

# Final Evaluation: “New Life, New Hope: A Social Reintegration Program in the Sahel-Maghreb Region”

Final Evaluation Report

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## Executive Summary

"New Life, New Hope: A Social Reintegration Program in the Sahel-Maghreb Region" was a two-year program implemented by Search for Common Ground (SFCG) in Niger, Mali and Morocco, with funding from the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL).

Forcier, tasked with conducting an external evaluation of the program, moderated a total of 20 key informant interviews and six focus group discussions with beneficiaries and relevant actors in all three countries.

### Key Findings:

*Objective: Prison management and staff are better prepared to provide and support successful reintegration programs.*

- All six prison directors interviewed consider that successful reintegration of inmates is a core objective in their roles

- All training participants said they had acquired valuable knowledge

*Objective: Inmates have enhanced social, professional, and personal capacities.*

- Not all targeted detainees believed they would successfully reintegrate, had confidence in their ability to earn a living upon release from prison, could confirm functional internal / external relationships or adequate conflict management capacities, and several felt stigmatized by family / society

- All training participants in Mali said they had acquired valuable knowledge in terms of conflict resolution

*Objective: Prison state actors have strengthened cross-national regional cooperation.*

- Top prison officials demonstrated knowledge of Morocco's reintegration system, but not of the Mali or Niger system; few considered that meaningful or sustainable relationships had been established;

- Many recommendations were made at the cross-national workshop but none have been implemented so far

### Key Recommendations

- Better target detainees by selecting those to be released within one to two years' time in order to be able to evaluate the impact of the program on their reintegration;

- Enable prisons, within legal constraints, to sell products made by detainees in the local market in order to make prisons self-sufficient, to give detainees revenue to support themselves upon their release, and to encourage de-stigmatization by having the products labeled as having been made in prisons;

- Put civil society organizations and prisons in contact so that the former can assist released detainees in finding employment, housing and transportation home when they leave prison;



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## 1. Introduction

"New Life, New Hope: A Social Reintegration Program in the Sahel-Maghreb Region" was a two-year social reintegration program implemented by Search for Common Ground (SFCG) in Niger, Mali and Morocco, with funding from the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL). SFCG sought to improve prison reintegration projects and enhance collaboration and information-sharing between prison systems in Niger, Mali and Morocco. It implemented various activities at different levels of the reintegration process and mobilized actors from all segments of society.

The final evaluation to be conducted by Forcier captured the relevance, effectiveness, and sustainability of SFCG's interventions, producing a comparative analysis of results achieved in the three countries targeted by the project.

## 2. Methodology

### 2.1. Objectives

The final evaluation measured the relevance, effectiveness and sustainability of "New Life, New Hope" and focused on the following axes:

1. **Institutional Axis:** Does the prison administration and personnel better understand and adopt the objectives and requirements of the reintegration process?
2. **Operational Axis:** Do the activities implemented in prisons develop the capacities of inmates and facilitate their reintegration?
3. **Regional Axis:** Are good practices exchanged at a regional level to promote cooperation between prison systems of the three countries?
4. **Societal Axis:** Do campaigns raise awareness among the community of the reintegration needs of inmates?

In addition, SFCG had the following specific objectives for the program:

- Prison management and staff are better prepared to develop and support reintegration programs;
- Inmates have enhanced social, professional, and personal capacities;
- Society is more willing and open to the reintegration of inmates;
- Prison state actors have strengthened their cooperation at a regional level

Forcier evaluated these criteria through the use of qualitative tools, as detailed below. Due to budget and time constraints, no quantitative tools were used for this evaluation and therefore Forcier was not able to measure certain indicators, and others it was only be able to measure through qualitative means which did not produce statistically significant data.

The following research questions guided Forcier's evaluation:

#### 1. Relevance

- 1.1 Do prison staff believe that the knowledge and networking opportunities gained through participation in the program will strengthen the work they do in prison? If so, how? If not, why not?



- 1.2 Do inmates believe that the knowledge and support gained through participation in the program will facilitate their reintegration into society?
- 1.3 Do the participants in the exchange and final conference believe that the collaboration between the three countries is meaningful?

## 2. Effectiveness

- 2.1. Did prison staff demonstrate use of new knowledge and skills in managing reintegration programs, in conflict resolution and psycho social support, and in managing inmates files? Do inmates have increased knowledge and skills in conflict resolution, stress management, non-violent communication, and daily life management?
- 2.2. Do inmates have increased capacity and opportunities for employment outside of prison due to access to vocational reintegration programs?
- 2.3. Did the project enable a transformation in attitudes and perceptions among:
  - 2.3.1. Inmates about their potential to contribute to society and see a future for themselves outside of prison?
  - 2.3.2. Prison staff about the role they play in the reintegration of inmates?
  - 2.3.3. The society regarding their tolerance and understanding of the importance of reintegrating inmates?
- 2.4. Do inmates have stronger relationships with and support from prison staff, their families, and civil society?
- 2.5. Do the participants in the regional exchange demonstrate better knowledge of the other countries reintegration systems?
- 2.6. Did the project reach its expected results in each of the three targeted countries?

## 3. Sustainability

- 3.1. Did the project allow for the development of tools, guide, or national strategies? Were those tools, guide, or national strategies implemented and/or used?
- 3.2. Did the project allow for greater collaboration and the creation of synergies between, the prison administration in Morocco, Mali and Niger?
- 3.3. Are the vocational programs sustainable after the end of the project?

## 2.2. Sampling

In order to measure the above criteria and respond to the various research questions, Forcier interviewed members of SFCG's staff and members of ministries and departments in charge of prisons and reintegration, as well as various actors in two beneficiary prisons per country. In each of the three countries, Forcier collected data in one urban and one rural prison, in order to establish a representative sample and reduce selection bias.

The locations chosen for this final evaluation were as follows:

Niger	Mali	Morocco
<ul style="list-style-type: none"> <li>● Daikaina</li> <li>● Maradi</li> </ul>	<ul style="list-style-type: none"> <li>● Bamako</li> <li>● Dioila</li> </ul>	<ul style="list-style-type: none"> <li>● El Kelaa des Sraghna</li> <li>● Toulal I/II</li> </ul>

The following table provides a summary of the research methods Forcier used for this final evaluation, as well the actors who were interviewed:

Method	Source/Respondents	Quantity
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Desk Review	<ul style="list-style-type: none"> <li>● Baseline Reports, M&amp;E Plans, Quarterly Reports, Relevant Literature</li> </ul>	N/A
Key Informant Interviews (KIIs)	<p><u>Headquarter Level:</u></p> <ul style="list-style-type: none"> <li>● SFCG Regional Manager (1)</li> </ul> <p><u>Country Level (Morocco, Mali and Niger):</u></p> <ul style="list-style-type: none"> <li>● DNAPES in Mali (1)</li> <li>● DGASP-R in Niger (1)</li> <li>● SFCG Program Manager in Mali (1)</li> <li>● Trainer in Morocco (1)</li> <li>● Court Clerk in Niger (1)</li> <li>● Court Bailiff in Niger (1)</li> <li>● Debate Participant in Niger (1)</li> </ul> <p><u>Prison Level:</u></p> <ul style="list-style-type: none"> <li>● Prison director (6 – one for each prison)</li> <li>● Social Assistants (2 in Mali and 2 in Morocco)</li> <li>● Prison Guards in Morocco (2)</li> </ul>	20 KIIs Total
Focus Group Discussions (FGDs)	<p><u>Prison Level:</u></p> <ul style="list-style-type: none"> <li>● Detainees (2 in Niger and 2 in Mali)</li> <li>● Prison Guards in Mali (2)</li> </ul>	6 FGDs Total

Forcier was unable to contact several other individuals it had planned to speak to. The Program Manager in Niger was unavailable and the MINUSMA expert involved in the program in Mali was unreachable by phone. In addition, almost all conversations were not recorded as permission was not given, making it difficult to gather quotes from respondents.

## 2.3. Fieldwork

Using research tools approved by SFCG<sup>1</sup>, Forcier interviewed the above individuals and oversaw focus group discussions. Forcier's Research Officer was assisted by a National Coordinator in each country, who he trained and assisted. In Morocco, the National Coordinator conducted most interviews as many interviewees were unavailable during the Project Officer's visit to the country.

The qualitative interviews were performed at three levels: headquarters of Search for Common Ground, country and prison. It allowed for gathering specific information from detainees and prisons as well as global information about the coordination of the program in the three countries.

### 2.3.1. Focus Group Discussions

<sup>1</sup> See annexes for the research tools.



Focus group discussions allowed for nuanced and open-ended responses to difficult questions, eliciting more information on attitudes, perceptions, and experiences that otherwise cannot be obtained by a structured survey. Utilizing participants' perspectives, Forcier documented project successes, best practices and lessons learned, along with recommendations on how to improve future programming.

To ensure maximum participation, participatory techniques were used. Such techniques allowed for a deeper exploration of participants' knowledge and needs regarding the reintegration of inmates into society and ensured a greater sense of ownership of the research process and consequently any associated future programming.

For these discussions, Forcier selected participants from among a list of beneficiaries SFCG provided to ensure random and independent choice of respondents.

### 2.3.2. Key Informant Interviews

Forcier interviewed several relevant stakeholders to gain a multitude of perspectives and provide insight relevant to the objectives of the evaluation. By conducting these interviews, the Researcher Officer and National Coordinator were able to hear from people with different perspectives. Key informant interviews aimed to provide a better understanding of methods and strategies for conceiving the project, difficulties encountered and how they were overcome, the effectiveness of the partnership among different actors, and lessons learned.



## 3. Results

### 3.1. The Operational Axis

#### 3.1.1. Context

##### Context in Mali and Niger

**Overpopulation of prisons and its consequences** - Prison conditions in Niger and Mali are poor and are not conducive to detainee rehabilitation or social reintegration. The most important reason for this is the overpopulation of prisons, which is largely caused by the slowness of the judicial system and the high rate of recidivism due to the failed reintegration of previously released detainees. A limited amount of resources allocated to the Ministry of Justice further exacerbates this problem. In the prison in Maradi, there are 476 detainees in an installation built for 250 people; in the main prison in Niamey there are 1400 detainees in a space designed to hold 400; and in the "Maison centrale de Bamako," 2208 detainees live in a building constructed for 450 people. Such overpopulation means that there is not always enough food and living space for everyone. In the main prison in Niamey, about 1000 detainees sleep in the prison yard as opposed to cells. Even those lucky enough to sleep within cells often do so on mattresses on the floor due to the lack of sufficient material. Still others, as recounted by one interviewee, sleep in the prison library, preventing detainees from using the space to read books given that it has become others' living quarters. These tough living conditions make conflict between detainees more likely and also breed a mafia-like system in which prisoners buy off corrupt prison guards to try to improve their living situation. Indeed, the director of the Bamako prison acknowledged that within its walls, it is "the strongest who rule."

**Limit of assistance** Overpopulation also limits the amount of assistance and support detainees can obtain. Social assistants are limited in number and unable to provide any legal advice or help detainees navigate the process of appealing their conviction. For example, there is only one social assistant in the prison in Niamey for 1400 detainees. As a result, detainees receive little psychological support and assistance in trying to maintain or improve their relations with their families. Indeed, family visits are an integral part of prisoner rehabilitation, as well as a source of prestige in the prisoner population, so those who receive no help in connecting with their family members risk marginalization. Such support systems to better familial relations are crucial, yet strained by detainee overpopulation in Mali, and largely non-existent in Niger.

Many detainees even prefer to stay in prison rather than be released, as they have more personal connections and social status within its four walls than in the outside world, where they are often stigmatized and abandoned by their families, and where they have no job prospects or roof over their

penitentiary system is overseen by the National Guard, which largely views prisons as centers to punish criminals rather than to rehabilitate them or support their future social reintegration. Over the next two years, however, the Nigerien government plans to reform this system and train a specialized corps to oversee the administration of prisons.

Furthermore, apart from reconnecting with their families, there is not enough prison personnel to help all detainees receive any care that they might need, to deal with their health or the psychological trauma of their imprisonment and

the possible rejection of their families. In the prison in Bamako, there are only two doctors and four nurses for more than 2000 detainees. One detainee shared that *"When you are sick you are given medicine but unfortunately it's not always the medicine which you need."* In addition, without





psychological support, detainees can sometimes lack the motivation to be rehabilitated as they feel like they have nothing to gain from their release or nothing to look forward to. Many detainees even prefer to stay in prison rather than be released, as they have more personal connections and social status within its four walls than in the outside world, where they are often stigmatized and abandoned by their families, and where they have no job prospects or roof over their heads.

In addition, guards are too few to be able to control the behavior of certain detainees, allowing the latter to sometimes victimize others or engage in illicit activities. In Bamako, where there are only 100 guards for a population of 2208 detainees, smuggling drugs into the prison is rampant because there is not enough personnel to monitor detainees' interactions with their visitors. This lack of surveillance also provides detainees with relative freedom within the prison, which makes incarceration more bearable for them and explains why many do not mind staying there rather than being released into the real world.

Lastly, if any activities are offered in the prison, only a small percentage of the prison population can participate in them because there is no room for everyone, or not enough material for everyone to be able to join in. As a result, many detainees have no recreational activities to distract them or to make them forget their troubles. Detainees thus have a difficult time participating in professional trainings that may improve their job prospects upon their release, and it was suggested by a few interviewees that they may instead become radicalized rather than rehabilitated. Indeed, one of the few self-organized activities they can participate in are religious teachings led by other detainees, for which guards have no time to monitor and ensure do not pose a threat. The lack of a classification system in most prisons in Niger and Mali, due to prison overpopulation and a lack of infrastructure, means that extremists or hardcore criminals come into daily contact with lower-level criminals or even wrongly imprisoned individuals, which can allow them to radicalize other previously benign detainees. The only real exception is in the "Maison centrale de Bamako," where there is a separate, high security wing for convicted terrorists. In Dioula, however, one detainee shared that *"One extremist asked us if we were interested in taking revenge against an unjust system and we said no. But sometimes we ask ourselves if they are not right..."* The deplorable conditions in prisons described above do not help to moderate the prison population either – one detainee stated that *"It is Malians themselves who train the rebels in the country."* For successful detainee reintegration, SFCG must advocate the Nigerien and Malian governments to invest in the infrastructure necessary for a classification system to be implemented in practice. In addition, these governments must increase the effectiveness of the judiciary system, whose contributions to prison overpopulation prevent prisons from having the luxury or space to even conceive of separating detainees in the first place. In Morocco, this is standard practice, as individual prisons have different cell-blocks for those that may pose a threat to others. In addition, in Morocco extremists are not all sent to a single prison in the country, as is the case in Mali, preventing radicals from befriending each other in prison and thereby potentially posing a greater, more united threat once they are released.

## Context in Morocco

The Moroccan prison system suffers from many of the same difficulties as those found in Niger and Mali. Respondents repeatedly mentioned overcrowding, recidivism, stigma and a lack of sufficient materials to organize recreational or professional activities as the most important challenges prison administrations face. These conditions, however, are less extreme than in Niger and Mali: the degree of overpopulation is not as severe, which allows for a more favorable outlook on detainees' eventual reintegration. Corruption in prisons has been reduced over the last several years as well, limiting the prevalence of criminal behavior that can limit detainees' ability to be rehabilitated.

Most importantly, the Moroccan government is much more involved in the process of reintegration than its counterparts in sub-Saharan Africa. As a social assistant in Kelaa stated, for every activity organized to detainees' benefit, one governmental institution or another is involved. "We collaborate with the



regional delegation for youth and sports whenever we want to plan a sports competition, so they can provide us with the needed tools and specialized staff. Same for culture, we contact the regional directorate for culture if we organize an activity related to art, theater...we also value the religious aspect, that is why we collaborate with the Ministry of Habous and Islamic Affairs which always sends us a spiritual leader to educated detainees." Unlike in Niger and Mali, the penitentiary system in Morocco can count on the support, resources, and expertise of other branches of government in the effort of reintegrating and rehabilitating detainees. It is a joint effort that allows detainees to receive comprehensive assistance from those who are experts in their relative fields. It also keeps detainees busy as they are offered various activities to participate in: as a social assistant in Toulal II shared, "It is very important to keep the detainee busy with activities like sports, art, culture etc...so they can focus more on constructive matters instead of staying haunted with their problems and count the days until the end of their detention." In addition, the Mohamed VI Foundation, an NGO founded by King Mohamed VI, provides assistance in prisons by organizing income-generating activities that can fund reintegration efforts when detainees are released, and it also provides personalized assistance to newly released detainees – helping them find jobs and housing.

Detainees in Morocco, therefore receive more institutional support for their future social reintegration. The benefits of these support networks are still limited, however. Indeed, as one respondent in Kelaa said, if the prison staff must call on various other ministries to help them organize certain activities it is because they themselves do not have the skills to do so. Indeed, social assistants in Kelaa and Toulal II complained that the prison staff in general have no specialized background in reintegration at all. In addition, the Mohamed VI Foundation only supports 10 newly released detainees a month, while social assistants do not have the means to follow-up on them – for the vast majority of detainees, therefore, there is no assistance upon their release just as in Niger and Mali. Finally, while the government is involved in several aspects of reintegration, civil society is largely absent in this effort.

### 3.1.2. Effectiveness of Program Activities

#### Activities in Niger

**Relevance of socio-professional activities** - The socio-professional activities SFCG organized in prisons in were therefore extremely relevant, if incomplete. Indeed, SFCG supported carpentry, sewing, and welding workshops in prisons. They provided detainees with the skills necessary to facilitate their ability to find a job upon their release. These activities also gave detainees something to do and promoted collaboration with others, as opposed to enmity. One female detainee in Maradi stated that, *"Before this program we used to fight but now the person I considered to be my enemy is my friend because there is a trust and a relationship that developed between us over the time we spent together in training."* As one interviewee from "Prisonniers sans Frontières" said, positive relationships, or at least the absence of tension with other detainees, can help foster better behavior in prison, which partly helps to reduce criminality. Furthermore, by allowing them to produce various products, these workshops in theory gave prisoners a small revenue which could provide them with the necessary starter funds upon their release from prison – for paying transportation home, for finding a place to live, and for seeking employment. Without this, as the director of the prison in Daikaina shared, detainees can wait outside the prison on the day of their release, with nowhere to go and no idea what to do, until the prison guards decide to collect the necessary funds to find them a taxi or bus ride home.

SFCG organized socio-professional workshops in Niger through the local NGO Agir Plus, which established workshops within the prisons and provided them with the trainers and materials, including saws, hammers, drills, wood, tables, crayons and paint. In Daikaina and Maradi, metallic and wood carpentry workshops were set up and involved training about 15 detainees three times a week for a duration of four weeks, and in Maradi there was also a month-long sewing workshop for female



detainees at the prison. A benefit of these trainings was that it brought solidarity among detainees, allowing for a mutually supportive network to be built. A female detainee in Maradi also explained that *"This program completely changed our lives, because at the beginning we were locked up between four walls, without any reflection, stressed, nervous, without any dreams, ambitions or passion."* These workshops did not only keep detainees busy, it also inspired them and it is hoped gave them skills needed to later find employment and a source of revenue.

**Limits of workshop activities in Niger** - Participants and prison administration, however, complained that the material provided by Agir Plus was of low quality and that the training had been set to last three months but was ended abruptly after a month without any explanation. In reality, Agir Plus' contract with SFCG was to last one month, and was potentially renewable for another three. With the program timeline nearing its end, it was not possible for SFCG to prolong the contract more than a month. Prisons were not necessarily informed of this development, however, and seemed to be under the impression that the workshops would last three months. Beneficiaries therefore felt that they had been unable to complete their training, and had to at first work with material that prevented them from properly learning the trade, although the quality of the material was subsequently improved.

Furthermore, as these were the two sole workshops offered in Daikaina, the impact was limited to only a total of 30 detainees, in a prison of more than 200, although these figures are explained by the fact that this was an initial phase of the program, and that it only targeted soon-to-be-released detainees. In addition, those who were not interested in carpentry were not given any different activities to participate in. In the future, SFCG could envision training more detainees on a wider range of topics over a shorter period of time, in order to have a larger impact and to avoid tension between beneficiaries and non-beneficiaries. Direct beneficiaries could then give restitution trainings to others in a train-the-trainer model that if managed well could be very effective. This would also ensure that a greater segment of detainees' interests are taken into account – in this initial phase, one of the issues was that a detainee not interested in carpentry was not given a different activity to pursue that was more in line with his or her interests. Furthermore, proceeds from the chairs and tables detainees made through the workshop in Daikaina were not sold in the market but rather were put on sale at the prison itself, for any visitors that might pass through. This severely limited the ability of the prison to sell these products, especially given its remote location more than 100km from Niamey. To be clear, this was not part of the scope of SFCG's program. Interviews in the prison in Daikaina, however, indicated that in future programming, the revenue from these sales could be monitored or shared with detainees, in order to, for example, provide them with startup funds upon their release.

## Activities in Mali

In the prison in Dioila, SFCG, through the local and regional NGO Idée Sahel, organized a sewing workshop for 15 detainees for two weeks, providing trainers and five sewing machines. Participants said that the training was very beneficial, with one focus group participant saying, *"I didn't know how to sew but with the training I can make clothes for men."* Another exclaimed that, *"I have more confidence now and I believe that even [when I'm released] I will be able to practice what I was taught."* A fellow detainee added that the workshop had *"allowed me to keep a high morale."*

**Limits of workshop activities in Mali** - However, participants also underlined that the time period of two weeks was too short. The number of beneficiaries and time each one of them was able to practice their sewing skills was also limited by the fact that few machines were available. One individual added that *"it would be necessary to complete the training by teaching us how to make women's clothes, which bring in more revenue."* Therefore, while the trainings were very useful, they could have been more impactful by taking into account the amount of revenue the products to be made could bring in, as well as using material that the prison already disposes of to ensure more beneficiaries can participate without the need for SFCG to commit to more expenditures on materials. Participants also



asked if SFCG could provide released detainees with these machines to permit them to make a living when they leave prison. Indeed, generally speaking, providing detainees with not only starter funds but the equipment needed to pursue income-generating activities upon their release would facilitate their social reintegration. Otherwise, the trainings may turn out to be irrelevant: as one detainee said *"Yes, if we get out, we mustn't look to steal to acquire these machines."* Such an intervention could be considered in future programming.

In the "Maison centrale de Bamako," SFCG supported a preexisting carpentry workshop, mostly by providing the prison with the necessary materials. However, participants said that the materials were insufficient for them to learn appropriately, and to involve more than just a handful of detainees – indeed, only about 15 people benefited from these trainings. This workshop, along with others provided in the prison that focused on gardening and sewing, was also overseen by a volunteer hired by the prison, rather than a well-paid professional, which lowered the quality of the trainings. In addition, detainees did not share in any profits the prison made by selling the items they had fabricated – this made detainees feel exploited, which led many to refuse to continue to participate in the workshop or to have low-motivation when doing so.

Indeed, participants must be convinced of, and see for themselves, the benefits of the activities they are encouraged to participate in. In the future, participants could receive a share of this revenue, which could be placed in a small savings account and used to pay for their families to visit them and to have starter funds upon their release from prison. To support this endeavor, SFCG could offer detainees credit and savings trainings to teach them how to put money aside for their future, how to invest and how to borrow money in an effective and fair manner. Additionally, the prison administration, including social assistants, could create this savings account for them and manage it in an equitable way, as they were encouraged to do during a retreat for prison directors organized by SFCG in Sikasso. This committee and these training sessions could also help detainees get in contact with NGOs and civil society organizations to help them get loans upon their release.

### 3.1.3. Recommendations for Improved Reintegration Program Design

**Lack of follow-up after release** – The most important challenge facing detainees in terms of their reintegration is that they receive close to no support upon their release from prison. There is a lack of preexisting institutionalized mechanisms for such support after detainees' release in Niger and Mali. As a result, the lack of financial and institutional support detainees are given upon their release can cause recidivism, and SFCG could respond to this need in the future. In addition, socio-professional workshops mostly involved detainees who still had a few years left in their prison sentence – because the program only lasted six months, few of these participants have since been released, and with the end of the program they now risk forgetting the knowledge that they have acquired or be out of practice by the time they leave from prison. By mobilizing detainees that were to be released a few months later, SFCG could in the future assure that its intervention are even more relevant and impactful. Detainees' reintegration experiences then could subsequently be monitored shortly thereafter, allowing SFCG to see if its methods were beneficial or not, and to adapt its interventions if necessary.

**Incorporation of psychological support** - Furthermore, SFCG could consider organizing recreational activities for detainees, as well as psychological support to help them regain their confidence and reconnect with their families. As society stigmatizes them, detainees can often feel shame and lose hope of their ability to lead productive lives. More basic tutoring on learning how to read and write, without which it is difficult for detainees to later find employment, can also be a relevant activity to include in future iterations of the program.

**Gender component** -Female detainees in Maradi also mentioned that in the future the program, and the penitentiary system in general, should consider the specific needs of women more fully. Priorities



underlined by female detainees included improving sanitary conditions to avoid infections, providing cotton and other materials for their menstrual hygiene, and organizing gynecological visits. They also stated that sexual harassment and prostitution in prisons were common, and that this could also sometimes lead to sexually-transmitted diseases and unwanted pregnancies, all of which could also later hinder their social reintegration. In any future phase of programming, SFCG could take these realities into account and work to better living conditions for female detainees.

### 3.1.4. Recommendations for Sustainable Reintegration Programming

In order to offer more sustainable activities, SFCG should in the future continue to consult with prisons before the implementation phase in order to allow the administration to express its greatest needs and priorities. Also, while SFCG allowed the prisons to agree or refuse the activities it proposed to implement on their grounds, it did not invite the prisons in Niger and Mali to take the initiative and propose a list of activities itself, according to prison directors. In addition, SFCG missed an opportunity in Daikaina to support more sustainable and profitable activities: the reintegration center there owns multiple acres of farmland and contains a garden, trees, and cattle. Farming, gardening and cattle-raising workshops and activities would have been more sustainable and profitable for the simple reason that the materials and inputs needed for these activities are already there – none must be brought in from the outside, apart perhaps from seeds and fertilizer. By supporting pre-existing activities, SFCG could in the future ensure greater sustainability of its program. In the future, SFCG could allow beneficiary prison administrations to have a greater voice in the conceptualization of the program to ensure such efficient and useful measures are considered. In addition, beneficiary prisons could in part be selected based on the motivation of the prison director – although it is possible that he or she could be replaced during the implementation of any future programming, having a welcoming and understanding prison director as a partner can really make a difference in ensuring activities' success.

In addition, to ensure more sustainability, socio-professional activities must be institutionalized within the prison and the penitentiary system. Whereas the director of the Daikaina reintegration center was dynamic and had the resources available to him to organize various activities for detainees, it was quite clear that this depended on his personal motivation and willingness to make a difference. A director with a different mindset would not be obligated to provide any such support to detainees if he was not interested in doing so.

**Absence of support after release** - Furthermore, the program could be more sustainable in the future if detainees are given financial means or support upon their release from prison, as mentioned above. With no money to take the bus home or to find housing, former detainees often struggle to survive outside the prison and have little ability to find employment. In addition, because training diplomas are rarely given to workshop participants, and because they are not put in contact with any potential employers, former detainees have a difficult time convincing businesses to hire them. Without this assistance, detainees are much more likely to commit another crime, either because they have no other option to survive or because they wish to return to the relative "comforts" and familiarity of prison. At the prison in Bamako, guards shared that for every ten detainees that are released, seven end up right back at the prison within a week. Thus SFCG could also consider in the future helping prisons keep a database of freed detainees, monitor their progress, grant them startup funds, and put them in contact with potential employers and civil society organizations that can assist them in their attempts to reintegrate society. Indeed, these groups could be encouraged to come into contact with detainees before their release, and provide them with guidance for finding housing and employment, as well as credit to help them start up their new lives, which the former detainees could then reimburse at a later time.

**Possible use of detainees as trainers** - In addition, to ensure more program sustainability, trainers could in the future come from within the prison population itself. Detainees come from many



different professional backgrounds and have the time and expertise to teach others whatever skills or knowledge they may possess. This would occupy their time, give them social standing and, most importantly, allow for a much more sustainable set of activities. Even if the trainer is eventually released from prison, he can return as an official trainer hired by SFCG. Indeed, by hiring former detainees, SFCG would be more directly contributing to detainees' social reintegration while simultaneously providing a source of inspiration and hope to current detainees, who would appreciate their trainer's ability to find success after leaving prison. For this to be successful, SFCG would need to first train these trainers in the proper manner of educating their cellmates, and could oversee this venture in its initial phases to ensure its functionality.

Finally, these prisons need to be self-sufficient. Products made during the course of workshops should be sold in the local market and used to buy more materials for yet more workshops that could involve more beneficiaries. This would eventually make the prisons self-sufficient – all they would need is a little push at the outset in the form of primary materials to make the workshops effective and allow detainees to make various crafts and products. In addition, selling these products in the market would destigmatize detainees as society would view them as contributing members of society on the path to rehabilitation. Lastly, this revenue could also be saved for the day on which detainees leave the prison, and used to support the costs associated with their reintegration of society and attempts to find employment.



## 3.2. The Institutional Axis

### 3.2.1. Ministry of Justice in Niger

#### 3.2.1.1. Context

**Lack of means and human resources** - The judicial system in Niger, as in Mali, is overburdened and lacks the ability to process court cases within a reasonable time limit. Officially, any person accused of a crime may not be detained for more than six months before they are tried in court, but this deadline is rarely met. In Dioula, one detainee said that *"I have been in prison for three years without any ruling or judgment."* Multiple issues are at the source of these delays, first and foremost being that the government has very limited financial means to hire sufficient personnel and attempt to streamline the judicial process – employees at the Ministry even have to buy their own working materials most of the time, such as computers and printers, and as a result this essential equipment is often lacking. As a consequence, cases are often filed on paper, not electronically, because there are not enough computers, which leads to errors being made and more delays being accumulated. This can also have an impact on classification efforts – the prison administration sometimes has wrong documentation on an inmate, which contains information that does not accurately represent the threat he may pose to others in prison.

**Difficulties to identify witnesses** - A further difficulty lies in locating the accused, and any witnesses to the crime, and having them come to court and testify. The court bailiffs, whose responsibility it is to summon these individuals, often do not have these individuals' addresses or phone numbers. The police, who in theory would provide this information to the bailiffs, do not keep organized databases because they lack the training and computers to do so, and the people involved in a crime sometimes do not have a phone number or it is difficult to find the place where they live given that many streets do not have a name. Some witnesses provide fake numbers or addresses, either because they have something to hide or because they do not trust the justice system, which often wrongly convicts individuals or detains them for several months before a trial is finally brought forth. Still others have fake IDs which prevent court bailiffs from tracing their whereabouts. The reason for this is that to obtain a job or to go to university Nigeriens must get a "casier judiciaire," or background check, but in order to get this document in Niamey, for example, these individuals must have been born in the city, otherwise they would have to go back to their hometown to get it, which they often do not have the means or the time to do. To circumvent this difficulty, many residents of Niamey simply get fake IDs which provide incorrect information, and which makes their traceability difficult. As a result of all these factors, especially when witnesses cannot be located, court bailiffs are unable to collect the relevant information in the 8-day time limit they are given to perform this task, and so cases are not brought to trial for many months. This leads to an accumulation of unresolved cases that overburden the Ministry of Justice's employees and delay trials. It also means that pre-trial detainees linger in prison without any charges having been brought forth.

The result of this backlog and ineffectiveness is a lack of trust in the judicial system. Indeed, whether an individual is guilty or innocent, his fate can likely be determined by factors outside of his control. This is especially the case because those with less financial means cannot afford to pay a lawyer to defend them – it costs 50,000 FCFA, or about \$100, for a detainee to file a case in Niger, and a good lawyer can cost 1,500,000 FCFA, or about \$3000, which few people can afford. Court-appointed lawyers, meanwhile, are often either untrained or unavailable due to the government's lack of funds. The more fortunate, on the other hand, can pay bail, escape the city or the country, or even have their lawyers locate those witnesses whose testimony will get them off and that court bailiffs could not find, all options which those with less financial means cannot afford. In Mali, shorter prison sentences can even be negotiated in exchange for a payment.





### 3.2.1.2. Relevance

Given this context, SFCG organized trainings for Ministry of Justice employees, including court bailiffs and clerks, to enable them to speed up the judicial process. The link between improving the effectiveness of the justice system and ensuring successful detainee reintegration into society may not at first be apparent, but a closer look shows that this activity was indeed relevant.

Indeed, as highlighted above, the difference between a conviction and one's freedom can often be determined by luck and money, which only serves to erode public trust in the judicial system and push people to not cooperate with its officers. A person can be at the wrong place at the wrong time, and because they do not possess an ID they will be arrested – and, without support or proper follow-up for the administration, spend a few years in jail because they have been unable to prove their innocence. It means that many people in prison are there unjustly, or have been there for periods of time that far exceed the sentence that they deserved. Angered by this system, and with the conviction that good behavior and reintegration are no guarantee for being treated fairly, detainees, upon their release from prison, do not feel particularly willing to integrate a system which unfairly landed them in prison in the first place. The benefits of any rehabilitation are difficult for them to see when justice is fleeting for those who are innocent and impunity can be bought by those who are guilty. Furthermore, whereas these individuals may have started out as innocent or low-level criminals, their time in prison may have exposed them to more extreme behavior and ideas, and placed them under the influence of hardcore criminals or extremists who may have had a negative impact on them, which only hampers their rehabilitation and reintegration into society upon their release. Indeed, prison life in Niger is often defined by drugs, corrupt guards, and mafia-like behavior which makes any rehabilitation unlikely, and rather makes adopting even more criminality the more likely result. As one detainee in Mali explained, *"The justice system is training the enemies of the nation because of its bad treatment of the population."* Another stated that *"People go crazy from the pressure, the judicial impasses."* Although convicts and pre-trial detainees are often separated in prisons, low-level and high-level criminals are not given the lack of infrastructure and space to enforce a classification system.

*"The justice system is training the enemies of the nation because of its bad treatment of the population"*

By pushing for a more effective and just system, therefore, SFCG attempted to restore public trust in the judiciary, which would ensure more cooperation with court bailiffs, swifter trials, and fewer wrong convictions. This would reduce the backlog of cases, lower the prison population which contributes to the poor conditions found in these establishments, and decrease innocent people or low-level criminals from being in contact with higher-level criminals they would interact with in prison. Their willingness to be rehabilitated and reintegrate society would be strengthened as these individuals would bear less recriminations and grievances against the government and the judicial system.

While a more direct focus on prisoner reintegration would have been even more relevant, especially for a program which organized activities for a duration of only six months, it is also noteworthy to highlight that SFCG did its best to offer activities that were as relevant to reintegration as the local context allowed. A major difference between the Nigerien and Malian contexts is that in the latter most prisons have social assistants who work on behalf of detainees, helping them navigate their court cases, giving them emotional support, and trying to help them improve their relations with their families. It can certainly be argued that empowering social assistants is more likely to directly impact social reintegration, but in Niger there are few, if any, social assistants in the prison system for SFCG to support. In Niger, therefore, SFCG decided to instead train members of the Ministry of Justice, in the hopes of contributing to the acceleration of the speed of the judicial process and improving its effectiveness. In





any future phase of the program, it would also be beneficial to pressure the government and the penitentiary system to recruit social assistants.

### *3.2.1.3. Effectiveness and Sustainability*

The trainings for court bailiffs and clerks took place over three days in January 2018. These sessions covered the proper manner of managing and filing court cases, from acquiring a subpoena to documenting a trial.

**Importance of creating professional connections** - Participants appreciated being trained along with colleagues with whom they have irregular interactions. Court clerks, for example, became aware of the difficulties court bailiffs often face in summoning witnesses in time, realizing that this was not out of any incompetence but rather due to more impregnable difficulties, and court bailiffs were able to appreciate the importance of their work by observing what limitations court clerks face if witnesses fail to show up for court. Many employees had not received any such training since completing their studies, and they especially appreciated being able to ask the trainer questions even after the sessions were over. Trainees not only learned how to better file cases, but they also gained a renewed motivation to accomplish their work diligently, as they were able to truly understand the negative impact any oversight on their part could have also for innocent people.

**Training limits** - Participants stated, however, that the three days of training was insufficient, and that refresher courses would certainly be needed. In addition, employees of the police department should have been involved in these trainings, as it is often at their level that the problem begins: they need to understand the importance of locating witnesses and suspects and collecting their contact information, including giving reference points to help court bailiffs find their residences. Finally, a court bailiff complained that his participating in the training made him lose wages – while a per diem was given, this did not make up for the salary he missed out on by being at the training center for three days. Indeed, court bailiffs, unlike court officers, are not paid a daily rate but rather on a per-subpoena basis. As they were unable to deliver subpoenas during those three days, the court bailiffs were unhappy, and this reality should be accounted for in any future trainings.

Finally, these trainings, and the knowledge imparted on its participants, were not sufficiently sustainable. Without having enough computers with which to apply lessons learned, new knowledge has not translated into more efficiency. Trainees did not pass along any lessons learned to their colleagues who were unable to participate in this activity, although a WhatsApp group was created to ensure that the dialogue continued among trainees and to provide a means whereby employees involved in different steps of the judicial process could help each other resolve problems. Refresher courses and information-sharing sessions are crucial, especially among court bailiffs, a profession that has a high turnover rate and thus limits institutional knowledge. New court bailiffs will not have been trained and will not have any documents to look over to get acquainted with the best practices their predecessors were taught.

### *3.2.2. Social Assistants in Mali*

**Importance of social assistants in the Malian system** - Social assistants play an important role in the Malian penitentiary system. They represent the detainee's main support system once he or she is incarcerated, helping him to overcome his initial wariness and giving him the encouragement needed to begin the process of rehabilitation. Although most social assistants are untrained in psychology, and have little ability to assist those detainees who are depressed, they are still a crucial element for detainees' well-being just by acting as a sounding board for them. Social assistants also assist the detainees in reconnecting or staying connected with their families, a crucial element in their ability to maintain hope for the future, especially for those detainees who may have been rejected by their



families. Indeed, it is important for detainees to be able to help their children attend school or their loved one find a sufficient source of revenue now that they are in prison – it gives them a chance to help their families find solutions to their problems and thereby gives them a continuing sense of purpose and belonging. Social assistants also can help detainees monitor judicial proceedings concerning their cases, with regards to contacting lawyers or navigating the appeals process, for example. They can also help them and encourage them to participate in various activities in prison, whether they be professional or recreational.

**Benefits of a new approach with detainees** - The trainings that SFCG offered to about 30 social assistants in Mali on detainee behavior change were therefore very relevant. Through these sessions, social assistants were encouraged and shown how to take care of detainees' psychosocial concerns. One social assistant said that this was the first type of training he had received in 15 years of service, and was particularly useful because it allowed him to exchange with fellow social assistants from other prisons, initiating a continuing dialogue between them on how best to assist detainees. The trainings were effective in that it showed social assistants how to meet both their psychological and social support responsibilities. They also learned that if they were unable to connect to a particular detainee that it would likely be beneficial to allow a colleague to try and talk to them – indeed, certain detainees can respond better to some people or to different approaches. Most importantly, though, social assistants learned that, to most effectively elevate detainees' morale in the long-run, it is best to allow them to find the solution to their psychological and family difficulties themselves. Indeed, social assistants said that, before, they would simply try to comfort detainees struggling with stress and depression, imposing solutions onto them, but with these new methods they guide detainees to attempt to resolve their issues themselves, so that they may, over time, adopt coping mechanisms and ways to calm themselves down on their own. This empowers them to deal with any future troubles they may have on their own and without any assistance, which gives them more confidence and a more positive attitude, as well as making them more self-reliant and more likely to do well once outside of prison.

**Recommendations for Future Programming** - One shortcoming of these trainings was that while they included modules on listening and psychology, they did not cover the topic of social reintegration itself. Social assistants would have benefited from learning about ways to help detainees find jobs and housing upon their release, develop skills while in prison that could benefit them later, and initiate income-generating activities or access credit to finance this transition process. As is the case with the authorities working in the penitentiary systems in Niger and Mali, little focus was placed on what prisoners can and should do on the day they leave prison, and how the prison administration can better prepare them for that day. Indeed, social assistants themselves are no longer in contact with the detainee on the day of his release, meaning he or she is alone and all the support he or she once had vanishes in a very sudden manner. Social assistants themselves recognized how pivotal continuing support is to ensure reintegration. By advocating that social assistants' responsibilities and tasks be extended to beyond the time of a detainee's release, SFCG would enable them to better transition back into society, lowering the risk of homelessness and recidivism. SFCG could also organize a committee for former detainees to help one another, give each other advice or contacts for finding jobs, and set up a shared credit and loans account.

Another element to consider in the future to make social assistants' work even more effective would be for them to reach out to family members of those detainees who have been rejected, to let them know about the rehabilitation and improvement of their family member, in the hopes of reconnecting them and thereby providing an additional locus of support for the detainee.

In addition, social assistants sometimes had a difficult time making practical use of what they had learned because they did not have the means to do so. While certain aspects of the training, such as how to provide emotional support to detainees, do not entail financial means, others do, such as



contacting family members to allow them to reconnect with their loved ones. Indeed, social assistants are often put in the position of having to use their own phone credit to call detainees' families for them, but with hundreds of people to assist this quickly becomes unsustainable. As the state does not provide sufficient funds for this, SFCG could in the future help social assistants acquire the resources needed to actually put into practice the valuable lessons that have been shared with them – this could be done by teaching the prison administration and social assistants income-generating activities, for example. Some social assistants encourage detainees to save up money by contributing to a savings fund from time to time, and SFCG could also consider formalizing this, as previously mentioned. This would allow detainees to buy credit to call their families or pay their transportation for a visit to prison, making it easier for detainees to maintain the relationships that will sustain their morale and desire to be rehabilitated.

In terms of sustainability, rather than sending many social assistants of one prison to these trainings but none from other prisons, SFCG could also consider in the future sending one social assistant from each of many different prisons, who would then share the knowledge they acquired with their colleagues upon their return. SFCG did, however, print training modules for social assistants to take back to prison, which constituted an important element of sustainability for this aspect of the program.

### 3.2.3. Prison Guards in Mali

**More procedures to solve conflicts among inmates** - In Mali, SFCG also organized trainings for prison guards on non-violent communication and conflict resolution. This training was conducted over one week in April 2018, and about 35 guards from different prisons across the territory participated. During these sessions, guards learned how to manage conflict among detainees in a rapid and secure manner. They were taught that for successful conflict resolution they must first identify the primary actors involved and the causes for the disruption. Afterwards, by bringing all relevant parties to the table, they would be able to allow those involved to speak, share their side of the story, and brainstorm potential solutions. Before this training, guards revealed, they *“did not attempt to understand the reasons”* behind any fights, but would just arbitrarily punish those they deemed to be responsible. In addition, *“each [guard] would deal with the problem in his own way,”* with no systematic methods adopted across the prison. This would prevent a true resolution to the conflict, allow tensions to continue to simmer, and make it likely that another fight would ensue at a later time. With this training, therefore, guards were able to ensure that grievances were addressed and new ones did not develop through the wrongful punishing of those who were not in fact responsible for the fight.

**Increased dialogue and non-violent communication** - Guards shared that the new methods they were taught almost always allowed them to resolve conflicts. A guard in Diolia shared that he used to send about 12 detainees a week for punishment before, but that he has only sent two over the past two months since the training ended. Better yet, guards also trained “chefs de chambre” on these concepts. The “chefs de chambre,” who are the leaders of cell blocks and elected by detainees, were then able to adopt these strategies and ensure the security and well-being of the prison population on their own, especially as detainees are more liable to listen to their elected leaders than prison guards. As a result, detainees were able to resolve conflicts themselves and even prevent new ones from occurring: for example, members of a same cell would come to agreement on the time at night to turn off the lights, that a detainee would

Since these trainings, every Friday the inhabitants of his cell gather to discuss various problems – not only to resolve disputes but also on ways to improve conditions in the prison and how to better realize their potential.



need to use earphones at certain times of day not to bother others, and would organize responsibilities for keeping the toilets and washing spaces clean. In other words, these trainings allowed detainees to live together in a more harmonious way and prevented the type of petty violence and criminal behavior many otherwise feel that they must adopt just to survive – and which makes it hard for them to transition back into society upon their release.

Indeed, a detainee in Diolia explained that now, since these trainings, every Friday the inhabitants of his cell gather to discuss about various problems – not only to resolve disputes but also on ways to improve conditions in the prison and how to better realize their potential. Detainees explain that non-violent communication trainings have taught them to be more attentive, to listen to others, and to seek to find solutions to problems, which has clearly expanded from the realm of conflict resolution to also incorporate other aspects of their lives. Finally, by having detainees resolve problems on their own, guards now have more free time to ensure the general security of the prison and see to their other responsibilities, rather than have to deal with prisoner infighting.

**Training limits** - Guards mentioned a few limitations to this training as well. In the prison in Bamako, only seven of about 100 guards were able to participate in the training, and while the guards then trained the "chefs de chambre," lessons learned were not passed on to other guards. In addition, guards who participated in the training said that the sessions felt rushed and that the trainer did not therefore always have the time to answer their questions. Finally, no mechanism was put in place to ensure information was passed along in the case that a "chef de chambre" was released from prison. This is crucial to ensure sustainability.

### 3.2.4. Trainings in Morocco

In Morocco, "New Life New Hope" organized several different trainings and activities. Detainees benefited from art contests and professional workshops that SFCG supported, through its subgrantee MPeople. However as the Moroccan government, unlike its counterparts in Niger and Mali, already provides detainees with trainings and activities, the focus of the program's intervention in Morocco revolved more around trainings targeting members of the Moroccan penitentiary institution – Délégation nationale à l'administration pénitentiaire et à la réinsertion (DGAPR) – as well as prison administrations and social assistants.

**Monitoring and Evaluation Training** – The first of these trainings was offered over three days in late February and involved providing prison administrations and members of the DGAPR with monitoring and evaluation guidelines, to permit them to better assess the benefits of the trainings and activities they provide to detainees. Trainings instructed prison personnel on how to conceive of indicators for detainee improvement, and how to measure these indicators to see if the activities organized for them are having an impact, or whether the activities need to be adapted to ensure greater relevance. For example, prison administrations were encouraged to develop indicators such as "the number of newspapers read" by detainees participating in literacy trainings. With such data, the DGAPR can measure the impact of its work but also provide information on the usefulness of its interventions, which can allow them to gain greater funding from the government or even outside donors, all to the benefit of detainee reintegration. This training also allowed for self-sustainability, in that it gave the penitentiary system the knowledge required to self-assess their work and improve it if necessary, without the necessitating the continued support of NGOs such as SFCG. During training, the trainer had also created a guide for establishing monitoring and evaluation mechanisms, for which he actively sought the assistance and participation of trainees in its conceptualization.

Organizing this activity also displayed SFCG's ability to adapt to the local context and offer relevant programming in Morocco. Whereas in Niger and Mali the prison administrations struggle to offer activities or trainings for detainees in the first place, in Morocco this is not the case – SFCG, therefore,



understood that it did not itself need to necessarily offer trainings to detainees, but could rather work to improve the quality of those trainings and activities already being provided to them.

The only limitation to this exercise was the short duration of training: establishing monitoring and evaluation systems takes time and cannot be adopted in a short period of time. This is a good base to build upon for any future programming, however.

**Conflict Resolution Training** – SFCG also organized in April a one-week training session for the DGAPR, prison administrations, and prison guards on conflict resolution, just as it did in Mali. These sessions focused on mediation, negotiation, how to identify the causes of conflict, and also included information on stress management and how to prevent conflicts in the first place. Participants acknowledged the usefulness of this information: one beneficiary stated that “We acquired more skills in solving conflicts.” While participants appreciated this training, they have not yet had an opportunity to in turn train detainees themselves on these subjects. Indeed, just as in Mali, a train-the-trainer mechanism had been planned to ultimately benefit detainees, but this has not been completed yet because of the impending end of the program. It is therefore difficult to evaluate the benefits of this training as detainees were supposed to be the ultimate targets of such conflict management sensibilities.

In addition, the individual who led these trainings held reservations about the prison administration's ability to themselves train detainees later on. According to him, the personnel he trained do not have a pedagogical background and may struggle to properly teach detainees these complicated topics – this is especially the case as trainees did not include social assistants, who would have represented more capable individuals to pass information along to detainees. Unfortunately, it was not planned for the initial trainer to train or even assist in the eventual trainings of detainees.

Furthermore, the initial trainer remarked that he had trained members of the DGAPR, prison guards, even prison psychologists, all at the same time, and was therefore not able to tailor his presentations to a specific group of individuals – the training therefore remained very general and theoretical, with few practical aspects for each type of staff member to readily adopt. Indeed, a prison guard and a psychologist do not have the same background or responsibilities, and it was challenging to instruct them in a way that was relevant to both categories of prison staff. Finally, it was planned to create a guide to explain mediation procedures to follow in order to solve conflicts, and to be passed on to other guards and detainees, but this document has not been shared with participants yet.

**Social Assistants Training** – Finally, SFCG organized a three-day training for about 20 social assistants in December 2017 that centered around ways to help detainees' reintegration. Sessions focused on demonstrating to social assistants how to assist detainees in solving their social problems and how to acquire the professional skills needed for finding employment upon their release. A limitation of this training was that it was theoretical in nature and not sufficiently associated to the specificities of social assistants' work in prisons. One social assistant in Kelaa said that “the session on project management concerned theory in general without linking it to prison.” In addition, this same respondent shared that “Some seats [in the room] should have been reserved for the prison administration in order to enrich their knowledge as they are the ones who needed this training the most.” Indeed, this training would have also benefited from the participation of prison directors and guards, for whom the information was also relevant. The trainer also stated that these sessions were too short and that no information-sharing workshops were then organized to ensure the dissemination of best practices. Participants did create a WhatsApp group, however, and the training allowed them to meet like-minded individuals and discuss ways to better assist detainee reintegration.

**General Areas of Improvement** – For the professional workshops, in future iterations of the program, SFCG should ensure that soon-to-be-released detainees participate in them, as according to one respondent “the priority is given to the new inmates who recently integrated the prison, provided



that their education level is sufficient.” As for trainings, all respondents stated that they were too short in duration to have a large impact. In addition, it was the same individual who led the three above trainings – while his pedagogical skills were widely recognized, it was difficult for one individual to cover topics as different as conflict resolution and monitoring and evaluation with the same level of expertise. In addition, a few respondents stated that the trainer did not have an expertise in the prison system itself, which limited the delivery of clear and practical takeaways from each lesson.



### 3.3. The Societal Axis

#### 3.3.1. Relevance

**Importance of spreading awareness on detention** - In Niger, SFCG organized eight debates that lasted one hour each and which aired on Canal 3. In these debates, participants talked about detainee reintegration, stigma, and alternative methods of detention, such as including production units in prisons, which would keep detainees busy and productive while teaching them valuable skills and limiting overpopulation in traditional prisons. Search-Niger, along with the Ministry of Justice and other NGOs, also held a "day of the detainee" during which invitees gathered to exchange ideas on the hurdles facing detainees' social reintegration. In Mali, SFCG organized a televised debate in which similar issues were discussed, and recorded a radio awareness-raising campaign with members of DNAPES that tackled stigma, reintegration, human rights, and prison conditions.

These debates on de-stigmatization were relevant. Detainees are stigmatized in Niger and Mali insofar as they are seen as having placed a burden on their families, often financial in nature, as many detainees were breadwinners for their families before their arrest. Once released, their family can fear they will continue to cause them difficulties – mostly in the form of asking them for money and becoming dependent on them – but the if they manage to find employment and contribute to the household's revenue, their social reintegration will be much smoother and they are likely to be accepted by their families once more. This is especially the case as many people in society recognize the limitations of the justice system – "anybody can end up in jail," as was stated during multiple focus groups. Many people are aware that it is not always the detainee's fault if he or she went to prison, or if he or she stayed there for a long time. If the released individual fails to find employment, however, he will be looked on as a nuisance who is trying to swindle his family, and who has not changed his criminal ways. So while stigma does exist and is an important factor to combat in Niger and Mali, in and of itself it is perhaps not the most crucial element preventing social reintegration – ensuring former detainees find employment is the crux of the matter.

Of course, for former detainees to be able to find employment in the first place requires employers to accept them and see them as potentially valuable members of society. Therefore, continued awareness-raising on the need to accept rehabilitated former detainees should continue to make up a portion of SFCG's future activities, if possible. This can most easily be done by having products made by detainees sold in markets, to showcase their worth and their abilities. Detainees themselves must also be taught to rid themselves of the fear of rejection and the shame of the crime they have committed – many do not want to face their families or their community again when they are released because they fear the reaction they will be met with, when in fact they have overestimated the negative perceptions that their neighbors can have about them.

#### 3.3.2. Effectiveness and Sustainability

**Areas of improvements** - Participants of these debates stated that their effectiveness was limited because they were too short in duration, aired at inopportune times like on the weekend, and did not involve a SFCG representative or any members of the Ministry of Justice, which oversees the penitentiary system – one participant did not even know that it was SFCG that had organized the debates. In fact, most participants were from NGOs, but it would have been more effective and impactful to have involved people of different sectors and backgrounds. To truly bring change, the Ministry of Justice should have been present as it is they, not NGOs, who hold the real power to make a difference in a sustainable manner. Members of civil societies and community leaders should also





have been involved, as their decisions and ideas have an outside influence on the way that the population perceives former detainees.

As for the "day of the detainee," its effectiveness and sustainability was limited in that few action points were agreed upon and pursued by invitees in the weeks and months following the meeting. It had been agreed upon to revitalize the Ministry of Justice's "platform" for reintegration, which is a committee comprised of leaders working on reintegration, but these meetings have been irregular since then as there is no entity able to fund these reunions.

Finally, to limit stigmatization, it could be beneficial to focus on specific individuals in addition to continuing to deliver these mass campaigns. People in government, civil society organizations, and detainee family members are those who, if reached out to, have the most power to ultimately help detainees reintegrate society. Indeed, if a detainee's family continues to reject him or her, or if no civil society organizations come to his or her aid upon release from prison, the limitations to his or her reintegration will not have been overcome. Reaching out to specific family members – via social assistants – and specific civil society organizations that can make a difference, could potentially have more of an impact on social reintegration than mass media campaigns.

**Success to support: creation of local committees** - Finally, SFCG organized a roundtable in Ségou, in Mali, that brought together members of the DNAPES, local civil society organizations and neighborhood chiefs. During these meetings, the DNAPES explained their reintegration efforts, a concept which the locals were not aware of. Indeed, it surprised these individuals to learn that prisoners were engaging in activities that would help them become contributing members of society upon their release. Having been inspired, these civil society organizations decided to create a local committee to plan visits to prisons and the monitoring of prisoner reintegration, with a special focus on bringing products made by detainees to the local market, to help fund their rehabilitation and also destigmatize them in the eyes of society. These local committees provide a template for the future, as they can also

Having been inspired, these civil society organizations decided to create a local committee to plan visits to prisons and the monitoring of prisoner reintegration, with a special focus on bringing products made by detainees to the local market, to help fund their rehabilitation and also destigmatize them in the eyes of society.

help former detainees find housing, credit and employment upon their release.





### 3.4. The Regional Axis

As part of the regional axis of "New Life, New Hope," SFCG organized a roundtable in Morocco that brought together senior members of the penitentiary administrations of Niger, Mali and Morocco, including several prison directors. During this meeting, participants shared best practices and signed a memorandum of understanding that outlined the next steps the three countries agreed to undertake for the improvement of social reintegration of detainees, which included further trainings and awareness-raising campaigns. Participants also agreed to organize more visits and exchanges. Members of the Nigerien and Malian delegations were also able to visit several prisons in Morocco and witness the relatively good conditions in which detainees there live, in particular the trainings they receive through the Moroccan Ministry of Labor. The idea was to inspire the Nigerien and Malian administrations by exposing them to the Moroccan system, given that in Morocco detainees receive more support for their social reintegration. What most impressed the Nigerien and Malian participants was that the government organized these professional trainings in prisons for detainees and gave them official diplomas to facilitate their ability to find a job later, that a private company catered all detainees' meals, that a classification system was set up in prisons to separate hardcore detainees from low-level criminals, that detainees were able to pursue a university degree from prison, and that several civil society organizations, such as the Mohamed VI Foundation, assisted former detainees to settle down and get acclimated again to society upon their release.

**Difficulties to Put Lessons Learned into Practice** - Members of the Nigerien and Malian delegations struggled to see how to put lessons learned into practice at home, however, given that their governments do not possess the same resources to devote to this endeavor as the Moroccan government. This is especially the case because prisoner reintegration in Niger and Mali is not a priority given the long list of needs in both countries, both in terms of development and security. As a respondent from Niger declared: "everything is a priority here." To provide better food to detainees or build the infrastructure to allow for the separation of different types of criminals, for example, requires funds that these governments simply do not have at their disposal. It would be more relevant for prison administrations in Niger and Mali to have more direct exchanges with each other, as they face similar institutional and financial limitations. While their experiences in Morocco inspired them to do better, their interlocutors had little practical advice to give to them as they were not familiar with the Nigerien and Malian contexts. The penitentiary system in Mali, for example, has many valuable elements to share with its Nigerien counterpart, such as the need to have social assistants in prison and how to train a specialized corps to oversee prisons. Indeed, guards and social assistants of the three countries should be involved in these regional exchanges as well, as it is they who ultimately are in daily contact with detainees and have the knowledge that may benefit their counterparts in other countries.

Finally, the stipulations in the memorandum of understanding – which call for more regional meetings, management trainings for prison administrators, and more socio-professional meetings for detainees – have not been implemented due to a lack of means. One prison director could not recall what had been agreed to and did not possess a copy of the memorandum. No further meetings have taken place and no training modules have been shared, or web platform created, to bring these different actors together again. The cause of this inaction is that there is no entity to take the lead in implementing the action points found in the memorandum. The document, however, would provide a good starting point for any future SFCG programming should further funding be secured.



## 4. Conclusion

The "New Life, New Hope" program was moderately successful during its short phase of implementation. It was appreciated by all beneficiaries, from the detainees themselves to the prison administration. Detainees were able to participate in socio-professional trainings in carpentry and sewing workshops, in which they learned more about these trades. In Niger, employees of the Ministry of Justice were shown better methods to increase their efficiency and ability to close cases more quickly, while in Mali social assistants and guards were trained on how to better fulfill their responsibilities. Debates and awareness-raising campaigns were aired on various TV and radio channels, and the leadership of the Nigerien and Malian penitentiary institutions traveled to Morocco to learn more about better and alternative measures to support detainee reintegration.

These activities were certainly relevant. However, several aspects of the program, such as working with members of the Ministry of Justice and training guards to better resolve conflicts in prison, while very beneficial, were not always directly tied to prisoner reintegration – they certainly can help improve the likelihood of reintegration in the long-run but a more direct impact on this would have been to follow and support detainees upon their release, or to assist newly-released detainees. What is most missing in the context of social reinsertion is assistance to detainees once they leave prison. In Niger and Mali, there is virtually no support for former detainees. SFCG's program design could be reviewed to include this in the future in order to address this great need, although for this initial phase this was not part of program activities. Former detainees need help finding employment and housing when they get out of prison, and this would entail linking them with civil society organizations and setting up for them a savings funds to finance this transition process.

The funds needed to ensure former detainees reintegrate society successfully could come from savings funds set up in prisons and which would be supplied by the profits made from the sale of those products fabricated or made in workshops and sold in the local market. By better organizing this process, and training detainees on credit and savings techniques, SFCG could envision having a sustainable means of supporting themselves when they leave prison. For this to be possible, workshops will need to be more profitable, which means SFCG will need to donate more material to these workshops to ensure that they can continue on even after trainings are over, and so that more detainees can participate. These workshops will also need to be more sustainable by making use of materials and equipment that already exists in the prison – rather than offer carpentry workshops where none existed before, as in Daikaina, SFCG could organizing agricultural trainings that would be easier to set up given that this prison owns four hectares of land and already has many of the tools such an activity would demand. Selling detainee-made products in the local market would also reduce stigma in society.

Overall, the program benefited many people, and there is great promise that any future programming could have even more of an impact.

Although quantitative indicators could not be measured in a statistically significant way, the below list of outcomes reflects the qualitative results of the evaluation:

**Specific Objective 1:** Prison management and staff are better prepared to provide and support successful reintegration programs

**Expected result 1.1:** Prison management and personnel have increased knowledge and skills in reintegration (Morocco and Niger) and prison management (Mali).



-all six prison directors interviewed consider that successful reintegration of inmates is a core objective in their roles

-prison personnel interviewed in Mali all stated that they are personally capable of contributing to the reintegration of inmates; not all considered that the penitentiary system contributed to enhanced reintegration in their facility, however

-all training participants said they had acquired valuable knowledge

> **Expected result 1.2:** Prison personnel have increased knowledge and skills in conflict resolution and psycho-social support (Morocco and Mali), and inmate management (Niger).

-all training participants said they had acquired valuable knowledge

**Specific Objective 2:** Inmates have enhanced social, professional, and personal capacities (Axis 2).

-not all targeted detainees believed they would successfully reintegrate, had confidence in their ability to earn a living upon release from prison, could confirm functional internal / external relationships or adequate conflict management capacities, and many several felt stigmatized by family / society

> **Expected result 2.1:** Inmates have improved knowledge and skills in conflict resolution (Morocco, Mali and Niger) and daily life management (Niger).

-all training participants in Mali said they had acquired valuable knowledge in terms of conflict resolution

**Specific Objective 3:** Society is more willing and open to the reintegration of inmates (Axis 3).

> **Expected result 3.1:** Society has increased awareness of stigma against inmates and of the positive aspects of their reintegration.

-as no quantitative data was collected from members of society, it is not possible to measure this objective

**Specific Objective 4:** Prison state actors have strengthened cross-national regional cooperation (Axis 4).

> **Expected result 4.1:** State prison actors have increased knowledge of reintegration systems and best practices in the region.

-top prison officials demonstrated knowledge of Morocco's reintegration system, but not of the Mali or Niger system; few considered that meaningful or sustainable relationships had been established;

> **Expected result 4.2:** State prison actors have increased awareness and knowledge of the needs and opportunities for regional collaboration.

-many recommendations were made at the cross-national workshop but none have been implemented so far



## 5. Recommendations

### 5.1. Program Design

- Continue to solicit the opinions of the prison administration and detainees on what is most needed for successful reintegration;
- Assist the Nigerien Ministry of Justice's efforts to transition management of the penitentiary system to a specialized corps;
- Advocate that the Nigerien government hire more social assistants in prisons to support detainees' psychological well-being and to help them maintain positive relationships with their families;
- Advocate that prisons allow for longer prison visits from family members, who are often only given 15 minutes to talk to their loved ones despite traveling from far away; encourage detainees to use some of their revenue from professional activities to pay for their families' transportation to come visit them.
- Better target detainees by selecting those to be released within one to two years' time in order to be able to evaluate the impact of the program on their reintegration
- Organize recreational activities for detainees, as well as psychological support to help them regain their confidence and reconnect with their families.
- Organize more basic tutoring on learning how to read and write for detainees

### 5.2. Effectiveness

- Organize the provision of material to prisons so that they can organize trainings themselves, using their own resources and having experienced detainees as trainers;
- Hire detainees to help manage the program and visit the prisons in order to inspire current detainees;
- Offer a more diverse array of professional trainings to cover the interests of a wider array of detainees;
- Have regional cooperation not only at the top-level, but also between guards and social assistants of the three countries;
- Involve the police department in trainings on judicial proceedings in Niger; encourage them to track down witnesses by contacting telecommunication companies that have registered identification information at the time that these individuals purchased a sim card;
- Provide trainees a per diem rate that sufficiently takes into account any lost wages they may incur by being away from their responsibilities for several days
- Continue debates and awareness-raising to decrease stigma of detainees; educate the population on the judicial system and what constitutes a crime and what does not;



- Advocate for the development of production units within prisons to allow for detainees to learn professional skills.

### 5.3. Sustainability

- Enable prisons, within legal constraints, to sell products made by detainees in the local market in order to make prisons self-sufficient, to give detainees revenue to support themselves upon their release, and to encourage de-stigmatization by having the products labeled as having been made in prisons;
- Put civil society organizations and prisons in contact so that the former can assist released detainees in finding employment, housing and transportation home when they leave prison;
- Encourage prisons to keep a database of released prisoners to enable them to keep track of their progress and any assistance they might need;
- Encourage trainees to share what they learned with their colleagues or fellow detainees; print training modules and documents for those who could not participate in trainings; Organize more train-the-trainer activities
- Advocate that prisons work with police departments to get soon-to-be-released detainees IDs so that they cannot be arrested again for not having an ID; this is often an issue because released persons are fearful of the police and avoid applying for an ID because they think that they may be unfairly detained again;
- Advocate civil society organizations to give diplomas to detainees for having participated in professional trainings to help them find employment upon their release.



## 6. Annexes

### Annex 1: Evaluation Matrix

No	Evaluation Questions	Tools
1.	<b>Effectiveness</b>	
1.1.	Use of new <i>knowledge and skills</i> by the prison staff. Increase of <i>knowledge and skills</i> by the inmates.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with prison director</li> <li>- Focus group discussions with prison administration and inmates</li> </ul>
1.2.	Increase of <i>capacity</i> and opportunities for employment outside of prison for inmates.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with prison director</li> <li>- Focus group discussions with inmates</li> </ul>
1.3.	Transformation in <i>attitudes and perceptions</i> : <ol style="list-style-type: none"> <li>a. Inmates about their potential to contribute to the society and see a future for themselves outside of prison.</li> <li>b. Prison staff about the role they play in the reintegration of inmates.</li> <li>c. Society regarding their tolerance and understanding of the importance of reintegrating inmates.</li> </ol>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with prison director and SFCG global program manager</li> <li>- Focus group discussions with inmates, and prison administration</li> </ul>
1.4.	Stronger <i>relationships</i> with and support from prison staff, their families, and civil society for the inmates.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with prison director</li> <li>- Focus group discussion with inmates, and prison administration</li> </ul>
1.5.	Better <i>knowledge</i> of the other countries reintegration systems by the participants in the regional exchange.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with prison director, SFCG global program manager and government entity in charge of penitentiary administration</li> </ul>
1.6.	Expected results reached in each of the three-targeted countries.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with SFCG country program manager and SFCG global program manager</li> <li>- Focus group discussion with inmates</li> </ul>
2.	<b>Relevance</b>	



2.1.	Prison staff's belief that the knowledge and networking opportunities gained through participation in the program will strengthen the work they do in prison.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with prison director and trainer</li> <li>- Focus group discussion with prison administration</li> </ul>
2.2.	Inmates' belief that the knowledge and support gained through participation in the program will facilitate their reintegration into society.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Focus group discussion with inmates and prison administration</li> </ul>
2.3.	Participants' in the exchange and final conference belief that the collaboration between the three countries is meaningful.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with SFCG country program manager and government entity in charge of penitentiary administration</li> </ul>
3.	<b>Sustainability</b>	
3.1.	Development, use and implementation of tools, guide, or national strategies.	<ul style="list-style-type: none"> <li>- Desk Review</li> <li>- Key informant interview with prison director</li> <li>- Focus group discussion with inmates and trainer</li> </ul>
3.2.	Greater collaboration and creation of synergies between the prison administrations in Morocco, Mali and Niger.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with prison director, government entity in charge of penitentiary administration and SFCG global program manager</li> </ul>
3.3.	Sustainability of vocational programs after the end of the project.	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Key informant interview with prison director, SFCG global program manager, government entity in charge of penitentiary administration</li> <li>- Focus group discussion with inmates and prison administration</li> </ul>



## Annex 2: Focus Group Discussion with Inmates

Focus Group: Inmates	
Questions	
<p><i>Introduction</i></p> <p>Hello, my name is _____ and I work for Forcier. We are currently conducting the evaluation on the program "New Life, New Hope: A Social Reintegration Program" in Niger, Mali and Morocco, led by the non-governmental organization Search for Common Ground. You might have heard about this program before. It aimed to improve prisoners' social reintegration by organizing various activities and trainings. In this context, we would like to hear your opinion. The purpose of this evaluation is to examine how the program was implemented and what should be done differently in the future. I would like to know if you would agree to participate and if you would accept that we record the conversation to make sure that we present exactly what you are saying. The entire discussion will be anonymous, and so it will be impossible for anyone to recognize you or your whereabouts. Search for Common Ground and Forcier will be the only entities able to access this data. Neither the state or prison administration will know what has been discussed here. At any time you may ask questions, make comments or refuse to respond to any question. Thank you for being here for this discussion to talk about the program. This discussion should not take more than two hours.</p>	
Topics	QUESTIONS
1. Knowledge about social reintegration	<p>1.1. What do you anticipate will be your biggest social reintegration needs (professional, personal, community rejection, better coordination between services)?</p> <p>1.2. What barriers do you anticipate in accessing social reintegration services (stigma, lack of adequate service, lack of staff, slowness of process)?</p> <p>1.3. Do you know any former prisoners who have successfully reintegrated into society? Do you know any who have not? Please share their stories.</p> <p>1.4. Can you describe in general the context and circumstances of social reintegration services? How are inmates informed about them? Do they use them? Who and how can you contact a person working on reintegration?</p> <p>1.5. Are reintegration services more targeted towards women or men? Or it is the same?</p> <p>1.6. How did your knowledge change or not since the beginning of the program?</p> <p>1.7. What would you like to know in more detail with regards to social reintegration?</p>
2. SFCG activities	<p>2.1. Have you participated in any activities organized by SFCG? If yes, can you describe them?</p> <p>2.2. Did these activities respond to your needs? How so? Which of your needs and difficulties you face were not addressed by these activities?</p> <p>2.3. Did these activities have an impact on the level of stigma you face/will face? Do you think these activities will help you gain more acceptance and employment when you are out of prison? How so? What have you been able to do with these activities that you could not have done otherwise?</p> <p>2.4. Do you have increased knowledge and skills in conflict resolution, stress management, non-violent communication, and daily life management do to these activities? How so?</p> <p>2.5. Were activities well-organized? How could these activities be improved in the future?</p>





	<p>2.6. How do you think this situation and reintegration services in your prison compares to those in other prisons?</p> <p>2.7. Do you think you will keep this knowledge or do you need more information or workshops? For what reasons?</p>
3. Relations with Prison Administration	<p>3.1. For the following persons: What do you think about their advice, comments and work? Why do think that? Does it correspond to your expectations? How can it be improved in the future?</p> <ul style="list-style-type: none"> <li>-Prison director</li> <li>-Court officers</li> <li>-Prison administration</li> <li>-People working in social reintegration services</li> </ul> <p>3.2. What do you think about prison staff here? Do they have knowledge about social reintegration? Are they able to provide guidance or redirect toward a coherent service? How? How could this be improved?</p> <p>3.3. Have you noticed any changes (e.g. behavior change) among prison staff? Prison director? Prison administration? If yes, which one?</p> <p>3.4. Have you had any discussions with the authorities regarding social reintegration? If yes, how would you describe these experiences?</p>
<p>Thank you for taking part in this discussion, which will allow us to have a better look at the situation in prison and a better overview of SFCG's program. If you want to add something, I am available to have a one-to-one discussion.</p>	
<p>Check Box</p>	

### Annex 3: Focus Group Discussion with Partners

Focus Group Discussion: Court Officer (Niger), Prison Administration (Mali) and Social Assistant (Morocco); Key Informant Interview with SFCG Partners (Judicial Officer in Niger, MINUSMA's Expert in Mali, and a trainer in Morocco)

#### Questions

##### *Introduction*

Hello, my name is \_\_\_\_\_ and I work for Forcier. We are currently conducting the evaluation on the program "New Life, New Hope: A Social Reintegration Program" in Niger, Mali and Morocco, led by the non-governmental organization Search for Common Ground. You might have heard about this program before. It aimed to improve prisoners' social reintegration by organizing various activities and trainings. In this context, we would like to hear your opinion. The purpose of this evaluation is to examine how the program was implemented and what should be done differently in the future. I would like to know if you would agree to participate and if you would accept that we record the conversation to make sure that we present exactly what you are saying. The entire discussion will be anonymous, and so it will be impossible for anyone to recognize you or your whereabouts. Search for Common Ground and Forcier will be the only entities able to access this data. Neither the state or prison administration will know what has been discussed here. At any time you may ask questions, make comments or refuse to respond to any question. Thank you for being here for this discussion to talk about the program. This discussion should not take more than two hours.

Topics	QUESTIONS
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<p>1. Knowledge about social reintegration</p>	<p>1.1. What role do you play in prisoners' reintegration process?</p> <p>1.2. What are prisoners' biggest social reintegration needs (professional, personal, community rejection, better coordination between services)?</p> <p>1.3. What are the barriers to prisoners accessing social reintegration services (stigma, lack of adequate service, lack of staff, slowness of process)?</p> <p>1.4. Can you describe in general the context and circumstances of social reintegration services? How are inmates informed about them? Do they use them? Who and how can they contact a person working on reintegration?</p> <p>1.5. Do you think these services are more targeted towards women or men? Or it is the same? How so?</p> <p>1.6. How often do you see inmates? How often do you have a substantial conversation with them? Do you talk about reintegration?</p> <p>1.7. Are you talking about reintegration among personnel or staff?</p> <p>1.8. What would you like to know in more detail with regards to social reintegration?</p>
<p>2. SFCG's activities</p>	<p>2.1. How did you first hear about the program "New Life, New Hope"? Have you been trained by SFCG on social reintegration? Have you had review sessions? These trainings were enough?</p> <p>2.2. Did activities respond to prisoners' reintegration needs? What elements can be strengthened? What opportunities have been missed?</p> <p>2.3. Were activities well organized? What are the successes of this program? What are its failures?</p> <p>2.4. Do you think inmates have an increased capacity and opportunities for employment outside of prison due to access to vocational reintegration programs?</p> <p>2.5. Have you improved your relationship with inmates thanks to the different activities of the program? If yes, can you describe it?</p> <p>2.6. How do you think this situation and reintegration services in this prison compares to those in other prisons?</p> <p>2.7. Do you believe that the knowledge and networking opportunities gained through participation in the program will strengthen the work you do in prison? If so, how? If not, why not?</p> <p>2.8. Do you think achievements from the project will have long term effects? Even if there is no more training and support from SFCG?</p> <p>2.9. Do you have sufficient capacity and funds to continue to work on reintegration after SFCG's program ends? If no, can you explain the main reasons? What is missing?</p> <p>2.10. Are there aspects of the program that could be improved? How? If you were responsible for the program, what would you change?</p>



<p>3. Regional Collaboration</p>	<p>3.1. Did the project allow for the development of tools, guide, or national strategies? Were those tools, guide, or national strategies implemented and/or used?</p> <p>3.2. Did the project allow for greater collaboration and the creation of synergies between the prison administrations in Morocco, Mali and Niger?</p> <p>3.3. What do you think about your collaboration with SFCG and other partners? What could be improved? How?</p>
<p>Thank you for taking part in this discussion, which will allow us to have a better look at the situation in prison and a better overview of SFCG's program. If you want to add something, I am available to have a one-to-one discussion.</p>	
<p>Check Box</p>	
<p> </p>	

Annex 4: Key Informant Interview with SFCG Program Manager

Key Informant Interview: SFCG Program Manager	
Questions	
<p><i>Introduction</i></p> <p>Hello, my name is _____ and I work for Forcier. We are currently conducting the evaluation on the program "New Life, New Hope: A Social Reintegration Program" in Niger, Mali and Morocco, led by the non-governmental organization Search for Common Ground. You might have heard about this program before. It aimed to improve prisoners' social reintegration by organizing various activities and trainings. In this context, we would like to hear your opinion. The purpose of this evaluation is to examine how the program was implemented and what should be done differently in the future. I would like to know if you would agree to participate and if you would accept that we record the conversation to make sure that we present exactly what you are saying. The entire discussion will be anonymous, and so it will be impossible for anyone to recognize you or your whereabouts. Search for Common Ground and Forcier will be the only entities able to access this data. Neither the state or prison administration will know what has been discussed here. At any time you may ask questions, make comments or refuse to respond to any question. Thank you for being here for this discussion to talk about the program. This discussion should not take more than two hours.</p>	
Topics	Questions
<p>1. Relevance</p>	<p>1.1. Can you briefly describe your current position and involvement in the program "New Life, New Hope"?</p> <p>1.2. How does the project align and contribute to national/governmental goals regarding social reintegration of inmates?</p> <p>1.3. How does the project align and contribute to cooperation between</p>



	<p>administrations in Niger, Mali and Morocco regarding the social reintegration of inmates?</p> <p>1.4. To what extent has the project's activities and objectives been designed to respond to the needs and priorities of inmates? Do they target the relevant actors? What other actors could be involved? What activities are missing?</p> <p>1.5. To what extent were project activities able to adapt to the new needs of the beneficiaries?</p> <p>1.6. Were there any unintended consequences of project activities? Please describe.</p>
<b>2. Effectiveness</b>	<p>2.1. What activities were most beneficial? What activities were least beneficial? For what reasons?</p> <p>2.2. How well were activities organized? How could this be improved in the future?</p> <p>2.3. To what extent have staff, material and financial resources been sufficient to deliver the expected results and under the best conditions?</p> <p>2.4. Has the program achieved the expected results? What are the internal and external factors that have contributed to or constrained the achievement of objectives? How did SFCG overcome the obstacles encountered in the realization of the project?</p> <p>2.5. How did the project contribute directly or indirectly to increased knowledge among beneficiaries?</p> <p>2.6. To what extent has the project strengthened the skills of prison administration, social assistants or court officers involved in the social reintegration of inmates? How?</p> <p>2.7. Is there cooperation between prisons of a same country and between prisons in the three countries? Has this changed since the beginning of the program?</p> <p>2.8. Has the program promoted more equal access for women and men to activities, resources, services and skills?</p>
<b>3. Sustainability</b>	<p>3.1. What factors influenced the achievement of project results? To what extent do stakeholders take this into account and ensure that the project adapts to lessons learned?</p> <p>3.2. Do the local actors involved in the project have the capacity, and are they motivated to continue the intervention after the end of the funding?</p> <p>3.3. Are the project stakeholders aware of the barriers to the sustainability of the project? How do they plan to deal with this?</p> <p>3.4. How can beneficiaries, partners and local authorities respond, independently or with greater independence, to their own current or future needs in term of social reintegration?</p> <p>3.5. Will the results acquired continue over time?</p> <p>3.6. Was the intervention sustainable? If yes, how? If no, for what reasons? How could this be improved?</p>
<b>4. Impact</b>	<p>4.1. The project targeted how many people and prisons?</p> <p>4.2. Has the situation regarding social reintegration of inmates changed as a result of the project's activities? How? These changes were due to project activities?</p> <p>4.3. How could the impact of the project be increased?</p>
<b>5. Partnership</b>	<p>5.1. To what extent has SFCG worked on the integration of partners during the development phase of the program implementation?</p> <p>5.2. Have intervention capacities been put in place and/or strengthened among national partners?</p>



5.3. How could partnership coordination be improved? Could other actors be mobilized to make a bigger impact?

Thank you for taking part in this discussion, which will allow us to have a better look at the situation in prison and a better overview of SFCG's program. If you want to add something, I am available to have a one-to-one discussion.

Annex 5: Key Informant Interview with Government Entity in Charge of Penitentiary Administration (Ministry of Justice in Niger, DNAPES in Mali and DGAPR in Morocco)

Key Informant Interview: Ministry of Justice in Niger, DNAS in Mali and DGAOR in Morocco

Questions

*Introduction*

Hello, my name is \_\_\_\_\_ and I work for Forcier. We are currently conducting the evaluation on the program "New Life, New Hope: A Social Reintegration Program" in Niger, Mali and Morocco, led by the non-governmental organization Search for Common Ground. You might have heard about this program before. It aimed to improve prisoners' social reintegration by organizing various activities and trainings. In this context, we would like to hear your opinion. The purpose of this evaluation is to examine how the program was implemented and what should be done differently in the future. I would like to know if you would agree to participate and if you would accept that we record the conversation to make sure that we present exactly what you are saying. The entire discussion will be anonymous, and so it will be impossible for anyone to recognize you or your whereabouts. Search for Common Ground and Forcier will be the only entities able to access this data. Neither the state or prison administration will know what has been discussed here. At any time you may ask questions, make comments or refuse to respond to any question. Thank you for being here for this discussion to talk about the program. This discussion should not take more than two hours.

<p>1. Relevance</p>	<p>1.1 Can you briefly describe your current position and involvement in the program "New Life, New Hope"?</p> <p>1.2 To what extent have the project's activities and objectives been designed to respond to the needs and priorities of inmates? Do they target the relevant actors?</p> <p>1.3 To what extent were the project activities able to adapt to the new needs of the beneficiaries?</p> <p>1.4 Has the program achieved the expected results? What are the barriers that prevent these results from being achieved?</p> <p>1.5 Were there any unintended consequences?</p>
<p>2. Effectiveness</p>	<p>2.1 According to you, did the program target the right beneficiaries? If no, who should be targeted? Were the implementing partners the right actors for this intervention?</p> <p>2.2 Were activities well-organized? Did they respond to prisoners' needs? What activities were missing that would have been useful?</p> <p>2.3 What are the successes of the program? What are the weaknesses of the program?</p> <p>2.4 Has intervention promoted more equal access for women and men to activities, resources, services and skills?</p> <p>2.5 Do you think inmates have increased capacity and opportunities for employment outside of prison due to access to vocational reintegration</p>



	<p>programs?</p> <p>2.6 Do you think social reintegration services are available for both woman and men? Be as precise as possible.</p> <p>2.7 To what extent has the project strengthened the skills of prison administration, social assistants or court officers involved in the social reintegration of inmates? How?</p>
<p>4. Sustainability</p>	<p>4.1. Do you think achievements from the project will have a long term impact? Even if there are no more trainings and support from SFCG? If yes, which ones?</p> <p>4.2. What do you think about your collaboration with SFCG and other partners? What could be improved? How? Did the project allow for greater collaboration and the creation of synergies between the prison administrations among Morocco, Mali and Niger?</p> <p>4.3. Do you have sufficient capacity and funds to continue to work on reintegration after the program? If not, can you explain the main reasons? What is missing?</p> <p>4.4. Have intervention capacities been put in place and/or strengthened among national partners? Did the project align and contribute to cooperation between administrations in Niger, Mali and Morocco regarding the social reintegration of inmates?</p> <p>4.5. How does the project align and contribute to national/governmental goals regarding the social reintegration of inmates?</p> <p>4.6. Did the project allow for the development of tools, guide, or national strategies? Were those tools, guide, or national strategies implemented and/or used?</p> <p>4.7. How could partnership coordination be improved? Could other actors be mobilized to make a bigger impact?</p>
<p>Thank you for taking part in this discussion, which will allow us to have a better look at the situation in prison and a better overview of SFCG's program. If you want to add something, I am available to have a one-to-one discussion.</p>	

#### Annex 6: Key Informant Interview with Prison Directors

Key Informant Interview: Prison Director
Questions
<p><i>Introduction</i></p> <p>Hello, my name is _____ and I work for Forcier. We are currently conducting the evaluation on the program "New Life, New Hope: A Social Reintegration Program" in Niger, Mali and Morocco, led by the non-governmental organization Search for Common Ground. You might have heard about this program before. It aimed to improve prisoners' social reintegration by organizing various activities and trainings. In this context, we would like to hear your opinion. The purpose of this evaluation is to examine how the program was implemented and what should be done differently in the future. I would like to know if you would agree to participate and if you would accept that we record the conversation to make sure that we present exactly what you are saying. The entire discussion will be anonymous, and so it will be impossible for anyone to recognize you or your whereabouts. Search for Common Ground and Forcier will be the only entities able to access this data. Neither the state or prison administration will know what has</p>



<p>been discussed here. At any time you may ask questions, make comments or refuse to respond to any question. Thank you for being here for this discussion to talk about the program. This discussion should not take more than two hours.</p>	
<p>1. Relevance</p>	<p>1.1 Can you briefly describe your current position and involvement in the program "New Life, New Hope"?</p> <p>1.2 Do you think activities were well designed? To what extent have the project's activities and objectives been designed to respond to the needs and priorities of inmates? Do they target the relevant actors?</p> <p>1.3 To what extent were the project activities able to adapt to the new needs of the beneficiaries?</p> <p>1.4 Were there any unintended consequences?</p>
<p>2. Effectiveness</p>	<p>2.1 According to you, did the program target the right beneficiaries? If no, who should be targeted? Were the implementing partners the right actors for this intervention?</p> <p>2.2 Were activities well-organized? Did they respond to prisoners' needs? What activities were missing that would have been useful?</p> <p>2.3 What are the successes of the program? What are the weaknesses of the program?</p> <p>2.4 Has intervention promoted more equal access for women and men to activities, resources, services and skills?</p> <p>2.5 How did the project contribute directly or indirectly to increase knowledge?</p> <p>2.6 To what extent has the project strengthened the skills of prison administration, social assistants or court officers involved in the social reintegration of inmates? How?</p> <p>2.7 Do you think activities had an impact on the relationship between prison staff and prisoners?</p> <p>2.8 Have you implemented more vocational training thanks to the training organized by SFCG? If yes, was the training adapted to prisoners' changing needs?</p> <p>2.9 Do you think inmates have increased capacity and opportunities for employment outside of prison due to access to vocational reintegration programs?</p> <p>2.10 Do you think social reintegration services are available for both woman and men? Be as precise as possible.</p> <p>2.11 To what extent has the project strengthened the skills of prison administration, social assistants or court officers involved in the social reintegration of inmates? How?</p> <p>2.12 How could partnership coordination be improved? Could other actors be mobilized to make a bigger impact?</p>
<p>5. Sustainability</p>	<p>5.1. Do you think achievements from the project will have a long term impact? Even if there are no more training and support from SFCG?</p> <p>5.2. Are you going to use the knowledge you acquired in the long-run?</p> <p>5.3. What do you think about your collaboration with SFCG and other partners? What could be improved? How?</p> <p>5.4. Do you have sufficient capacity and funds to continue to work on reintegration after the program? If not, can you explain the main reasons? What is missing?</p> <p>5.5. Have intervention capacities been put in place and/or strengthened among</p>



	<p>national partners?</p> <p>5.6. How did the project align and contribute to national/governmental goals regarding the social reintegration of inmates?</p> <p>5.7. How does the project align and contribute to the cooperation goals between Niger, Mali and Morocco regarding the social reintegration of inmates?</p>
<p>Thank you for taking part in this discussion, which will allow us to have a better look at the situation in prison and a better overview of SFCG's program. If you want to add something, I am available to have a one-to-one discussion.</p>	