bangkok Rules²² are the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders. It proposes a differentiated look at the gender specificities in female incarceration, both in the field of law enforcement and also in prioritizing non-custodial measures, i.e. to prevent women from entering the prison system. As in the Mandela Rules, the Bangkok Rules include released women from the prison system in rule 47, noting that "psychological, medical, legal and practical help should be offered to ensure their successful social reintegration, in cooperation with community services".

²⁰ UNITED NATIONS. Standard Minimum Rules for the Treatment of Prisoners. Adopted and proclaimed by the United Nations General Assembly in its Resolution No. 45/111 of 14th December 1990.

²¹ UNITED NATIONS. The Nelson Mandela Rules. Available at: <<http://ohchr.org/Documents/ProfessionalInterest/NelsonMandelaRules.pdf>>. Accessed on: April 16th, 2020.

²² UNITED NATIONS. The Bangkok Rules. Available at: <https://www.cnj.jus.br/wpcontent/uploads/2019/09/cd8bc11ffdc397c32eecd40afbb74.pdf> Accessed on: April 16th, 2020.

4 THE ROLE OF THE INSTITUTIONS AND THEIR RESPONSIBILITIES

Brazil does not effectively have a national care policy for released people from the prison system, since there is still no State commitment in establishing legal, normative, institutional, organizational, and operational arrangements for its realization, allowing planning, management, availability of budgetary resources, and the evaluation of actions aimed at this population. Although there are concrete initiatives of some states and municipalities, the gap of greater public commitment remains, which is why the approval of CNJ Resolution No. 307/2019 and the promotion of the *Escritório Social* should be understood as part of CNJ's initiatives to encourage the structuring of this policy.

Also included here are the efforts of the United Nations to induce and articulate this theme, in which stands out initiatives carried out still in the early 2000s, by ILANUD United Nations Latin American Institute²³, and more recently the cooperation of the United Nations Development Programme with the National Penitentiary Department and the National Council of Justice²⁴.

The history of building efforts already achieved showed that it is a transversal and intersectoral policy at its root, because it must necessarily be executed in co-responsibility between the three branches, involving criminal and penitentiary policies and social policies, as well as sectors of civil society.

Thus, this section seeks to draw the commitment and responsibility of the different institutions.

4.1. Judiciary Branch

4.1.1. Justice Courts

Pursuant to Resolution No. 307/2019 of the CNJ²⁵, the Justice Courts may enter into partnerships for the implementation of the policy for released people. It is up to the Prison System Monitoring and Inspection Groups – GMFs the promotion and support to the sustainability of the *Escritório Social* units, assisting the Executive Branch in the implementation, management, referral, and attendance of users and in the articulation with other bodies and institutions. In this sense, the intervention of the GMF has the purpose of:

²³ ESPINOZA. O. (coord.) *Avaliação do Atendimento à População Egressa do Sistema Penitenciário do Estado de São Paulo*. Brasília: ILANUD e Departamento Penitenciário Nacional/Ministério da Justiça, 2003.

²⁴ CONSELHO NACIONAL DE JUSTIÇA, 2020, *op. cit.*

²⁵ CONSELHO NACIONAL DE JUSTIÇA, 2019, *op. cit.*

- I. communicating the interest in implementing the *Escritório Social* in the State district to the CNJ Department for Monitoring and Inspection of Prison and Socio-educational Systems (DMF, acronym in Portuguese);
- II. ensuring that the first attendance to the released person occurs in an appropriate space in the forum premises, ensuring the referral of voluntary participation to the *Escritório Social*;
- III. ensuring the fullness of services for every released person, based on assistance singularization programs that allow reception, institutional and non-compulsory referral to social policy, and follow-up networks until the end of the probation period;
- IV. carrying out communication campaigns aimed at informing the population about the character, objective, effectiveness, and need of the *Escritório Social*, aiming at the social inclusion of released people and the reduction of prison overpopulation;
- V. enabling interdisciplinary projects and interventions with civil society organizations, aiming to promote policies of racial and gender equity, as well as ending violent actions, processes of marginalization and criminalization of released people, spreading democratic practices of prevention and administration of conflicts;
- VI. enabling the implementation of information systems that establish a continuous flow of data between the Executive and Judicial Branches, rationalizing the law enforcement and ensuring the confidentiality and protection of data of people deprived of liberty and released people from the prison system;
- VII. informing prison managers, via alert tool in the SEEU (Unified Electronic System for Penal Enforcement), the list of people deprived of liberty who monthly reach the lapse to the stage of pre-release;
- VIII. encouraging the insertion of the Care Policy for Released People in the Multiannual Plans, Budget Guidelines Law and Annual Budget Law, in addition to providing for its institutionalization in the structure of the management body of the prison administration;
- IX. supporting, articulating, implementing and monitoring the compliance with Decree No. 9,450 of July 24th, 2018, which established the National Labor Policy in the scope of the Prison System – PNAT.

Furthermore, according to Article 11 of the Resolution, to ensure that while contracting services the Judicial bodies observe the employment of workforce formed by released people from the prison system, by the contractor company, in accordance with the established percentages.

4.1.2. Criminal Enforcement Courts

In addition to this work of support and follow-up by Prison System Monitoring and Inspection Groups, there is also the intervention of the Criminal Enforcement Courts, predicting:

- To lead the implementation of care services to released people, especially the *Escritório Social*, mobilizing local actors for its planning and structuring;
- To prioritize the allocation of resources from penalty of fine for the care policy to released people;
- To promote the participation of the technical teams of the Criminal Enforcement Courts in the educational social practices carried out in the scope of the Methodology of Mobilization of Released People and the activities of the care service for released people, preferably the *Escritório Social*;
- Attention to the fulfillment of emergency demands, supervising the supply of needs at the time of departure of released people from the prison system and assuring their supply when the release or discharge occurs in the Judiciary office;
- To articulate the provision of materials needed to carry out the activities of released people and the organization of the care service for released people, preferably the *Escritório Social*;
- To provide for the revocation of conditions to be fulfilled by released people in cases of frequent attendance and participation in activities that may be offered by the assistance service, such as the extension of the period of signing books or cards due to attendance to courses or regular activities, revocation of restrictive measures such as hours or days of home stay due to enrollment and attendance to educational or labor activities, among others;
- To carry out communication campaigns aimed at informing the population about the character, objective, effectiveness and need of the Policy, aiming at the social inclusion of released people and the reduction of discriminatory and punitive practices;
- To enable interdisciplinary projects and interventions with civil society organizations, aiming to promote policies of racial and gender equity, as well as ending violent actions, processes of marginalization and criminalization of released people, spreading democratic practices of prevention and administration of conflicts;
- To ensure that the control of conditions is carried out by the Judiciary, in appropriate places and different from the equipment of care to released people, being their sole duty to inform the attendance to activities carried out by the very service or a partner network, when it comes to purposes of revocation on the conditions;

- To participate in the evaluation and monitoring processes carried out by the assistance service for released people, preferably the *Escritório Social*.

Furthermore, according to Article 11 of the Resolution, in the absence of the *Escritório Social*, it will be up to the multidisciplinary teams of the Courts to manage the bank of curricula and refer to job opportunities.

4.2. Executive Branch

The Criminal Execution Law provides for public responsibility in the implementation of assistance services for released people, a responsibility that necessarily permeates the prison administration, but also several other instances of public and social policies. In this sense, some of the attributions of the Executive are listed below.

4.2.1. Prison Administration Management Bodies

- To establish the executing body of care for released people in the Federative Unit, responsible for its management, articulation, budget forecasting and implementation at the state level, as well as for the promotion of instances of participation of intersectoral policies and civil society in the design, follow-up and evaluation of the policy;
- To structure a public equipment for the assistance of released people, preferably the *Escritório Social*, with qualified multidisciplinary team;
- To insert the work of the *Escritório Social* and its methodologies in the curricula and activities of prison schools, implementing training processes on the theme for managers and servers;
- To ensure the execution of the Methodology of Mobilization of Pre-released People in prison units;
- To allow the release and appointment of technicians and servers to carry out the assistance activities for released people;
- To promote articulation with other state public security agencies, as well as with other departments responsible for education, labor, social assistance, housing, for women and diversity policies, promoting racial equality, among others;
- To promote coordination with municipalities, Public Prosecutor's Office, Public Defender's Office, the Judiciary and civil society organizations aimed at promoting the policy.

4.2.2. Prison Facility

- To establish the operational procedures for the implementation of the Methodology of Mobilization of Pre-Released People;
- To organize the internal referral flow to the teams of the names listed by the SEEU as possible participants of the pre-release service activities;
- To participate in the elaboration of situational diagnosis and local planning to support the organization of the assistance service to released people, preferably the *Escritório Social*;
- To participate in the construction of local collegiate bodies of articulation with the municipalities, Public Prosecutor's Office, Public Defender's Office, Judiciary and civil society organizations, aiming at the promotion and evaluation of the policy;
- To arrange the issuance of documents and provide assistance and guidance material at the time of release/discharge, including non-compulsory referral to the equipment of attention to released people, preferably the *Escritório Social*, upon sending the Release Map presented in the Methodology of Mobilization of Released People;
- To disseminate the actions carried out with the local media.

4.2.3. Public Policies Management

The efforts to create a care policy for released people within the State Government are also – or preferably – of the Secretary of Government or co-related body responsible for the political governmental coordination and for the articulation of different services and instances of public policies in the locality.

This coordination is responsible for an active participation both for the organization and management of a specialized service, for example, the *Escritório Social*, as well as to facilitate the opening and commitment of the various public policies (education, health, culture, work, housing, racial equality, social service, human rights, etc.) and the articulation of the network of teams and services that make up these policies, in recognizing and assisting released people as beneficiaries, without discrimination of any kind.

4.2.4. City Halls

The Municipal Executive Branch can also be actively involved in the assistance to released people, and it is thereto important:

- To consider the issue of leaving prison and the problem involved in it as a (co) responsibility of the municipality, inserting the demands of released people in the actions specific to local policy plans and programs and including the care service to released people in the list of equipment of the social security network of the municipality;

- To establish referencing mechanisms between the care service to released people and other public policies, demanding continuous articulation between different bodies of the Executive Branch;
- To ensure access for released people to social assistance, work, education, health, and culture services in the municipality;
- To contribute with human and material resources for the implementation and maintenance of care services to released people, especially the *Escritório Social*;
- To enable the participation of municipal employees in the activities related to their area of expertise in tasks carried out within the scope of the care policy for released people;
- To establish quotas in jobs for released people, in the bodies of the municipal administration, fostering the promotion of racial and gender equality, implementing position management flows in partnership with the care service to released people, especially the *Escritório Social*;
- To participate in the processes of monitoring and evaluating the work of the care services to released people, especially the *Escritório Social*²⁶;
- To contribute to the continued training of public agents, representatives of civil society, social movements, educational and research institutions and Participatory Councils (Social Assistance, CMDCA, Health Councils, etc.) on issues related to released people, and intersectionality between gender and race, as well as on the *Escritórios Sociais*;
- Consider the issue of released people with the collegiate bodies and councils in force in the municipality.

4.3. Civil Society

4.3.1. Community Council

- To stimulate and support the implementation of the National Care Policy for Released People;
- To encourage and support the implementation of the Methodology to assist pre-released people in locations with implemented *Escritório Social* units;
- To publicize with civil society the need to open up for the insertion of released people in different spaces of social life, considering the demands and potential of the subjects;
- To refer released people and family members to the *Escritório Social* or other network services;

²⁶ Details of attributions provided for the Municipal Executive can also be found in CNJ, 2020.

- To contribute to the active search of released people for assistance at the *Escritório Social* and/or other network services;
- To carry out educational and professional training projects together with the *Escritório Social* and/or other care services for released people;
- To contribute to the opening of vacancies in the labor market and the creation of autonomy and sustainability strategies for released people.

4.3.2. Universities and other teaching institutions

Universities can be important partners for the mobilization, organization and development of care services for released people, and a two-way street can be established between them. If, on the one hand, through teaching, research and extension projects, universities can offer a series of actions, on the other hand, the *Escritório Social* can be an important space for students to learn about the reality of the socio-legal system, of the social policy network, among other aspects, especially public and community universities that have a formal commitment to social and regional development.

In this sense, the following activities are suggested:

- Articulation with the care service, especially the *Escritório Social*, for the adoption of internship programs in different areas, including law, psychology, social work, social and applied social sciences, the areas of technology, among others;
- Organization of continuing education courses for the various actors in the partner network and for professionals from *Escritório Social* units and other assistance services for released people;
- Opening of vacancies in university extension projects for professionals, beneficiaries and their family members;
- Organization of extension projects with a special focus on building work alternatives for released people and their families;
- Assistance to released people in the existing services (psychological service, including vocational guidance, legal assistance, health care, educational activities, artistic activities, among others);
- Opening of job vacancies on university campuses, with strategies to support the increase in schooling;
- Creation of research projects involving both the knowledge of the beneficiaries' reality as of the constitution of the care service for released people.

4.3.3. Entities of defense and guarantee of rights

In view of the breadth and complexity of the social, emotional, political, and economic challenges that involve released people, the care for these people must be articulated with social movements that fight for economic, political, cultural, and social conditions that enable their recognition as service users, without discrimination of any kind, in the various public policies, considering their vulnerabilities, risks and singularities. Both individual and social, and collective rights need struggle processes so that their agendas are respected, implemented, and expanded. Thus, entities related to women's rights organizations, black movements, LGBTI people, the struggle for housing, must be partners, both to offer their knowledge and service and to receive the specific demands of released people, welcoming in their agenda the singularities of this population.



Part II

UNDERSTANDING THE *ESCRITÓRIO SOCIAL*

5

BASES FOR THE WORK OF *ESCRITÓRIOS SOCIAIS* UNITS

The *Escritório Social* is a specific equipment to assist people who have been released from the prison system, created to be a reference in the service through welcoming, qualified listening and singularization of care. Thus, using its own precepts and methods that enable the care for its users' needs, released people from prisons and their families, it seeks their integration with other public policies. To this end, it must foster intersectoral involvement and the articulation of the network guaranteeing rights and social support for the recognition, care and integration of users, with the aim of contributing to the construction of life strategies based on understanding and identification of citizenship rights and identity markers.

Thus, the *Escritório Social* is:

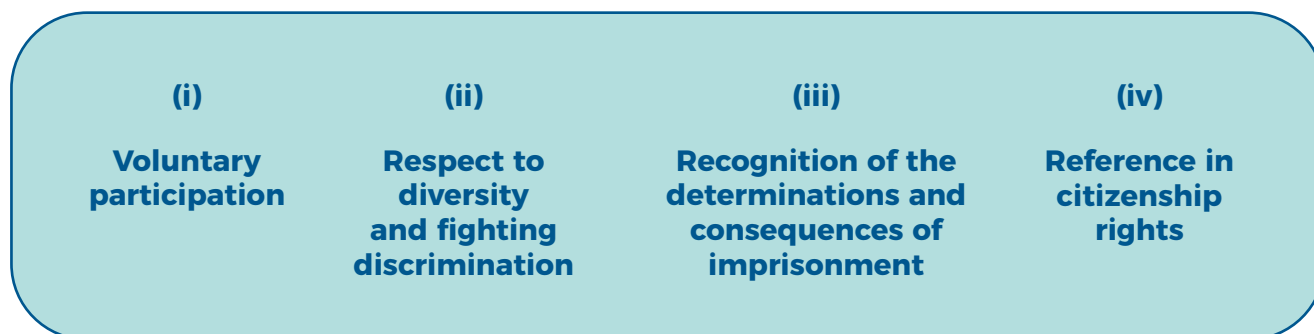
A public equipment of shared management between the Judicial and Executive Branches, responsible for carrying out the reception and referral of released people and their families to the network, articulating an intersectoral and interinstitutional policy of social inclusion that correlates and demands initiatives from different state and municipal public policies, system and civil society actors²⁷.

**ESCRITÓRIO SOCIAL**

Concretizando direitos

²⁷ CONSELHO NACIONAL DE JUSTIÇA. Resolução No. 307/2019. Establishes the Policy for Attention to Released People from the Prison System within the scope of the Judiciary. Available at: <https://atos.cnj.jus.br/files/original153009202001105e1898819c054.pdf>. Accessed on: April 16th, 2020.

5.1. The ethical principles for the work of the *Escritório Social* are:



5.1.1. Voluntary participation

The National Care Policy for Released People is characterized as an intersectoral and multidimensional policy, involving the three branches, as well as the different federative spheres, with attributions, shared complementary responsibilities and independence between the entities, so that, to the service responsible for the individualized care of the subjects – the *Escritório Social* – it is, above all, the mediation between them and the social spheres focused on the dignity of the human person, from the perspective of guaranteeing the rights, the reception as recognition of that dignity, the right to privacy, and professional secrecy about the service provided.

Voluntary participation is a fundamental principle, as it refers to respect for the dignity of citizens and their autonomy, concepts that are also listed among the democratic principles of the National Social Assistance Policy (2004).

Following the perspective established by the Proposed National Care Policy for Released People from the Prison System (CNJ, 2020) and by CNJ Resolution No. 307/2019, voluntary participation is an ethical principle of the *Escritório Social*, so that it is not aimed at controlling the conditionalities established by the judicial processes or the surveillance of the beneficiaries.

5.1.2. Respect to diversities and fighting discrimination

Considering the Brazilian history and situation, in which differences turn into inequalities, the projection of public and state spaces such as the *Escritório Social* cannot take place without a commitment to fighting this reality.

The existence of structural racism indicates that all our relationships, individual, institutional, collective or social, are impregnated with it. We have an ethnic-racial diversity that is transformed into hierarchical and deeply unequal relationships. We project an “ideal” reality with patterns of whiteness and consumption, whose ruler excludes those who do not correspond to them. An example of this context is how released people from the prison system, homeless people and people with alcohol and other drugs use disorders are morally judged. And, often there are people who experience a “superimposed dimension of exclusion”²⁸, that is, the sum of many prejudices.

However, it is important to highlight that prejudice is rooted in social relations and, therefore, it is not in others or generically “in society”; we are all involved in the (re)production of prejudice, discrimination, and irrational generalizations. And, certainly, the formulation of legislation and its application are marked by this logic, and the criminal legal field is a privileged locus of its manifestation.

Women, black people, indigenous peoples, *quilombolas* and traditional people, migrants, people with disabilities, people belonging to the LGBTI population, or elderly people, must be seen and respected in the specifics and peculiarities of their personal condition. The cultural and social conditions that enabled the construction of barriers and discrimination must also be considered, but, at the same time, the struggles that forged the conquest of rights, which still need to be implemented more vigorously and expanded.

Recognizing the existence of prejudice in its different forms, racism, sexism, xenophobia, transphobia, and, as we know, in relation to the released person from the prison system, should enable these themes to be considered in the development of adopted practices.

²⁸ HERRERA FLORES, Joaquim.

In this way, the practices of the *Escritório Social* must:

- I. Take a critical stance in the face of prejudiced and/or racist manifestations, both in relation to their own and other people, including beneficiaries and network partners;
- II. Deepen and disseminate theoretical and ethical knowledge among its beneficiaries and their teams, in order to refute such postures, indicating that these are conceptions and attitudes based on moralism, common sense, alienation from reality and science denial, which make a difference to human dignity in individuals, collectives and society;
- III. Participate in initiatives that unveil, study and debate racism, sexism, prejudice against specific population groups, stigmas and discrimination, and finally; its consequences for both the general population and the released population, seeking the affirmation and expansion of rights in the public policy;
- IV. Recognize the importance of continuing education processes for teams on gender, diversities and ethnic-racial issues to foster an intersectoral public policy connected to reality;
- V. Recognize that institutional racism²⁹ limits the access to rights and services, promoting the formulation and monitoring of policies to fight racism and promote racial and gender equality within institutions;
- VI. Take an active role in the implementation of inclusive policies that respect human rights and promote equity through affirmative action, including expressly – ethno-racial, gender and diversity markers;
- VII. Recognize the (racial) selectivity that affects – historically – black women and men in our country in their practices, admitting the impacts on physical, mental, and social health in this population.

5.1.3. Recognizing imprisonment's determinations and consequences

The assistance to released people from the prison system necessarily requires an understanding of how the whole process of criminalization and punishment works. The determinations of social class, and color and race are the main indicators of criminal selectivity, which are present in all phases of the criminal process. It should not be forgotten that these conditions are not behind bars, because, as structuring of the State and of Brazilian society, once again, they will also be present in the difficulties of life in liberty.

²⁹ <http://www.onumulheres.org.br/wp-content/uploads/2013/12/Guia-de-enfrentamento-ao-racismo-institucional.pdf>

The stigma and prejudice are also taken up here, which in this case are expressed through the criminalization of certain conducts. Drug use disorders are an example of how a health issue has become a criminal issue and also addressed to certain groups. The war on drugs and its prohibitionist policy have resulted in an increase in deaths by the state and imprisonment of young, black and poor people. **The stigma and prejudice that affect released people from the prison system is not different.**

Experiencing the many deteriorating conditions of life in prison, whether environmental, sanitary, ethical, moral, relational, in which non-compliance with the law, the absence of the State and the power of factions is naturalized, will condition the organization of life in prison and the (im)possibilities of social reintegration.

A practice that seeks to overcome naturalization and acquiescence in this reality requires:

- I. The search for a critical theoretical foundation on the sentence and its proposed functions and the realization of the Penal State;
- II. Deepening on reality and selectivity, the criminalization of black and poor youth, and the abusive use of psychoactive substances;
- III. Knowledge of the prison reality and its consequences in the construction of social life and subjectivity of the people subjected to that and the different impacts caused, considering the identity markers.

5.1.4. Reference in citizenship rights

As discussed above, the projection of care services for released people in Brazil has always been linked to an idea of control and surveillance in the processes of social reintegration. This perspective reveals a consideration of second-class citizens, or even non-citizens, in a moral hierarchy that endorses and naturalizes processes of construction and historical reconstruction of Brazilian inequality.

All social indicators, such as employability, income, housing, education, access to culture and information, consumption of goods, among others, show the growth of the social abyss in Brazil. Meritocracy justifies the condition of a large part of the population, seen as a lack of personal effort to “get there,” as an individual demerit, and, therefore, the possible social and legal resources — products of historical struggles are seen as benefits and not rights.

It is necessary, then, the prerogative that even if the criminal law has been infringed, people should not be deprived of humanity and dignity, and that the sentence to the deprivation of liberty is not a sentence to the deprivation of any and all rights of citizenship. Understanding people in custody and released people as subjects of rights means believing in the right of all to equality and equity.

The work of the *Escritório Social* must be anchored — for its planning, execution of interventions and debates, and ethical-political improvement — on the science that social class, race and skin color, and gender are the main indicators of existing inequality in access to goods that were socially constructed, therefore, all efforts must be directed to mark released people's right to access them.

The implementation of the principles of equality and equity requires:

- I. Knowledge about the historical process of construction of inequality, especially of color and social class, in Brazil, its structural presence and its different manifestations in everyday life;
- II. Recognition of rights in their ethical perspectives (which justifies the rights), legal (the national and international legal framework constituted) and institutional policy (what policies and instruments exist for their implementation);
- III. Daily positioning and participation in spaces of struggle for the realization and expansion of rights.

5.2. Released people and their demands

As established by the National Council of Justice in its Resolution No. 307/2019, a released person is considered to be "a person who, after any period of permanence in the prison system, even on a temporary basis, needs some assistance in the context of public policies as a result of its institutionalization".

Living in prison brings indelible marks that will certainly not remain "behind bars": the permanence in deteriorated environments, the great possibility of contracting infectious and contagious diseases, of developing or aggravating mental health problems and drug use disorders, the development of specific and limiting language standards, the need to adapt to routines and practices and the standardization of totally illegal and immoral behavior, both institutional and of factions. It is, therefore, a continuity "of production and reproduction of illegalities and relations of domination and power"³⁰.

This institutionalization allows establishing, in the context of the demands of released people, a vicious and non-virtuous tripod. This is what was experienced and acquired before the criminalization process, which adds to what was produced while the person was serving the sentence and to facing the difficulties of life in liberty.

³⁰ CONSELHO NACIONAL DE JUSTIÇA. *Guia para aplicação da metodologia de atendimento à pessoa pré-egressa*. Brasília: CNJ, 2020a (Collection *Justiça Presente*).

The problems to be faced upon leaving prison involve social and economic issues, such as lack of documentation, difficulties linked to mobility (transport resources), housing, access to work, productive insertion and income; difficulties in accessing health services in the territory and (re)establishing bonds (social and family); difficulties in accessing resources for combating prejudice related to their condition, difficulties linked to criminal groups.

There are also legal and bureaucratic problems that involve the conditions of liberty, the end of the sentence and the difficulty of accessing the documentation necessary for civil life. These issues are deeply interrelated and, even if they do not appear at the same time, they will certainly be present in the lives of a large number of released people and their families, especially those who use the *Escritório Social*. The figure below lists and defines these indicators:



6

MODULATIONS OF *ESCRITÓRIO SOCIAL*

The dissemination of social equipment must consider the potential and resources existing in the territory. In this sense, the intention is to disseminate the *Escritório Social* model to all units of the federation, also considering other existing policies, which is why we present below a set of modulations for the implementation of the *Escritório Social* that allow it to encompass different state and local realities.

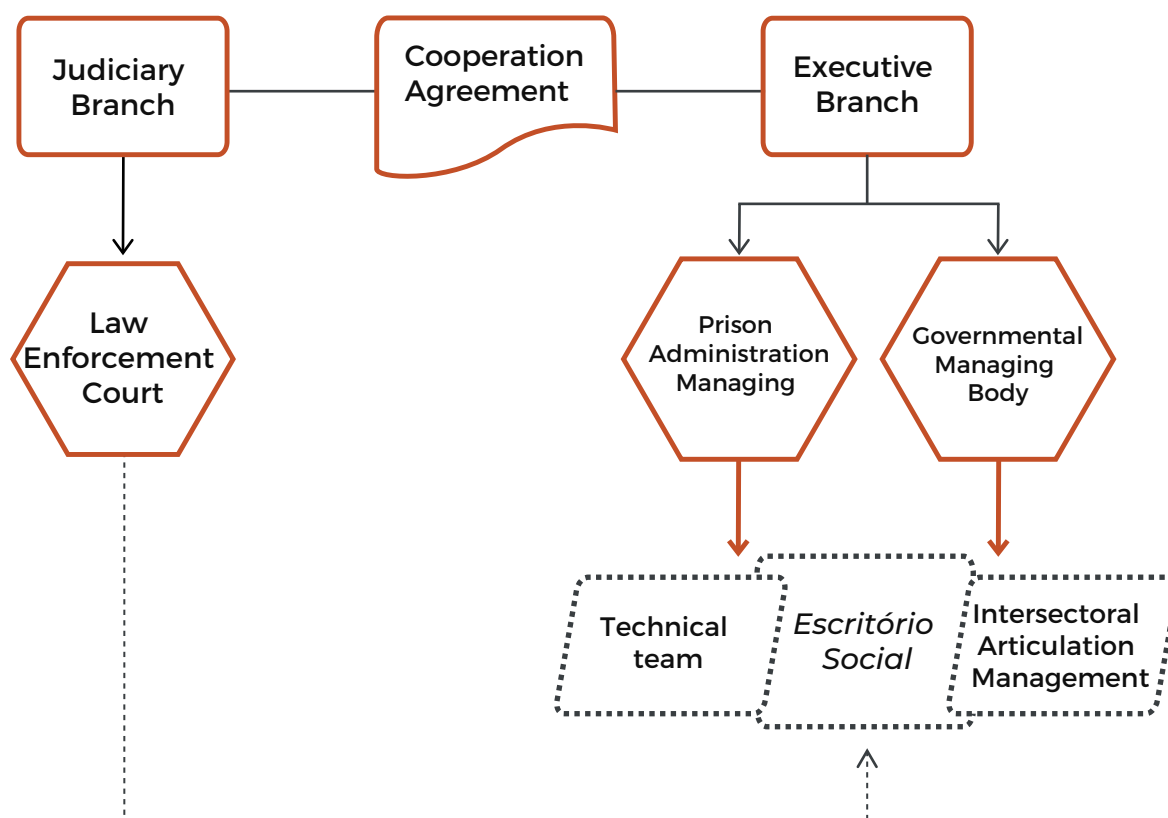
MODALITY I - IMPLEMENTATION OF NEW *ESCRITÓRIO SOCIAL* UNITS, MANAGED BY PUBLIC AUTHORITIES, IN A LOCATION WHERE THERE ARE NO CARE INITIATIVES TO RELEASED PEOPLE

This modality can include all those locations that do not have any social equipment for released people. In other words, it will be up to local managers to "start from scratch." Thus, they should be aware of the choice of the place for implementing the service (preferably with easy access), the formation of teams, which will be strategic partners, among other aspects listed in the following sections.

It is important, again, to point out the different possible arrangements for the implantation of the *Escritório Social* within the scope of the Public Power, its management being able to contemplate the Executive Branch (Penitentiary Administration, Justice, Government Secretaries, among others), or even the Legislative Branch. Furthermore, the equipment will be able to count on the support and participation of civil society organizations.

It is worth noting that this modality should include the participation of representatives of the managing secretary of public policies in the locality. To better illustrate, there is an example of the equipment's organization chart.

Figure 1: Organizational Chart of the *Escritório Social* – Module I



Source: own elaboration.

Finally, it is worth noting that the arrangements must always have the active participation of the Judiciary, which may also support the implementation of the equipment through the allocation of monetary-penalty resources.

In this modality, GMFs must act to:

- Disseminate the *Escritório Social's* principles, methodologies and guidelines;
- Formalize the implementation of the service, following the standard model of the Technical Cooperation Agreement signed with the National Council of Justice;
- Assist the local government in articulating proposals and defining the roles and responsibilities of each of the entities involved.

MODALITY II - PROMOTION OF *ESCRITÓRIO SOCIAL* UNITS MANAGED BY CIVIL SOCIETY ORGANIZATIONS

This modality encourages civil society organizations and its networks, including Community Councils, to adopt CNJ's methodologies and parameters of action to assist people who have been released from the prison system.

The role of civil society does not replace the State's responsibility for the care policy for released people, being complementary to state public services.

In this modality, GMFs must act to:

- Articulate proposals with civil society organizations and its networks for the implementation of projects, with special attention to the promotion of intersectorial actions that aim at racial and gender equity;
- Provide technical and normative subsidies, based on reference initiatives already mapped, for structuring the processes of development, selection and feasibility of resource allocation to the organizations or network of interested organizations;
- Assist organizations and their networks in preparing projects and proposals consistent with this Guide;
- Encourage organizations and their networks to adopt methodologies for singularizing care and acting with pre-released people, considering the diversity markers (race, gender, sexual orientation, generation, ethnicity, and mental health).

MODULE III - SUPPORT FOR THE INSTITUTIONAL STRENGTHENING OF INITIATIVES ALREADY EXISTING IN THE PUBLIC AUTHORITY

This is a modality of support for existing care initiatives for released people, which can be carried out in two ways, namely:

- i. In locations where there is no formal partnership between the Judicial and the Executive Branches, the elaboration of a Cooperation Agreement between the parties should be encouraged, as provided for in CNJ Resolution No. 307/2019;
- ii. Complementarily, these states can be offered the adoption or methodological improvement, either through the organization of training processes related to the methodologies of the *Escritório Social*, whether integrating the institutional actors of these initiatives with the actions carried out by the CNJ and the Judicial Branch, or even offering technical

support for the implementation of the parameters for structuring the *Escritório Social*.

In this modality, GMFs must act to:

- Carry out articulations to foster partnerships between the Judiciary and the management bodies of the initiatives;
- Develop cooperation strategies;
- Provide technical and regulatory support for the preparation of Cooperation Agreements;
- Support the methodological improvement of initiatives.

This modality integrates the care service for released people into a wider range of criminal services, which includes:

- 1) Service to the Person in Custody;
- 2) Integrated Center for Alternatives to Imprisonment (CIAP, acronym in Portuguese);
- 3) Electronic Monitoring Center (CME, acronym in Portuguese);
- 4) *Escritório Social*.

Although these services may be integrated in the same space, they should be seen as distinct and complementary action fronts, with specific teams and methodologies to serve the different audiences thereby covered.

In this modality, GMFs must act to:

- I. Disseminate the principles, methodologies and guidelines of each of the services, according to parameters published by the National Council of Justice;
- II. Formalize the implementation of the service, following the standard model of the Technical Cooperation Agreement signed with the National Council of Justice;
- III. Assist the local government in articulating proposals and defining the roles and responsibilities of each of the entities involved.

MODULE V – INTEGRATION OF ASSISTANCE TO RELEASED PEOPLE IN THE SOCIAL PROTECTION NETWORK OF MUNICIPALITIES

This modality integrates the care service for released people from prison into the services that make up the social protection network in the municipalities, especially the social assistance services network that make up the Unified Social Assistance System.

In this case, the assistance to released people starts to be carried out based on special attention to the principles listed in section 5.1 of this publication, in particular the recognition of the determinations and consequences of prison as specific markers of how released people belong to the social world.

In this modality, GMFs must act to:

- I. Carry out articulations to foster partnerships between the Judiciary and the services of the social protection network;
- II. Develop cooperation strategies;
- III. Provide technical and regulatory support for the preparation of Cooperation Agreements;
- IV. Support the implementation of *Escritório Social* methodologies and the training of technical teams;
- V. Create referral flows between the Judiciary and the network's services, in order to ensure that specific released people's demands are met.

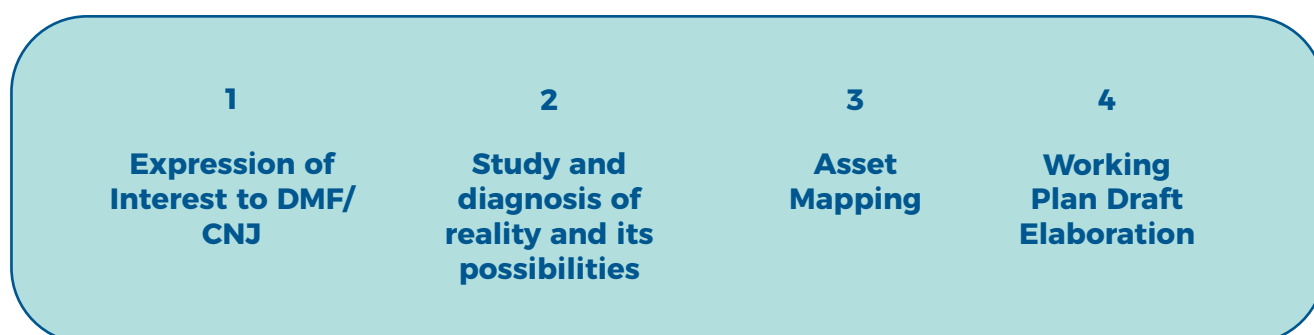


Part III

UNDERSTANDING THE
STEPS TO IMPLEMENT THE
ESCRITÓRIO SOCIAL

The implementation of the *Escritório Social* can be initiated by the Judiciary or Executive Branches, or even by civil society organizations. As this equipment is promoted and regulated by the National Council of Justice, the section below seeks to clarify the step-by-step creation of new *Escritório Social* units, seeking to compose a national network of care services for released people.

7 EXPRESSION OF INTEREST TO THE DMF/CNJ



The implementation of an *Escritório Social* unit, regardless of its modalities, begins with the expression of interest of the institutional actor that is articulating its feasibility in the location, by sending an e-mail to the Department for Monitoring and Inspection of the Prison and Socio-educational Systems (DMF, acronym in Portuguese) of the National Council of Justice (CNJ), which will initiate internal negotiations to follow up on the initiative. The expression of interest template is detailed in Annex 1 of this Guide. After analysis and approval, the DMF will share the standard draft of the Technical Cooperation Term for the responsible entity.

7.1. Service planning process

The planning of a service is a fundamental step that should not be seen as a mere formality at the beginning of the practices, since, in addition to designing the activities, it enables a continuous process of construction, evaluation and re-elaboration, which also enables improvement and translates the ethical, theoretical, and political perspective that characterizes it, setting in motion the adopted concepts, objectives, principles, and guidelines. Thus, the answers to the questions why, what for, how, with whom and how to monitor and evaluate the intervention should be thought and planned as a starting point, being part of a process that puts the service in a direct relationship with the reality and that, for this reason, causes the questions to be constantly re-addressed.

The team responsible for service planning must count on the participation of actors from the various institutions involved, in order to gather information about the current local reality, its difficulties and potentials. It is also suggested that beneficiaries participate in the service planning, evaluation and re-planning process.

7.1.1. Looking around

The implementation of a service that aims to recognize the demands and potential of individuals, and to overcome the vulnerability factors that post-prison life produces requires prior knowledge of the reality in which one wants to intervene. Thus, it is necessary to "look around" and identify the regional, territorial and local specificities that will impact the work of the *Escritório Social*, allowing the objectives, methodology and actions to be planned and developed.

At this stage, one should seek not only the objective studies and data³¹, but, mainly, the mobilization of strategic actors that will make it possible to give the agenda of assistance to released people the visibility and priority in public debates necessary for its effective valorization.

Therefore, it should be considered that "mobilization occurs when a group of people, a community or a society decides and acts with a common goal, seeking, on a daily basis, results decided and desired by all" (TORO & WERNECK, 1996, p. 05).

To mobilize is to summon wills to act towards a common purpose, under a shared interpretation and meaning.

In addition, it is necessary to involve the state bodies responsible for public policies that will integrate the *Escritório Social*'s service network, considering the legal responsibilities provided and the necessary articulation between the parameters established by the Criminal Execution Law and the legal order of these other policies³².

³¹ Among these, the Human Development Index (IDH, acronym in Portuguese), the Gini index (with indicators of local inequality), demographic data of the population in general, illiteracy, schooling and mortality indexes, labor market indicators and main productive activities in the locality.

³² An example of this articulation can be found in the Joint Ordinance of the National Council for Criminal and Penitentiary Policy and the National Council for Social Assistance No. 01, of November 7th, 2018, which is intended for "social assistance to the families of incarcerated people and released people of the Penitentiary System in the Unified Social Assistance System – SUAS (acronym in Portuguese)."

7.1.2. Recognizing prison conditions and the local socio-legal system

If knowing local socioeconomic conditions is important for mobilizing partners and planning action strategies for the *Escritório Social*, it is also important to seek data on prison establishments in its coverage area.

Types of prison conditions, situation of prison establishments, inmates/employees ratio, presence of technical work, sanitary conditions, health teams, education, prison work, existence of assistance to prepare for liberty, number of people in custody, convicts, prevalence of crimes, profile (age, educational, socioeconomic), data on specific populations (women, including puerperal, breastfeeding women, with children under 12 years old and/or with disabilities; elderly, LGBTI, indigenous people, people with disabilities) are some of the indicators that will help to plan activities.

In addition, the role of criminal groups, their relationships inside and outside the prison, the records and denunciations of torture, should also be researched to better understand the local prison dynamics.

In the criminal legal field, data on the number of criminal enforcement and criminal courts, frequency of inspection in prison units and referrals adopted, number of public defenders and technical staff of the Public Defender's Office working in criminal execution, speed in the progress of processes and request for benefits, existence and work of the technical team of the local forum, extrication initiatives (detention control hearings, electronic monitoring, mediation processes, etc.) will establish links between the *Escritório Social* and the Judiciary.

7.1.3. Mapping of existing assets in the municipality

The mapping of existing assets in the municipality consists of knowing the functioning of public or private institutions, services and existing resources that can meet the demands of released people, in the municipality and in the region, in order to integrate them into the assistance network.

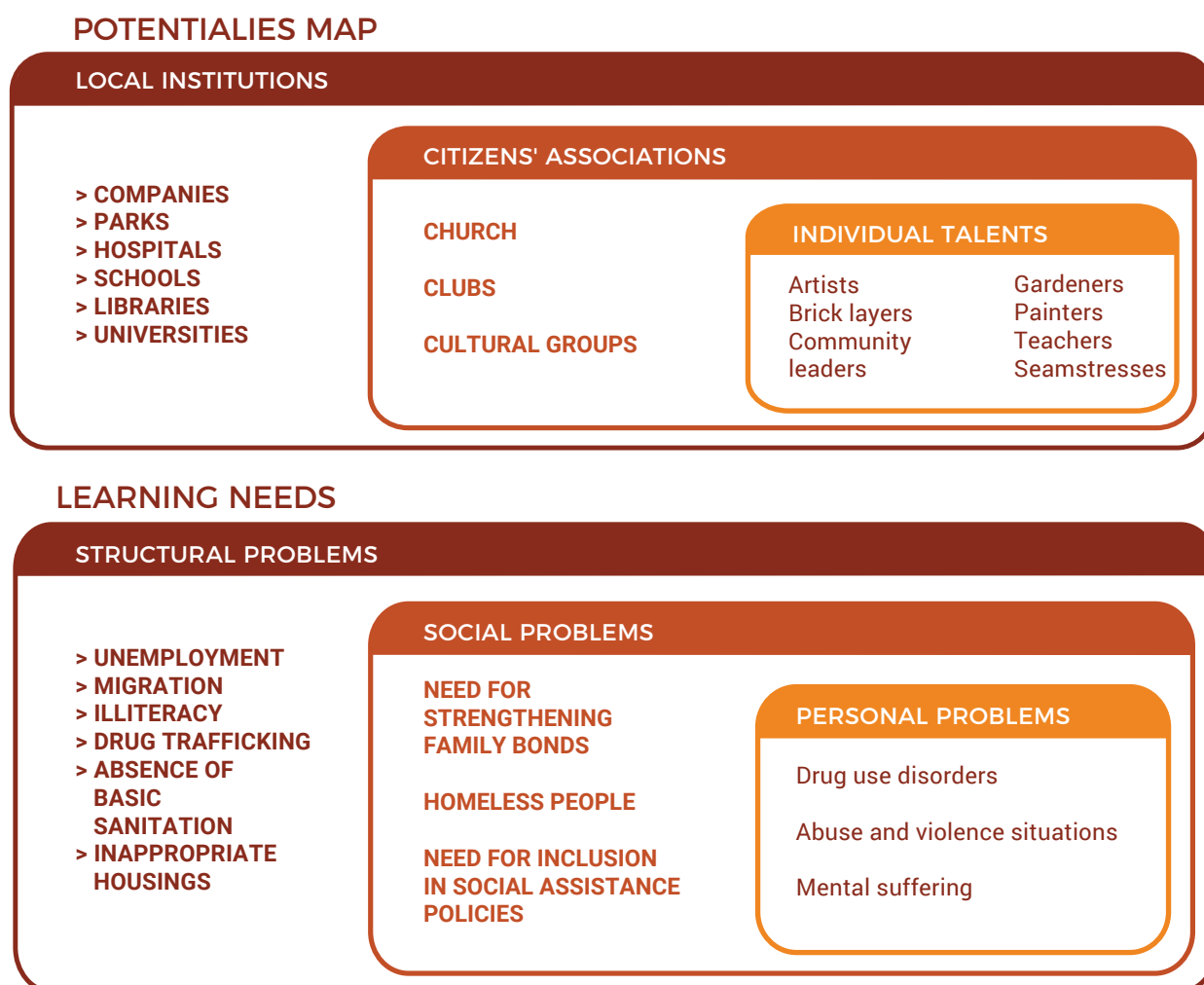
In particular, organizations, equipment and services that implement public policies to promote racial equality, education for young people and adults, work, professional training, health, prevention and care for people with needs related to drug use disorders, housing, diversities, social assistance, and violence prevention must be integrated.

When carrying out a mapping of assets (Annex 2), in addition to identifying the resources available in the community, it should be noted that it is not just a matter of mapping institutions, services and specific resources for released people, but rather, all those assets that might meet the demands of service users. It is also important to map the lack of resources and public policies.

A principle that should guide the realization of the asset map is "instead of seeing the community only as a bearer of problems (...) looking at the community as a place where there are also many potentials, resources and talents." (CURITIBA, 2003, p. 20)

The figure below illustrates the difference between looking at deficiencies and looking at assets that can contribute to a service:

Figure 1: Asset mapping example



Source: elaboration by the authors from Curitiba, 2003.

As existing assets in the municipality, there are also participatory rights councils linked to social and health policies, and other public structures, such as the State Committee to Fight Torture, the state and local human rights commissions, linked to professional councils or state legislative assemblies.

7.1.4. Possibilities and limits of civil society

Organizations and social movements for the guarantee and defense of rights, associations of released people and their families, universities and other educational entities must be mobilized as important partners in the work of the *Escritório Social* and "registered" as collaborators in the actions of care for released people.

In turn, admitted by the LEP (Article 61, item VII) as one of the criminal enforcement bodies, the Community Councils, also formed by people from civil society, should not be seen only as an institution of the network, but rather as a partner in the construction, organization and development of the Care Policy for Released People. Thus, the Councils can either mediate with the community and its resources, or, as described in section 6 above, be responsible for the adoption, implementation and execution of the *Escritório Social*'s methodologies, acting in their role in the hypotheses where the location does not offer another possibility.

7.2. Definition of participants and submission of a draft of the Technical Cooperation Agreement

After the steps of mobilizing local actors and planning the service, with diagnoses of the context and of the local prison system, mapping of assets and definition of partners involved in the implementation, the standard draft of the Technical Cooperation Agreement must be filled in with the data of the likely signatories, submitting it to the Department for Monitoring and Inspection of Prison and Socio-educational Systems, of the National Council of Justice.

It is recommended that the draft sent be accompanied by the opinions of legal bodies responsible for the legal authorization of the partnerships signed by the bodies, namely, the State Attorney General's Office, in the case of the State Executive Branch, and the legal counsel of the Court of Justice.

In addition, the planned infrastructure must be indicated, paying attention to the requirements of location, minimum staff and visual identity, as described in section 8 below.

7.3. Internal processing of the National Council of Justice and release schedule

Upon receiving the draft proposal from the demanding local actors, the Department for Monitoring and Inspection of Prison and Socio-educational Systems, of the National Council of Justice, will assess the pertinence of the proposal and adequacy to the parameters set out in this Guide. If the proposed draft presents any nonconformity with the parameters herein adopted, the DMF will return it to the requesting bodies, with a suggestion for adjustments.

Therefore, once it is validated, the internal process will begin to formalize the procedures for launching the new *Escritório Social* unit.

7.4. Launching and signing of the Technical Cooperation Agreement

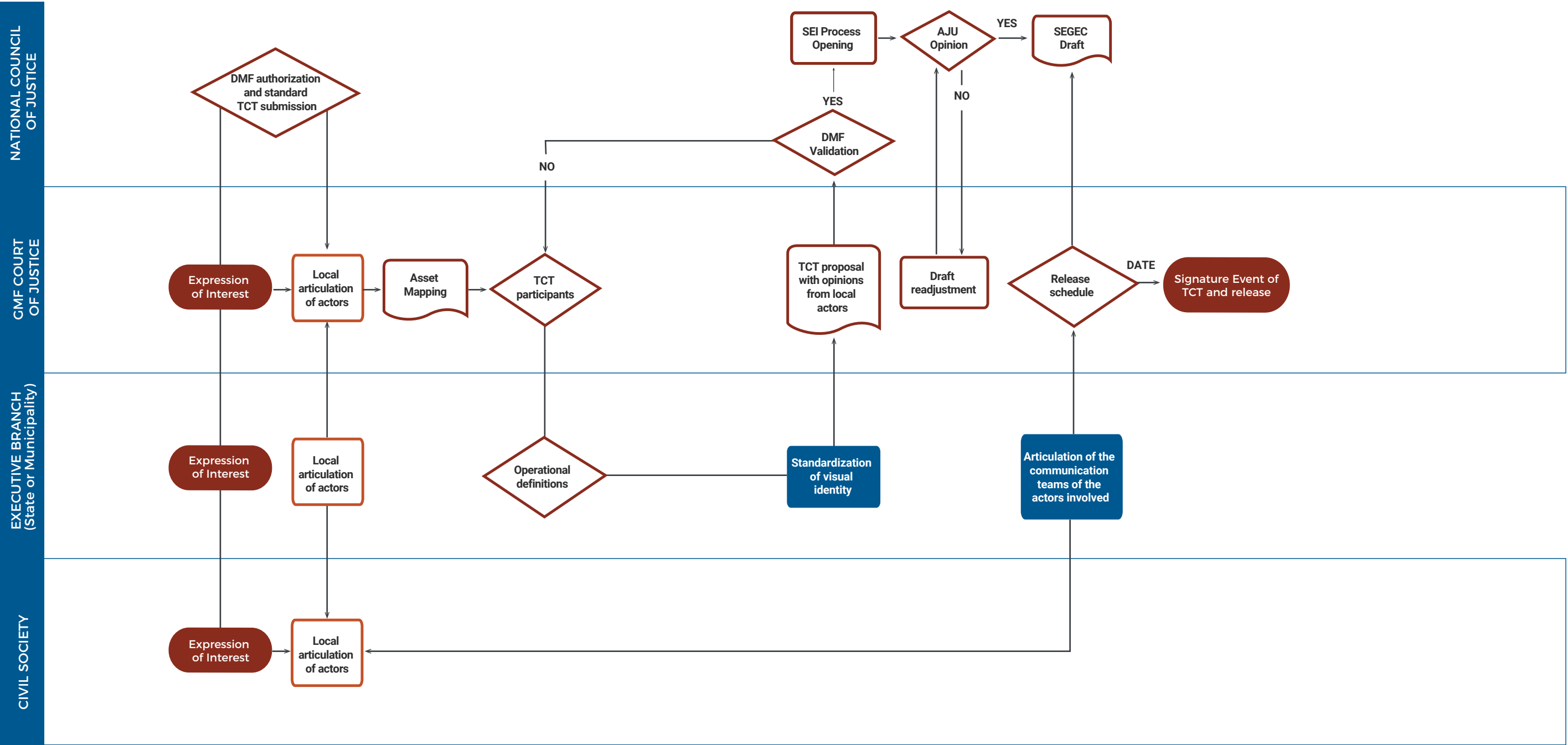
The *Escritório Social* launching event and the signing of the Technical Cooperation Agreement will be prepared by the technical teams of the DMF and communication teams from the National Council of Justice in cooperation with local actors. To this end, an agenda for launching the service should be drawn up that will make this moment a strategic event for the dissemination of the principles and values advocated in the proposal for the National Care Policy for Released People.

In addition to local authorities, a strategy for mobilizing media and leaders relevant to the topic should be planned, in addition to having the presence of civil servants and public policy officials, mobilizing and motivating them for the development of the *Escritório Social*.

7.5. Flowchart for implementing the *Escritório Social*

For a better understanding of the steps described so far, we present below a flowchart detailing the phases and procedures for implementing the *Escritório Social*.

Figure 2: Flowchart for implementing *Escritório Social* units



Own elaboration.

7.6. Preparation of the Work Plan

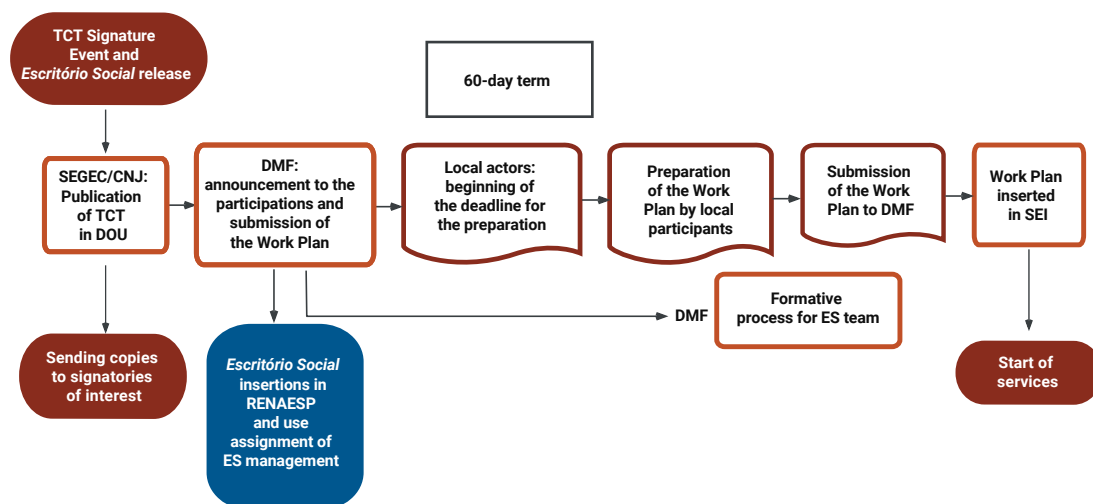
After the launching event and signing the Technical Cooperation Term, the National Council of Justice will be responsible for its publication in the Official Gazette of the Union and, subsequently, will send the Work Plan standard model to the cooperation signatories, as provided for in the draft.

The new *Escritório Social* will be included in the database of the National Council of Justice, which makes up the National Assistance Network to Released People from the Prison System – RENAESP (acronym in Portuguese), receiving access to the computerized management system of the *Escritório Social* units.

The local teams will have 60 days to prepare the local work plan, which will be used by the CNJ to monitor the activities of the *Escritório Social*. At the same time, an agenda for training the technical team and local partners will be established, to be carried out in person or remotely, with an emphasis on the methodologies of the *Escritório Social*.

The figure below illustrates the procedures after the launch of the *Escritório Social*:

Figure 3: Procedures for the implementation of the *Escritório Social* after release



Own elaboration..

7.6.1. The importance of the Work Plan

The elaboration of the Work Plan is one of the fundamental steps for organizing the equipment and for planning the actions offered. It is a dynamic process and, therefore, its elaboration does not take place in rigid stages.

The elements below are intended to guide the preparation and may be added by other items that are important for the specific context of each *Escritório Social*, whose definition may be necessary in this planning.

Another issue to be highlighted is that this elaboration must be participatory and democratic, involving the entire work team, management and, preferably, whenever possible, representatives of partner institutions (including the prison establishment), beneficiaries and family members. Thus, it is suggested to approach the following items:

1. **Presentation:** Brief history of the initiatives to set up the *Escritório Social*, actors involved and institutional responsibilities that triggered and that are responsible for the working plan and execution.
2. **Justification:** Contextualization of the local reality and presentation of collected data about the study of the reality justifying the implementation of the *Escritório Social*.
3. **Objectives:** In addition to the general objective of implementing the *Escritório Social* (central reference for evaluation of services), the specific objectives, designed for answering the question "what for", that is, how the work developed aims to resonate with its users should be defined.
4. **Activities developed:** Describe the essential work of the service, its flows, methodologies, the main actions projected, from the recognition of demands and available resources, and from the objectives and goals defined and planned.
5. **Methodological strategies:** Indicate and describe the ways to intervene and their objectives, which must necessarily be linked to ethical principles, methodologies and essential work to the service, establishing for each action objectives that are articulated to reality, the specificities of local demands, needs and demands from users, and the expected social impact.
6. **Service Organization:** Identify the location of the service and define the period of functioning (e.g., minimum period of five weekdays, eight hours per day, during daytime, but with the possibility, whenever necessary, of operation in other periods and days), organization chart of operation (availability of the complete team in the service), assignments and routines of operation.

7. **Human and material resources:** Indicate the material and human resources of the *Escritório Social*, the minimum team, the trainees, if any, and those from other partner institutions and who will develop sporadic or occasional activities.
8. **Partner institutions:** Identify the articulation with partner institutions, their objectives and accountability in relation to intersectoral work with the *Escritório Social*. It is desirable that these articulations and partnerships are formally constituted in order to overcome purely formal and personalist adjustments.
9. **Timeline:** Indicate temporally the execution projection of each action developed.
10. **Evaluation:** Define the indicators, the periodicity of the evaluation, those responsible for systematizing data and the preparation of reports and informative materials for the disclosure of the results, in order to give transparency to the actions developed.

It should be noted that the items above do not correspond to a definite list. These are guiding items that can foster a rich discussion with the actors aiming at a collective construction and part of the service. It is recommended not to close the discussion in the abovementioned filling, but that the *Escritório Social* team, as soon as they begin their work, use the institutions debated and systematized and, in due course, prepare a guide/manual/guiding document of the service, being able to understand the items mentioned above and detailed information about the roles and responsibility of each of the existing positions in the equipment.

Thus, even if the *Escritório Social*'s teams or their managers change, new members will have the necessary subsidies for the performance and understanding of the service. This can ensure uniformity in service even over the years.

7.7. Other incidence possibilities

In addition to the implementation and structuring of the *Escritório Social* according to the parameters set out in this Guide and in the National Care Policy for Released People, the actors responsible for mobilizing and implementing the services can act in other complementary actions aimed at giving greater sustainability to the *Escritório Social* and local initiatives.

The importance of community mobilization as a strategy for the design and planning of the processes of creation of the *Escritório Social* has been previously mentioned. Similarly, we will see below that the mobilization of networks is one of the structuring methodologies of this social equipment, since it does not propose to replace the services provided in the scope of each public policy.

In this sense, it is encouraged that the group responsible for mobilizing the implementation of the *Escritório Social* also focus on articulating the creation of RAESP (acronym in Portuguese) – Assistance

Network for People Leaving the Prison System³³ in the locality, understanding it as a structure of potentializing actions aimed at released people, of advocacy on the theme and mobilization of public agencies and civil society.

Also, as a strategy to strengthen actions, it is suggested that local actors be aware of:

- I. The possibility of mobilizing the Municipal Executive Branch of the locality of installation of the *Escritório Social* and the prisons of its surroundings, for the creation of Municipal Funds for Criminal Policies³⁴;
- II. The possibility of developing a State Assistance Plan for Released People, allowing long-range and long-term planning, avoiding complications arising from possible changes in government management;
- III. The inclusion of the assistance to released people as a specific item of the public budget, providing for its inclusion in the Multiannual Plans and the Budget Guidelines Law;
- IV. The possibility of presenting a bill that institutionalizes the *Escritório Social* as a state public equipment.

³³ The idea of the Network of Care for The Elderly of the Prison System arose in May 2006 in Rio de Janeiro, through the initiative of a group of institutions that had a common collective objective: to promote the improvement of the conditions for the social insertion of people leaving the prison system who face difficulties in accessing services and/or public policies. This group is formed, in general, by governmental, non-governmental institutions (NGOs, OSCIP, philanthropic, religious and private) and individuals, identified as individual members, having their actions developed in the territory of the State of Rio de Janeiro.

³⁴ The Municipal Funds are provided for in Complementary Law No. 79 of 1994, which established the National Penitentiary Fund – FUNPEN (acronym in Portuguese). Its current wording provides, in Article 3-A, paragraph 2, that the funds should be applied by the municipalities in the implementation of programs aimed at the social reintegration of people in custody, internees and released people, as well as punishment alternative programs.



Part IV

ESCRITÓRIO SOCIAL
IN OPERATION

8

PROVISIONS, ORGANIZATIONAL STRUCTURE AND FUNCTIONING

8.1. Physical environment and visual identity

The physical environment is one of the essential provisions for the service to be materialized. It is appropriate that the *Escritório Social* is located in its own space, preferably easily accessible to the person.

When possible, it is also encouraged that the place where the *Escritório Social* will operate is distinct from the equipment of justice or security, deconstructing the feeling that going to it is a step or even an extension of the criminal enforcement. Other essential provisions are: material resources, human resources and the essential work of the service, explained in the work plan and detailed below.

The physical environment consists of environments intended for the materialization of the work performed in the *Escritório Social*. Thus, architectural projects should provide for spaces of reception and care; waiting room; individual assistance room(s) (with conditions that guarantee the privacy and preservation of confidentiality of information, in strict compliance with the guidelines of the Class Councils); room(s) for group assistance and meetings; room for administrative activities; a place reserved for storing material resources; a place with easy access to drinking water; facilities and accessibility in all environments of the equipment, according to the standards recommended by the Brazilian Association of Technical Standards (ABNT, acronym in Portuguese). All environments must have adequate lighting, ventilation, healthiness, and cleanliness.

It is expected that the *Escritório Social* will be a living space, that is, a welcoming place that works for the well being of people, either those who work in it or its users.

A **place** is the order (whatever which one) according to which elements are distributed in coexistence relationships. Therefore, it is thereby impossible for two things occupying the same place (...)

Space is the effect produced by the operations guiding it, circumstantiating, temporalizing and leading to operation in a multipurpose unit of conflicting or contractual proximity programs (DE CERTEAU, 1998, p. 201-202).

The *Escritório Social* should also carefully follow the standards of visual identity. This is because all the equipment implemented must resemble each other. Aware of this challenge, this Guide contains in its Annex 3 the definitions of visual identity that should be used in the implementation of the equipment. It is important that any adaptations to the models in Annex 3 are communicated in advance to the DMF/CNJ for consideration and approval.

Finally, attention should be given to the visual identity in its architectural conception and ambience, also predicting the presence of the brand in the letterhead prints, service guides, banners and other information materials of the equipment.

8.2. Material resources

Material resources are indispensable elements for carrying out the services' actions. They can be classified as investment (furniture, computers, printers, telephone(s), automobile, water fountain, books, etc.) or costing (paper, printer cartridges, pen, disposable cups, drinking water gallon, etc.). It is important that the *Escritório Social's* ruling body manages material resources, and that the systemic forecast of such supplies occurs in the secretary's budget planning and multiannual plans to which the *Escritório Social* is linked.

8.3. Human resources

Human resources consist of the technical-administrative area, the management, the interdisciplinary technical team (psychologist, social worker, lawyer, among others), interns and partners.

The number of professionals must take into account the demand, the equipment's geographic coverage, the number of people deprived of liberty and prison establishments to be referred to the *Escritório Social*. It is suggested, however, that the equipment has at least one professional from each area of knowledge mentioned. Recognizing the challenge that many *Escritório Social* units will face in order to scale the service demand, one option is noting how the organization of other equipment in the territory takes place, such as the SUAS³⁵.

The *Escritório Social* must have a technical staff formed by a multidisciplinary team, with interdisciplinary work, composed of professionals from the areas of social and human sciences, preferably having professionals from psychology, social work, and law. The legal professional will at no time assume the attributions of a public defender, only acting in guidance/information on

³⁵ http://www.mds.gov.br/cnas/Eventos_CNAS/encontros/encontro-sul/3-equipas-de-referencia-do-suas_simone-albuquerque.pdf/download

procedural issues of released people. If the beneficiary needs a technical defense, she/he must be forwarded to the Public Defender's Office. The same applies to the work of psychologists, who will not assume clinical attribution and will not have the competence to issue psychological reports. If necessary, the person must be forwarded to the specialized network, and the progress must be followed up.

Still, there are challenges posed in the states for the allocation of civil servants in *Escritório Social* units, especially when dealing with new equipment. Many of the services and secretaries already have a limited number of these specialists. In this line, it will be up to the equipment manager to find the best arrangement, being able to count on the assignment of servers from other secretaries or even from other bodies. The support of interns from higher education institutions can also be an alternative to support the technical teams of the *Escritório Social*, it is, however, essential to have an exclusive core of professionals in the *Escritório Social*, preferably composed of effective employees who guarantee the maintenance of processes and the institutional memory of the equipment.

Finally, looking for an alternative option for the allocation of teams in *Escritório Social* units, Annex 10 presents a template for the notice for public call to sign a collaboration agreement with a civil society organization. The idea is to support those managers interested in having creative solutions for hiring teams, using civil society organizations in *Escritório Social*'s services.

The model presented follows the parameters of Federal Law No. 13,019/2014, which provides for the Regulatory Framework for Civil Society Organizations (MROSC, acronym in Portuguese). Managers must bear in mind the MROSC frameworks in the covenant to be signed, from the objectives to be established, such as the accountability specificities required by the Law No. 13,019/2014. It is also important that the consultants/legal advisors of the managing body of the *Escritório Social* (the Secretariat to which it is linked) authorize the type of contract in question.

8.3.1. Service management

The equipment management is responsible for coordinating the administrative, technical, of articulation and political participation activities in the areas related to the *Escritório Social*'s work, with the primary responsibility of fostering, articulating, and influencing the network.

Although it is not a private attribution of the management, its position on the importance of intersectoral and articulated work with the service network must be expressed both internally, enabling to encourage civil servants towards this direction, as in institutional representation activities outside the *Escritório Social*. The management is the reference and representation of the *Escritório Social*, and, in this sense, management is understood not as a mere equipment administration, but as a mark of non-accommodation to institutional limits, the creative search for alternative solutions, and the construction of new practices.

In summary, it is up to the management to be clear about the work's objectives and ethical foundations, the legal provisions, the activities and proposed methodological strategies, as well as the need for the processes of continued training of teams and evaluation of the services provided, the preparation monitoring reports and service evaluation, Human Resources management, organization of shifts and institutional routines, maintenance and monitoring of conditions for the operation of the *Escritório Social*, from the adequacy of service spaces, accessibility, organization of routines, shifts and flows to be established, information custody and confidentiality, among others.

8.3.2. Technical team

The technical assistance will have an interdisciplinary character and it should consist of professionals from psychology, social work and law, without prejudice to the participation of professionals from other areas. Annex 4 puts on the team specifications. From an interdisciplinary perspective, there is no rigid division of tasks or hierarchy between occupations.

It is the responsibility of the technical team:



the participation in the work of preparation for liberty (carried out inside the prisons);

the actions of reception, listening, first orientations and admission of the service user;

the integration and articulation with other team professionals aiming at the improvement of work processes, methodologies, flows and results;

individual care (singularization, matrix support, analysis of the Release Map and joint reconstruction of the Individual Release Plan, listening, welcoming, interviewing, referring, and guidance);

group attendances and activities (including with families);

the active search;

participation in training, monitoring and service evaluation;

mapping, communication, articulation and constant integration with the network of intersectoral services;

monitoring the referrals made and their consequences and results;

participation in social participation and control instances;

planning, execution (when applicable), monitoring and evaluation of workshops and other juvenile justice activities;

participation in the management group;

participation in the dissemination, expansion and improvement of services provided;

support for the other activities of the *Escritório Social*;

the carrying out of juvenile justice and rights education activities (for internal audiences – staff, users and families, and for external audiences – in partner services and various institutions), as well as participation in events on themes related to the work of the *Escritório Social*.

The specific actions of the members of the technical team must be based on what is established as fundamental principles of their respective professions. The planning and organization of the activities carried out by the technical team will be aligned with the specific demands of each reality. The teams should be organized to contemplate all the actions offered by the equipment:

- welcoming and entering the service;
- individual monitoring, group activities and active search;
- going to the prison establishment and articulation meetings with the network;
- assistance records, internal meetings for planning and evaluating the work and discussion of cases.

It is advised that teams create rotation schedules to act in each of the main functions of the equipment. It should be noted that the *Escritório Social* is an open-door service, which will be detailed in section 10 of this Guide.

The assistance records can be made in a virtual medical record common to all the services of the *Escritório Social*, such as: date record, type of assistance, professional responsible for the assistance, the referrals made and their follow-up and results. In case it is impossible to register in the virtual medical record, Annexes 5, 6 and 7 present a model of registration form for using the service.

Records that demand personal information from beneficiaries must follow the guidelines of the respective occupations regarding respect for confidentiality and specific technical guidelines in relation to the information necessary for interdisciplinary work.

It is important to be aware of the terms of Law No. 13,709/2018 – General Data Protection Regulation – GDPR.

8.3.3. Administrative sector

In the *Escritório Social*, the administrative sector should be able to receive, welcome and interact with users and guide them in relation to the day-to-day information of the *Escritório Social*, promoting good communication and coexistence with beneficiaries, without discrimination and prejudice.

The sector is an important bridge between users and the technical team, and, for this reason, they should also know the objectives and fundamentals of the *Escritório Social*, as well as aspects of the problems assisted and service planning.

The administrative sector is also responsible for internal bureaucratic control, the administration of material resources and employees. It is also dedicated to the registration of people who joined the service, registration data to control assistance and communication with the beneficiary and his/her family, support in the systematization of data and reports of the *Escritório Social*.

8.3.4. Education, culture and professional training sector

In addition to technical assistance, the *Escritório Social* should have a team for planning and carrying out activities in education, culture, professional training and labor insertion, by including beneficiaries in short-term courses, workshops on various topics that respond to the demands and interests of beneficiaries, non-school education projects aimed at preparing for the world of work and seeking the insertion of released people in activities offered by other facilities and public services, and by civil society organizations.

To organize and carry out these activities, the *Escritório Social* must designate at least one server, preferably with a background in human sciences, and may also count on the participation of professionals linked to other bodies, volunteers or interns.

8.3.5. Monitoring of People in Security Measures

People under security measures can also be assisted at the *Escritório Social*. It is an important group that demands even more attention and support in its social inclusion processes, as they present intersectionalities related to their condition that deepen the risks and processes of social exclusion.

Nevertheless, it is important to highlight that the *Escritório Social* does not have the role of replacing the Psychosocial Care Network (RAPS, acronym in Portuguese), within the scope of the Unified Health System (SUS, acronym in Portuguese), but it should act as a booster of joint actions that favor social, community and family integration, aiming to guarantee the rights of people with mental disorder in conflict with the law as citizens.

The entrance door for people in security measures must be the health equipment, which must count on the *Escritório Social* to meet the individual demands of its users, aiming to implement an integral action carried out through intersectorality.

9 METHODOLOGICAL BASES OF THE *ESCRITÓRIO SOCIAL*

9.1. Epistemological parameters of the methodologies

Epistemological parameters permeate the methodologies used in the *Escritório Social*, which should structure the planning, implementation, execution and evaluation phases of *Escritório Social* methodologies.

9.1.1. Transversality of identity policies

By recognizing the importance that the conditions of color, race, social class, gender assume in society and also the situations of exclusion, difficulty of inclusion and social recognition that are determinant for a layer of the population, limiting access to assistance, it is essential to recognize the identity markers as part of the social production of the vulnerabilities of people released from the prison system. In this sense, it is urgent for the *Escritório Social* to recognize the identity markers in its policies and to promote affirmative actions within the scope of the policies and actions developed by *Escritório Social* units.

9.1.2. Intersectorality and interdisciplinarity

Intersectorality calls for the participation of different social policies, different State institutions and the accountability of all organizations in the criminal legal system (Judiciary, Prison Administration, Community and Penitentiary Councils, Public Prosecutor's Office and Public Defender's Office) to look into and work together on the agenda of attention to released people.

Interdisciplinarity, on the other hand, refers to the observation that the difficulties of released people cannot be addressed by a single area of knowledge or by a single professional specialty. This service requires knowledge from different disciplines, since it involves dealing with issues that involve individuals and their uniqueness and subjectivities, as well as society and its different processes and determinations.

9.1.3. Democratic and participatory management

Thinking about the management of services in a democratic and participatory way, respecting the autonomy of the team to plan actions and address the diversities present in the territories is inherent to the work proposal presented here. It is about building concrete spaces for listening to the demands of beneficiaries and their families, the involvement of different servers in the planning, execution and evaluation of different activities and understanding the network not only as a place to refer situations and, for this reason, it will also focus on work.

9.2. Methodology for Mobilizing Pre-released People

The intervention of the *Escritório Social* starts before the person enters its premises. The condition of the person when leaving prison will indicate the demands to be addressed. In addition to legal issues, the possibility of accessing personal documentation, the existence of resources for transport, recognizing the importance in knowing public services and how to access them, for example, are issues that will be part of the *Escritório Social's* work; for this reason, its intervention starts even before the release in liberty.

CNJ Resolution No. 307 establishes that "a person who is still serving a custodial sentence in the period of six months prior to his/her release from the prison unit, even if due to sentence progression or conditional" must be considered as pre-release. (CNJ, 2019, Article 3, Item III).

The Methodology for Mobilizing Pre-released People³⁶ provides for activities to prepare for liberty in the six months prior to the release. The purpose of this work is to provide subsidies so that the pre-released person can prepare, together with the technical team, an individual prison release plan, reflecting on the possible difficulties that may arise during this process. The elaboration of a "Release Map," as a conclusion to these services – individual, family, group, culture, and training – seeks to objectively guide access to social resources, whether the *Escritório Social* or the service network.

The active participation of different public institutions and civil society during this process is intended not only for knowledge of rights and social resources, but also to enable the creation of effective bonds and relationships to seek assistance and support when free. The *Escritório Social*'s participation in the activities of preparation for liberty, described in the "Guide for Mobilizing Pre-released People," is detailed as follows:

- Awareness and articulation of the assistance coordination or criminal treatment in the penitentiary administration bodies for the implementation of the Methodology by their technicians;
- Participation in training for technicians responsible for carrying out the Methodology's activities, creating spaces for exchanging experiences and articulation between the professionals involved;
- Construction of flows between prison units and the existing equipment to assist released people;
- Dissemination and mobilization of the Penitentiary Council and Community Councils for participation and collaboration with the activities;
- Mobilization with organizations representing the municipalities aiming to build joint agendas for carrying out the activities provided for in the Methodology;
- Advise the professionals responsible for carrying out the activities proposed by the Methodology with theoretical and technical contributions, enabling adjustments to the workflows – and the constitution of spaces for listening and coping together with the difficulties encountered at work;
- Carrying out periodic visits to prison units, advising on the implementation of activities, their execution and evaluation, also enabling the exchange of experiences among professionals from the different prison units;

³⁶ CONSELHO NACIONAL DE JUSTIÇA. *Guia para mobilização de pessoas pré-egressas*. Brasília: CNJ, 2020a (Collection *Justiça Presente*).

- Communicate to professionals who apply the Methodology of assistance to pre-released people in prison units of the entry of the person referred by them for assistance at the *Escritório Social*.

9.2.1. Exit from prison

Prison units are expected to organize, together with the *Escritório Social*, activities to prepare for liberty and to elaborate the "Release Map", together with the team, and forwarded to the *Escritório Social* and/or other institutions. The "Release Map" is also provided for in the guide, which includes the Methodology for Mobilizing Pre-released People.

Along with the release order, the released person may receive:

- I – civil documentation;
- II – transport vouchers or equivalent, guaranteeing the return to the place of his/her previous residence, even if in another municipality in the same or different Federation Unit;
- III – clothing that does not expose the condition of released person, namely, a person leaving the prison establishment;
- IV – emergency supplies (sufficient food and drinking water for the period of displacement between the place of release/dismissal and the informed destination); and
- V – informative material with guidance on available public services, including the *Escritório Social*³⁷.

9.3. Care Singularization Methodology

It is a methodology for identifying the demands and potentials of each subject who seeks for the services of the *Escritório Social*. Inspired by studies on Social Network Analysis (SNA), the singularization methodology understands that social life is woven by a broad and varied set of interactive processes, hence identifying bonds and relations between subjects and their spheres of sociability is a resource to overcome the perspective of individualization, whose focus is on individual attributes:

the methodological perspective of social networks allows us to work with the complexity of types of interactions existing in social life: bonds of friendship, kinship, corruption, participation, political mobilization, etc., and between different actors, whether

³⁷ CONSELHO NACIONAL DE JUSTIÇA. Resolution No. 307/2019. *Institui a Política de Atenção a Pessoas Egressas do Sistema Prisional no âmbito do Poder Judiciário*. Available at: <<https://atos.cnj.jus.br/files/original153009202001105e1898819c054.pdf>>. Accessed on: April 16th, 2020.

*individual, organizational, collective or groups: unions, clients, political parties, companies, community leaders, migrants, among others*³⁸.

The singularization process seeks to map the subjects' life paths and their social interactions, aiming to strengthen sociability spheres that allow them to overcome their condition of vulnerability.

The relationship with spheres of sociability, such as work, education, culture and religion organizations that operate throughout someone's life path can contribute to increasing individuals' access to certain services and material or immaterial goods, which vary from money to information and emotional support. Social connections with people or organizations can provide interactions over time that contribute to increasing life chances (CNJ, 2020b).

The proposal of the Methodology is that, by understanding the life path of each individual and the social relations thereby established, the technical team can define, together with the user, which spheres of sociability can and should be strengthened, activated, reactivated or disabled, employing strategies to mobilize the network of partners to meet the demands presented and the potential for social development of each subject, proceeding, as it will be seen below, to the matrix support of the individual care.

9.4. Network Mobilization Methodology

The idea of networking says much more than a set of institutions and services to which users are referred. It is a path based on the territory, to overcome the fragmentation of assistance and to respond to different demands and expressions of the social issue, which are the result of multiple determinations. Networking aims to enhance the actions of the *Escritório Social*. It is a strategic path to respond to the various user demands and the potential identified in the singularization of care.

The articulation with the various public policies and networking is based on the recognition of the institutional incompleteness of the service. Thus, meeting the various demands depends on the complementary work of different policies and organizations, as well as on the participation and

³⁸ CONSELHO NACIONAL DE JUSTIÇA. *Metodologia para singularização do atendimento a pessoas em privação de liberdade e egressas do sistema prisional*. Brasília: CNJ, 2020a (Collection *Justiça Presente*).

joint construction of changes, which necessarily requires openness to transformations and new daily demands. This option, in contrast to total institutions, requires the democratization and affirmation of the State's responsibility, shared with the various social instances and formalized in partnerships that allow the monitoring of actions and their results.

This aspect is reinforced by Resolution No. 307/2019 of the CNJ, which mentions that the *Escritório Social* will be implemented with the participation of Social Policy Networks, constituted by all Judicial bodies, by the managing body of the State Penitentiary Administration, State or Municipal Secretariats responsible for policies on Social Assistance, Health, Labor, Housing, Education, Culture, Human Rights, Racial Equality, Policies for Women, and for public and private entities, including Patronages, Community Councils, Penitentiary Council, Education Institutions Business Federations, Universities and Elementary, Secondary and Technical-Professional Educational Institutions, as well as Civil Society Organizations.

Although all the references mentioned above are important partnerships for the development of the *Escritório Social*'s work, five of them stand out and permeate practically any service to released people, which can assume a prominent position in the composition of this network, as they are related with their most immediate demands, namely:

- (i) **Basic healthcare**, mental healthcare and assistance to users of psychoactive substances;
- (ii) **Social Assistance**, Basic and Special Social Protection equipment and services and social assistance benefits under the Unified Social Assistance System;
- (iii) **Work**, with regard to professional education and training, prospecting and management job openings based on the selection and referral to the market and the construction of work and income alternatives, especially through projects of entrepreneurship or Solidarity Economy;
- (iv) **Education**, through the request and referral for school vacancies and inclusion in non-formal education initiatives;
- (v) **Assistance and referral of emergency demands**, such as emergency in health, food, clothing, temporary shelter or transport.

The relationship with the network must be continuous and permanent, aiming at better capacity and sensitivity to issues involving the processes of resuming life in civil liberty by released people. For

this reason, it is important, among other actions, participating in events and other activities promoted by the network, holding seminars and meetings and the frequency of visits and periodic contacts – in person and virtual – for evaluating and constructing new service agendas.

It is also important that the *Escritório Social* organize data on partner institutions, with information on address, reference contact, functioning system, scheduled time for case discussion, programs that can meet the demands of beneficiaries, etc.

The database of partner institutions should work as a “menu” of options from which the technical team and the management of the *Escritório Social* can identify the best partner for a certain required action. This database can either be stored in digital media or be printed in a folder easily accessible by the team.

This is a record of interest to all working sectors; therefore, it can be used and collectively fed off from data. In Annex 11, there are suggestions for data systematization and recording.

10 ACTIVITY FLOWS IN THE *ESCRITÓRIO SOCIAL*

10.1. "Open Doors": the arrival of users to the *Escritório Social*

The *Escritório Social* should be considered an “open door” service³⁹. More than the idea of being continuously open, the conception is that instead of a bureaucratized administration of the service, with strict entrance, eligibility and pre-defined scheduling criteria, there must be a careful welcome to users, which requires a flexible work organization, pervious to demand.

Therefore, this is not about designing an organization of uninterrupted work, but one that is truly open to receive people as subjects of rights, understanding the difficulties of reaching care after a long path of denial of access and rights, with no rigidity or bureaucracies and, above all, without filters for moralistic judgments.

³⁹ The concept comes from the mental health policy and emerges in the process of building alternatives to hospital treatment. On this subject, see CAMPOS, Gastão Wagner de Sousa; NICACIO, Fernanda. *Instituições de “portas abertas”: novas relações usuários-equipes-contextos na atenção em saúde mental de base comunitária/territorial*. Rev. Ter. Ocup. Univ. São Paulo, v.16, n. 1, Jan.-Apr./2005.

It means open doors to enter and exit, for the person to enter and be welcomed and respected in his/her demands, but also doors that must be open for this welcome to take place, if necessary, in another institution or elsewhere in the territory.

An "open door" service is also an organized service, which recognizes the various routines that permeate its activities and the intense journey of the team and, therefore, is organized so that the activities are rotated by the professionals, allowing all the team to go through the provision of the first reception, the meetings with the network, the weekly time for records and technical productions, booking an agenda for returns, etc. This type of organization keeps the different activities in operation, every day of operation, on a shift scale, without overloading the professionals, in addition to enabling a non-fragmented view and experience of the essential processes to the totality of the work. However, this conception also implies that the user's search cannot be frustrated, given that going to the service represents the transposition of a series of barriers that are imposed on publics in a condition of greater vulnerability, from stigma and discrimination to the lack of material resources for food, transport, among others. Thus, if the person goes to the service and is not well welcomed, it can cause him/her frustration and possible detachment.

As such, it is suggested that when thinking about their routines and workflows, the team contemplates technicians in the regime on duty who will be destined to welcome the released person who arrived at the service without prior appointment. To illustrate the suggestion, we highlight a practice of an open-door healthcare institution:

With this perspective, in the organization of work, it was planned, for each day, from 7:00 am to 7:00 pm, the definition of a pair of workers, formed by a university professional and a nursing assistant, responsible for assisting all people who arrived at NAPS, crisis situations (in the service and in the territory), and telephone calls from users and/or family members, as well as social and health services, and people and institutions in the territory. The workers, called on duty, could turn to the team, when necessary, and they effectively were the people of reference for daily life, available to listen to users, to meet the demands that emerged, some of which were totally unforeseen; at the same time, they paid particular attention to the whole, seeking to decode the multiplicity of demands present in everyday life⁴⁰.

⁴⁰ *Idem*, p. 40-46.

Considering the vulnerabilities and risks experienced by users of *Escritório Social* units, their reception in these services must provide attention, acceptance, a “place of speech,” listening, participation and protagonism. The welcoming and receptive attitude must be deeply ingrained and must guide all team procedures, but it is especially important and decisive when the released person arrives at the *Escritório Social*. It is this moment that will define whether or not to adhere to the service and the possibilities for continuity of work.

The users' initial experience in the service, how they are received, will influence the establishment of bonds and the building of new relationships of belonging and trust. Thus, the first contact is the initial bonding opportunity, and peer contact can facilitate the process. Therefore, although all *Escritório Social* actors should be prepared to take this welcoming posture, an informal practice of welcoming and reception carried out by released people and integrated into the general functioning of the *Escritório Social* can be the differential component for the match between the expectations of the person seeking the service and the answers that the *Escritório Social* will provide.

Thus, informal care activities carried out among peers can be used as complementary strategies to professional techniques, which also values the exchanges between the specialized knowledge of the hired team and the popular knowledge manifested by interpersonal relationships established among peers.

It is important to consider that vulnerabilities are also relational, resulting from situations of conflicts, abandonment, prejudice/discrimination, breakdown, confinement, isolation, violence (BRASIL, 2017)⁴¹, among others, and it is on these situations that the welcoming must focus on.

10.2. Welcoming and inclusion

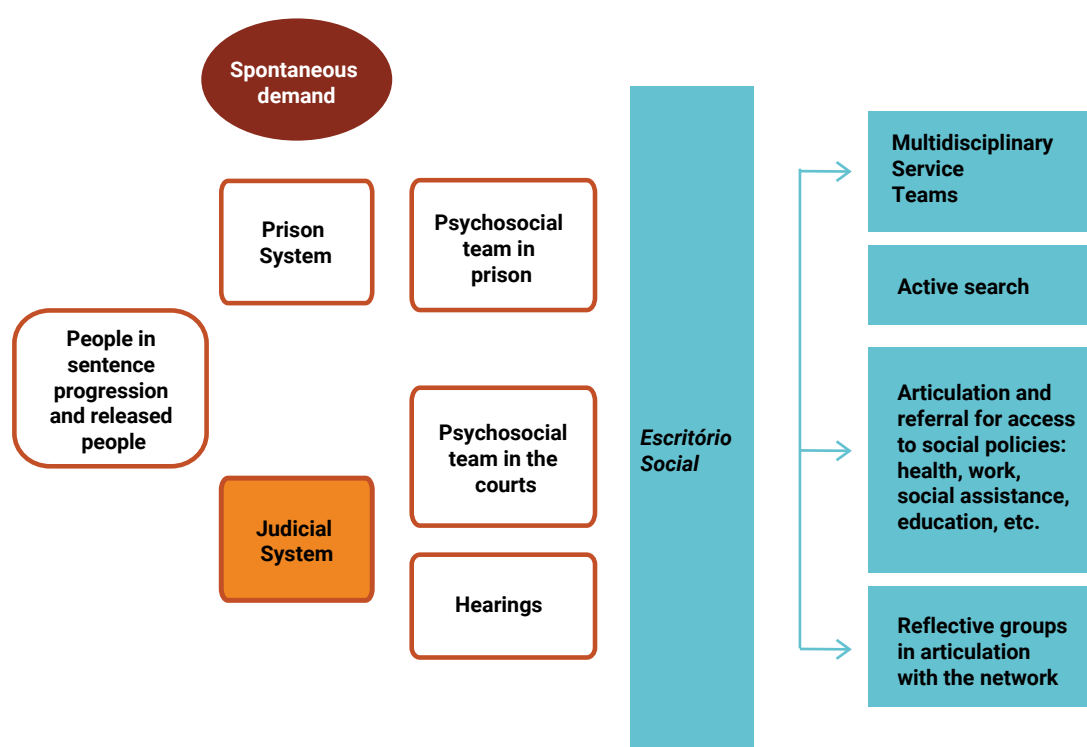
The “open doors” guideline facilitates the establishment of a link between the service and the user, based on communication, the debureaucratization of the service, respect for diversity, the fight against processes of social exclusion, recognizing the numerous consequences of prison and the difficulties inherent to their status as a released person. Considering the social situation and stigmatization experienced by users, the whole team must be prepared to welcome.

It is important to emphasize that access to the services of the *Escritório Social* is free, voluntary and is not bound by any court order. In addition to spontaneous demand for the service, the user can request assistance at any time, without prior scheduling. In addition, the referral to the *Escritório Social* can be made by:

⁴¹ Available at: http://www.mds.gov.br/webarquivos/publicacao/assistencia_social/Cadernos/concepcao_fortalecimento_vinculos.pdf

- (i) Technical teams of the prison units;
- (ii) Technical teams of the Justice Courts or other instances of the socio-legal system;
- (iii) Other social services or civil society organizations; and
- (iv) Active search.

The figure below represents the entrance flows and internal procedures of the *Escritório Social*:



At the time of entry into the *Escritório Social*, but without a defined order of priorities, the following measures will be carried out:

- Reception – a team member should be available to explain the operation of the *Escritório Social* and its objectives, organization of the service waiting list (identifying the users who are returning to the service and those who are accessing the equipment for the first time), referencing for the on-call team, for regular staff or scheduling, in the shortest possible time;
- Welcoming and listening by the technical team, with completion of the user's registration (Annex 5), opening of medical records (virtual or physical), verification whether

there was or not the construction of the "Release Map," clarifications about the *Escritório Social*'s work, its possibilities and limits, clarification on the confidential nature of the medical record and the user's right to have access to the document and to information, at any time, whenever they want;

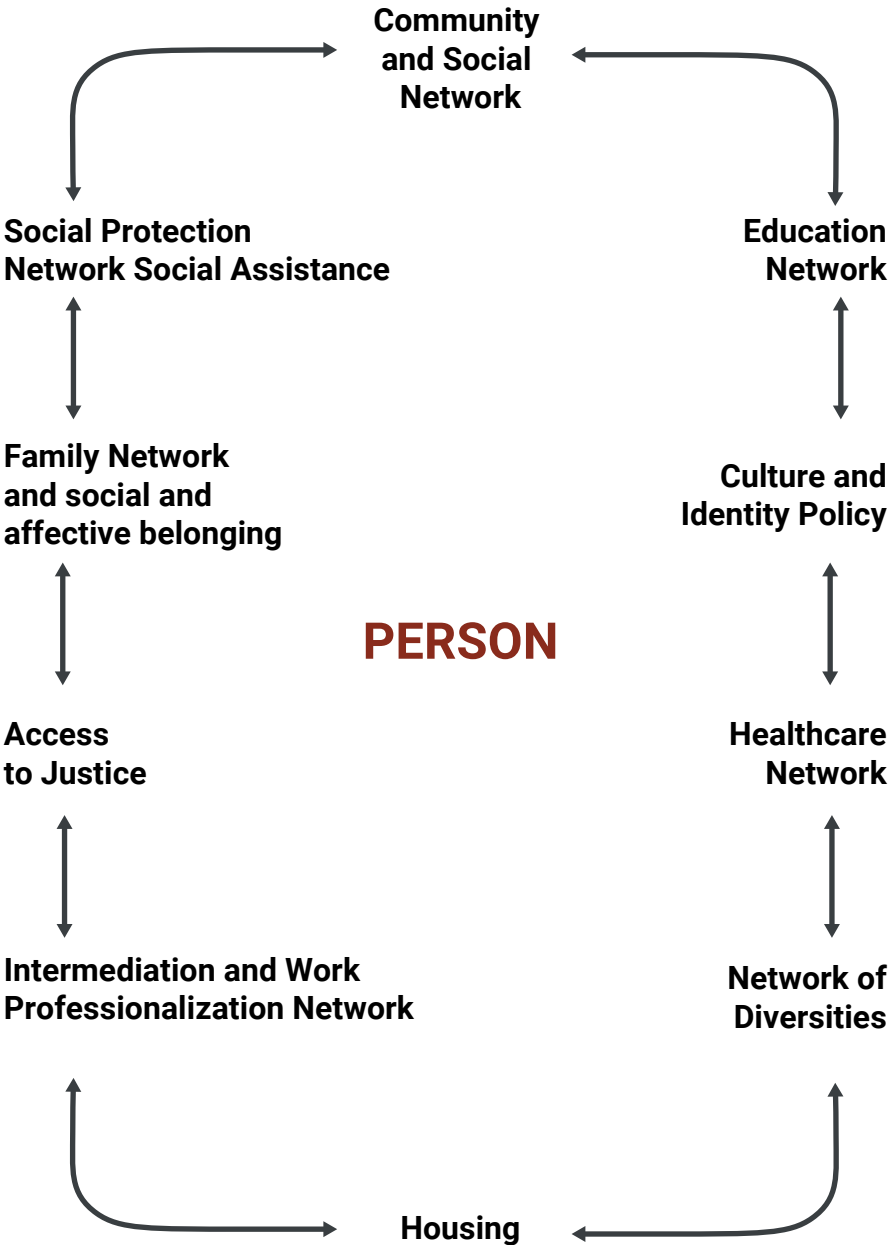
- Referral followed up by the *Escritório Social* team to the users' immediate;
- Work agreement (frequency, objectives, types of assistance), understanding the voluntary nature of the user's participation and scheduling for new appointments (individual, in group, workshops, referrals) (Annexes 6 and 7).

The work of the technical team follows the entire track of assistances of the *Escritório Social*. It is this professional and specialized follow-up that qualifies the work of the *Escritório Social*. The establishment of belonging bonds between professionals and users is fundamental for adherence to the proposed activities and for the *Escritório Social* to become a reference in the care for released people.

For this reason, the team of professionals should be attentive to the various dimensions of the reality and the conditions experienced by released people, in a perspective of singularization of care (see script of interviews and records of singularization in the Guide of the Methodology), which is effective through qualified listening and referral, when desired, the actions of the *Escritório Social*, as planned and agreed with the user, and to public policies and social protection, according to the demands and needs identified, recognizing the identity markers and the intersection of gender and race⁴².

⁴² As already explained, this is networking, and therefore, referral requires preparation (previous contacts with the institution to explain the situation) and monitoring to verify the resolution and/or contribution that becomes necessary at that time.

The figure below represents the scope of the team's action possibilities with users:



10.2.1. Singularization interviews

The singularization interview should be conducted from the second attendance, or when the technical team feels that the user trusts them. The procedures for its realization should follow the guidelines contained in the *Singularization Methodology Guide* (CNJ, 2020b), and its guidelines should support matrix support strategies.

10.2.2. Matrix Support

The matrix support process is the stage of linking between the demands and potentials identified in the singularization interview and the resources that are mobilized by the *Escritório Social* from the articulation of its network of partners. It is not the *Escritório Social*'s objective to replace the public policies in their purposes and actions; nor is it of interest to the *Escritório Social* to reproduce practices that are already fulfilled by other social assets.

In this sense and knowing that the complexity and dimension of the issues that involve the social reintegration of released people, efforts should be directed to look for solutions, which necessarily involves the joint construction of assistance and approaching plans with users and partner network.

The matrix, therefore, results from the "intersection between the possibilities of the *Escritório Social* team's work with released people and the list of policies, assistance, projects, etc."⁴³

The proposal for matrix support includes:

- knowing the demand and the elements that compose it (e.g., overcoming drug use disorder);
- joint definition of agenda with professional(s) of another area/institution to discussion, planning and intervention in the situation presented;
- possibility of group assistance to the person.

In addition, matrix support allows monitoring the development of the services performed, following:

- what experiences (work, school and other social relations) the *Escritório Social* allowed to expand for the beneficiaries;
- which referrals were made and how the counter-referencing occurred;
- how long it is necessary to identify a demand and include users in the policy or program responsible for its resolution;
- how it the individual's response to the *Escritório Social*'s activities is evaluated.

⁴³ CONSELHO NACIONAL DE JUSTIÇA. *Modelo de Gestão da Política Prisional*. Brasília: CNJ, 2020a (Collection *Justiça Presente*)..

10.2.3. Record of appointments

There are two types of individual care records. One contains basic information on the scheduling and referral (Annexes 5 and 6) that may be used to control *Escritório Social's* data.

The other should serve to monitor the evolution of the case and monitor the matrix support and, since it contains personal information and should not be published, it should remain separate and with the professional secrecy protected, ensuring the user the right to access such records.

10.3. Group work

It is intended for the collective care of users and family members on various topics brought by them or indicated by professionals as important for monitoring, such as constructions of ethnic-racial identity, the difficulties and challenges faced at the time of leaving prison and in the condition of released people, among other topics of interest.

The group work (family appointment, waiting room, workshops, juvenile justice group activity, rights education, assemblies, etc.) can contribute to improve inter-personal communication, deepen knowledge about the social reality, aiming at the socialization of experiences, social mobilization and the possibility of collective construction of coping strategies, among others.

Group work should have ethical-methodological support in instrumentalization and technical subsidies of each area of activity for its development. It is very important to involve the various professionals in the definition of the themes to be addressed, in the dynamics used, in the preparation of the necessary materials, in the organization of the meeting place, in the coordination of meetings, in the records, and in the evaluation of activities.

In relation to the group's mediating professionals, it is important to have attentive listening, organizing and/or synthesize the ideas being addressed in the group, facilitating dialogue, ensuring the participation of all, promoting the atmosphere of respect among participants, and organizing group decision-making processes.

The participation of users must be voluntary; the frequency of activities and the themes involved can be decided and planned collectively. Regarding frequency, at first, it is suggested weekly or biweekly meetings, whose agenda can be planned to meet with the availability and interest of the participants and the availability of the service technicians.

It is also recommended the creation of a Pact of Coexistence for group work, in order to create a pleasant and welcoming ambience, the construction of solidarity bonds, dialogue and trust among the participants, the feeling of belonging to the group and the commitment to participation. Among the important aspects to be dealt with in the Pact are: the guarantee of confidentiality; voluntary participation; freedom of expression; the willingness to listen to the other participants; harmonious coexistence, commitment to dialogue and peaceful resolution of possible conflicts; punctuality and frequency.

In order to support the work of the teams, Annex 9 brings methodological subsidies of group work in the *Escritório Social*.

10.3.1. Themes and techniques

The themes dealt with in group work should be linked to the main issues brought by users and also to those that permeate the problem of returning to social and community life. It is suggested to consult the proposals contained in the Guide for the Application of the Assistance Methodology for Pre-released People⁴⁴, whose texts and dynamics proposed can be adapted and reorganized for the *Escritório Social*.

The importance of addressing themes related to racism, sexism, xenophobia and transphobia is highlighted; human rights education; social rights; workshops related to racial belonging, to confronting prejudices and discrimination and the right to racial equality policies; social protagonism; of a critical approach to mass incarceration, criminal selectivity and violence in contemporary times (domestic violence, femicide, gun violence and the various manifestations of violence against children and adolescents, etc.), in addition to other issues of interest to users.

Finally, the themes can count on the participation of technicians from other teams, as well as partner institutions of civil society, university, among others.

Reflective practice groups formed and mediated by released people are also an interesting strategy to promote autonomy and protagonism, and should be organized together with the team of professionals.

10.3.2. Record of practice

The records of group meetings are important for the follow-up, continuity and evaluation of the work. Frequency recording, for example, can guide the coordination of the work on the need to resume the approach of certain themes or to propose new approaches in the individual dynamics of the participants. The reports of the dynamics and instruments used in each meeting can also guide

⁴⁴ CONSELHO NACIONAL DE JUSTIÇA. *Guia para aplicação da metodologia de atendimento à pessoa pré-egressa*. Brasília: CNJ, 2020a (Collection *Justiça Presente*).

the deepening and the type of information demanded by users. It is suggested that the record does not individualize the statements of each participant (Annex 7).

10.4. Cultural activities

Users' access to cultural activities, in addition to enabling the expansion of the informative, communicational, aesthetic and cultural universe, is essential for the recognition and social belonging, as a way to stimulate experiences in various places, such as libraries, museums, exhibitions, cinema, concerts, theater, among others. Culture, as well as the availability and access of users in spaces destined for its manifestation in the territories, should be presented as a social right. Thus, the dissemination of free activities and other forms of access to cinema, music, literature, is part of the work and, therefore, should be part of the planning of the activities of the teams of the *Escritório Social*.

Some cultural activities and workshops can be developed in the *Escritório Social* and offered to users in specific locations: visual arts (graffiti, plastic arts, videos, installations, etc.), reading clubs and theme workshops adapted from reading and writing, music, dance, theater, among other manifestations.

Cultural activities are means to expand communication, the expression of respect, the manifestation of feelings, emotions, opinions and reflections, making room for greater coexistence and social interaction.

10.4.1. Record of activities

Recording the sociocultural activities carried out follows the logic of recording the group's work, so it is important the information about the resources used and on the participation of other people or institutions in the activities (Annex 8).

10.5. Training, qualification and labor insertion

The *Escritório Social* should promote and enable users' access to processes of training and qualification for the "world of work" and other productive activities. Other actions can also be developed within the *Escritório Social*, from guidance and assistance to fill out online forms, as well as in the search for vacancies, registration, guidance in relation to presentation, use of language, organization of the curriculum, and for the acquisition of civil documentation.

Building paths to expand access to job positions, as well as surveying the territorial

demands of the labor market to refer users to training courses related to job positions and also, according to users' interests and potential, these are fundamental actions to be developed in the *Escritório Social*.

It is also important to discuss alternative forms of organization for productive insertion. It is important to allow discussion on several topics, such as the National Labor Policy within the prison system, the world of work and its determinations, the importance of trade union organization, the changes that have occurred in Brazil in recent years in relation to the restriction of workers' rights resulting from labor reform and the weakening of the social security system, in particular, in social security, the importance of quota policy, among others. These activities can be organized in the form of workshops held in group work.

10.5.1. Insertion into the formal labor market

Considering all existing limits for released people to access job positions (low qualification, educational level, lack of documentation, discrimination, etc.) a large investment by the *Escritório Social* is necessary, in the sense of:

- (i) Identifying the demands of released people regarding the labor market and its movements in the territory, prospecting job positions, performing the pre-selection of candidates, and referring them to companies and public contracting agencies;
- (ii) Organizing activities that assist the beneficiary's preparation for the job interview, the organization of the necessary documentation and the preparation of curriculum;
- (iii) Following up the insertion and the difficulties experienced by the beneficiaries and/or by employers, including creating processes of sensitization and investment for the departments/sectors of human resources, with a view to understanding and appropriate incidence of social processes that mark the conditions of released people;
- (iv) Being aware, in public contracts, to comply with Decree No. 9,450/2018⁴⁵ and other state or municipal legislation job position reservation for released people, also observing the adequacy of job positions offered to the professional profile of released people;
- (v) Establishing communication with the Public Labor Prosecutor's Office to monitor public contracts and communication of possible non-compliance;
- (vi) Communicating the Prison System Monitoring and Inspection Groups regarding possible non-compliance with the laws regarding the work of persons deprived of liberty and members of the prison system, in order to demand the appropriate measures;

⁴⁵ BRAZIL. Decree No. 9,540/2018. Establishes the National Work Policy within the Prison System. Available at: <[http:// www.planalto.gov.br/ccivil_03/_Ato2015-2018/2018/Decreto/D9450.htm](http://www.planalto.gov.br/ccivil_03/_Ato2015-2018/2018/Decreto/D9450.htm)>. Accessed on: April 16th, 2020.

- (vii) Building partnerships with business sectors linked to training for work, as well as schools, as Institutions of Higher Education, S System (SESC, SENAC, SENAD), professionalizing Federal Institutes, among others;
- (viii) Articulating the actions of the *Escritório Social* to other initiatives and policies of employment and productive inclusion of the Union, the state, the municipality, the Federal District, the private initiative and social organizations.

It is important to align the *Escritório Social*'s employability actions with the National Labor Policy within the prison system (**Decree No. 9,450 of July 24th, 2018**), which is why it is suggested that at least one exclusive team member should manage and monitor the employability actions performed by the *Escritório Social*.

10.5.2. Productive insertion

The undeniable difficulties of the labor market in relation to the number of job positions and the employability of beneficiaries lead to the need to present other possibilities of productive insertion. In this sense, it is suggested the discussion and survey of interests and, in particular, the search for network partnerships in order to create possibilities as to:

- (i) **Entrepreneurship:** possibility to create, maintain and manage a "business of its own";
- (ii) **Cooperatives:** organization of work from a system in which the ownership of the means of production is collective, with the participation of all in decisions and gains;
- (iii) **Solidarity economy:** a form of work understood as a means of emancipation, along with a process of economic democratization, different from capitalist logic. Its principles are: self-management, democracy, respect for nature, fair trade, and solidarity consumption.

These initiatives of generation of work and income can also be articulated with the prison units, seeking to implement complementary actions inside and outside the establishments, so that the person can, still in deprivation of liberty, enter a productive activity and remain in it after leaving prison, provided that different stages of productive inclusion are established.

10.5.3. Important observations on managing employability strategies for users

It is worth highlighting the importance of systematization and organization of the sector that will act in the professional training and labor insertion. It is key to the equipment a dynamic, organized monitoring that establishes equitable criteria of gender and race for the distribution of job positions and courses that are offered. The equipment must create a referring flow for these job positions that take into account the area desired by the released person, but also criteria such

as precedence. That is, the list for access to job positions and courses must contemplate the person's arrival in the social equipment and the date that he/she requested the referral to a job position or a course, creating an organic, dynamic, updated, and fair list. Thus, it is a list similar to a waiting list that will consider the person's profile for the job position, but also the order of arrival to the equipment, aiming at the equitable insertion of the user and avoiding creating favors.

Moreover, some released people who are suggested for job positions sometimes do not go further than the interview phase. The equipment should be sensitive to this situation by supporting the user in such situations and not relocating him/her to the end of the listings.

It is important to encourage job offerors to create objective criteria for selection, trying to minimize turnover and repeated broken bounds by the employer without justification. In these cases, the *Escritório Social* has a pressing role in the articulation with human resources sectors of the contracting body or company, to identify the reasons that led to the dismissal of the released person.

The sector needs to be once more attentive to identity markers and the intersection of released person's gender and race in their labor and professional insertion. This is because the labor insertion of a released woman, for example, may require the need to articulate with another public policy, as a vacancy in daycare for her children. In addition, one should pay attention to gender roles socially placed and avoid labor insertion from being used as a mechanism to reaffirm such roles. In this sense, it is worth bringing to light the following passage (Duarte, Givisiez, 2017):

Similarly, work options as well as vocational courses for women deprived of liberty reinforce the perspective that women should develop professional activities that would be nothing more than a kind of projection of the typical tasks of domestic life, aimed at taking care of another and home maintenance. Therefore, in many units' courses are developed and offered cutting and sewing work, beauty and handicraft. Generally, no professional possibility is made available according to the interests of women, making it difficult to create more emancipatory life plans far from traditional gender roles⁴⁶.

Although the text makes a reflection of the occupations offered to women deprived of liberty, it is not uncommon for such logic to permeate the courses and job positions aimed at released people. It is no different with the LGBTI population, to whom the work insertion is often stigmatizing and discriminatory. In this tone, the *Escritório Social* must pay attention to its practices, with an inclusive, non-discriminatory and active stance in affirmative actions of race and gender.

Finally, it will be up to the *Escritório Social* to count on the important support and performance of the Public Labor Prosecutor's Office and the performance of this body regarding the inspection

⁴⁶ <http://www.justificando.com/2017/01/05/carcere-feminino-mecanismo-de-docilizacao-de-mulheres-desviantes/>

of job positions arising from the PNAT or other governmental partnerships. The States can be important allies in fostering and guaranteeing job positions arising from the inspection of local and federal legislation destined to the insertion of released people from the prison system.

10.5.4. Record of activities

For the management of actions, it is essential to record individual activities with users and in groups, as well as collective actions carried out with the partner network and the community, using various instruments, such as individual records (Annex 5), record of information on group activities and workshops (Annex 6), record of training activities, record of management meetings with the team and other employees, meeting with the interdisciplinary team to discuss cases, evaluations, referrals, record meetings with the intersectorial network, as well as other partners involved (Annex 7).

10.6. Active search

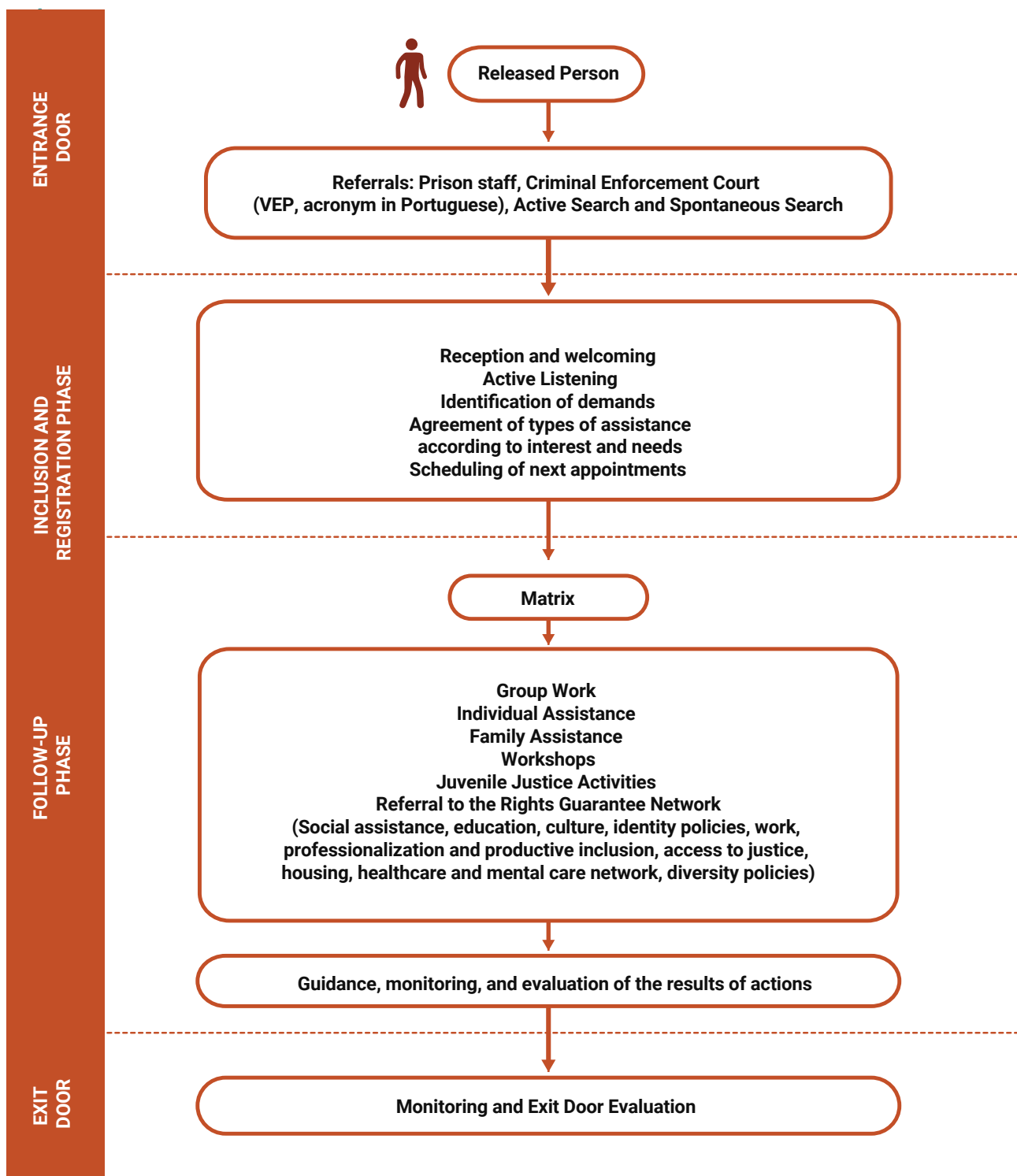
Active search is a strategy increasingly used in various public policies, such as health, education, social assistance. In general, it consists of the State leading action in relation to the population, that is, bringing the public power to the citizen, especially the population who hardly accesses public services, who is outside the social protection networks, and which makes them invisible for several reasons, such as: lack of documentation; successive migrations; residence in territories of conflict and/or social risk; belonging to traditional populations that live in isolated and distant areas, outside social protection centers; socially excluded segments, among others.

In the case of released people, the moment of leaving prison and the first 3 months of liberty⁴⁷ are crucial for defining the possibilities of reorganizing life after prison. In this way, there may be situations in which the technical team assesses the need to propose to released people and their family members to enter the *Escritório Social* activities. In this case, the contact must be justified and the respect for voluntary entry ratified. Active search can also be used in other moments and circumstances, as assessed by the team or by demand from other partner institutions or family members, such as failure to attend appointments scheduled at the *Escritório Social* or in the service network⁴⁸.

⁴⁷ CENTRO DE ESTUDIOS EM SEGURIDAD CIUDADANA. *Volver a confiar: los primeros 100 días em libertad*. Tribunal de Justiça do RS/ Vara de Execuções de Penas e Medidas Alternativas. S/D.

⁴⁸ Active search procedures for absence in scheduled appointments should aim at understanding the reason that generated the absence and not charging for attendance. It is common for people to schedule a commitment and when it comes to fulfilling it, they feel themselves uncomfortable with the situation, either because of the stigma that marks them, or because of common difficulties, such as low sufficiency for transportation, inadequate clothing, etc.

10.7. Released person assistance flowchart in the *Escritório Social*



11 TRAINING AND CAPACITY BUILDING PROCESSES

11.1. Training of *Escritório Social* teams

The ongoing process of training, capacity building, and updating the teams at the *Escritório Social* units is strategic to qualify the actions, planning, monitoring, and evaluation of all activities planned.

From this perspective, it is essential to provide, promote and organize these activities for the participation of interdisciplinary teams and other employees, in updates, training and education, in particular, on:

- social policies: education, health, mental health, housing, social assistance, work, culture, human rights, and others;
- community mobilization, participation and social control, and networking;
- identity processes and diversities;
- management of projects and social policies, sustainable social development and educational social practices;
- criminal and judicial policies, criminalization processes, decriminalization and decarceration processes;
- issues related to drug policy.

11.2. Training a partner network of the *Escritório Social*

The *Escritório Social* should promote educational activities for the institutions that make up their partner network, disseminating knowledge about the specifics that involve the assistance to people who have been released from the prison system.

Topics related to networking, stigma, prejudice and discrimination; to the difficulties of insertion into the labor market; to health, such as drug use disorders; the inherent difficulties in monitoring these users, among other aspects, can be developed.

11.2.1. Teaching and research institutions

Teaching and research institutions are fundamental as collaborators and partners, not only in improving the work, methodologies, understanding of the situation, and the Policy for Released People, but also for the inclusion of this agenda in academic circles. The involvement of these institutions can contribute to greater social and scientific visibility of the theme and to greater participation from

different fields of knowledge and other public policies and local networks involved in the intersectoriality of actions. In this regard, it is essential that the management of the *Escritório Social* leads the articulation with these institutions.

12 EVALUATION AND MONITORING OF PRACTICES

The continuity and vitality of the work of the *Escritório Social* depend on the possibility of adapting to changes in social dynamics, which implies the need for constant evaluation and practice improvement. Therefore, it is important to establish a monitoring and evaluation routine, with the creation of quantitative and qualitative indicators such as: number of beneficiaries; follow-up and referrals carried out and their resolution; group activities and other actions developed; relationship and communication with partner institutions; limits and possibilities, among others. The periodicity, the instruments used, and the actors involved in the evaluation process must also be defined.

12.1. Evaluation

The evaluation consists of gathering information, based on the appointments and records carried out during the entire process. Its purpose is to analyze aspects of the Methodology, work processes, workflows, results and impacts, bearing in mind the objectives of the *Escritório Social*.

It is an instrument that supports the improvement of the service, in order to provide subsidies for the (re)planning, improvement, and management of the work in which the team of professionals has the opportunity to identify the resources needed to qualify the service.

The beneficiaries' participation is fundamental and it should be seen as a right, not just as a way to democratize the service, but in the constant (re)assessment and (re)adaptation of the strategies used with a view to achieving the objectives of the services for the benefit of users. The methods and instruments adopted for user evaluation must be simple and easy to understand (e.g. tags for the evaluation of each action and service performed – considering whether the demands and expectations were met; criticism and suggestion box or wall; dynamics of group, etc.).

The participation of the users and the entire team, as well as network members, institutions and partner organizations enables the exchange of experience, open communication and the joint construction of new strategies for the organization and functioning of the work.

12.2. Monitoring

Monitoring is the continuous and daily follow-up of the execution of the actions that make up the *Escritório Social*, in order to produce information that allows corrective measures and work improvement. A bulletin board can be created, easy to fill and visualize, to monitor the actions (activities carried out, number of participants, number of absentees or dropouts, monitoring of referrals made in the intersectorial network, etc.). Computerized systems that facilitate the systematization of data can also be used.

In addition to the follow-up provided by the monitoring group with the participation of institutions more directly involved in the work, the assessment can also be thought of from a broader perspective of the service network, with seminars and expanded discussions on the work carried out.

12.3. Monitoring and evaluation group

Considering the intersectoral scope of the work, which involves the Judiciary and Executive Branches in their different spheres, and the desired participation of civil society, it is important that a formal resource is constituted for the periodic and joint alignment of the work. With the participation of the main institutions in the network, as well as representatives of organizations that defend human rights and users and their families, this space can be constituted as a strategy for evaluating and expanding practices. Monitoring tracks activities during its execution, and the evaluation can be carried out during the process and/or at its end. Its aim is to contribute to the planning and to changing the methodology and objectives when necessary. It is the possibility of measuring the achievement of the proposed objectives for the intervention.

12.4. Forms of social communication

The dissemination of the *Escritório Social*'s activities, in addition to providing transparency and enabling social control of its work, is also an important means of mobilizing public opinion for actions that collaborate with the social reintegration of the person who has been released from the prison system. In this sense, the broadening of the discussion with the population in general about prejudices and discrimination that befall on people deprived of liberty and released people aims to strengthen rights and favor the construction of a more tolerant and inclusive society. Thus, social communication is an action that should be considered as an integral part of the *Escritório Social*'s work, as it contributes towards the understanding of its importance by

different social segments, as well as social and community participation, in promoting the users' social integration.

It is suggested to prepare a release or newspaper (physical and/or online) about the *Escritório Social* and also other media and social networks (Instagram, Facebook) which can be used to publicize activities, partnerships, new initiatives, among other ideas. Preparing articles and disseminating information about the *Escritório Social*'s work may also count on the users' participation, being an opportunity to encourage social protagonism and participation in collective life, giving public visibility to their demands, interests and positions as citizens.

13 ARTICULATION WITH OTHER ASSISTANCE EXPERIENCES TO RELEASED PEOPLE

The knowledge produced by existing experiences in other municipalities and in other states is essential for the construction and evaluation of the practices developed. It is also about the creation of a policy, which in itself is the target of much resistance, and which depends on the articulation of equipment and services of other public and social policies, which are also in a constant process of adjustments and modifications.

13.1. Interface with the Support Service to People in Custody

Persons who are released on parole at the detention control hearing and who have previously been incarcerated may be referred to the *Escritório Social* or other policies, according to their needs and interests, on a voluntary basis. The *Escritório Social* is not responsible for monitoring and controlling any conditionality and measure imposed in court.

13.2. Interface with the Integrated Center of Criminal Alternatives

The *Escritório Social* interfaces with the Integrated Centre for Alternatives to Imprisonment (CIAP, acronym in Portuguese) in cases where people serving sentences or alternative measures to imprisonment have been previously incarcerated and access the *Escritório Social* voluntarily. It is not up to the *Escritório Social* to replace or overlap CIAP in its role of monitoring and controlling the conditions and measures imposed by the criminal justice system.

13.3. Interface with the Electronic Monitoring Center

The *Escritório Social* interfaces with the Electronic Monitoring Center in cases where people being monitored have been previously incarcerated and access the *Escritório Social* through referrals and other forms of disclosure, on a voluntary basis. In these cases, the *Escritório Social* is only responsible for monitoring demands related to the inclusion of the user in the actions carried out by the service, in the social protection networks and guarantee of rights. It is not the responsibility of the work performed at the *Escritório Social* to control conditions or handle incidents, even in the case of people complying with a "harmonized" semi-open regime, that is, with the use of electronic monitoring.

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ANNEXES

Annex 1

EXPRESSION OF INTEREST TO DMF/CNJ

Destination email address: dmf@cnj.jus.br

Email Subject: Expression of Interest in Implementing the *Escritório Social* in the Model District:

C/O: Assistant Judge of the Presidency of the CNJ and Coordinator of the DMF

Your Excellency Assistant Judge of the Presidency of the CNJ and Coordinator of the DMF,

I hereby express the interest of the State Justice Court of _____ (if the Justice Court does not express interest, inform the institution/power/secretary/agency or organization) in supporting initiatives aimed at implementing the *Escritório Social* in the District of _____, in accordance with the Care Policy to Released People from the Prison System within the scope of the Judicial Branch and in conjunction with the Executive Branch and, if applicable, with other local partners.

It is noteworthy that this policy, centered on the *Escritório Social*, is of fundamental importance, as it is intended to include people who have been released from the prison system in public policies, aiming to meet demands such as health, food, temporary reception, documentation, work, education, strengthening family and community bonds, among others.

In addition, I emphasize that this expression of interest is anchored in CNJ Resolution No. 307/2019, which institutes the Care Policy to People Released from the Prison System within the scope of the Judicial Branch, and establishes that it is the responsibility of the Judicial Branch, through the Prison System Monitoring and Supervision Group – GMF, fostering and supporting the sustainability of the *Escritório Social*, assisting the Executive Branch in its management, referral of the public, service and articulation.

Thus, I submit this expression of interest for consideration by this Monitoring and Inspection Department, as well as request, if there is consent, an assessment of the need for other actors, relevant to the initiative, to be communicated by the CNJ, and model of the Term of Technical Cooperation.

Sincerely, _____

(Name, position and applicant institution)

Annex 2

MAPPING SOCIAL ASSETS

Social asset: An individual or organization whose performance can positively influence the agenda of the project or public policy, in this case, the policy for released people from the prison system.

One of the first tasks to be carried out for social mobilization is to identify the social assets that are present in the community and how each social asset can be “rewarded” for participating in the released people's policy. Therefore, the assets of civil society, the State and the private sector must be mapped.

The guidelines for filling out a form are presented below, which can then be systematized in a standard spreadsheet.

Therefore, it is important that the team responsible for implementing the *Escritório Social* meet, research the community, the prisons' surroundings and the location where the *Escritório Social* will be installed. This is a job that requires cooperation, patience, collective action and dedication to understanding who you can count on!

To carry out the mapping, it is also important to consider:

Civil Society = The intention of this mapping is to identify civil society organizations that can be strategic partners for the *Escritório Social*, being able to receive released people and engage them in the final activities carried out by the institution itself. Note that there is no obligation for the NGO to have already carried out or to be carrying out activities aimed at the released population. The intention is to be a partner site of the *Escritório Social*. For example, State X has an NGO working on health issues (TB, HIV). This can be an excellent partner institution to follow up some of the released people.

Companies = The aim is to identify partner companies for the *Escritório Social*, which already made available or can make available job positions for people who have left the prison system. The mapping must contemplate companies of different sizes that have already had in their job positions inmates and/or released people or who have already shown interest in hiring, or already hire people deprived of liberty and/or released people.

Body/Institution and Prison System Flow = The intention is to identify whether there is already an established referencing between the prison units in the area covered by the *Escritório*

Social and the public policy network. If so, if this cooperation is institutionalized (column O), and if so, how is it carried out (column N): if it is carried out through a letter, a document, a guide, among others. There are some states, for example, that deliver a document in the release order, others mention the possible service, some mention it in the ad monitory hearings, others prepare flyers, among other instruments.

Referenced Flow/Social Network = For those locations that provide services for released people, check if there is follow-up (Counter-referral) with the network. Thus, the intention is to identify if, after the person has been referred to the social network, it is verified whether the network reached the person and what the outcome was.

*

It is common to talk about the importance of networking, but what is the Network? It is the set of equipment, services and local actors that work in an articulated way for the realization of rights.

Important Aspects about Networking:

- Network does not mean the simple existence of various services and actions in the territory.
- Intersectorial and interdisciplinary actions are essential to encompass the complexity of the demands presented by users, taking into account the social markers of difference.
- Strategies that increase and enhance the subject's contractualization with and in society are needed.
- The integration of services makes the assistance network effective.
- For the effective existence of a Network, it is essential that there is permanently: communication, mobilization and articulation.
- What makes the Network connect is the dialogue of workers and institutions, on a daily basis.
- Mobilization occurs when a group of people, a community or a society decides and acts with a common goal, seeking, on a daily basis, results decided and desired by all.
- The Network is constituted by the relationship and collective agreement, allowing the organization of referrals and flows of access, monitoring and care for users, as well as the results.

What are the Network's objectives? Access rights, public policies, services and actions in the territory; facilitate and follow the beneficiary's path on the network; to provide social mobilization from on the identification of the absence of public policies in the territory; to avoid overlapping actions and unnecessary waste of time and resources by users; to avoid reductionist actions; to act collectively, respecting the attributions and roles of each of the services/actors.

What is the Network for? To think about the various possible strategies to support the needs of users; to favor that the equipment and services are adapted to users' needs; to promote mobilization; to provide recognition and co-responsibility for the various services, public policies, equipment, in order to provide solutions to the various challenges present; to sensitize various actors, seeking to reduce barriers to access, as well as to avoid discontinuity of care and non-resolution of demands.

Who makes up the network? The various services that make up the assistance network for released people are: the health care network (SUS, acronym in Portuguese); the social assistance network (SUAS, acronym in Portuguese); housing, work, and income policy; education; culture, sport and leisure policy; human rights (policies of racial equality and diversities, women and diversities, protection from violence, among others); the Public Defender's Office and other means of free legal assistance (universities); non-governmental organizations; associations; participatory councils (health, education, social assistance, rights of children and adolescents), universities and others that may be necessary.

What is important in the Network referral process?

- Listening and commitment to respond to the needs brought by the user and that includes cultural, racial, ethnic, gender, and sexual orientation diversity.
- Reception as a way of operating work processes in order to serve everyone who seeks services, listening to their requests and assuming a posture capable of welcoming, listening and agreeing on more appropriate responses to users.
- Provide assistance with resoluteness and accountability, advising, when applicable, the user and the family in relation to other services for the continuity of assistance, and establishing links with these services to ensure the effectiveness of the referrals.
- The professional must listen to the complaint, fears and expectations, identify risks and vulnerabilities, including the user's own assessment.
- Take responsibility for responding to the problem, combining the immediate needs of users with the "menu" of service offerings, and also produce responsible and resolute referrals to the unresolved demand in the equipment.
- Understand and seek ways to overcome the main challenges experienced by prisoners and released people (mobility, documentation, weakness in family and community ties, work, housing, stigma and discrimination);
- Respect the released person as a subject of rights.
- Respect the autonomy of users and their role in defining and conducting their life project – the assistance to released people must be voluntary.
- Monitoring the person and active search does not mean control and/or surveillance.

Part I

Asset Map

1. Identify, from the spheres below, the public institutions, social organizations, programs or projects that exist in the territory and that can be part of a network of assistance to released people:



Area	Identified assets
Health	
Education and Professional Training	
Culture	
Generation of Work and Income	
Social Assistance	
Sports and Recreation	
Other	

2. For each asset identified in the table above, specify the nature of the agency:

Asset	Nature				
	Public ¹ :			Civil Society	Private
	M	S	F		

3. Of the assets identified above, is it possible to identify a contact person? List them below.

¹ Municipal (M), State (S) or Federal (F).

4. Considering the prison theme and that of a policy for released people, rank the identified assets with a score from 1 to 5, 1 being the lowest and 5 the highest.

Asset	Linkage	Ability	Interest	Total points	Final position
Asset					
Linkage					
Ability					
Interest					
Total points					
Final position					

Part II

Judiciary

1. Identify the Judiciary bodies (VEP, VEPEMA, etc.) responsible for serving each of the publics that must be served by the *Escritório Social*:

Public	Body in charge	Compulsory attendance? (yes or no)	Service staff	Person in charge's contact
Asset Definitively Released People				
Parolees				
RA/PAD				
Pre-release people				
Relatives				
Specific Groups				

Part III

Executive

1. Identify the Judiciary bodies (VEP, VEPEMA, etc.) responsible for serving each of the publics that must be served by the *Escritório Social*:

Public	Body in charge	Compulsory attendance? (yes or no)	Service staff	Person in charge's contact
Asset Definitively Released People				
Parolees				
RA/PAD				
Pre-release people				
Relatives				
Specific Groups				

Part IV

Flows
<p>How is the referral of released people between prison facilities and the agencies that assist them?</p>
<p>Is there a flow established between the bodies identified above and the public policies and/or social entities that meet the demands? Describe.</p>

After filling in the instrument above, the team can systematize the data collected in the spreadsheet below.

Name of the organization	Organization working scope (multiple)	Organization coverage area	Organization's Target audience (multiple)	Objectives of the organization (describe in items)	Linkage Note (1 to 5)	Note of Interest (1 to 5)	Ability Note (1 to 5)	Total Score (1 to 5)
(fill in a line for each organization)	<input type="checkbox"/> Health-care <input type="checkbox"/> Education and professional qualification <input type="checkbox"/> Culture <input type="checkbox"/> Generation of Work and Income <input type="checkbox"/> Social Assistance <input type="checkbox"/> Sports and Recreation <input type="checkbox"/> Racial and gender promotion and equity <input type="checkbox"/> Other	<input type="checkbox"/> Local <input type="checkbox"/> Municipal <input type="checkbox"/> State <input type="checkbox"/> National	<input type="checkbox"/> Definitively Released People <input type="checkbox"/> Parolees <input type="checkbox"/> RA/PAD <input type="checkbox"/> Pre-released people <input type="checkbox"/> Security measure <input type="checkbox"/> Relatives <input type="checkbox"/> Other groups	Carry out prison management in the state				

Annex 3

VISUAL IDENTITY

The visual identity items must be defined together with the communication advisory of the DMF-CNJ. In general, the following items integrate the identification of the *Escritório Social*:

1. Glass Stickers

This is the use of the *Escritório Social* brand for the glass doors in the Equipment. In the absence of glass doors at the entrance to the establishment, it is important to align with DMF/CNJ the best way to identify the brand on the equipment.

2. Internal Banner

It is a sign to be put inside the equipment. The equipment can choose to place such signs at the reception, as soon as the user arrives at the equipment. Furthermore, the banner can be used in external actions promoted by the service. In order to specific signage to be used on the equipment's premises, such as walls or banners, one should pay attention to the position of the logos and brand of the *Escritório Social*, CNJ, UNDP, DEPEN, and other partners. Finally, the visual identity project must be submitted for compliance with the DMF/CNJ.

3. External Plate

It is a sign indicating the *Escritório Social* on the external premises of the equipment.

4. Inauguration Sign

This is an external sign, which must follow a specific pattern and material, and it will contain the name of the President of the National Council of Justice whose management was in force at the time the act was proposed.

Annex 4

SPECIFICATIONS OF THE MULTIDISCIPLINARY TEAM

The *Escritório Social* units must have a technical staff formed by a multidisciplinary team, with interdisciplinary work, composed of professionals from the areas of social and human sciences, preferably having professionals from psychology, social assistance and law.

The legal professional will at no time assume the attributions of a public defender, only acting in guidance/information on procedural and rights issues. If the person assisted needs a technical defense, he/she must be forwarded to the Public Defender's Office. The same applies to the work of psychologists, who should not assume clinical attribution, nor be responsible for making assessments and issuing psychological reports. If necessary, the person can be referred to psychology teaching clinics, or to health services.

The number of professionals to compose the *Escritório Social's* technical team will depend on the potential demand from released people who may become beneficiaries.

	Escritório Social Management	Intersectorial Articulation Management	Technical Assistants	Technical Support	Released people
Requirements and Assignments	<ul style="list-style-type: none"> - Graduation in human or social sciences; - Experience with populations at risk and/or social vulnerability (preferably people in conflict with the law, deprived of liberty and released people); - Experience in team coordination; - Experience in public and social policy management; - Sensitivity and harmony with the postulates, principles and guidelines presented in the Assistance Policy for released people; 	<ul style="list-style-type: none"> - Graduation in human or social sciences; - Experience with populations at risk and/or social vulnerability (preferably people in conflict with the law, deprived of liberty and former inmates); - Experience in team coordination; - Experience in public and social policy management; - Sensitivity and harmony with the postulates, principles and guidelines presented in the Assistance Policy for released people; 	<ul style="list-style-type: none"> - Graduation in specific area (law, social assistance and psychology); - Experience of working with people in conflict with the law and public policies; - Sensitivity and harmony with the postulates, principles and guidelines presented in the Assistance Policy for released people; 	<ul style="list-style-type: none"> - Technical support professionals are responsible for carrying out administrative activities and maintaining work environments. 	<p>Released people can be hired to carry out the reception of the people served, as well as acting in administrative support and in the maintenance of work environments.</p> <p>Released people with adequate training can work at other levels of management of the <i>Escritório Social</i>.</p>

	Escritório Social Management	Intersectorial Articulation Management	Technical Assistants	Technical Support	Released people
	<ul style="list-style-type: none"> - Having participated in training related to the prison system and/or people deprived of liberty and/or released people; - Build effective dialogue and spaces for continuous dialogue with the Justice System and civil society; - Supervise the work of the technical and administrative team of the <i>Escritório Social</i>; - Seek dialogue for methodological alignment with other <i>Escritório Social</i> units implemented in other states; - Follow the guidelines and directions of the Care Policy for Released People from the Prison System of the State Government; - Supervise the <i>Escritório Social</i> with regard to infrastructure, properly guiding the administrative team, informing and ensuring the good conditions of its operation (property, materials, permanent assets, etc.); - Promote a harmonious and integrated environment of the <i>Escritório Social</i>; - Promote methodological alignment with the <i>Escritório Social</i> team; - Participate in forums, networks, spaces and important meetings for the Care Policy for Released People from the Prison System in the municipality; - Participate in selection processes for hiring <i>Escritório Social</i> teams. 	<ul style="list-style-type: none"> - Having participated in training related to the prison system and/or people deprived of liberty and/or released people; - Identify and establish strategic partnerships to assist former inmates from the city; - Build effective dialogue and spaces for continuous dialogue with the Justice System and civil society; - Seek dialogue for methodological alignment with other <i>Escritório Social</i> units implemented in other states; - Follow the guidelines and directions of the Care Policy for People Released from the Prison System of the State Government; - Participate in forums, networks, spaces and important meetings for the Care Policy for People Released from the Prison System in the municipality. 	<ul style="list-style-type: none"> - Having participated in training; <p>Minimum team: 01 psychologist, 01 social assistant and 01 bachelor of law.</p> <p>The number of technicians must be defined due to the number of pre-released and released people assisted by the <i>Escritório Social</i>.</p>	01 or more, depending on the amount of cases monitored by the <i>Escritório Social</i> .	01 or more, depending on the amount of cases monitored by the <i>Escritório Social</i> .

Annex 5

TABLE OF INDIVIDUAL ACTIVITIES

Admission Form at the *Escritório Social*

1. Identification

Date of admission: Time:

Name:

Name as you are known:

Date of Birth:

Gender identity:

Race/Ethnicity (self-declared):

Address:

Phone:

Family address:

Best way to contact:

Documents you have/Numbers:

2. Legal/Criminal Data

Date of release from prison Prison Unit _____

Length of stay in the Prison System _____

Place(s) of stay _____

Participation in activities to prepare for liberty _____

Type of Release order/Reason _____

Documents and resources received with the Release Order _____

Status of compliance with conditionalities _____

3. Admission to the Escritório Social

Initial demand:

First referrals/arrangements:

Evolution record

Date of attendance:

Time:

Sector in charge:

Attendance purpose:

Professional in charge:

Other people participating in the service:

Internal referrals/new appointments:

External referrals:

Annex 6

CHART OF COLLECTIVE/ INSTITUTIONAL ACTIVITIES

Group activity

Date: Time:

Professional in charge:

Main agenda:

Number of released people present:

Number of family members:

Other people present/invited:

Instruments used:

Main referrals:

Activity evaluation:

Cultural, vocational training and citizenship activities

Date: Time:

Activity sector:

Professional in charge:

Other participating professionals/institutions:

Type of Activity:

Theme/Purpose:

Number of participating released people:

Rating/suggestions:

Matrix support meeting

Date:

Time:

Local:

Partnering Institutions:

Participating professionals:

Purpose of the meeting:

Cases discussed:

Referrals made:

Rating/suggestions:

Network articulation visits

Date:

Time:

Institution:

Type of service provided:

Address:

Reference professionals:

Defined articulations:

Job Position Allocation Activities

Date:

Time:

Type of contact:

Company:

Productive activity:

Address:

Type of existing job positions:

Suggested measures:

Escritório Social team meetings

Date:

Time:

Attendees:

Planned schedule:

Other topics covered:

Referrals/who was responsible for it:

Annex 7

TECHNICAL RECORD

Escritório Social admission form

The same as the individual medical record

Singularization Form

Script in the attachments of this material

Individual attendance evolution sheet

Date:

Time:

Type of activity:

Purpose of the meeting:

Professional in charge:

Other professionals present:

Relatives present:

Topics addressed:

Referrals made:

Other joint actions:

Attendance form

1. Date of appointment: *Example: January 7th, 2019*

2. Telephone contact:

3. Attendance channel: *Check all that apply*

☐ In person ☐ By telephone

4. Attendance location: *Check only one*

☐ *Escritório Social*

☐ Released People Center

☐ Prison Unit

☐ By Phone

☐ Other (specify in remarks)

5. Type of attendance: *Check only one*

☐ New – by spontaneous search of the beneficiary

☐ New – active search

☐ New – by referral from the network, including Prison Units

☐ Return – by spontaneous search of the beneficiary

☐ Return – by appointment in face-to-face attendance or active search by the service team

☐ Return – by network referral

6. Full name of the beneficiary:

USE UPPER BOX - name as it appears in the Infopen

7. Social Name: *Check only one*

☐ Yes ☐ No

8. If yes, write the person's social name.

If not, write: "Does not have a social name"

9. Date of Birth: *Example: January 7th, 2019*

10. RG: **11. CPF:**

12. Mother's name:

13. Beneficiary's Profile: *Check only one*

- ☐ Released person from the prison system
- ☐ Person still deprived of liberty
- ☐ Relative of a released person from the prison system
- ☐ Relative of a person still deprived of liberty
- ☐ Other

14. Race: *Self-declaration of the person served. Check only one*

☐ Black ☐ Brown ☐ White ☐ Indigenous ☐ Yellow

15. Genre: *Check only one*

☐ Female ☐ Male ☐ Non-binary

16. Transsexual person or transvestite: *Check only one*

☐ Yes ☐ No

17. Criminal case number: *most recent criminal case number xxx.xx-x.xxx.xxx.xxx.xxx*

18. Person monitored electronically: *Check only one*

☐ Yes ☐ No

19. Prison Unit from last pass:

20. Is the psychosocial team assisted in the Prison Unit at the time of release/receipt of the release order? *Check only one*

☐ Yes ☐ No

21. Did you receive information or was advised by the Prison Unit team about the Escritório Social or Released Person Center at the time of receiving the release permit? *Check only one*

☐ Yes ☐ No

22. Record of care provided by the Prison Unit's psychosocial team? *Check only one*

☐ Yes ☐ No

23. Did you receive emergency supplies when you left the Prison Unit (eg: civilian clothes, slippers or other footwear, transportation vouchers, snacks)? *Check only one*

☐ Yes ☐ No ☐ Not verified

24. Specify the input(s) received: *Check only one*

☐ Civil clothing ☐ Slippers or other footwear ☐ Transportation voucher

☐ Snack ☐ Water ☐ Other

25. Did you have a place to return (housing) when leaving the Prison Unit? *Check only one*

☐ Yes ☐ No ☐ Not applicable

26. Did you have a work contract at the Prison Unit? *Check only one*

☐ Yes ☐ No

27. What is the motivation (the main issue from the beneficiary's point of view) for attending the *Escritório Social*? *Check only one*

☐ Food

☐ Professional training/technical or vocational course

☐ Family conflict

☐ Documentation

☐ Legal doubt

☐ Regular education

☐ Housing

☐ Healthcare

☐ Mental Health – including alcohol and other drugs

☐ Work ☐ Other

28. Did you think that attending the Escritório Social or the Released Person Center was mandatory? *Check only one*

☐ Yes ☐ No ☐ Not applicable

29. What is the central demand (main need from a technical point of view) presented in the attendance? *Check only one*

- ☐ Food
- ☐ Professional training/technical or vocational course
- ☐ Family conflict
- ☐ Documentation
- ☐ Legal doubt
- ☐ Regular education
- ☐ Housing
- ☐ Healthcare
- ☐ Mental Health – including alcohol and other drugs
- ☐ Work ☐ Other

30. Do you have any work experience? *Check only one*

☐ Yes ☐ No ☐ If yes, which

31. Referrals made: *Check only one*

- ☐ Secrecy shelter for women in situations of violence
- ☐ Caps ad – Alcohol and Drugs Psychosocial Care Center
- ☐ Adult Caps – Adult Psychosocial Care Center
- ☐ Reception center/hostel
- ☐ Pop Center or CREAS Pop – Specialized Reference Center for Social Assistance Pop
- ☐ CRAS – Reference Center for Social Assistance
- ☐ CREAS – Specialized Reference Center for Social Assistance
- ☐ Vocational course
- ☐ Youth and Adult Education
- ☐ Emergency Room
- ☐ SAMU – Mobile Emergency Care Service
- ☐ Work
- ☐ UBS – Basic Health Unit
- ☐ No referrals were made
- ☐ Other

32. Was scheduled an appointment (whether new face-to-face attendance due to active search or return) to the *Escritório Social* or to the Released Person Center? *Check only one*

- ☐ Yes ☐ No ☐ Not applicable

33. Date of next appointment *Example: January 7th, 2019*

34. Service remarks:

USE CAPS LOCK – Summary of the issues demanded and the resolutions reached

35. Federative Unit: *Check only one*

- ☐ Acre (AC)
- ☐ Alagoas (AL)
- ☐ Amapá (AP)
- ☐ Amazonas (AM)
- ☐ Bahia (BA)
- ☐ Ceará (CE)
- ☐ Distrito Federal (DF)
- ☐ Espírito Santo (ES)
- ☐ Goiás (GO)
- ☐ Maranhão (MA)
- ☐ Mato Grosso (MT)
- ☐ Mato Grosso do Sul (MS)
- ☐ Minas Gerais (MG)
- ☐ Pará (PA)
- ☐ Paraíba (PB)
- ☐ Paraná (PR)
- ☐ Pernambuco (PE)
- ☐ Piauí (PI)
- ☐ Rio de Janeiro (RJ)
- ☐ Rio Grande do Norte (RN)
- ☐ Rio Grande do Sul (RS)
- ☐ Rondônia (RO)
- ☐ Roraima (RR)
- ☐ Santa Catarina (SC)
- ☐ São Paulo (SP)
- ☐ Sergipe (SE)
- ☐ Tocantins (TO)

Annex 9

METHODOLOGICAL SUBSIDIES FOR GROUP WORK IN THE *ESCRITÓRIO SOCIAL*

1. General objective

The group work of *Escritório Social* units must be planned to achieve the service's objectives; therefore, it should be a space for welcoming demands, for qualified listening and for the singularization of care. In addition, it must be attached to the ethical principles of voluntary adherence, respect for diversities and the fight against discrimination, a broad and critical vision of the determinations and consequences of imprisonment and of constituting a space of reference to its users.

2. Specific Objectives

It is essential that the investigation on the themes that should be incorporated in the planning of the meetings consider, firstly, the users' interests, enabling the exercise of autonomy. However, among the possible thematic possibilities of group work with released people are: the resignification of the released people's identity as a citizen; the identification of users' difficulties and potential; the identification and formation of networks of protection and belonging; reflection on the processes of prejudice and stigmatization; the strengthening of fundamental and citizenship rights of users; the elaboration of a project for the (re)construction of a life project; the strengthening of social protagonism through practical actions in the territories; the construction of spaces for reinterpreting the difficulties experienced in daily life (violence, prejudices, discrimination, health, housing, family, work, recreation, referrals, among others) in order to seek ways to overcome them; the discussion about race, gender, family, work, sociability.

3. Users

Released people from the prison system working at the *Escritório Social*. Depending on the objectives; groups and workshops can count on the participation of people from the community and families.

4. Number of participants

As for group size, it is interesting that it is not small and restricting the possibilities of applying group dynamics and limiting group discussions and motivation, but also not large to disable communication, perception and individual follow-up of each participant by the facilitator.

5. Group Types

This choice must be based on the needs of the members, always paying attention to the particularities of each group and in the way that the facilitator feels more prepared to lead.

Heterogeneous/homogeneous: to define the composition of the groups, it may be used some homogeneity criterion (age, gender, elderly people, ethnicity, LGBTI, among others) or the groups may be heterogeneous. The group that is formed according to criteria has the facility to focus on the needs; however, it gets lost with the lack of differences. Depending on the demand and the number of participants, one can choose to work the groups in a heterogeneous way or choose for homogeneous groups. When making this choice, one should consider that mixed groups allow for greater exchange, the exchange of knowledge and experiences, and homogeneous groups allow for a better definition of common needs and objectives.

Open/closed: Groups can be “closed,” that is, it does not admit the insertion of new participants from the beginning of the work or “open,” admitting the entry of new members during the entire group process.

6. Methodology

The methodology operationalizes the work of *Escritório Social* units, which can be individual and in groups and workshops. The definition of the methodological approach must consider the users, the objectives, the human and structural resources for quality performance. The workshops and group dynamics aim to stimulate communication, reflection, participation and shared learning. The work must motivate participants to develop positive interpersonal relationships, in a climate of unity and group cohesion.

The methodology is flexible in choosing the paths to achieve the objectives of each group, considering the diversity of the participants. In this way, the methodology is built during the conduct of the group process, taking into account the specificities, demands, identities, social, historical and cultural reality.

The frequency of group activities will be at the discretion of the equipment, understanding local demand and the interest of the participants.

The work presupposes, firstly, the presence of professionals able to become group facilitators, in a relationship based on horizontality and dialogue. An essential aspect is that professionals have the necessary materials and adequate space to carry out activities.

7. Workshops

Workshops are activities offered around pre-established tasks and objectives to be performed by the group.

8. Group Dynamics

Group dynamics are activities that propose moments of experience, interaction and reflection in an active, playful and motivating way.

9. Conversation circle

They seek a moment of free interaction, with the facilitator as a mediator. It is not a method to which all members of the group will adhere; therefore, it should not be used as the only method. People who are shy and have difficulty in communicating may find it difficult to participate in conversation circles.

10. Movie session

The audiovisual resource is the main means to encourage group work and the development of a given theme. It is important that the films are appropriate to the group's interests, the language and the theme one wants to work on. For the best use of the activity, it is interesting to present its objective, the subject that it intends to foster discussion and other relevant information. At the end of the activity, there should be a moment to integrate the participants' perceptions. The film is a trigger, a mediator of the discussion, a didactic tool. If there are no suitable conditions for showing the film (place, adequate transmission equipment, adequate sound), the activity should not be carried out.

11. Planning

- Invite users to group activities and register users who express interest in participating in the *Escritório Social* through this methodology;
- From those registered, try to find out about their demands based on the registration of the reception and the first interviews – define the heterogeneity and homogeneity of the group and the methodology for conducting the first meeting;
- Communicate all subscribers of the day and time of the start of the group and place, checking the group availability and conditions for participation;
- Hold the first group meeting, introducing objectives, participants, jointly defining strategies, getting to know the expectations, defining the duration of the group and the number of meetings.

Throughout the group, but especially in the first contacts, the facilitator should encourage the integration between the participants and the development of a feeling of trust and sharing, seeking to promote communication and a sense of belonging, making users feel confident to share feelings, experiences and opinions.

The first activities should favor group recognition and the pursuit of information about the participants, thus, the professionals will have the materials that will subsidize the planning of the path.

The first activities also serve to present the *Escritório Social* and negotiate the democratic rules for group coexistence, in such a way that, at the beginning of each group, a commitment is signed between the users and the facilitator.

From the first meeting onwards, it is possible to make a first plan of the meetings, considering the desires, the initial expectations that are continually reformulated based on the evaluation of the participants. Planning is a fundamental element for carrying out quality work.

The groups are a "living laboratory," each meeting is a unique journey and should foster the experience of participation, autonomy, generosity, dialogue and negotiation of conflicts, in a way that reinforces fundamental human values for social coexistence.

12. Professionals

Professionals must have knowledge and experience in conducting groups and they must be able to be work facilitators, carrying out the planning, carrying out activities in view of the group's objectives and the ethical principles of group work. It is also recommended that professionals seek to know the participants' vocabulary and the territories where they come from, their vulnerabilities and potential, social support networks, culture, history, and current conditions.

13. Facilitator's skills

- Availability and commitment to the group, in order to establish a welcoming and trusting relationship;
- Consider the uniqueness of each user's service;
- Ease of hosting and establishing bonds;
- Motivate the group to participate in a positive and warm way;
- Good communication;
- Believing in the potential and capabilities of users;
- Do not express prejudices and criticisms;
- Be patient to clarify doubts and misinterpretations;
- Active listening, showing interest in the participants' speech, giving everyone the opportunity to express themselves;
- Be committed to users and the work done;
- Be generous and available;

- Be active, creative and persistent;
- Be committed to the performance and result of the work;
- Having an ethical posture aligned with human rights.
- Being able to perceive and take advantage of the group's potential;
- Always seek joint solutions for difficulties that may arise during the work, avoid impositions on the group;
- Seek to maintain group harmony;
- Mediate group negotiation processes;
- Conduct the group always in compliance with the agreements and rules of group coexistence;
- Create a group atmosphere that favors participants in a process of (re)construction of life projects.

14. Basic rules for the operation of groups

The initial moment of group work should be used to engage group members and establish commitments to group work.

The joint construction and agreement of coexistence rules is worthwhile, besides, they can be modified during the entire work process for the benefit of the group's objectives.

If the group is open, whenever a new participant joins the group, the rules must be presented, being a favorable moment for evaluations and re-editions of them.

The rules and commitment to group work should include: the expectations and objectives of group work; the frequency and duration of the meetings; the importance of punctuality and presence; respect for freedom of expression and individual differences; the freedom for reflection; that all users are committed to the good functioning of the group; the need for some coexistence rules: listening without interrupting; listening carefully to what others have to say; weighing the words so they don't offend people ; avoiding aggressive communication; understanding errors and difficulties as part of the path; respecting and allowing changes of opinion; being co-responsible for group work; being collaborative; express ideas honestly and with common sense; valuing members, their attitudes and achievements; having dialogue as a basis for social interaction.

15. Meeting records

One of the interesting instruments to be used as a method of recording is the "field diary" where the facilitator's impressions and relevant information can be recorded to support the

planning of other meetings. They also serve as an opportunity to reflect on the work and support the preparation of reports and evaluations.

16. Evaluation of meetings

They can be done using different techniques: conversation circles, questionnaires, semi-structured interviews, group dynamics. It is important to have an assessment made by the facilitator, analyzing the process, participation, objectives agreed, changes and results obtained. An evaluation must also be carried out among the participants, including the evaluation of the process (personal and group), of the dynamics and results.

Annex 10

PUBLIC CALL NOTICE

[STATE TIMBER]

STATE GOVERNMENT [STATE NAME]

[NAME OF PROPOSING AGENCY]

PUBLIC CALL NOTICE No. [NUMBER]/[YEAR]

PUBLIC CALL FOR CELEBRATION OF A TERM OF COLLABORATION WITH CIVIL SOCIETY ORGANIZATION

PROCESS No. [NUMBER]

[STATE NAME], through [NAME OF THE PUBLIC BODY OR ENTITY], whose delegation of competence was granted by the [TYPE, NUMBER AND DATE OF THE ACT WHICH GRANTED THE DELEGATION], registered in the National Register of Legal Entity – CNPJ under the No. [CNPJ NUMBER], headquartered at [ADDRESS], hereinafter referred to as PUBLIC ADMINISTRATION, makes public PUBLIC CALL NOTICE aiming to enter into a COLLABORATION AGREEMENT with civil society organization, on the initiative of the Public Administration, governed by the provisions of the Law Complementary National No. 101, of May 4th, 2000, in the budget laws of [UF NAME], in National Law No. 13,019, of July 31st, 2014, in Decree [WHEN ANY, INDICATE NUMBER/DATE], in the normative act sector [WHEN ANY, INDICATE TYPE AND NUMBER OF THE ACT] and in other applicable normative acts, as well as what expresses [QUOTE LAWS AND NORMATIVES THAT ESTABLISHED THE POSITIONS/CAREERS OF THE MULTIPROFESSIONAL TEAM, THEIR BASIC SALARIES, THE STRUCTURE OF THE SECRETARY OR BODY RESPONSIBLE FOR THE POLICY OF ATTENDING RELEASED PEOPLE OF THE FEDERAL UNIT, THE CODE OF ETHICAL CONDUCT OF THE UF PUBLIC SERVER, THE PERCENTAGE RESERVATION OF PUBLIC JOBS OR EMPLOYMENT OF THE FEDERAL UNIT FOR PEOPLE WITH DISABILITIES]; complementary legislation and other rules contained in this Notice.

Part I

Partnership Features

1. OBJECT

1.1. The purpose of this Notice is to publicly call Civil Society Organizations (CSO) to present a work plan and, in partnership with [NAME OF THE BODY OR PUBLIC ENTITY OF THE FEDERAL UNIT], execute the following: Implementation of the Implementation Project of the *Escritório Social*, provide assistance, multiprofessional follow-up, subsequent referral of released people to social support and protection equipment in [NAME OF FEDERAL UNIT], in the period of [MONTH/MONTHS OR YEAR/YEARS] in compliance to the provisions in Annexes II and V of this Notice.

1.2. The institution selected to achieve the object delimited in this document will act in the development of the care policy for released people from the prison system in [LOCALITY]. To this end, it will make available a "MULTIDISCIPLINARY TEAM" that will act in an interdisciplinary and transdisciplinary manner in welcoming, serving and monitoring the target audience (released people from the prison system), having as methodological reference defined the Resolution No 307 of the National Court of Justice and proposal for a National Care for Released People from the Prison System.

2. JUSTIFICATION

2.1. One of the functions of the [government agency] is to develop, within the scope of the Executive, the National Care Policy for Released People from the Prison System in the State of [FEDERAL UNIT], through the implementation and structuring of the *Escritório Social*. The *Escritório Social* units must have a technical staff formed by a multidisciplinary team with interdisciplinary work, consisting of professionals from the areas of social and human sciences, preferably having professionals from psychology, social assistance and law. It is noteworthy that the legal professional will at no time assume the attributions of a public defender, only acting in guidance/information on procedural issues of former inmates. If the person assisted needs a technical defense, this must be forwarded to the Public Defender's Office. The same applies to the work of psychologists, who will not assume clinical attribution and will not have the competence to issue psychological reports. If necessary, it must be

referred to the specialized network and follow up the procedures. The number of professionals working in *Escritório Social* units should consider the number of pre-released and released people to be assisted in the equipment.

2.2. In this sense, the collaboration of the participants in running the *Escritório Social* is intended to work in partnership with the prison establishment, through the methodology of pre-released, also comprise actions with the Judiciary, the Executive and, also, with already existing initiatives to assist released people. The *Escritório Social* has the following principles: I – the singularization of the care, aiming at guaranteeing fundamental rights and monitoring the released and pre-released people to facilitate access to public services of assistance, health, education, income, work, housing, recreation and culture; II – shared coordination between the Judiciary and the Executive, including the competent State and Municipal Secretaries; III – voluntary membership of released people; IV – privacy and secrecy in care; V – the promotion of racial and gender equality; and VI – the reception and monitoring of released people by multidisciplinary teams, responsible for the articulation of social policy networks, being integrated to broad assistance networks, social assistance and health (Resolution No. 307, of 12/17/2019 CNJ, Article 3).

2.3. Thus, the selection of CSOs, a non-profit legal entity governed by private law, is justified, given that this is an innovative policy in the field of the state criminal system, requiring the composition of a multidisciplinary technical body for the development of specialized methodology for assisting released people. To this end, the (government agency) hopes to count on the partnership of CSOs capable of adding technical effort and qualified personnel for the full implementation of the services.

2.4. Thus, for the implementation of the project to achieve maximum efficiency in the application of resources and in achieving the expected results, the formalization of a Collaboration Term with the CSOs, which already have knowledge and history in the field of criminal enforcement, this is understood as the best strategy to ensure compliance with the goals established in the agreement signed.

2.5. Therefore, it is intended the enforcement of the AGREEMENT Work Plan [No. SICONV AGREEMENT DEPEN], aiming at hiring a multidisciplinary technical team [INSERT POSSIBLE MORE OBJECTS CONTAINED IN THE WORK PLAN] in order to better serve the purpose of the implementation of the *Escritório Social* in the State of [FEDERAL UNIT].

3. PUBLIC RESOURCES

3.1. The reference or estimated ceiling value for the realization of the object is R\$ [INDICATE TOTAL ESTIMATED VALUE FOR THE PARTNERSHIP, ACCORDING TO PARAMETERS EVENTUALLY FIXED IN A SECTORIAL NORMATIVE ACT].

3.2. The expense will be charged to the following Budget Allocation:

I - Budget Unit: [NUMBER]

II - Work Program: [NUMBER]

III - Nature of Expense: [NUMBER]

IV - Funding Source: [NUMBER – MENTION, IF ANY, THE NUMBER OF AGREEMENT WITH THE FEDERAL GOVERNMENT OR FUND-TO-FUND RESOURCES]

4. TRANSFERS

4.1. The funds from the partnership will be transferred according to the disbursement schedule contained in the work plan approved by the public administration, subject to the following conditions and procedures: [DESCRIPTION ACCORDING TO THE SPECIAL FEATURES OF THE CONCRETE CASE].

4.2. The release of the installments subsequent to the first will take place upon the achievement of the targets agreed, which will be rigorously monitored by the team of SEAP – Secretary of Penitentiary Administration.

4.3. The goals that appear as Management Information are not subject to be disregarded.

4.4. The disregard amount will impact the value of the subsequent installment to be credited to the OSC. This Term of Reference contains all the information contained in the Basic Project approved by Depen – National Penitentiary Department – Ministry of Justice.

5. CONTRIBUTION

5.1. No contribution from the Civil Society Organization will be required. [IF YOU UNDERSTAND IT RELEVANT, SOME KIND OF CONTRIBUTION, EVEN IF NOT FINANCIAL, MAY BE REQUIRED – POSSIBLE

THEMATIC PROJECT OR TRAINING COURSE WHICH WILL BE CONSIDERED IN THE SCORING CRITERIA AS DIFFERENTIAL]

6. DESCRIPTION AND QUANTIFICATION OF THE OBJECT: CONTRACTING OF THE MULTIDISCIPLINARY TEAM

6.1. It will be up to the selected CSO to provide the necessary professional technical services for the functioning of the *Escritório Social*. To do so, it will hire a multidisciplinary technical team composed of properly trained professionals.

6.2. The Multidisciplinary Team will be formed by the following professionals, according to the respective number of job positions:

Item	Positions	Quantity	Working Hours
1	<i>Escritório Social Supervisor</i>	1	From 30h to 40h/weeks
2	Technical Assistant – Bachelor in Law School (legally recognized diploma, issued by an accredited higher education institution recognized by MEC)	1	
3	Technical Assistant – Psychologist (Registered in the Class Council)	1	From 30h to 40h/week
4	Technical Assistant – Social Worker (Registered at the Class Council)	1	
5	Administrative Support	1	

7. NETWORKING

7.1. It is allowed to act in a network by two or more CSOs to carry out coincident actions (when there is an identity of interventions), or different and complementary actions to the execution of the object of the partnership, under the terms of Article 35-A of Law No. 13,019, of 2014, and of Articles 45 to 48 of Decree No. 8,726, of 2016, and the network must be composed of:

- a) an “officialant CSO” of the partnership with the public administration (the one who signs the collaboration agreement), which will be responsible for the network and will act as its supervisor, mobilizer and guide, being able to participate directly or not in the execution of the object; and
- b) one or more “Executing and non-contracting CSOs” of the partnership with the public administration, which shall carry out actions related to the object of the partnership defined in a common agreement with the celebrating CSO.

7.2. The networking will be formalized between the celebrating CSOs and each of the CSOs executants and non-officiants by signing a Network Performance Term, which will specify reciprocal obligations and rights, and will establish at least the actions, goals and deadlines that will be developed by the executing and non-officiant CSO and the value to be passed on by the officialant CSO.

7.3. The officialant CSO shall communicate to the public administration the signing of the Network Performance Term within 60 (sixty) days, from the date of signature of the Term of Operation in Network (Article 46, paragraph 2, of Decree No. 8,726, 2016). It is not required that the term of operation in network is concluded before the date of signature of the term of collaboration.

7.4. The CSO celebrating the partnership with the public administration:

- a) will be responsible for the acts performed by the network, and its rights and obligations may not be subrogated to the executing and non-officiant CSO, subject to the provisions of Article 48 of Decree No. 8,726, 2016; and
- b) must have more than five (5) years of registration in the CNPJ and also technical and operational capacity to directly monitor and guide the organization's activities that work therewith in a network, to be verified through the presentation of documents indicated in Article 47, head provision, items I and II, of Decree No. 8,726, 2016, with being responsible for the public administration verifying compliance with these requirements at the time of the partnership agreement. The following documents should be submitted:

- I - proof of registration in the CNPJ, issued on the official website of the Federal Revenue Office of Brazil, to demonstrate that the organization of the officiant civil society has existed for at least five years with active registration;
- II - proof of technical and operational capacity to monitor and guide the network, being admitted: statements from civil society organizations that have the network of which the officiant participates or has participated; letters of information, records of meetings or events and other public documents of networks in which the officiant participates or has participated; or activity reports with proof of the actions developed in a network that the officiant participates in or has participated in;

7.5. The celebrating CSOs, pursuant to Article 46 of Law No.13,019/2014, shall ensure in the moment of signing the term of networking, the legal and tax regularity of the executing and non-officiant civil society organization, which will be verified by submitting the following documents:

- a) proof of registration with the CNPJ, issued on the official website of the Secretary of the Brazilian IRS;
- b) copy of the statute and any changes registered;
- c) certificates provided for in items IV, V and VI of Article 26 head provision; and
- d) declaration of the legal representative of the executing civil society organization and not officiant that it has no financial impediment with the government.

8. OBLIGATIONS

8.1. CSO

8.1.1. The CSOs must ensure the provision of good services with regard to:

- a) The multidisciplinary team should monitor and guide the social network;
- b) Carry out activities such as lectures and thematic groups aimed at the practice of reflection by released people users of the *Escritório Social*;
- c) Carry out the follow-up of released people users of the *Escritório Social* through the technical team for visitation and technical subsidy of partner institutions;
- d) Act in an interdisciplinary and transdisciplinary way in the welcoming, assistance and communication of users of the *Escritório Social*;
- e) Control the material, equipment and other assets of the *Escritório Social*, giving due support to the Coordination and technical teams;

- f) Welcome and serve the public who access the *Escritório Social*;
- h) Submit, when requested, during the entire execution of the Collaboration Term, documents that prove to be complying with the legislation in force regarding the obligations assumed, especially social, social security, tax, work and commercial charges;
- i) Communicate to the body concerned any social change or modification of its purpose or its structure within 72 (seventy-two) hours, from the archive of documents in the specific Registry Office;
- j) Immediately comply with the determinations of the representative of the body concerned in order to correct defects observed in the execution of the Collaboration Term;
- l) Keep workers' records up-to-date, as well as the listing properly updated, in accordance with the requirements of the legislation in force;
- m) Notify the [Secretary of State], in a reasoned manner, of the replacement of members of the technical team;
- n) Periodically present a record of the activities performed and the public attended, according to the model of report to be prepared in compliance with the [Secretary of State] and Judiciary;
- o) In the event that the interested body requests the reduction or expansion of its demand, the CSOs will be obliged to meet such needs respecting the legal limit for hiring, within the period established in the request, which must occur in a timely manner for the proper fulfillment of the request.

8.1.2. From [FEDERATED ENTITY]

- a) Commit the necessary resources, ensuring payment in the manner provided for in this contract;
- b) Transfer to the CSOs, on a quarterly basis, the resources allocated to the payment of salary;
- c) Follow up and monitor the implementation of the partnership;
- d) Issue a conclusive technical opinion on the analysis of final accountability, taking into account the content of the technical monitoring and evaluation report.

Part II

Proposal Selection Phase

9. STEPS

9.1. The selection phase of the proposal will observe the following steps:

- 9.1.1. Submission of the Registration Form (Annex I of this Notice) and the Proposal (according to Annex II of this Notice), which must be in person in the [LOCALITY OF THE FEDERATED ENTITY], within (30) thirty days, from the publication of the notice, [DAYS OF THE WEEK AND HOURS].
- 9.1.2. Disclosure of provisional result of classification of the proposals, within a maximum period of thirty days after the protocol of the proposal.
- 9.1.3. Appeals stage regarding the provisional result of classification of the proposals within a maximum of five days after disclosure.
- 9.1.4. Disclosure of the judgment of appeals and of the definite result of the classification of proposals.

10. SELECTION CRITERIA

10.1. The Selection Committee will verify that the proposal meets the minimum elements provided for in this Notice and will carry out the classification according to the established criteria.

TABLE 1

Judging Criteria	Scoring Methodology	Score per Item
(A) Adequacy of the proposal to the reality of the object.	<p>() Full assistance degree (4.0 points)</p> <p>() Satisfactory assistance degree (2.0)</p> <p>() Non-attendance or unsatisfactory assistance (0.0)</p> <p>Note: The attribution of a "zero" note in this criterion implies the elimination of the proposal, under Article 16, paragraph 2, items II and III, of Decree No. 8,726, of 2016.</p>	
(B) Information on actions to be carried out, indicators that will measure compliance with the object and deadlines for carrying out actions.	<p>() Full degree of description (2.0)</p> <p>() Satisfactory degree of description (1.0)</p> <p>() Non-attendance or unsatisfactory assistance (0.0)</p> <p>Note: The attribution of a "zero" note in this criterion implies the elimination of the proposal, under the paragraph 2, Item I, of the Decree No. 8,726, of 2016.</p>	

<p>(C) Adequacy of the proposal to the reference value contained in the notice, with express mention of the overall value of the proposal</p>	<p>() Full degree of assistance (1.0)</p> <p>() Overall value not reported, lower or higher than established (0.0)</p> <p>Note: The attribution of a "zero" note in this criterion implies the elimination of the proposal, under Article 16, paragraph 2, Items II and III of the Decree No. 8,726, of 2016.</p>	
<p>(D) Operational technical capacity of the proposing institution, through proven experience of the CSOs, with active registration, in the development of activities in the field of criminal policies, namely: people who are out of the prison system, people in prison.</p>	<p>() Full degree of operational technical capacity (2.0)</p> <p>() Satisfactory degree of operational technical capacity (1.0)</p> <p>() The non-attendance or unsatisfactory service of the operational technical capacity requirement (0.0)</p> <p>Note: The attribution of note "Zero" in this criterion implies the elimination of the proposal, due to lack of technical and operational capacity of the CSOs (Article 33, head provision, item V, subitem "c", of Law No. 13,019, of 2019)</p>	
<p>(E) methodology of professional evaluation and development of competencies for application with the teams of the <i>Escritório Social</i>.</p>	<p>() Proposal of methodology of professional evaluation and development of competencies presented, with methodological description, conceptual justification and strategy of Application (2.0)</p> <p>() Proposal of methodology for staff evaluation and development of competencies not presented and/or presented incompletely without methodological description and/ or conceptual justification and/or strategy of application (0.0)</p> <p>Note: The attribution of note "Zero" in this criterion implies the elimination of the proposal, due to lack of technical and operational capacity of the CSOs (Article 33, head provision, item V, subitem "c", of Law No. 13,019, of 2019)</p>	

(F) CSO experience in seminars and training actions (Certificate Verification).	() Conducting technical training with up to 50 participants (1.0) () Holding a seminar with up to 100 participants (2,0) () Seminar between 100 and 200 participants (3.0) () the non-proposal or submission of a proposal without the required evidence (0.0) Note: The "Zero" score assignment in this criterion implies the elimination of the proposal, due to lack of technical and operational capacity of the CSO (Article 33, head provision, item V, subitem "c", of Law No. 13,019, of 2019)	
Maximum Score	21.00	
Total Score Achieved		

10.2. As to the degree of adequacy of the proposal to the specific objectives, it should not be measured from a single indicator, but by the set of indicators demonstrating that the CSO participating in the public call has sufficient technical conditions and expertise to the execution of the structuring activities provided for in the object.

10.3. According to item 6 of the Terms of Reference, the OSC must implement the technical services only professionals necessary for the execution of federal agreement nº [xxx], aiming at the implementation of an *Escritório Social* in the region of [CITY of the FEDERAL UNIT]. To this end, the CSO should provide (hire) multidisciplinary technical staff that will act in the development and implementation of the methodology for serving former inmates. The hiring and management of the technical staff presupposes that the CSO has experience with selection processes; expertise in people management, professional evaluation and development of professional skills.

10.4. Moreover, because it is a partner that aims at assisting and monitoring former inmates, in compliance with the Judiciary, it is essential that the CSOs and its ruling body have experience of acting in the field of public policies and, in particular, criminal policies.

10.5. In order to ensure that the public call selects the CSOs with the best technical aptitude and expertise for the full implementation of the activities mentioned above, table 1 of the Term of Reference presents a framework of criteria for selection and classification was proposed. The sum of the classification criteria represents exactly the skill set required for a satisfactory and effective execution of the partnership object, as we see below:

- I – It will measure the technical capacity of the selected team to work in the *Escritório Social*;
- II – It will measure the time of experience of the CSO in the development of activities in the field of criminal policies;
- III – It will measure the experience of the CSO in the execution of seminars and training actions;
- IV – It will measure the social recognition of the CSOs, and positive externalities of its performance, having as reference its history and services already provided;
- V – It will measure the technical expertise and organization of the CSO to carry out the selection processes necessary for the composition of the multidisciplinary technical team that will work in the *Escritório Social*;
- VI – It will measure technical expertise in CSO in people management and professional development, vital for the implementation of the methodology and reaching results;
- VII – It will ensure that the work proposal presented by the CSO is framed in the plan of application of resources, values, labor rights and other rules required by the federal council and other relevant legislations.

10.6. Therefore, the sum of the selection and classification criteria described in the Reference Term guarantees the degree of adequacy of the proposal to the specific objectives and activities inserted in the object of the partnership.

10.7. False information in the proposals may lead to the elimination of the proposal, which may also lead to the application of an administrative sanction against the proposing institution and communication of the fact to the competent authorities, including for investigation of the commission of a possible crime.

10.8. The tenderer must thoroughly describe the experiences related to the judging criteria (D), informing the activities or projects developed, their duration, funder(s), place or scope, beneficiaries, results achieved, among other information that seem relevant. The documental proof of the experiences will take place in the signature phase, and any falsehood or fraud in the description of the experiences will make the measures indicated in the previous sub-item.

10.9. Proposals prone to be eliminated:

A - whose total score is less than 7.0 (seven) points;

B - receiving a "zero" score in the judging criteria (A), (B), (C), (D), (E) and (F); or

C - that are in disagreement with the Notice (Article 16, paragraph 2, of Decree No. 8,726, of 2016).

10.10. The uneliminated proposals must be classified, in descending order, in accordance with the total score obtained on the basis of Table 1, thus considering the arithmetic average of the notes released by each member of the Selection Committee, in relation to each of the judging criteria.

10.11. In the event of a tie between two or more proposals, the tiebreaker will be made based on the highest score obtained in the judging criterion (A). If the situation of equality persists, the tiebreaker will be done based on the highest score obtained, successively, in the judgment criteria (E), (D), (B), (C), (E) and (F). If these rules do not resolve the tiebreaker, the entity with the longest constitution time will be considered the winner, and in the last case, the issue will be decided by drawing lots.

10.12. The selection of the proposal that is not the most adequate to the reference value contained in the public call will be mandatorily justified, taking into account the total score obtained and the proportion between the goals and the expected results in relation to the proposed value (Article 27, paragraph 5 of Law N^o 13,019, of 2014).

10.13. Appeals against the preliminary result. There will be an appeal phase after the disclosure of the preliminary result of the selection process.

10.14. Pursuant to Article 18 of Decree No. 8,726, of 2016, participants who wish to appeal against the preliminary result must file an administrative appeal, within 5 (five) calendar days from the publication of the decision, to the board that issued it, under penalty of estoppel (Article 59 of Law No. 9,784, of 1999).

10.15. No appeal filed after the deadline will be recognized.

10.16. Appeals will be presented through the [FORM THAT THE STATE WILL RECEIVE THE APPEALS].

10.17. Participants are assured to obtain a copy of the elements of the records essential to the defense of their interests, preferably electronically, bearing only the appropriate costs.

10.18. The resources will be analyzed by the Selection Committee.

10.19. The Selection Committee will assess the existence of appeals filed and will analyze them within 15 (fifteen) days.

10.20. Once the appeal is received, the Selection Committee may reconsider its decision within the period of 15 (fifteen) calendar days, counted from the end of the period for receiving the counterarguments, or within this same period.

11. SELECTION COMMITTEE

11.1. The Selection Committee shall be composed of [INDICATE NUMBER] members, designated by act published in the Official Gazette, at least one of them must be holding an effective position or permanent job of the public administration staff.

11.2. The members of the Selection Committee shall declare themselves prevented from participating in the proceedings when:

- they had participated, in the last five years as associates, cooperatives, leaders, advisors or employees from any civil society organization participating at the public call; or,
- its performance in the selection process configure conflict of interest, understood as the situation generated by the confrontation between public and private interests, which may compromise the collective interest or influence, improperly, the performance of the public function.

11.3. The prevented member should be immediately replaced in order to enable the accomplishment or continuity of the selection process.

11.4. To subsidize its work, the Selection Committee may request technical advice from a specialist who is part of the public administration or a third party hired in the form of National Law No. 8,666/1993.

11.5. The Selection Committee may, at any time, take steps to verify the authenticity of the information and documents submitted by the competing entities or to clarify doubts and omissions.

Part III

Selection Phase, Enabling and Signing the Partnership

12. STEPS

12.1. The selection, qualification and celebration phase of the partnership will observe the following steps:

- 12.1.1. Publication of the Public Call Notice.
- 12.1.2. Submission of proposals by CSOs – 30 (thirty) days from the publication of the notice.
- 12.1.3. Disclosure of the provisional result of classification of proposals – first working day after the end of the deadline for evaluation of proposals by the Selection Committee.
- 12.1.4. Filing of the appeal against the preliminary result, starting from the publication in the Official Gazette of the State – 5 working days.
- 12.1.5. Filing analysis by the Selection Committee – 5 working days.
- 12.1.6. Publication of the Result and Final Disclosure of selected proposals – first working day after the end of the deadline for analysis of resources.
- 12.1.7. Convocation of the organization selected to present the qualification documentation within [10 DAYS AFTER DISCLOSURE OR INDICATE DEADLINE SET IN THE DECREE];
- 12.1.8. Disclosure of the provisional qualification result, if there is a decision for incapacity;
- 12.1.9. Appeal phase regarding the provisional qualification result, if there is a decision for incapacity up to [10 DAYS AFTER DISCLOSURE OR INDICATE DEADLINE PROVIDED IN THE DECREE];
- 12.1.10. Disclosure of the judgment of appeals and the definitive outcome of the qualification;
- 12.1.11. Ratification of the final result of the selection;
- 12.1.12. Indication of budget allocation;

- 12.1.13. Convocation of the selected organization to present the outline of the work plan, following the guidance provided by the public administration regarding the structure and content of the document;
- 12.1.14. Dialogue between the public administration and the CSOs for the final definition of the working plan, with the possibility of making adjustments;
- 12.1.15. Issuing a technical opinion expressly on:
- the merits of the proposal, in accordance with the partnership modality adopted;
 - the identity and reciprocity of interest of the parties in carrying it out, in mutual cooperation, of the partnership provided for in Law No. 13, 019, of 2014;
 - on the feasibility of its implementation;
 - on the verification of the disbursement schedule;
 - on the description of what will be the means available to be used to oversight the implementation of the partnership, as well as the procedures that should be adopted for the evaluation of physical and financial implementation, in the achievement of the goals and objectives;
 - on the designation of the partnership manager;
 - on the designation of the partnership monitoring and evaluation committee.
- 12.1.16. Issuing a legal opinion by the legal advisory or consultancy body of the public administration about the possibility of entering into the partnership;
- 12.1.17. Signing of the partnership instrument.

Step 1: Publication of the Public Call Notice

This Public Calling Notice will be published by extract in the Official Gazette of the [FEDERAL UNIT] and published on the official website of the [FEDERATE ENTITY], with a period of 30 (thirty) days for the submission of proposals.

Step 2: Submission of proposals by CSOs

Proposals must be sent in a sealed envelope and identified by the proposing institution and means of contact, with the inscription "Proposal - Public Call Notice No. XX, and delivered by mail (SEDEX) or in person to the Selection Committee, in the following address: [ADDRESS OF THE FEDERATE ENTITY] – Phone: XXXXXX.

In the case of the previous sub-item, the proposal, in a single printed copy, must have all sheets initialed and numbered sequentially, signed by the legal representative of the proposing CSO and accompanied by a digital copy (CD or pen drive) of the proposal in PDF format.

After the deadline for submission of proposals, no other will be received, as well as addenda or clarifications that are not explicitly and formally requested by [FEDERATE ENTITY] will not be accepted.

After the deadline for submission, the [FEDERATE ENTITY] will hold a Public Hearing to open the envelopes to verify the formal procedures required in the Public Call Notice No. XX

Step 3: Competitive proposal evaluation by the Selection Committee

In this step, which will eliminate and qualify the proposals, the Selection Committee will analyze and judge the proposals received, with full technical independence.

The Selection Committee will have the deadline established in Table 1 for the conclusion of the appraisal of proposals and dissemination of the preliminary result of the selection process, such period may be extended, in a duly justified manner, for up to 30 (thirty) days.

Proposals must contain information that meets the guidelines established in item 3 of Annex II.

The individualized assessment and scoring will be made based on the judging criteria presented in Annex III of this Notice.

Step 4: Disclosure of preliminary results

The [FEDERATE ENTITY] will disclose the provisional result of the classification of the proposals and the qualification in the Official Gazette of the [FEDERAL UNIT] and on the official website, starting the deadline for filing the appeal.

Step 5: Resources

Pursuant to Article 21 of Decree No. 37,843, of 2016, participants who wish to appeal against the preliminary result must file an administrative appeal, within 5 (five) calendar days from the publication of the decision, to the board that issued it, under penalty of estoppel. No appeal filed after the deadline will be recognized.

Appeals must be directed and referred to the Selection Committee, in a sealed envelope bearing the identification of the applicant CSO and contact info, with the inscription "Appeal No. Public Call Notice

No. XX", by post (SEDEX) or in person at the protocol of the [FEDERATE ENTITY], in the protocol of the [FEDERATE ENTITY] address: XXXX- CEP. XXXXXX. - Phones: XXXXXXX

Bidders are guaranteed to obtain a copy, at their expense, of the procedural documents necessary to defend their interests, preferably by electronic means.

It is for the Selection Committee to analyze and judge the appeals, within 15 (fifteen) days, as of receipt.

The decision will be motivated, explicitly, clearly and congruently, and may consist of a declaration of agreement with grounds of previous opinions, technical information and previous decisions which, in this case, will be an integral part of the decision-making act.

The decision rendered by the Selection Committee may be appealed to the Subsecretary of the [FEDERATE ENTITY], if the previous decision is upheld.

When counting deadlines, the starting day is excluded and the due date is included. The terms start and expire exclusively on a business day within the scope of the body or entity responsible for conducting the selection process.

The acceptance of an appeal will only imply the invalidation of acts that are not susceptible to use.

Step 6: Approval and publication of the final result of the selection phase, with disclosure of the appeal decisions rendered (if any)

Once all the decision-making acts of the appeals have been published, or after the legal period has elapsed without filings, the [FEDERATE ENTITY] will ratify the final result of the selection process and determine its publication on the official website of the [FEDERATE ENTITY].

The approval of the selection result does not generate the right to enter into the partnership, but it obliges [FEDERAL ENTITY] to respect the final result, if it is chosen.

If there is only one classified proposal, the bidder may be called for the qualification and celebration process, provided that all the requirements contained in this Notice are fulfilled.

13. MAY PARTICIPATE IN THIS CALL

13.1. Civil society organizations (CSOs) may participate in this Notice, thus considering those defined by Article 2, item I, items "a", "b" or "c", of Law No. 13,019, of 2014 (with wording given by Law N^o. 13.204, of December 14th, 2015):

- a) Non-profit private entity (association or foundation) that does not distribute among its partners or associates, directors, officers, employees, donors or third parties, any results,

surpluses, operating surpluses, gross or net, dividends, exemptions of any nature, interests or portions of its assets, earned through the exercise of its activities, and which apply them in full in the achievement of the respective corporate purpose, immediately or through the constitution of an equity fund or reserve fund;

- b) The cooperative societies provided for in Law No. 9,867, of November 10th, 1999; those integrated by people at risk or personal or social vulnerability; those achieved by programs and actions to fight poverty and generate employment and income; those aimed at fostering, educating and training rural workers or training technical assistance and rural extension agents; and those trained to carry out activities or projects of public interest and of a social nature; or,
- c) Religious organizations engaged in activities or projects of public interest and of a social nature distinct from those intended for exclusively religious purposes.

14. QUALIFICATION REQUIREMENTS

14.1. For qualification, the civil society organization must present the following documents:

Copy of registered statute and its amendments;

In evaluating the statute, it will be checked if there are provisions providing for:

Objectives aimed at promoting activities and purposes of public and social relevance, except in the cases of religious organizations and cooperative societies;

In the event of dissolution, the transfer of the respective net assets to another legal person of the same nature, except in the case of religious organizations and cooperative societies or the conclusion of a cooperation agreement; and,

Bookkeeping in accordance with accounting principles and Brazilian accounting standards, except in cases of conclusion of a cooperation agreement;

Proof that you have a minimum of two years of active registration with the CNPJ, issued from the website of the Federal Revenue Service of Brazil, except for the possibility of this requirement being reduced, by means of specific authorization from the public administrator, in the event that no organization reaches the minimum;

Certificate of Debts Relating to Federal Tax Credits and Overdue Federal Debt; Clearance certificate regarding the active state debt;

Certificate of Compliance with the CRF/FGTS;

Labor Debt Clearance Certificate – CNDT;

Copy of current board election minutes or equivalent document;

Updated nominal list of directors, with address, number and issuing body of the identity card;

Declaration of the legal representative informing that the organization and its directors do not incur in any of the prohibitions provided for in Article 39 of National Law No. 13,019/2014, in the State decree [WHEN THERE IS], nor do they fall into the following situation: existence of an administrator, leader or associate of the civil society organization with power of direction who is a spouse, partner or relative, in straight line or collateral, by consanguinity or affinity, up to the second degree, of a public agent:

- with a position on a commission or a position of trust placed in the unit responsible for carrying out the selection promoted by the state public administration body or entity; or
- whose position in the state public administration body or entity is hierarchically superior to the head of the unit responsible for carrying out the selection;

Proof that the organization operates at the stated address;

Documents proving experience with an activity identical or similar to the object of the partnership, which enables the organization to enter into the partnership, and may be accepted, without prejudice to others:

- I - Partnership instruments signed with public administration bodies and entities, international bodies, companies or other civil society organizations;
- II - Activity reports with proof of the actions developed;
- III - Portfolio of the CSO proving experience and technical-operational capacity in the performance of diagnoses and/or studies in the social area;
- IV - Publications, research and other forms of knowledge production forms undertaken by the civil society organization or thereon;
- V - Professional curricula of members of the civil society organization, leaders, counselors, associates, cooperative members, employees, among others;
- VI - Statements of prior experience and technical capacity in developing activities or projects related to the object of the partnership or of a similar nature, issued by public bodies, members of the Judiciary, Public Defender's Office or Public Prosecutor's Office, educational institutions, networks, civil society organizations, social movements, public or private companies, councils, committees or public policy committees, international bodies;
- VII - Awards of relevance received in the country or abroad.

Statement of the legal representative of the organization on the facilities for administration and management of the Cooperation Agreement, as well as a space for training teams and material conditions, including health and safety, or report that it will present this declaration within sixty days after the conclusion of the partnership;

Proof of the legitimate ownership or possession of the property whose facilities will be required to carry out the partnership, such as deed, property registration, lease agreement, loan for use, grant or other type of regular legal relationship, or report that it will present this document up to sixty days after the conclusion of the partnership;

- [INDICATE OTHER SPECIFIC REQUIREMENTS, IN CASE OF TOO MANY REQUIREMENTS PROVIDED- IN THE STATE DECREE]

15. IMPEDIMENTS AND INCAPACITY

15.1. The public administration will consult specific resources to verify whether there is a deterrent in relation to the organization of the selected civil society.

15.2. If there is a formal irregularity in the documents or when the certificates are not available electronically, the organization will be notified to regularize the documentation, under penalty of incapacity.

15.3. In case of omission or non-compliance with the requirement, there will be a decision of incapacity and the next organization will be convened in decreasing classification order.

Part IV

Appeals, Validity and Final Provisions

16. APPEALS

16.1. CIVIL SOCIETY ORGANIZATIONS may appeal within five (5) days of the date of publication of the act:

I - before the ratification of the final result of the selection:

- a) provisional result of the classification of tenders; or
- b) provisional result of the qualification; or,

II - after the ratification of the final result of the selection:

- a) decision for disapproving the working plan; or
- b) decision for the technical or legal infeasibility of concluding the partnership, grounded on technical or legal opinion.

Paragraph 1 The appeal shall be addressed to higher authority, by means of the one who delivered the decision, which may reconsider its decision within five (5) days or, in that same period, to increase it, and the final decision shall be given within five (5) days.

Paragraph 2 The appeal may be received with suspension effect in exceptional cases, upon motivated decision of the public administrator.

Paragraph 3 The appeals trial shall be preceded by consultation with the Attorney General's Office of the Federal District in cases where there is consultation on specific legal doubt.

Paragraph 4 In the case of selection made by a sector committee, the appeal procedure may observe its own regulation, when any.

Paragraph 5 The deadline referred to in the subitem shall be counted, in cases of item I, starting from the publication in the Official Gazette of the Federal District and, in cases of item II, from the availability on the official website.

17. RESULT EXPIRATION DATE

17.1. The result of the public call ruled by this Notice will be valid for up to 36 (thirty-six) months, as defined in item 1, with the purpose of multiprofessional service and follow-up of released people who are users of the *Escritório Social* by a period of 36 (thirty-six) months.

18. FINAL PROVISIONS

18.1. The Public Administration may amend, revoke or annul this Notice, without the participants being entitled to reimbursement, indemnification or compensation.

18.2. The approval of the final result of the selection does not generate the right to conclude the partnership, but obliges the public administration to respect the final result if it concludes the partnership.

18.3. The documentation of the unselected organizations may be withdrawn within thirty days after the publication of the final result of the selection, being allowed to discard the material after this period.

18.4. Questions and problematic situations on which this Notice might be neglectful will be solved by the public administrator or by the Selection Committee, should they occur in the selection phase.

18.5. In those cases when no administrative solution in negotiation involving the legal advisory body of the public administration is possible, the Forum of this municipality is elected to resolve any questions or conflicts arising from the partnership.

18.6. Information and clarifications may be requested by: [INDICATE AN E-MAIL ADDRESS AND/OR TELEPHONE].

18.7. Any person may challenge this Notice, which will be decided by the Selection Committee, with the right of appeal to the public administrator.

19. MONITORING AND SUPERVISION

19.1. The [Secretary of State] shall designate a server or commission of servers to implement the partnership and the services provided by the CSO.

19.2. According to Law No. 13, 019, of 2014, Article 59, the public administration will issue a technical monitoring report (which shall contain among other elements, analysis of any audits carried out by internal and external control, in the context of preventive supervision, as well as of its conclusions and the measures they have taken as a result of these audits) and a partnership evaluation concluded by means of a collaboration agreement and shall submit it to the designated monitoring and evaluation committee, which shall approve it, regardless of the obligation to submit accountability due by the CSOs.

19.3. According to Article 59, paragraph 1, without prejudice to other elements, the technical monitoring and evaluation report shall contain:

- I - summary description of the activities and results carried out;
- II - analysis of the activities carried out, the achievement of the goals and the impact of the social benefit obtained due to the execution of the object up to the period;
- II - amounts actually transferred by the public administration;

- IV - analysis of the documents proving the expenditure submitted by the civil society organization in the accountability, when the achievement of goals and results established in the respective term of collaboration or promotion is not proven;
- V - analysis of possible audits carried out by internal and external controls, within the scope of preventive supervision, as well as their conclusions and the measures undertaken as a result of these audits.

[LOCAL], [INDICATE DATE].

[NAME AND SIGNATURE OF THE PUBLIC ADMINISTRATOR]

Registration Form - Proposal

1. General project information

Call Notice No. /[YEAR]

Institution: CNPJ (Brazilian National Registry of Legal Entities): E-mail: Tel.

Address: Neighborhood: City: ZIP CODE:

Name of the leader: Identity card number:

DECLARATION:

As a proponent of the Notice, I declare to know the entire content of the notice concerned and its annexes. The project submitted is my own and the information provided herein is my sole responsibility. If I am selected, I will comply with the conditions set out in this Notice.

[PLACE, DATE]

Signature of the Proponent

1.1. JUSTIFICATION

The activities of the *Escritório Social* are aimed at released and pre-released people from the prison system. The creation of this service responds to the demands of the Judiciary, given the absence of public appliances capable of accompanying released people and articulating the social policy networks to serve them, aiming at their full exercise of citizenship. In this sense, the Executive must provide the *Escritório Social*, which necessarily provides for the performance of a multidisciplinary team, with at least the following professionals: social worker, bachelor of laws and psychologist. This team will be responsible for monitoring released people and preparing pre-released people for liberty.

Nevertheless, the *Escritório Social* may develop actions based on progressive public policies capable of acting in the perspective of social reintegration, from the reception and fulfillment of the

demands of released people. Therefore, the individualization in monitoring released and pre-released people is essential, favoring the access of these people to fundamental rights, public services already instituted and public policies aimed at social inclusion and vulnerability reduction.

1.2. General objective

Carry out assistance and follow-up of released and pre-released people in [FEDERAL UNIT]

1.3. Specific Objectives

Make a multiprofessional team available, as set forth in the Term of Agreement No. XXXX
Depen, for:

- 1.3.1. Promote actions for the implementation of the *Escritório Social* of [FEDERAL UNIT];
- 1.3.2. Articulate the actions of the *Escritório Social* of [FEDERAL UNIT] with the agencies and other entities involved in the assistance and follow-up of released and pre-released people;
- 1.3.3. Strengthen the activities inherent to the implementation of the methodology of parolees and released people in [FEDERAL UNIT], functioning as institutional support of the Executive in the assistance, follow-up and social inclusion of released and pre-released people;
- 1.3.4. Provide assistance to people with activities focused on self-responsibility, social integration and awareness;
- 1.3.5. Promote referral/referencing of parolees and released people to existing public policies and the partner network;
- 1.3.6. Monitor and subsidize the assistance and follow-up of released and pre-released people, ensuring technical support and proposing answers to their needs and fostering job offer, racial quotas, the integration of public and social policies for the benefit of the public served.
- 1.3.7. Promote the creation of spaces for education, accountability and reflection of released and pre-released people;
- 1.3.8. Ensure the technical, political and administrative sustainability of the *Escritório Social* units of [FEDERAL UNIT].

1.4. Target group

Released and pre-released people in [FEDERAL UNIT].

1.5. Expected results

	Result	Indicator	Minimum Target
1	Monitoring of released and pre-released people in the State of [FEDERAL UNIT].	Number of released and pre-released people followed by the multidisciplinary team.	
2	Establishing and strengthening support and social protection network.	Number of partner institutions.	
3	Released people's referral to support and protection networks, such as CRAS, CREAS, CAPS, NPJs, among other policies available in [FEDERAL UNIT]. tras políticas disponíveis no [UF]	Total of released people formally referred and assisted at the social support and protection network of [FEDERAL UNIT].	
4	Establishment of partner networks for referral to educational, work and professional qualification institutions.	Total of released people formally referred and assisted in the partnering institutions.	
5	Referral of released people to institutions and partner companies in [FEDERAL UNIT]	Total of released people formally referred and assisted in partnering institutions and companies in [FEDERAL UNIT].	
6	Empower the <i>Escritório Social's</i> multidisciplinary team, the public servants of the prison system who will act in the methodology of service of parolees and other partners of the <i>Escritório Social</i> units and the Care Policy to released people.	Total of professionals trained.	
7	Quarterly activity report.	Total of reports, in accordance with the guidelines described in this Notice.	
8	Analytical publication, consolidating the diagnoses, analyses, discussion of results and conclusion (potentialities and challenges).	Annual publication number.	

Guide for the CSO to prepare its Proposal

The proposal to be submitted by the CSOs shall be drafted in Portuguese and contain at least the following items specified in the parts indicated below, taking into account the guidelines presented, the criteria for judging the proposals (Annex III) and the references provided in items 1 and 1.2 of Annex II, especially the laws and official documents mentioned.

It is suggested that the proposal is divided into 03 main parts to be evaluated, according to the evaluation criteria set out in Annex III:

Part 1 - Technical Planning;

Part 2 - Financial Planning;

Part 3 - Timeline.

Part I

Guidelines for Drafting the Proposal

Network Mapping and Articulation Actions

In order to map and promote the strengthening of networks of attention and protection that welcome the target audience, it is expected that the proposals submitted include, at least, scheduled actions and events aimed at promoting and articulating the network of public and/or private equipment. The activities provided for in this item may consist of meetings, workshops, working groups, among other models and formats. The proposed activities shall contain the details of the following elements:

Methodology that includes mapping the support and protection network, as well as evaluating its operating conditions in the [FEDERAL UNIT], as well as the social equipment present in the territory (inclusion criteria, focal points, working hours, etc.);

Methodology that includes the mapping of programs, projects and actions that contemplate former inmates, in view of the principle of non-discrimination and functioning in the [FEDERAL UNIT];

Methodology that ensures the integration of released people in the support and protection network, as well as to other partners;

Definition of articulation strategies with services, programs and actions (knowledge of local practices), with the purpose of identifying and establishing strategic partnerships for the policy;

Construction of effective spaces of articulation between institutions and other partners to discuss the themes related to the *Escritório Social*, aiming to expand referrals for education, professional training, generation of work and income, etc.;

Planning, organization, and participation in meetings and other activities with the network and other partners.

The items mentioned above should contain in the methodology presented: (i) objective and expected results; (ii) summary programmatic content; (iii) target audience; (iv) methodology and educational resources; (v) duration; and, (vi) the region of the activity.

The methodology recommended in the DEPEN Agreement No. [XXXXXX] should still be observed, in Annex V of this Notice.

Technical Team Qualification

The proposals should contain details of the planned team, containing the curriculum and/or portfolio of each member, if the team is already part of the Organization's technical staff, and the function to be performed in the project, highlighting the adequacy of the profile to the activities to be developed in the scope of this collaboration. If the technical staff is already part of it, it will be necessary to present the methodology of the selection process of these members. It is worth noting that the technical team can be replaced as a result of the technical evaluation throughout the execution process, this evaluation/alteration is the responsibility of the Organization, so that the maintenance of the quality standard of professionals is guaranteed. The project's technical team shall consist, at least, of the following professionals: 1 (one) *Escritório Social* manager; 1 (one) intersectoral articulation manager; (a), 3 (three) psychologists; 3 (three) social workers; 2 (two) pedagogues, 1 (one) bachelor of law; 04 (four) trainees (law, pedagogy, psychology, social sciences and/or social assistance); 1 (one) administrative assistant; and 2 (two) receptionists.

Work Schedule Planning

In addition to the dimensions comprising the fields of Technical Planning and Financial Planning, the proposal should contain the indication of a work schedule for the development of the project from

the period established in the Work Plan of The Agreement No. xxxx. The Work Schedule Planning should therefore contain, but not necessarily be restricted to the following elements: (i) execution steps; (ii) activities to be developed, in accordance with the items mentioned above; (iii) expected implementation periods; (iv) financial disbursement demand; and (v) physical indicators of each step, such as the workload of the activities performed, number of activities developed and a forecast of the number of visits and the total number of people served (including the methodology of released people – within the scope of this prison facility – and released people – within the scope of the *Escritório Social*). The proposed planning should still contain:

- Methodology for providing information on the execution of the object.

Quarterly report of activities carried out, and it shall contain at least:

- a) Diagnosis of the care policy to released people with information about the public assisted, containing the following data and analysis (quantitative and qualitative): sociodemographic, ethnic-cultural profile, forms of access, types of assistance, number of visits and temporality of the visits performed;
 - b) Diagnosis (qualitative and quantitative) of the problem-solving capacity of those referred to social protection networks and equipment, psychosocial support and other partners;
- Publication

Publication handover consolidating the diagnoses, analyses, discussion of the results and conclusion (capabilities and challenges), in physical and electronic formats, annually.

- Financial Planning – Description of Expenses and Revenues

The proposing CIVIL SOCIETY ORGANIZATION must present the estimated costs for carrying out the actions, containing information on the remuneration of the work team – with social charges, technical function, remuneration of indirect costs of the project, permanent equipment, consumables, services and other items necessary for the execution of the project.

- Revenue entered:

[PROJECT VALUE]

The values presented must be compatible with market practice and not surpassing the maximum value established to carry out the object, indicated in the Project Execution Schedule.

As previously provided, the proposing CIVIL SOCIETY ORGANIZATION should specify, month by month, which actions/activities will be developed in order to ensure specific deliveries.

Part II

Financial Planning

The proposing Civil Society Organization (CSO) shall present the cost estimate for the execution of the planned actions and the preliminary disbursement schedule for the release of resources throughout the partnership.

It is not necessary, at this stage of submission of the proposal, the detailing of the budget at the level of expenditure items, nor to present documentation on price quotation (only for the CSO selected in the partner's agreement stage).

Information on work team salary, with social charges and technical function, remuneration of indirect costs of the project, (for this purpose, the limit of 15% for administrative fees, in accordance with the Sole paragraph, of Article 52, of Interministerial Ordinance No. 507, of November 2011), permanent equipment, consumables, services and other items necessary for the execution of the partnership are considered.

The proposal should also specify coordination and contracting of third-party services, such as cleaning, maintenance, security of physical facilities, capacity building and training, information technology, graphic design, software development, accounting, auditing and legal advice.

The values presented must be compatible with market practice and not surpass the maximum value established to carry out the object, indicated in the Project Execution Schedule.

Part III

Timeline

The proposing Civil Society Organization shall specify, month by month, the deadlines foreseen for carrying out the actions/activities and for the achievement of the goals, in order to ensure the implementation of the partnership as indicated in Parts 1 and 2.

SELECTION CRITERIA

COMPETITIVE STAGE OF PROPOSALS EVALUATION BY THE SELECTION COMMITTEE

- Proposals will be evaluated, not the CSOs. That is, the quality of parts 1, 2 and 3 of the proposal, and not just the experience of the CSOs itself, as indicated by Law No. 13,019/2014.
- At this eliminatory and classificatory stage, the Selection Committee will examine the proposals submitted by the competing CSOs. The analysis and judgment of each proposal will be carried out by the Selection Committee, which will have full technical independence to exercise its judgment.
- The final score shall be awarded by a single score by the Commission. In the event of a tie between two or more proposals, the tiebreaker will be made based on the highest score obtained in the judging criterion (B). If the situation of equality persists, the tiebreaker will be done based on the highest score obtained, successively, in the judgment criteria (C), (D), (E) and (F). If these rules do not resolve the tie, the entity with the longest constitution time will be considered the winner, and in the last case, the issue will be decided by drawing lots.
- False information in the proposals may lead to the elimination of the proposal, which may also lead to the application of an administrative sanction against the proposing institution and communication of the fact to the competent authorities, including for investigation of the commission of a possible offense.
- The individualized assessment and scoring will be made based on the judging criteria presented in Annex III of this Notice:

Judging Criteria	Scoring Methodology	Score per Item
(A) Adequacy of the proposal to the reality of the object.	<p>() Full assistance degree (4.0 points)</p> <p>() Satisfactory assistance degree (2.0)</p> <p>() Non-attendance or unsatisfactory assistance (0.0)</p> <p>Note: The attribution of a "zero" note in this criterion implies the elimination of the proposal, under Article 16, paragraph 2, Items II and III, of Decree No. 8,726, of 2016</p>	
(B) Information on actions to be carried out, indicators that will measure compliance with the object and deadlines to carry out the actions.	<p>() Full degree of description (2.0)</p> <p>() Satisfactory degree of description (1.0)</p> <p>() Non-attendance or unsatisfactory assistance (0.0)</p> <p>Note: The attribution of a "zero" note in this criterion implies the elimination of the proposal, under Article 16, paragraph 2, Item I, of the Decree No. 8,726, of 2016.</p>	
(C) Adequacy of the proposal to the reference value contained in the notice, with express mention of the overall value of the proposal	<p>() Full degree of service (1.0)</p> <p>() Overall value not reported, lower or higher than established (0.0)</p> <p>Note: The attribution of a "zero" note in this criterion implies the elimination of the proposal, under Art. 16, paragraph 2, Items II and III of the Decree No. 8,726, of 2016.</p>	

<p>(D) Operational technical capacity of the proposing institution, through proven experience of the CSOs, with active registration, in the development of activities in the field of criminal policies, namely: people released from the prison system, people serving their sentences.</p>	<p>() Full degree of operational technical capacity (2.0)</p> <p>() Satisfactory degree of operational technical capacity (1.0)</p> <p>() The non-attendance or unsatisfactory service of the operational technical capacity requirement (0.0)</p> <p>Note: The attribution of note "Zero" in this criterion implies the elimination of the proposal, due to lack of technical and operational capacity of the CSOs (Art. 33, head provision, Item V, subitem "c", of Law No. 13,019, of 2019).</p>	
<p>(E) Methodology of professional evaluation and development of competencies for application with the teams of the Escritório Social.</p>	<p>() Proposal of methodology of professional evaluation and development of competencies presented, with methodological description, conceptual justification and strategy of Application (2.0)</p> <p>() Proposal of methodology for staff evaluation and development of competencies not presented and/or presented incompletely without methodological description and/ or conceptual justification and/or application strategy (0.0)</p> <p>Note: The attribution of note "Zero" in this criterion implies the elimination of the proposal, due to lack of technical and operational capacity of the CSOs (Art. 33, head provision, Item V, subitem "c", of Law No. 13,019, of 2019).</p>	

<p>(F) CSO experience in carrying out seminars and capacity for building actions (Proof with certificates).</p>	<p>() Conducting technical training with up to 50 - participants (1.0)</p> <p>() Holding a seminar with up to 100 participants (2.0)</p> <p>() Seminar between 100 and 200 participants (3.0)</p> <p>() the non-proposal or submission of a proposal without the required evidence (0.0)</p> <p>Note: The attribution of note "Zero" in this criterion implies the elimination of the proposal, due to lack of technical and operational capacity of the CSOs (Art. 33, head provision, Item V, subitem "c", of Law No. 13,019, of 2019).</p>	
Maximum Score	21.00	
Total Score Achieved		

Annex 11

ENTITY REGISTRATION FORM

Date of initial registration:

Entity's name:

CNPJ (Brazilian National Registry of Legal Entities):

Area of expertise:

1. ☐ Justice System
2. ☐ Social assistance
3. ☐ Health
4. ☐ Education
5. ☐ Housing
6. ☐ Legal aid
7. ☐ Specialized care to women in the context of violence
8. ☐ Man-made accountability service
9. ☐ Work and income
10. ☐ Rights of Children and Adolescents
11. ☐ Protection of the Elderly
12. ☐ Others: _____

Nature:

- 1.() Federal Public
- 2.() State Public
- 3.() Municipal Public
- 4.() NGOs
- 5.() Municipality
- 6.() Private
- 7.() Association/Council
- 8.() Church
- 9.() Others: _____

Entity size:

- 1.() Large (more than 300 users/month)
- 2.() Average (from 50 to 300 users/month)
- 3.() Small (up to 50 users/month)

Address:

Phones:

Email:

Working hours:

Contact reference person:

Types of services provided:

Profile of the audience served:
Type of services available to the public serving alternative sentences:
Limit of vacancies for the public:
Transport of access to the entity Bus lines: Subway: Other: Reference point:
Notes:
Technician responsible for registration:

Annex 12

OFFICIAL NOTE OF REFERRAL

Official Note of Referral to the Institution

Date _____

Official Note No. ____/____

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_____ for the following service:

Personal Data of the Individual Referred

Name: _____

Doc. Id/CPF: _____

Home Address: _____

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I make myself available for further clarification.

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Director (entity name)

_____ (place)

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Assistant Resident-Representative and Coordinator of the Programmatic Area: Maristela Baioni

Coordinator of the Peace and Governance Unit: Andréa Bolzón

Project Management Unit

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Publications edited in the Series *Fazendo Justiça* and *Justiça Presente*

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- Manual de Gestão para as Alternativas Penais
- Guia de Formação em Alternativas Penais I – Postulados, Princípios e Diretrizes para a Política de Alternativas Penais no Brasil (English and Spanish translation)
- Guia de Formação em Alternativas Penais II – Justiça Restaurativa (English and Spanish translation)
- Guia de Formação em Alternativas Penais III – Medidas Cautelares Diversas da Prisão (English and Spanish translation)
- Guia de Formação em Alternativas Penais IV – Transação Penal, Penas Restritivas de Direito, Suspensão Condicional do Processo e Suspensão Condicional da Pena Privativa de Liberdade (English and Spanish translation)
- Guia de Formação em Alternativas Penais V - Medidas Protetivas de Urgência e demais ações de Responsabilização para Homens Autores de Violências Contra as Mulheres (English and Spanish translation)
- Diagnóstico sobre as Varas Especializadas em Alternativas Penais no Brasil
- Levantamento Nacional Sobre a Atuação dos Serviços de Alternativas Penais no Contexto da Covid-19
- Encarceramento em Massa e Alternativas à Prisão: 30 anos das Regras de Tóquio das Nações Unidas
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Collection Strengthening of the Detention Control Hearings

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- Manual de Proteção Social na Audiência de Custódia: Parâmetros para o Serviço de Atendimento à Pessoa Custodiada (executive summaries in Portuguese / English / Spanish)
- Manual de Prevenção e Combate à Tortura e Maus Tratos na Audiência de Custódia (executive summaries in Portuguese / English / Spanish)

- Manual sobre Algemas e outros Instrumentos de Contenção em Audiências Judiciais: Orientações práticas para implementação da Súmula Vinculante n. 11 do STF pela magistratura e Tribunais (Handbook on Handcuffs and Other Instruments of Restraint in Court Hearings) (executive summaries in Portuguese / English / Spanish)
- Caderno de Dados I – Dados Gerais sobre a Prisão em Flagrante durante a Pandemia de Covid-19
- Cadernos de Dados II – Covid-19: Análise do Auto de Prisão em Flagrante e Ações Institucionais Preventivas
- Manual de Arquitetura Judiciária para a Audiência de Custódia
- Cartilha Audiência de Custódia: Informações Importantes para a Pessoa Presa e Familiares
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- Cartilha Audiência de Custódia: Informações Importantes para a Pessoa Presa e Familiares – Versão 2023

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- Caderno III – Orientações e Abordagens Metodológicas – Guia para Programa de acompanhamento a adolescentes pós-cumprimento de medida socioeducativa de restrição e privação de liberdade
- Reentradas e Reiteraões Infracionais: Um Olhar sobre os Sistemas Socioeducativo e Prisional Brasileiros
- Manual sobre Audiências Concentradas para Reavaliação das Medidas Socioeducativas de Semiliberdade e Internação
- Manual Resolução CNJ 367/2021 – A Central de Vagas do Sistema Estadual de Atendimento Socioeducativo
- Manual para Incidência da Temática do Tráfico de Drogas como uma das Piores Formas de Trabalho Infantil (English and Spanish translation)
- Manual Recomendação n.º 87/2021 – Atendimento inicial e integrado a adolescente a quem se atribua a prática de ato infracional
- Manual Resolução CNJ 77/2009 – Inspeções Judiciais em unidades de atendimento socioeducativo
- Manual de Orientação Técnica para Preenchimento do Cadastro Nacional de Inspeção em Unidades e Programas Socioeducativos
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- Sumário Executivo – Guia sobre orçamento público e captação de recursos na política estadual de atendimento socioeducativo
- Censo Nacional de Práticas de Leitura no Sistema Socioeducativo
- Centrais de Vagas do Socioeducativo – Relatório Anual
- Manual Resolução CNJ 77/2009 – Inspeções Judiciais em Serviços e Programas de Atendimento Socioeducativo (Meio Aberto)
- Manual de Orientação Técnica para Preenchimento do Cadastro Nacional de Inspeções em Programas/ Serviços Socioeducativos (Meio Aberto)
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- Caderno de Gestão dos Escritórios Sociais III: Manual de Gestão e Funcionamento dos Escritórios Sociais
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- Infográfico: CPF para Pessoas em Privação de Liberdade
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- Relatório Mutirão Carcerário Eletrônico – 1ª Edição Espírito Santo
- Relatório de Monitoramento da Covid-19 e da Recomendação 62/CNJ nos Sistemas Penitenciário e de Medidas Socioeducativas I
- Relatório de Monitoramento da Covid-19 e da Recomendação 62/CNJ nos Sistemas Penitenciário e de Medidas Socioeducativas II
- Manual Resolução nº 348/2020 – Procedimentos relativos a pessoas LGBTI acusadas, rés, condenadas ou privadas de liberdade
- Relatório Calculando Custos Prisionais – Panorama Nacional e Avanços Necessários
- Manual Resolução nº 369/2021 – Substituição da privação de liberdade de gestantes, mães, pais e responsáveis por crianças e pessoas com deficiência
- Projeto Rede Justiça Restaurativa – Possibilidades e práticas nos sistemas criminal e socioeducativo
- Pessoas migrantes nos sistemas penal e socioeducativo: orientações para a implementação da Resolução CNJ n.º 405/2021
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- Pessoas LGBTI no Sistema Penal – Cartilha para implementação da Resolução CNJ 348/2020
- Pessoas LGBTI no Sistema Socioeducativo – Cartilha para implementação da Resolução CNJ 348/2020
- Informe – O sistema prisional brasileiro fora da Constituição 5 anos depois: Balanço e projeções a partir do julgamento da ADPF 347
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- Fazendo Justiça – Conheça histórias com impactos reais promovidos pelo programa no contexto da privação de liberdade (English and Spanish translation)
- Caderno de orientações técnicas para o mutirão processual penal 2023
- Manual Legislação de Proteção de Dados Pessoais – Plataforma Socioeducativa
- Equipes interdisciplinares do Poder Judiciário: Levantamento Nacional e Estratégias de Incidência
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- Caderno Temático de Relações Raciais – diretrizes gerais para atuação dos serviços penais
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- Protocolo Facultativo à Convenção sobre os Direitos da Criança Relativo à Instituição de Um Procedimento de Comunicação - Resolução aprovada pela Assembleia Geral da ONU em 19 de dezembro de 2011
- Estratégias Modelo e Medidas Práticas das Nações Unidas sobre a Eliminação da Violência contra Crianças e Adolescentes no Campo da Prevenção à Prática de Crimes e da Justiça Criminal - Resolução adotada pela Assembleia Geral da ONU em 18 de dezembro de 2014
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