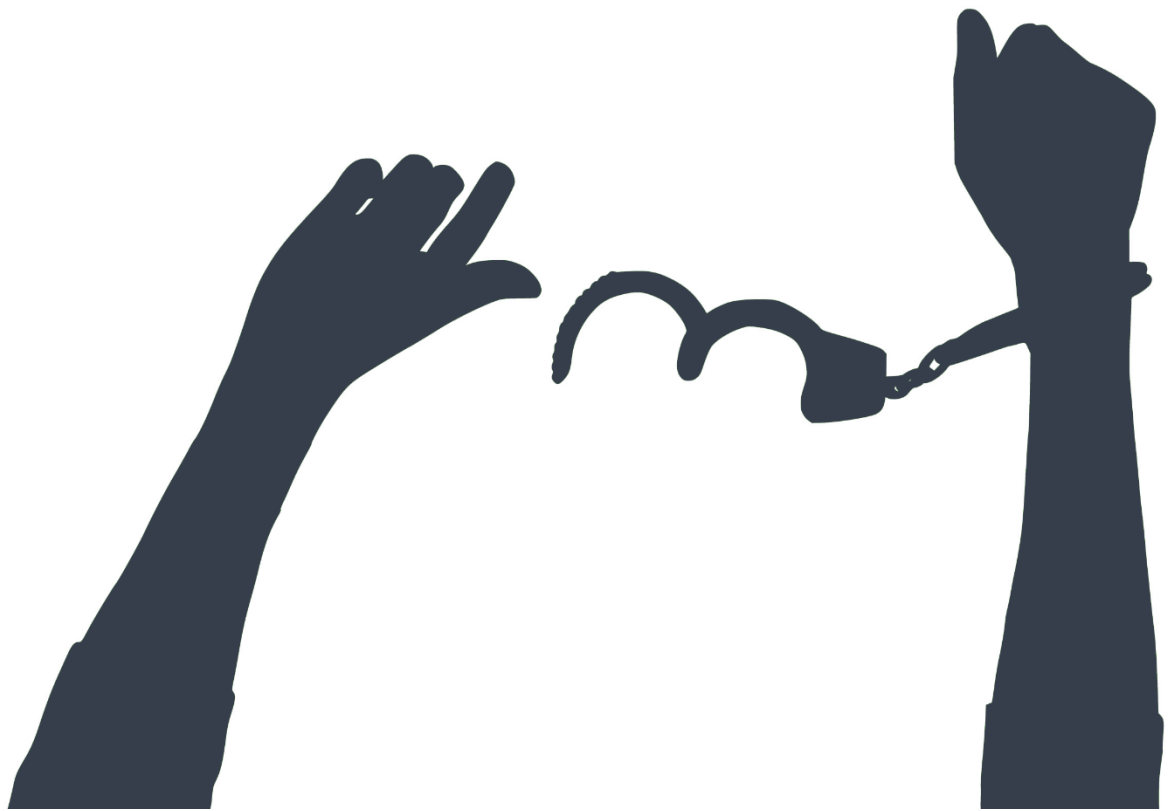


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NOVUS VIA

A new path for former prisoners to build a new life



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ABSTRACT

NOVUS VIA was designed to offer a new path to former prisoners to build a new life and to get an opportunity of reintegrating into the society. After a tough detention period, this excluded population has to face barriers, such as lack of assistance and stigma from the society. They become vulnerable, helpless and with curtailed rights, leading to an increasing number of unemployment and recidivism. Access to jobs and education is crucial to reverse this situation and assist in re-socializing. The **NOVUS VIA** project ("New Path" in Latin) proposes an integrated platform to connect **former prisoners**, who want a new way, **companies**, to be socially responsible, and **social assistance**. It will ensure that new opportunities and emotional support are offered for the reintegration of this population into society.

THE TEAM



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ACRONYMS

FPs - Former Prisoners

SDGs - Sustainable Development Goals

NGOs - Non-Governmental Organizations

InfoPen - Statistical Information System of the Penitentiary System

DEPEN - National Penitentiary Department

IBGE - Brazilian Institute of Geography and Statistics

TCESP - São Paulo State Court of Auditors

IPEA - Institute of Applied Economic Research

FunPen - National Penitentiary Fund

Pnat - National Labor Policy within the scope of the Prison System

SAP - Secretary of Penitentiary Administration

CAEF - Centers for Attention to Egress and Family

ALESP - Legislative Assembly of the State of São Paulo

SERT - Secretariat of Employment and Labor Relations

GCAE - Training, Improvement and Employability Group

GARS - Social Reintegration Action Group

UN - United Nations

CRAS - Social Assistance Reference Center

INSS - National Institute of Social Security

1. EXECUTIVE SUMMARY

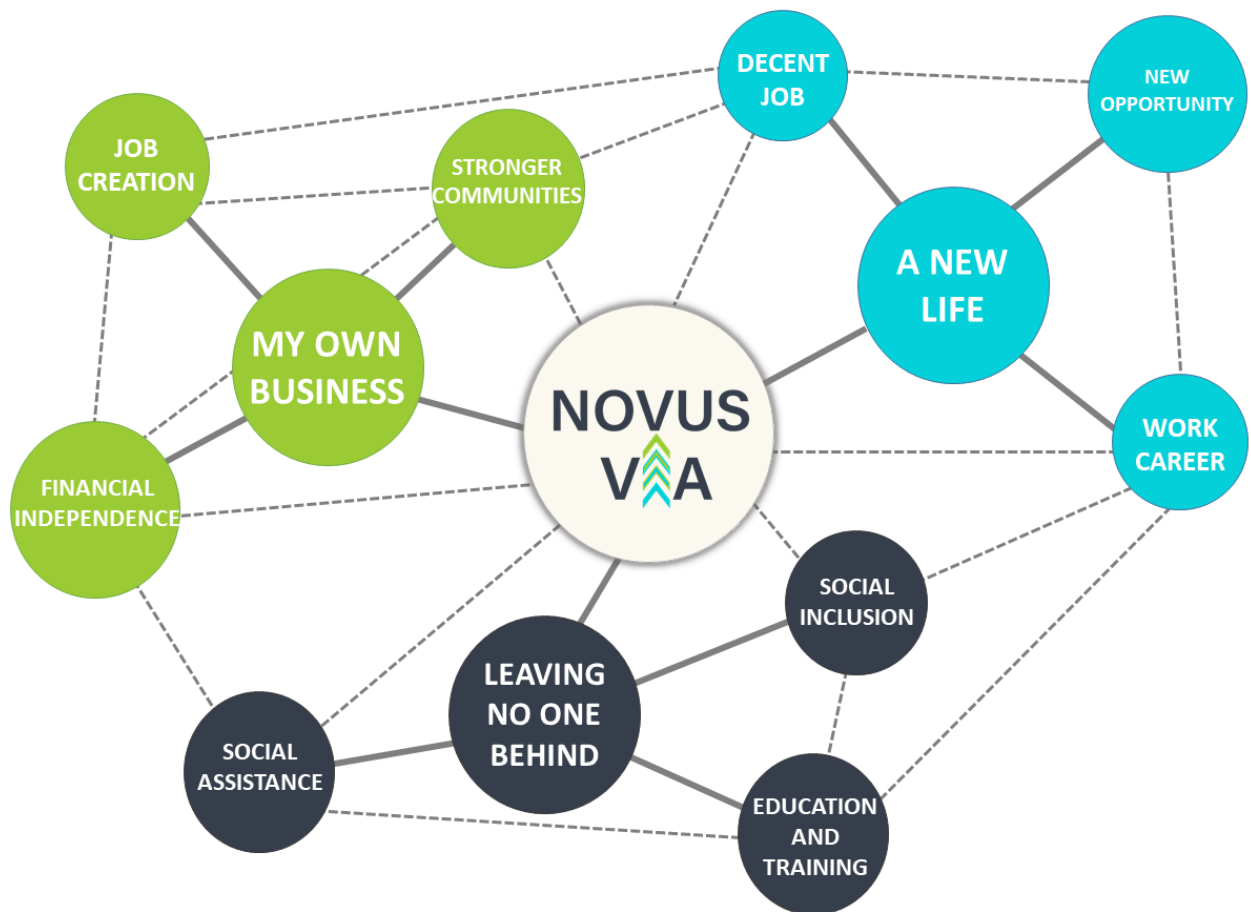
Prisoners are deprived of rights (e.g. coming, going and freedom) to serve their sentences. However, when they are released, a new disenfranchisement starts due to a stigma imposition. Stigma is a virtual identity created from a standard imposed by society, which excludes those who do not fit them.

On this way, former prisoners are an expressive excluded population and there is an urgent need for creating an interconnected structure in order to offer new opportunities for this population in an accessible way. This structure could achieve the central and transformative promise of the 2030 Agenda of “Leaving no One Behind” and its Sustainable Development Goals (SDGs).

Based on that, the **Novus Via** project was born as a possible solution from the following insights:

- A. high population of prisoners in Brazil and huge concentration of prisoners in the state of São Paulo;
- B. the precarious conditions of prisons, such as overcrowding, which cause psychological issues;
- C. the lack of social assistance from State after release and the difficulties for reintegration into society;
- D. barriers for former prisoners (FPs) to access information, legal assistance, job vacancies and service centers;
- E. high percentage of recidivism in Brazil, and;
- F. the role of education and, especially, of work in reducing criminal recidivism.

The project **Novus Via** was designed to be an accessible digital platform for former prisoners, offering online professional guidance (that includes guide opening own business) and social assistance, connecting former prisoners to labor market vacancies and free or low-cost trainings and courses that exist online or in the nearest region, according to geographical localization, within the state of São Paulo.



The platform will then connect georeferenced data from the user profile, companies and course options with different themes aimed at social reintegration, often made available by Non-Governmental Organizations (NGOs) and educational institutions. The whole process will be monitored by social assistance, in order to assure its efficiency and to provide aid for the different users of the platform.

Besides, **Novus Via** will have a specific marketing sector to work on the disclosure of the project and to achieve the maximum population. Flyers, advertisements on social media, open channels on television and on government entities are foreseen in order to give FP guidance about the platform and how to register and enjoy its benefits.

2. INTRODUCTION – GENERAL CONTEXT

The prison population in Brazil is the third biggest in the world, with around 800 thousand prisoners, after the United States of America and China, with 2.1 and 1.7 million prisoners respectively, according to the World Prison Brief (ICJR and Birkbeck, 2020). Data from the evolution of the detainee's quantity in Brazil (2000-2019) suggest a general trend of increase in these numbers (Figure 1).

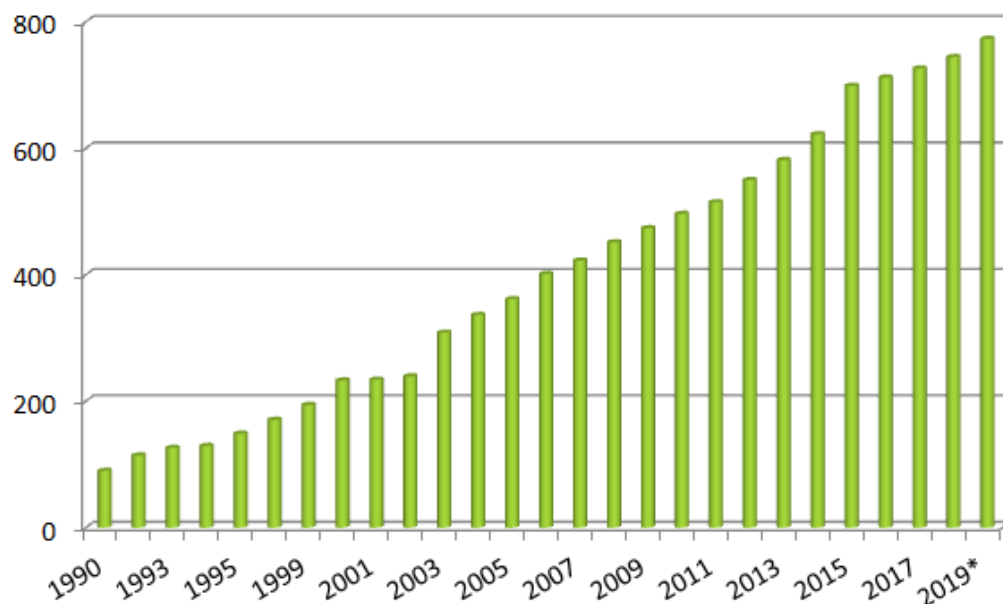


Figure 1. Evolution of the total of prisoners in Brazil, in thousands of people, from 1990 to 2019. Modified from: InfoPen (2017, 2019*).

Moreover, the national penitentiary system is currently overcrowded, with an occupancy rate of 171% and a deficit of around 300 thousand vacancies (Infopen, 2017), which is related to precarious conditions within the prisons. It is also estimated that around 250 thousand prisoners enter the national system every semester, with around 170 thousand detainees leaving the prison by pardons, release permits and *habeas corpus* (Infopen, 2017).

According to the National Penitentiary Department (Departamento Penitenciário Nacional, DEPEN, 2019), from around 800 thousand prisoners in Brazil, approximately 50% are under closed conditions and 30% are in the provisory system, without a definitive condemnation. From the total of national detainees, 95% are men and almost 30% are concentrated in the state of São Paulo (Figure 2), totalizing around 230 million prisoners in this state (Statistical Information System of the Penitentiary System,

Sistema de Informações Estatísticas do Sistema Penitenciário Brasileiro, InfoPen, 2017).

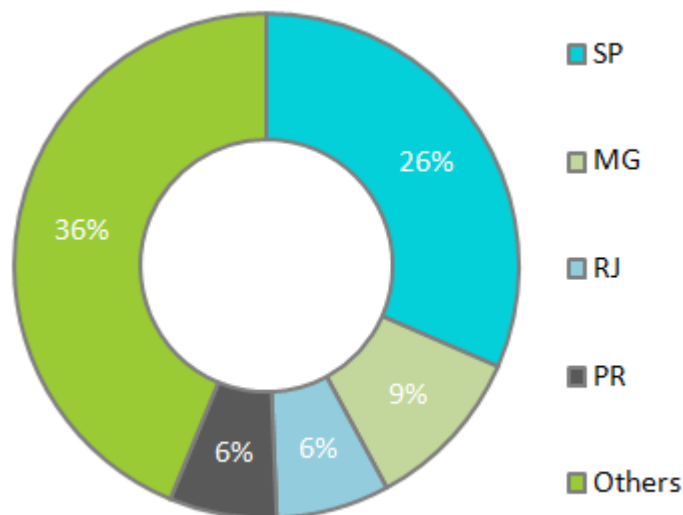


Figure 2. Distribution of prisoners in Brazil by federative states. Modified from: InfoPen (2017).

The state of São Paulo (Figure 3), in southeastern Brazil, is not only the most populous federative unit in the country, with 41,262,199 inhabitants, but also the most populated, with a demographic density of 166.23 inhabitants/km² (Brazilian Institute of Geography and Statistics, Instituto Brasileiro de Geografia e Estatística, IBGE, 2019a).

In terms of per capita monthly income of the resident population, the state of São Paulo ranks second (R\$ 1,946), behind only the Distrito Federal (R\$ 2,686) state (IBGE, 2019b), where the administrative headquarters of Brazil is located. Nevertheless, the state ranks first in terms of the highest gross domestic product (GDP), which corresponded to R\$ 2,119,854 million in 2017, more than three times higher than the state of Rio de Janeiro (R\$ 671,362 million), which ranked second in the same year (IBGE, 2019a).

However, the state of São Paulo also ranks first in the largest number of prison population (Infopen, 2017). Due to all the social, population and economic aspects that involve this federative unit, the **Novus Via** project was conceived to initially attend the São Paulo state.



Figure 3. Location of the São Paulo state, Brazil.

2.1. Prison Population in São Paulo state

According to the latest information available from Infopen (July and December 2019), the São Paulo state has 176 penitentiaries, which are divided in two establishments types: for provisional prisoners (without definitive condemnation) and for the execution of sentences in an open or semi-open regime. The reception capacity of these facilities is 147,942 places. However, the total prison population of the state is 231,287 inhabitants, which represents a total of 83,345 deficit vacancies and revealing an occupancy rate of 160%. This deficit is concentrated in the male facilities. Moreover, the number of new prisoners and former prisoners (FPs) was 55,536 and 43,908, respectively, in the last semester (July to December 2019).

The most part of the prisoners in São Paulo state are young, ranging from 18 to 29 years old (Figure 4), adding more than 45% of the total population (Infopen, 2019). It can also be observed in Figure 4 that 99 % of the total population is under 60 years old.

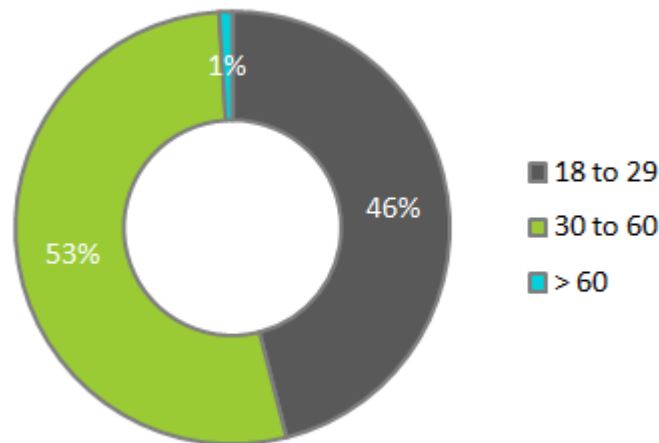


Figure 4. Age groups of the prison population in São Paulo. Modified from: Infopen (2017).

Besides, around 32 % of the condemnations in Brazil are defined for periods between 4 and 8 years, and 25 % are for intervals between 8 and 15 years (Infopen, 2019), as can be seen in Figure 5. Considering the majority of people condemned are young, most people who leave the prison system are still within the economically active population.

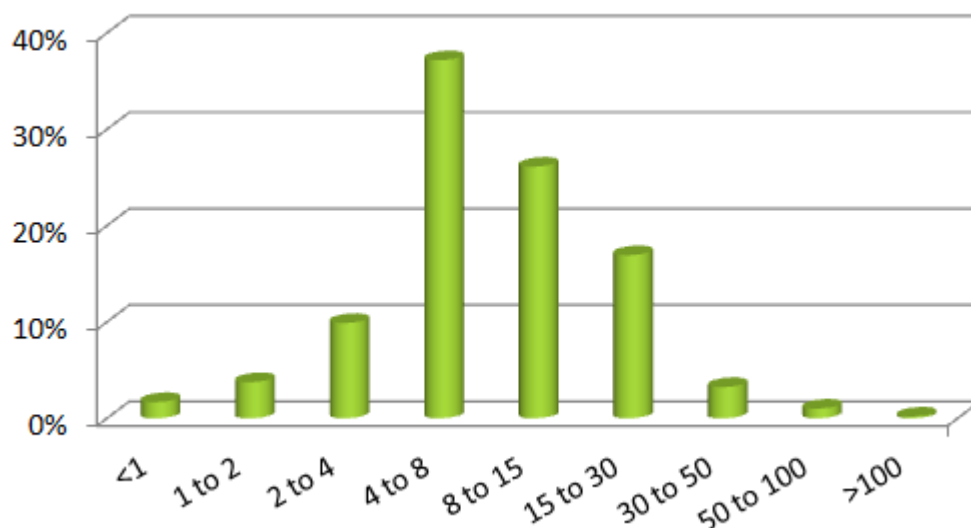


Figure 5. Years of condemnation periods by percentage of the prison population in São Paulo. Modified from: InfoPen (2019).

In São Paulo, the main penal incident related to the total number of prisoners is the crime against patrimony, corresponding to 44%, followed by drug-related crimes

(around 39%) and crimes against the person (around 9%) (InfoPen, 2019). On this way, around 60% are arrested due to non-violent crimes, for example small illegal trade of drugs or simple theft. When considering only women inmates, around 50% of the incidents are drugs related (InfoPen, 2019).

2.2. Formational and labor activities

From the total population of prisoners in São Paulo, as shown in Figure 6, around 2 % are illiterate, 45% have incomplete elementary school education, 36 % have incomplete high school, 15 % have completed primary education and 0.5 % have graduated from a higher education (Infopen, 2017; São Paulo State Court of Auditors, Tribunal de Contas do Estado de São Paulo, TCESP, 2019).

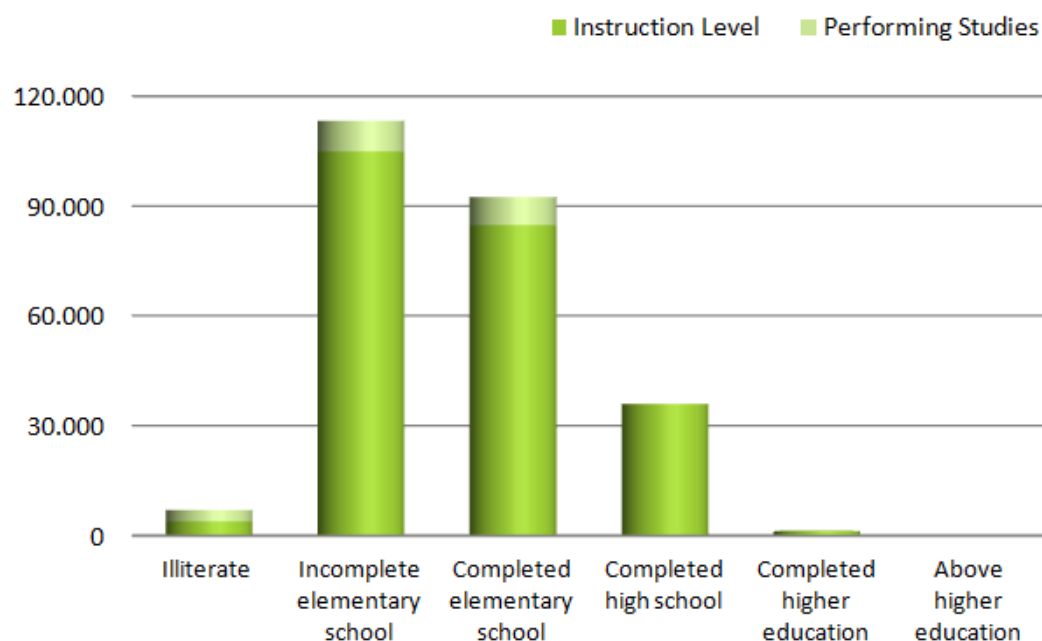


Figure 6. Level of instruction from the prison population in São Paulo. Modified from InfoPen (2019).

Some labor and educational activities are offered to the prisoners, in order to guarantee a qualification and prepare for the post prison life, as foreseen in universal rights (basic education). According to TCESP (2019), only 10% of the detainees take formal educational courses during the detention period. This condition is aggravated since the prison environment is considered hostile for educational works (Institute of Applied Economic Research, Instituto de Pesquisa Econômica Aplicada, IPEA, 2015a,

b). Moreover, some other professional courses have the capacity to attend only 8% of the total prison population and 7% of the detainees take these. Some of the subjects are locksmiths, joinery, handicrafts, cutting and sewing, bakery, concrete artifacts, blocks and bricks.

Due to the overcrowdedness, labor programs contemplate only 19% of FP and around 80% of the work is done internally in the detention units in Brazil. The main proposed activities that are developed inside the prisons are support for penal establishment (42%), partnership with the private sector (32%), handicrafts (16%), industrial activity (4%), partnership with State agencies (4%), partnership with para-state (NGOs and S System¹) (1%) and rural activity (0.9%), according to Infopen (2012). In São Paulo, there are 49,805 vacancies in labor programs, which correspond to around 21% of the total prison population. These are divided in primary sector (4%), secondary sector (29%), tertiary sector (27%) and support to the establishment itself (40%).

2.3. Legal Aspects

From the Brazilian National Law of Penal Execution from 1984 (Article 26, Law No. 7210/84), the individual is considered a former prisoner (FP) for a period of one year after detention or during the test period from conditional freedom. This same Law also defines the assistance to FP, as well as re-education, as a duty of the State (sole paragraph of Article 10, Law No. 7210/84). The assistance includes material, health, legal, educational, social and religious issues (Article 11, Law No. 7210/84) (Brasil, 1984).

Specifically to the FP, assistance is provided in order to guide and support the process of reintegration into society and when necessary, provide accommodation and food for up to 2 months, being passable of extending the period according to the social assistance report, in case of commitment demonstration of the FP on looking

¹ S System: Term that defines the set of organizations of corporate entities focused on professional training, social assistance, consultancy, research and technical assistance, which in addition to having their name beginning with the letter S, have common roots and similar organizational characteristics. The S system includes Senai, Sesc, Sesi, Senac, Senar, Sescop and Sest. Source: Senado Agency

for a job. In addition, the social assistance must contribute to the FP finding a new job (Article 27, Law 7.210,84) (Brasil, 1984).

The National Penitentiary Fund (FunPen) was created by Complementary Law No. 79 of 1994 and as amended by Law No. 13500 of 2017. It describes that this fund is destined for the Ministry of Justice and Public Security and must be managed by the Penitentiary Department National (DEPEN). Among the various uses of these resources, "the elaboration and execution of projects aimed at the social reintegration of FPs, including through technical and professional courses" is provided by law (VII, article 3, Law No. 13500) (Brasil, 2017).

Regarding the specific area of the labor market, there are two parts of national legislation that are relevant to this study. The first is related to the fact that the criminal record check is public and guaranteed to any citizen, but no contractor will be able to base their selection on this criterion, pursuant to Law No. 9.029 of 1995 (Brasil, 1995).

"It is prohibited to adopt any discriminatory and restrictive practice for the purpose of accessing the employment relationship, or maintaining it, due to sex, origin, race, color, marital status, family situation, disability, professional rehabilitation, age, among others, except in this case, the hypotheses of protection for children and adolescents provided for in item XXXIII of art. 7 of the Federal Constitution."(Article 01, Law 9029 of 1995).

The second point is related to the law that establishes public administration bidding and contracts rules (Law No. 8666, of 1993). In 2017, paragraph 5 was added to article 40 from Law No. 8666 through Law 13500, which allows the Public Administration to require a minimum of labor from FP in public notices, except when the impossibility of this action is proven. This allows a stimulus to social reintegration (Brasil, 2017).

Finally, at the national level there is a decree that instituted the National Labor Policy within the scope of the Prison System (Pnat), which also included FP (Decree No. 9450 of 2018) (Brasil, 2018). Among its objectives (article 4) there is a coordination of the different spheres of power and competent bodies for the reinsertion of FPs,

expanding the supply of job vacancies, promoting their qualification and promoting awareness of the importance of work as a tool for social reintegration.

2.4. Former Prisoners and Governmental Support in São Paulo

The Social Service has the goal of assisting the detainees and preparing them for social return, in order to guarantee their civil rights to life, education and social acceptance, regarding material, moral and intellectual aspects, after the detention period. This social assistance includes analysis on personality, abilities, professional background and strengths, in order to give guidance on the next steps after prison.

In this context, in the state of São Paulo there are some social projects from the Secretary of Penitentiary Administration (Secretaria de Administração Penitenciária, SAP) that were designed in order to assist FP, such as the “Program for Attention to Egress and Family”. This program consists in a public policy that aims to provide direct assistance to the FP and also to their families. The Program is operated by the Centers for Attention to Egress and Family (Central de Atenção ao Egresso e Família, CAEF), located in several municipalities in the State of São Paulo, which promote actions aimed at education, health, job and income generation, psychosocial and legal support (SAP, 2020).

Some of the assistance offered by the CAEFs are: reception, guidance and forwarding of diverse demands; helping on the insertion in professional training and income generation programs; evaluation and guidance for inclusion in social programs; assistance to obtain social, health and labor benefits; assistance in the regulation of personal documents; legal guidance; referral to the health network and assistance in resuming the education process.

In 2009, the Penitentiary System Insertion Program in the Labor Market (Pro-Egress) was instituted by Legislative Assembly of the State of São Paulo (Assembleia Legislativa do Estado de São Paulo, ALESP) (Decree nº 55126/2009). This program counts on joint actions of SAP and Secretariat of Employment and Labor Relations (Secretaria do Emprego e Relações Trabalhistas SERT) and its objective, defined by law, is to train through courses and allocation of FP in the market according to the professional skills of each one. To incentive the program effectiveness, this same

decree includes an article, that allows the Direct and Indirect Administration to require a minimum available vacancies to FP for those who won the service and construction bids (Decree nº 55126/2009) (ALESP, 2009).

Another program from the SPA is the Training, Improvement and Employability Group (Grupo de Capacitação, Aperfeiçoamento e Empregabilidade, GCAE), which promotes actions aimed at the professional qualification of FP. The initiatives are carried out jointly with public entities, private institutions and civil society organizations, to promote the professionalization and insertion of former prisoners in the labor market (Decree No. 57 687/2011) (ALESP, 2011).

The Professional Qualification and Income Transfer Program was instituted in 2015 to offer training courses and agreements according to the demands of the market, which also included FP (Law No. 16 079 of 2015) (ALESP, 2015).

At last, there is also the Social Reintegration Action Group (Grupo de Ações de Reintegração Social, GARS), which is responsible for carrying out resocialization initiatives with an emphasis on the Prison Units of the State of São Paulo. The programs and projects are promoted according to the reality of the penitentiaries, aiming to contemplate the characteristics of each public.

2.5. Reality in São Paulo State

Despite these governmental proposals for assisting FP, data suggests an exclusion scenario with lack of assistance, in which the conditions after prison present great challenges for reintegration into society, resulting, in most cases, in criminal recidivism.

In the São Paulo state, according to information from 2019, 46 CAEF units are under operation. According to professionals, one of the problems observed is that in most cities where prisoners are located, there are no service units and there is no transportation aid for this purpose. The assistance provided by CAEF in 2019, resulted in 110,559 attendances (FPs and their families), but only 9,529 new registrations - which correspond to 21% of releases in 2nd semester in São Paulo state.

From that, there were 1,170 referrals to training courses (14 inserted) and 1,442 to the labor market (32 inserted). In relation to the Pro-Egress program, in the last year, only 48 people were hired via this program (SAP, 2019). Currently, the fields with the most contracts of FP are civil construction, restaurants and bakeries.

2.6. Recidivism

Recidivism can be defined from four concepts (Julião, 2009): 1) when there is more than one crime, regardless of judgment or assessment; 2) it is the judicial conviction for a new crime until five years after the extinction of the last judicial sentence; 3) it is the return to prison after a criminal sentence or security measure; and 4) it is the realization of more than one crime regardless of the legal term. According to Brazilian penal code, the recidivism definition is closer to the third one cited above (Brasil, 1984).

The recurrence rate of crimes in Brazil has a lack of accurate and updated information in the bibliography data. In Infopen (2013), this rate is around 70 % for the national perspective. For São Paulo state, this statistic is around 47 % (1996) (Kahn, 2014) and 46.3 % (Adorno & Bordini, 1989). However, these rates confirm the precariousness of the prison system and the need for new opportunities. International references alert for the fact that the youngest the criminal, the highest the chances for recidivism (Martinez, 1992).

The practice of the State obligations, in relation to assistance to the former prisoner and its supervision, do not occur efficiently in society. Some of the barriers are related to access to labor market, psychic integrity, individual liberty and the minimum for subsistence (there is a few opportunities for job) (Hachem e Forigo, 2017).

According to Moreira, 2004 there is a crisis in institutions such as the school and the family, and this often results in the socialization process associated with the culture of violence. The former prisoners are some of the examples included in it and, in turn, must undergo a process of resocialization that takes them out of this context. Penitentiaries system also fails in this process, once there is no basic condition or public policies to achieve the prisoner's recovery (Rodrigues, 2012 e Leite et al, 2003).

This disruption occurs due to the lack of physical (overcrowding) and organizational structural in penitentiaries.

According to Molina (2013), studying and working inside the prison would decrease in around 40 % the chances of crime recurrences after the detention time. On this way, it is extremely important the existence of public policies and opportunities inside the prisons in order to offer a higher possibility for social reintegration of former prisoners within the society.

Despite the difficult conditions in prisons, some detainees are insecure when released because they lose the habit of living in freedom. This process should be more harmonious and perhaps avoid the society disgust that is created in the form of defense (Rodrigues, 2012). Besides, according to data from TCESP (2019), only around 0.2 % of the FP got a job after leaving prison in São Paulo in 2019.

The post-prison period ends up being a determining phase in resocialization process (Moreira, 2004). In order to break the tendency of former prisoners to follow the recidivism, become homeless or submit themselves to underemployment, incentives to employment are necessary. According to Hachem and Forigo (2017), this makes it possible to obtain basic rights, raise self-esteem, increase social interactions, generate a sense of belonging to society, value the individual and rebuild self-confidence.

However, stigma is still present by companies and society, which oftentimes do not believe in prisoner recovery or impose some restrictions to employ (Assis et al., 2018). Besides, Brito (2010) points out that the private sector can actively contribute to this problem in order to fulfill its social role and have a return on profitability. Government-guaranteed tax benefits can be a way to help achieve this goal (Hachem and Forigo, 2017).

3. MOTIVATIONS

Given the background presented, it can be observed that the prison system in Brazil offers very poor conditions for detainees. Also, the state of São Paulo is the one with the biggest population of prisoners, corresponding to around 30 % of the national population. Although the majority of the detainees are within the economically active population, these population generally finds great difficulties regarding social reintegration after detention, due to diverse prejudice and lack of acceptance from companies on hiring FP.

On this way, without secure employment and good jobs, these individuals get trapped in a vicious circle of low-productivity occupations and low wages, which limit their opportunities and outcomes and get them excluded from society, inducing the increase in criminal recidivism rates.

Some external factors also contribute to this exclusion, in both economic, social and cultural life of the society, such as structural changes, technological developments, innovations in the organization of work, demographic transitions and evolution on knowledge. It shapes the world of work in different ways and making it harder for the outsiders to adapt and go along with these changes.

According to the United Nations Sustainable Development Group (2019), “economic growth is generally slower in countries with high or growing inequalities, with a growing number excluded from the labor market or trapped in low-paying and unstable jobs, with a large part of the population without social protection, and where economic gains going to the wealthier and politically powerful”.

Thus, it is extremely important to have innovative and disrupting proposals for projects and mechanisms regarding inclusive development for inclusion and democratization of opportunities for outsiders and excluded populations, such as FP. We understand that it is fundamental to provide an effective structure of employment for FP, which could also contribute to reducing the rates of recurrence of crimes, decreasing the number of cases registered and reducing social inequalities in the long term. That is the largest moving factor for the **Novus Via** project.

Since 85% of the southeast Brazilian population has access to the internet (IBGE, 2020), the **Novus Via** project was designed to be an online platform, in which different

agents interconnect and find each other easily, in a network. This platform aims to overcome the challenges presented by establishing a network of jobs, candidates, psychological assistance, business consultancy, as well as technical and educational courses.

This way, we believe that creating a virtual platform such as **Novus Via** would be the most innovative and efficient solution for the society to have access to this information, achieving a higher number of individuals interconnected and leading to the consolidation of this social inclusion of FP.

4. PROJECT STRUCTURE

4.1. Our Mission and Values

Our Mission

To inspire and nurture a new life for the most excluded and discredited - one person, a new way, a decent life from now on.

Our Values

- Diversity and Inclusion
- Recognition of Individual Ambitions
- Altruism
- Transparency
- Ethics, Respect and Honesty

We believe that only with collaboration and cooperation within the community will it be possible to generate systemic changes in contemporary society. For this reason, we aim to adhere to voluntary movements and commitments that can ensure that our practices are transparent, socially inclusive and sustainable. More than that, we want to be an example of a company whose essence is social inclusion, with a balanced and diverse team of employees.

Novus Via's commitments are linked to the 2030 Agenda defined by the UN with the 17 Sustainable Development Goals (SDGs), which establishes the main challenges to be faced for the development of society in the next decade (See Appendix I). In addition, we intend to be certified as a B Company, an initiative of the B Corp movement that offers a free and confidential tool to assess and prove the performance of organizations that achieve sustainable social and environmental aspects.



4.2. Our Stakeholders

This platform has the target of bringing FP closer to the various opportunities that may be offered to them, but which are not accessible or prospected. These can be divided into four pillars: support for opening their own business, connection to available vacancies, psychological support and school and technical education. This

will be done based on the connection between those who are interested in the platform and its functions. The stakeholders associated with the **Novus Via** platform are shown in the Figure 7.

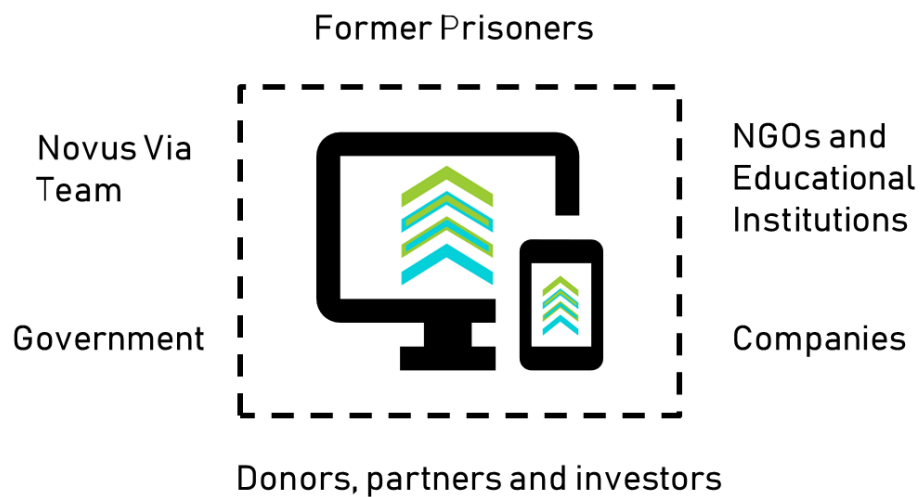


Figure 7. **Novus Via** Stakeholders

Former Prisoners (FP)

The FP able to connect to this platform are those who have already received their release permit. They and their families have a central role in this project, since many of them end up being criminals again because they do not find satisfactory employment or training opportunities. To this end, their engagement in the platform will be done through the dissemination of pamphlets distributed during the period of imprisonment and at the moment of release.

In addition, many flyers will be disclosed in prisons and main public bodies that families and FP contact to request the rights and aid guaranteed by law, like Social Assistance Reference Center (*Centro de Referência de Assistência Social*, CRAS), CAEF and National Institute of Social Security (*Instituto Nacional do Seguro Social*, INSS).

Thus, a wide dissemination of the **Novus Via** platform will be possible and effective. From this, the FP can make a free registration, in which will be detailed her or his name, age, educational background, professional experience, areas of interest, and especially, the geographic location of your home or shelter.

Companies

The companies (which were already prospected in the initial phase) will be communicated through social networks and e-mails about this new platform. They may advertise job vacancies in addition to making donations to maintain it. The incentive for them to enroll in the system will be given based on information on the aggregated values of B impact and the achievement of the SDGs, which, in general, are very well regarded by the consumer market and partners.

Novus Via Team

The team of employees involved with **Novus Via** should be composed, mainly by the FP themselves. In addition, we will hire people to staff from the most diverse marginalized groups (covering issues of race, gender, sexual orientation and disability, see Appendix I).

The use of the platform by former prisoners will be accompanied by the social assistance team (psychologists or those responsible for human resources) hired by us. Social assistance is crucial and foreseen for all the professional paths that the prisoners would choose. It will be providing for the first year, in order to offer help on their efficient reintegration, for both the FP and the company.

Another important point is the monitoring that will be given to companies and employees hired through the platform with the social assistance of the application itself, which will contact them frequently to observe the behavior of both parties. In any problem, social assistance will provide the necessary measures.

Educational and Professional Institutions

The stakeholders correspond to educational and professional institutions that are interested in integrating the platform to offer their courses (remotely and free of charge/low-cost). This will also be an opportunity for these institutions to reach a significant audience. Registration can also be made by NGOs that have activities in this sector.

The process will take place in the same way as already mentioned with companies, in which contact will be made through social networks and e-mails and the aggregated values will be highlighted in relation to the metrics already stipulated (B Impact and SDGs).

However, as the dissemination of these courses has also the character to announce the product of educational institutions - different from what happens with partnerships for the company vacancies - a symbolic value will be charged on registration. This will be discarded for NGOs.

Government

The government is the main financier of the project. Through the portion destined to the states of the National Penitentiary Fund (FunPen), part of the initial and maintenance costs of **Novus Via** will be financed. This fulfills the role of this fund, since it will be dedicated to one of its functions, as mentioned above: "execution of projects aimed at the social reintegration of FPs, including through technical and professional courses".

In addition, as previously mentioned, Brazilian law provides for Public Administration to be able, in the bidding documents for the services contracting, to require the contractor that a minimum percentage of its labor be from prisoners or FPs, with the purpose of reeducating (Law 13500, Paragraph 5, Article 40) (Brazil, 2017). Thus, a proposal for a constitutional amendment to that law will be sent to the Brazilian national congress for voting, by the **Novus Via** team.

This amendment will establish that donations made, by individuals or legal entities, to institutions that encourage and promote the FP reintegration into society, through education or reinsertion into the labor market - such as **Novus Via** -, may be deducted from the donator's income tax. This proposal is considered feasible, since the practice of tax reduction through donation is already carried out in Brazil for other audiences, such as the elderly (Law nº 13,797; Brasil, 2019), children and adolescents (Law nº 12,594; Brasil, 2012a), athletes (Law nº 7,752; Brasil, 1989) and people with disabilities (Law nº 12,715; Brasil, 2012b).

Donors, Partners and Investors

Furthermore, it is also part of the scope of this work to attract partnerships (companies and NGOs) with a focus on the social responsibility of reintegrating FP into society through employment and work, in addition to encouraging other companies to acquire this notion as well.

Sponsors will have their logos posted on the home page, and will be categorized as bronze, silver, gold and platinum sponsors. Other individuals can also contribute to the platform, either through a single or monthly donation or by volunteering to provide services for the platform (e.g. providing trainings, lectures, business consultancy).

If the proposed tax incentive law for programs aimed at the reintegration of ex-inmates into society is approved, it is considered that the **Novus Via** platform will have a greater contribution of donations, both from individuals and legal entities.

The summary of stakeholders and their roles within the platform is described in Table 1.

Table 1. Relation of stakeholders.

PLAYERS	WHAT THEY NEED TO DO	WHY DO IT
Government	<ul style="list-style-type: none"> - At the national level, it must provide initial and execution capital for the platform through FunPen; - In addition, the legislation related to the tax benefit should be approved for donations to Novus Via. 	<ul style="list-style-type: none"> - To fulfill the obligation of assistance to former prisoner provided for by law, in addition to reducing the rate of recidivism.
Former prisoners	<ul style="list-style-type: none"> - Sign up on the platform. 	<ul style="list-style-type: none"> - Apply for job openings; - Enrollment in free and low-cost courses; - Professional assistance to develop their own business; - Social assistance through the platform.
Companies	<ul style="list-style-type: none"> - Sign up for the platform; - Disseminate job vacancies and information about them; - Sponsor it. 	<ul style="list-style-type: none"> - Opportunity to publicize the company and job vacancies; - Engagement in social causes; - Tax benefits.

Educational and Training Institutions	<ul style="list-style-type: none"> - Sign up for the platform - Disseminate free and low-cost courses and their information; - Sponsor it. 	<ul style="list-style-type: none"> - Opportunity to publicize the institutions and courses; - Engagement in social causes; - Tax benefits.
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5. NOVUS VIA VIRTUAL PLATFORM

The **Novus Via** platform has a clear, accessible and intuitive language with the intention of facilitating the user experience for the most diverse audiences, even to those who are digital semi-literates (Figure 8). To access, the only requisites are internet connection and a device, such as computer, smartphone or tablet. Although the platform will be implemented in Portuguese idiom, the local language in Brazil, it is here presented in the English format.



Figure 8. Novus Via Homepage

On our homepage, you can find a description of all the objectives and functions of our platform. There is an area exclusively dedicated to the dissemination of all our partners, sponsors and supporters. To make a donation is simple and easy, just click on "I want to contribute" and you will have at your disposal several means of contribution, both financial and volunteering. Through our homepage, it is also possible to view all the social actions promoted, including several reports of the success of our users and partners. All stakeholders will have access in the *Transparency* section to all financial and performance reports, in addition to reports on the achievement of Sustainable Development Goals and Impact B guidelines.

The **Novus Via** platform is divided into two types of registration that provide two types of access: the candidate's area and the companies' area. Each area has specific user experiences for the public to be served.

5.1. Former Prisoner User Experience

At the first access of the former prisoner, a registration will be made in order to obtain his/her personal data such as name, address, educational and professional level. Then, a profile analysis will be made to assess the candidate's main skills and understand his/her behavioral and psychological profile. This assessment will be done only once, in order to avoid fake or guided responses that could mask the real behavioral profile. Finally, in this first stage, the candidate will describe his main personal and professional desires and ambitions.

From the data collected, a career plan will be generated by the **Novus Via** system in order to meet personal characteristics and ambitions, respecting the particularity of each individual. In this way, throughout the trajectory within the platform, several suggestions will be made to the candidate such as courses, skills to be developed, jobs and other opportunities that meet his ambitions and profile.

The platform journey is accompanied by a virtual assistant, called Eva, who will make the user experience more humanized and easier. The virtual assistant will be built using artificial intelligence technology, being able to answer the user's questions and direct to the appropriate section on the platform, as in a talk to a real person by message.

In the "My Profile" section (Figure 9), the user will be able to follow all the progress made in the platform tools, such as resume description, behavioral testing, ongoing courses, job opportunities under analysis, business monitoring and appointment schedule.



Figure 9. User area and available tools

In addition, through this section, the candidate will have access to a psychological and behavioral assistance tool for their personal development (Figure 10).

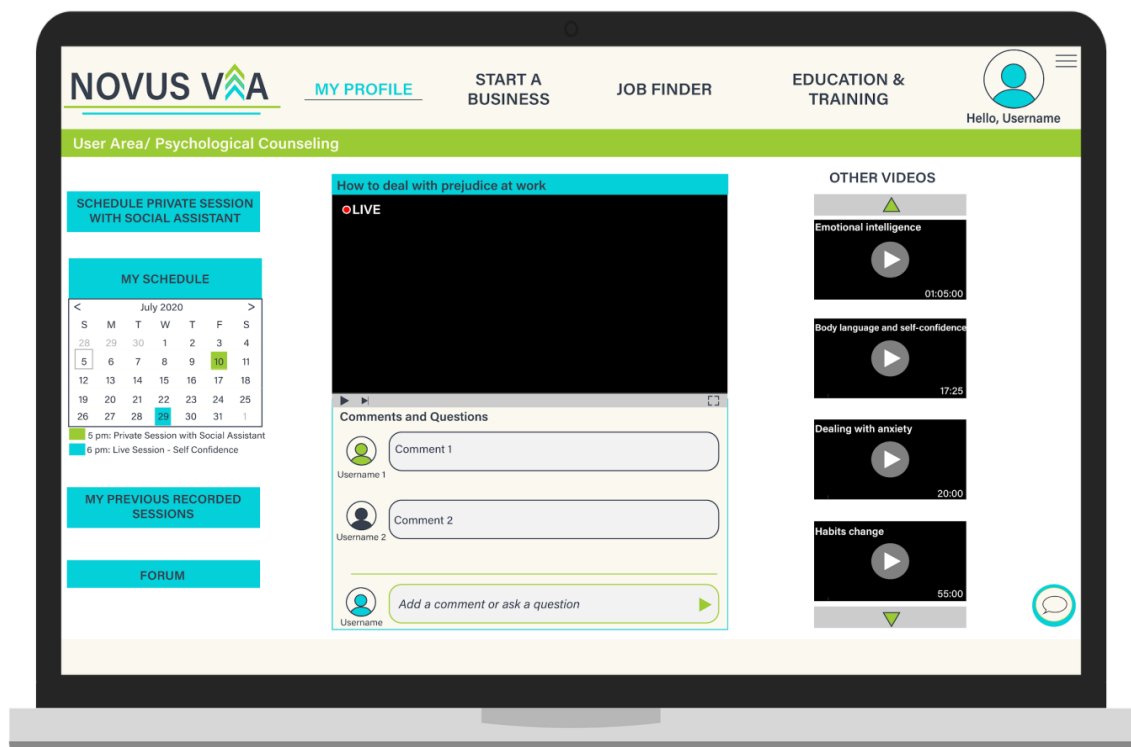


Figure 10. Psychological Counseling Section

In the psychological counseling section, the user will have all the emotional and psychological assistance they need to face the difficult social reintegration. Through lectures and training, the candidate will develop his emotional skills to deal with prejudice, stigma, social segregation and other problems inherent to this new journey.

Every week there will be a video (live) in which the participant will be able to ask questions and express the obstacles they are facing. If the user feels the need for more in-depth and specific psychological support, he/she can schedule online consultations with psychologists and specialists in the field who will provide complete and individualized assistance.

In addition, in this section the user can participate in a forum where he/she can talk and exchange experiences with other people in a similar situation, strengthening ties and the community.

With the objective of creating new job vacancies and strengthening the community of former prisoners, excluded from most job opportunities, the platform has a business creation center (Figure 11).

NOVUS VAA MY PROFILE [START A BUSINESS](#) JOB FINDER EDUCATION & TRAINING Hello, Username

Business Creation Center

STARTING POINT

EXECUTIVE SUMMARY >>> MARKET ANALYSIS >>> MARKETING PLAN >>> OPERATIONAL PLAN

BUSINESS PLAN EVALUATION <<< STRATEGIC EVALUATION <<< SCENARIOS BUILDING <<< **FINANCIAL PLAN**

5 FINANCIAL PLAN 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 5. Financial Plan 25,7% **FIND AN INVESTOR**

Here, expenses with taxes and sales commissions will be recorded.

Gross Revenue:

1. Taxes

Description	%	Total Cost
Federal Tax 1		
Federal Tax 2		
State Tax 1		
State Tax 2		
Total taxes		RS 0.00

2. Sales Costs

Description	%	Total Cost
Commissions		
Advertising		

Step 5: Commercialization cost

< BACK **NEXT >**

Figure 11. Business Creation Center

The business creation center aims to create small businesses intuitively and step by step. Through learning videos with experts in the field, the user will create their small business in a simple, monitored and progressive way. Each step will guide the user to understand his business, the variables that must be respected and how his business can be enhanced.

At the end, a complete business plan will be available, which can be shared through the platform in search of financiers, partners and employees. In addition, specialized and face-to-face consultancy in small businesses will be offered to the entrepreneur on the condition that the vacancies offered by his new business are all offered to members of the platform.

The platform also has a job opportunities section (Figure 12). In this section, the candidate can find job vacancies offered by small businesses created on the platform itself as well as job vacancies that come from other partner companies that seek and support marginalized candidates.

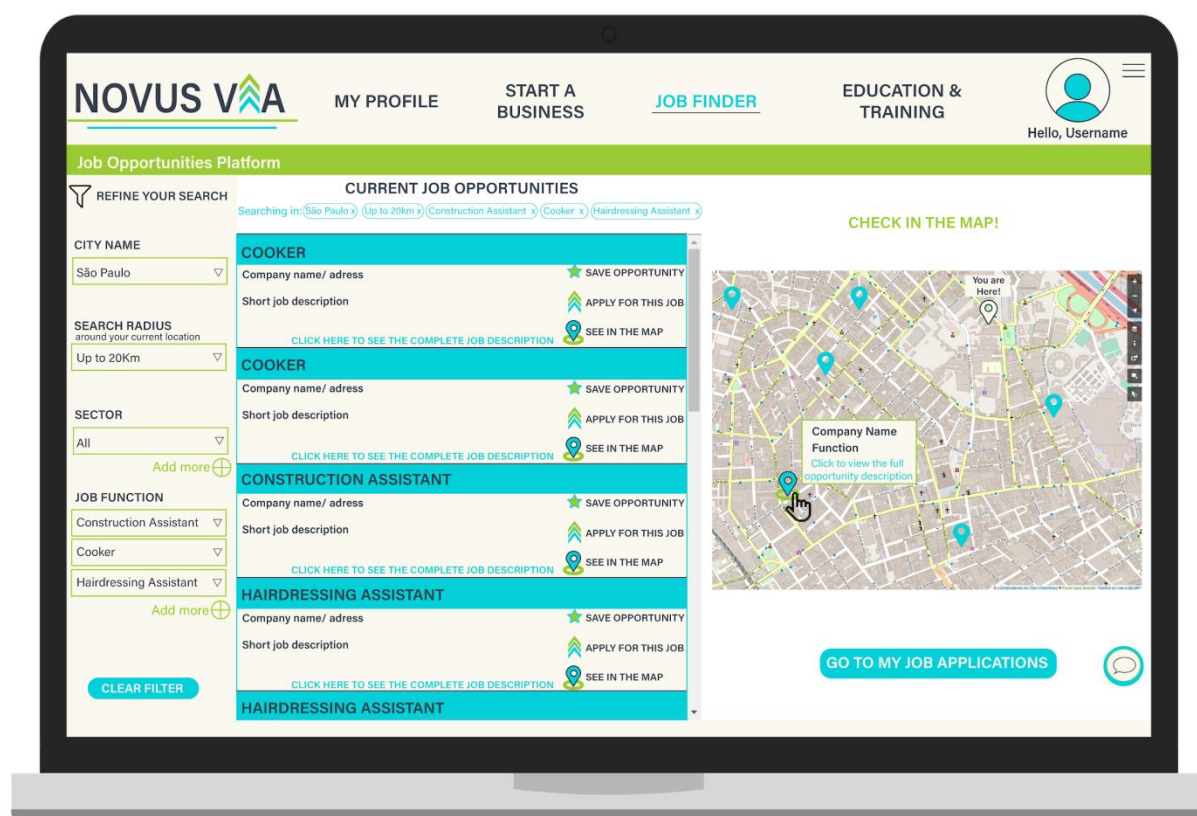


Figure 12. Job Opportunities Center

Job vacancies will be georeferenced and indicated according to the candidate's address and ambitions. The platform will sign if the candidate fits for the vacancy or if he/she needs a higher qualification for application. If the candidate is not qualified to apply for some of the vacancies, the platform will indicate the existing courses in the education and training section necessary to be taken for their application.

Finally, the last section dedicated to former prisoners is the Education and Training section (Figure 13). In this section the candidate will be able to find several courses that meet his professional and personal ambitions.

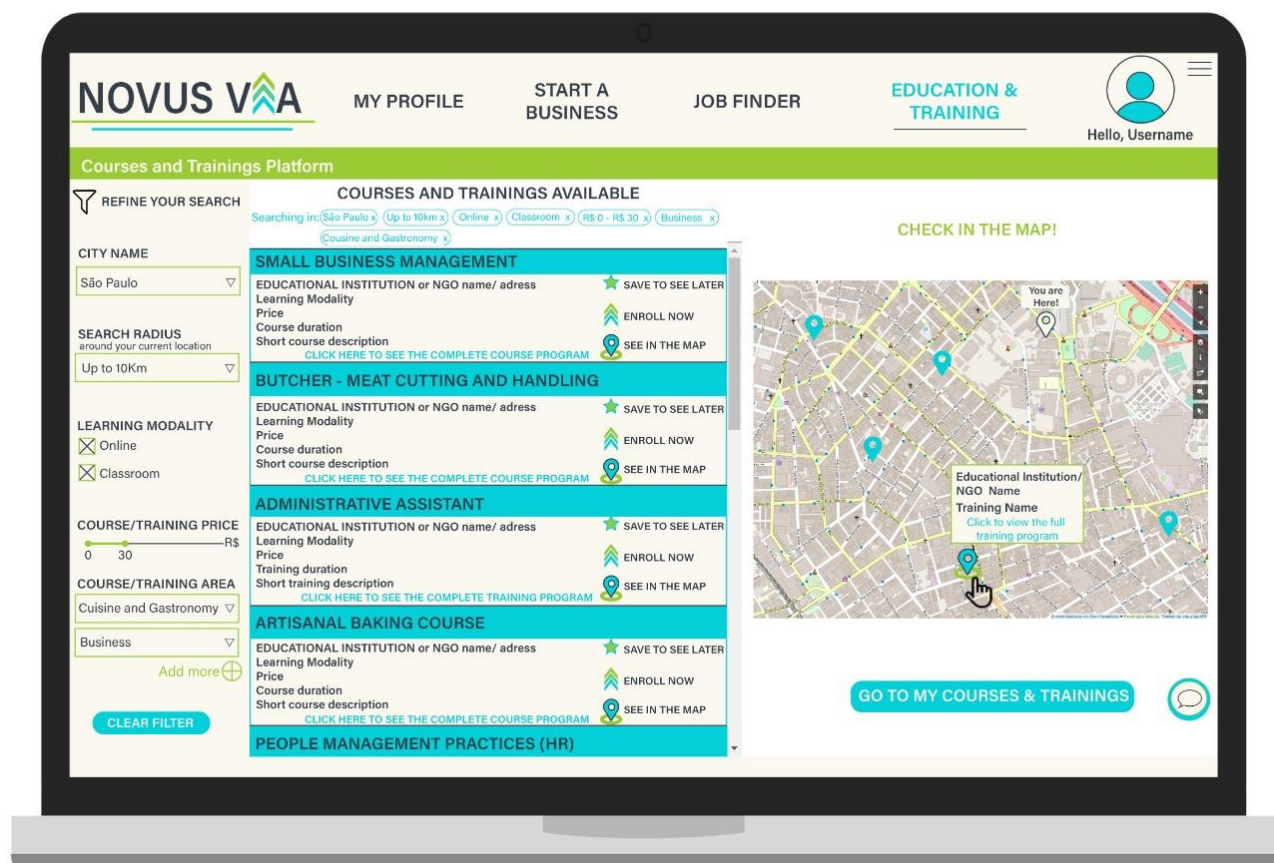


Figure 13. Education and Training Center

The candidate can find on the map the closer courses to his/her residence or online ones, as well as costs (for those ones that are not free) and prerequisites. In cases where the candidate does not have some basic education, the map will indicate the closest school to his residence.

The Platform aims to make several partnerships so that most courses are free and accessible through our own platform. These partnerships may be established with NGOs, which already have some type of free training, as well as education

companies that want to advertise more specialized courses to an audience in need of qualification.

5.2. Company User Experience

Companies will have similar access to sections, but with different tools and functions. Companies will be able to advertise their job openings at the Job Opportunities Center free of charge. Applicants who have applied for their vacancies will have their resume and behavioral testing available to the employer. If the company is interested in any candidate, a fee will be charged for the service provided by the platform, as well as for hiring. Through the complete monitoring carried out by the platform, the company will be able to perceive the abilities of each candidate as well as, to be sure that the candidate is psychologically and professionally qualified to work in his company.

Education companies, as well as partner NGOs, will have at the Education and Training Center several tools to include their courses and enroll new students. For each course that a company offers on a paid basis on the platform (low-cost), it must offer another one free of charge. Otherwise, the educational company may pay a fee for the use and dissemination of its courses on the platform.

Finally, companies, investors and sponsors interested in supporting small new businesses will be able to access the Business Center and see the initiatives in development and creation, encouraging financially.

6. FINANCIAL MODEL

The financial model designed for the proposed non-profitable project **Novus Via** - for its creation and maintenance along the time - is based on different possibilities of incomes, namely:

- Governmental incentives from the National Penitentiary Fund (FunPen);
- Revenues from partnerships of the **Novus Via** Educational and Training Institutions;
- Periodic contribution from the registered hiring companies;
- Charge per business created from the platform (2% on annual profit);
- Partners and associates, such as ONGs, Private Companies and Government entities;
- Advertising and sponsorship;
- General donations.

The incomes and expenses values estimated and foreseen for each component and player of the project are described in the Table 2. They can be divided in two parts: initial and execution phases. In the beginning, the income sources will be mainly from the FunPen (governmental incentive), general donations and possible sponsorships that will be attracted during this first year of implementation.

The creation of the virtual platform will represent the major part of the initial investments, estimated on USD 60,000. It considers the domain, server acquisition and the development of the website with artificial intelligence (the virtual assistant Eva). Also, the manpower required to create and maintain this platform is considered. Another important expense is related to sponsor attraction marketing campaign (team and materials), when the **Novus Via** team will captivate the first companies and educational institutions to collaborate and to make this platform as a FP reintegration tool.

The costs for maintenance, mainly with employees of the platform, were calculated based on a fixed amount of 200 FP users, in order to have a scalable and replicable business. On this way, for each increase of this number of users, the costs would increase proportionally. On the other side, this growth would represent a greater visibility for the project, attracting more investments from the stakeholders, meaning an increase in the incomes.

It is expected a contribution of 2% of annual profit from the successful business created from the platform. On this way, there would be a return on investment from these businesses, in a circular strategy to help on the sustainability of the **Novus Via** project and potentialize the creation of other businesses. General donations and volunteering will be accepted by the platform, from physical person and general institutions that identify with the project and want to give a support. Also, all the companies interested on hiring any candidate from the platform will be charged for the service provided by **Novus Via**. All the incomes and expenses can be examined in table below.

Table 2. Financial balance estimated for the project's operationalization

STEP (ANNUAL)	DESCRIPTION	UNIT PRICE (USD)	QUANTITY	TOTAL (USD)
INITIAL INCOME	Governmental Incentives - National Penitentiary Fund (FunPen)	90,000	1	90,000
	General donations and Sponsorships	10,000	4	40,000
SUBTOTAL				+130,000
INITIAL PHASE	Managers	19,500	2	39,000
	Developing of Platform/Website Team	60,000	1	60,000
	Sponsor Attraction Marketing Campaign	15,000	2	30,000
SUBTOTAL				-129,000
INCOME	Governmental Incentives - National Penitentiary Fund (FunPen)	40,000	1	40,000
	Revenues from partnerships of the Novus Via : Educational and Training Institutions	2,100	15	31,500
	Periodic contribution from the registered companies	100	30	3,000
	Charge per business created from platform (2% on annual profit)	20,000	1	20,000
	Advertising and Sponsorships	10,000	10	100,000
	General donations	100	150	15,000
SUBTOTAL				+209,500
EXECUTION	Manager Team	19,500	3	58,500
	Digital and Physical Marketing Campaign	20,000	3	60,000
	Platform Maintenance Team	20,000	1	20,000
	Social Assistance Team (Psychologists)	10,400	2	20,800
	Other Expenses	50,000	1	50,000
SUBTOTAL				-209,300

7. PROJECT RISK ANALYSIS

Based on a Risk Analysis Matrix (Table 3), in order to identify risks and propose mitigation measures to be taken, a risk analysis was carried out. This identification is important to guarantee the feasibility of the **Novus Via** project and its functional operability. The analysis of risk, impact and measures is presented in Table 4.

Table 3. Risk Analysis Matrix.

		IMPACT				
		Negligible (1)	Minor (2)	Moderate (3)	Significant (4)	Severe (5)
PROBABILITY	Almost Certain (5)	<i>Supplementary Issue</i>	<i>Issue</i>	<i>Unacceptable</i>	<i>Unacceptable</i>	<i>Unacceptable</i>
	Probable (4)	<i>Acceptable</i>	<i>Supplementary Issue</i>	<i>Issue</i>	<i>Unacceptable</i>	<i>Unacceptable</i>
	Possible (3)	<i>Acceptable</i>	<i>Supplementary Issue</i>	<i>Issue</i>	<i>Issue</i>	<i>Unacceptable</i>
	Unlikely (2)	<i>Acceptable</i>	<i>Acceptable</i>	<i>Supplementary Issue</i>	<i>Supplementary Issue</i>	<i>Issue</i>
	Rare (1)	<i>Acceptable</i>	<i>Acceptable</i>	<i>Acceptable</i>	<i>Acceptable</i>	<i>Issue</i>

Table 4. Risk analysis from **Novus Via** project proposal.

Risk	Risk Level	Mitigation Measures
Permanence of the project Novus Via along the time, with an increasing impact on society	<i>Acceptable</i>	The project was designed and creating considering different aspects, and an extensive research was performed in order to build a robust platform that have a structure to grow and succeed along the time.
Disinterest from former prisoners on accessing and using the platform.	<i>Acceptable</i>	Disclosure of the project, in an efficient way that shows its benefits for users and attracts interest.
Free courses. Lack of a broad offer of courses for professional qualification in different areas, free of charge or at minimum costs, by educational partner institutions.	<i>Supplementary issue</i>	Connection and communication with different institutions from different areas of knowledge to offer a huge variety of courses in an economical and feasible way for former prisoners.

Unfamiliarity from stakeholders about the existence of the Novus Via project and its functionalities.	<i>Supplementary issue</i>	Intensive marketing, mainly at the beginning of the project, on different medias, for having better diffusion.
Accessibility. Lack of access to the virtual platform due to internet or device issues, considering that not 100 % of population have computers, cell phones and internet access.	<i>Supplementary issue</i>	Guidance by flyers on prisons, indicating public places with access to internet and computer devices, such as CRAS.
Stigmas. Deadlock from companies on hiring former prisoners, due to stigmas or similar issues.	<i>Issue</i>	Intermediation of social assistance, working on understanding the negative aspects from companies and establish agreements and goals for gradual changes of mentality and increasing rates of employability.
Funding. Lack of investments on the project for its maintenance and operationality.	<i>Issue</i>	Broader possibilities of investments from different sectors and stakeholders. Intensive marketing and work on dealing with potential partners for getting funds.
Recidivism from users of the platform and employees.	<i>Issue</i>	Social assistance available to accompany the former prisoners registered in the platform, to guarantee their professional and personal development and assess their behavior during social reintegration.

8. EXPECTED OUTCOMES AND FUTURE VISION

By the full implementation of the **Novus Via** project and its operational activities, it is expected that, in the first months, the platform will be consolidated in the state of São Paulo, with an increasing number of FP and hiring companies being registered and interconnected, with the help of social assistance employees to guarantee an efficient support for them.

Once the platform has been consolidated and there is a considerable number of agents registered, achieving a high and robust operational level in the state of São Paulo, it is expected and foreseen, in a longer term, the increase in the employability of former prisoners, with a consequent decrease in the number of criminal recidivism recurrence. The new businesses originated from the **Novus Via** project will be oriented to hire preferentially FP, in order to increase the social impact of the project and the social inclusion of this population.

It is also expected the geographic expansion of the platform, after its consolidation, encompassing the whole national population of FP, or even a social expansion, in order to involve other excluded populations, such as disabled people.

9. CONCLUSIONS

The social exclusion of former prisoners is a tough barrier to overcome. Therefore, it is necessary a union among government, society and companies to eliminate the stigma and guarantee rights for FP. The **Novus Via** platform is a disruptive, innovative and achievable project that can bring all these players together to promote social inclusion of the former prisoners population into the society through work and formation. Emotional support and professional guidance are also included in the platform scope.

The easy accessibility of the platform and the varied options of work and training courses offered were designed to promote a change in the awareness of belonging to the society of former prisoners that was lost due to the stigma imposed on it, once job and education are fundamental tools to keep them away from recidivism. The objectives of sustainable development linked to the public policy suggested by this project can encourage the companies and educational organizations to fulfill their social role in a profitable way.

As a digital platform, the **Novus Via** has the potential to be replicated and scalable to support other geographical areas, other excluded populations and to offer diverse options of outputs and interconnections, aiming to contribute to a more inclusive reality.

Novus Via was designed to be a new path for former prisoners to build a new life.

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11. APPENDIX I - FULFILLMENT OF SUSTAINABLE DEVELOPMENT GOALS

Agreeing that Sustainable Development Goals (SDGs) are the best alternative to achieve well-being and social inclusion, integrating the environmental and economic pillars, **Novus Via** will be attentive and mobilized in this agenda and will engage its stakeholders in these actions. **Novus Via** intends to follow best practices and involve all goals consistently, with clear and measurable targets. The following table presents our project ambitions related to the SDGs.

Issue	Commitment to be reached	SDG Goals	SDG Targets
Education and Training	Promote access to basic and technical education, in addition to strengthening qualification, supporting entrepreneurship actions.		4.3, 4.4, 4.5, 4.6, 4.7, 4.A
	Encourage interest in constant learning and offer a wide range of education that meets your needs and ambitions.		4.3, 4.4, 4.5, 4.6, 4.7, 4.A
Work Career	Promote the creation of decent jobs and businesses.		8.3, 8.5
	Progressively improve the income of marginalized populations served by the platform.		8.2
	Protect labor rights and promote safe and protected work environments for all former prisoners.		8.8
Employees	Reach 50% of former prisoners in the number of employees directly involved.		10.2
	Reach 50% of women and 10% of people with disabilities in the workforce.		10.2
	Ensure equal opportunities and reduce discriminatory policies and practices.		10.2, 10.3, 10.4
Communities	Implement indicators to measure the human and social development of the benefited communities and structure a plan for continuous improvement.		11.1, 11.5, 11.7
	Develop strategies to improve dialogue with the community to strengthen members and the community as a whole. Strengthen collaborative links between all those involved.		11.1, 11.5, 11.7
Ethics	Stimulate the discussion of appropriate behaviors within companies and in society.		16.B
Transparency	Provide total transparency in the expenses and gains obtained through the company. All Novus Via actions will have their social footprints disclosed, as well as their respective improvement commitments.		16.10
Governance	Implement an Advisory Board, made up of specialists and former prisoners, who will assess the company's progress and help to improve the needs of stakeholders.		16.7, 16.10, 16.A, 16.B
Partnerships	Promote effective public, public-private and civil society partnerships to address the problem of the lack of access to employment and education for the most marginalized.		17.17