

**CAPACITY BUILDING OF THE LAW ENFORCEMENT AGENCIES FOR APPROPRIATE  
TREATMENT OF DETAINED AND SENTENCED PERSONS**

Funded  
by the European Union



COUNCIL OF EUROPE



Implemented  
by the Council of Europe

# **NATIONAL STRATEGY FOR DEVELOPMENT OF THE PENITENTIARY SYSTEM (2015-2019)**

DECEMBER 2014



This project is funded by the European Union

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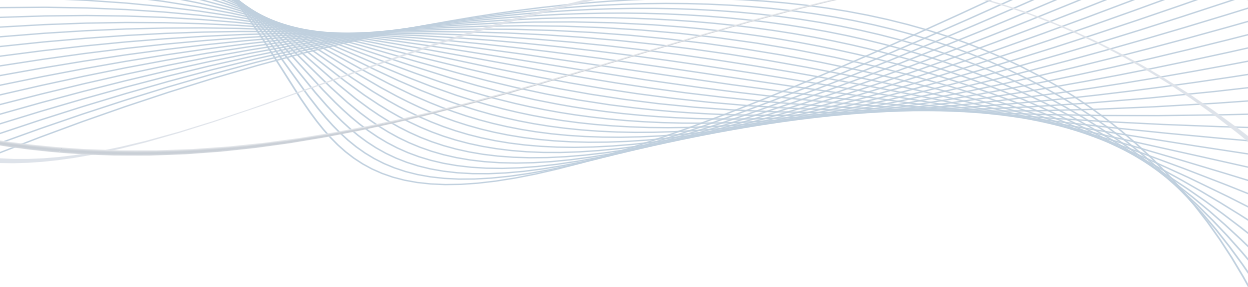
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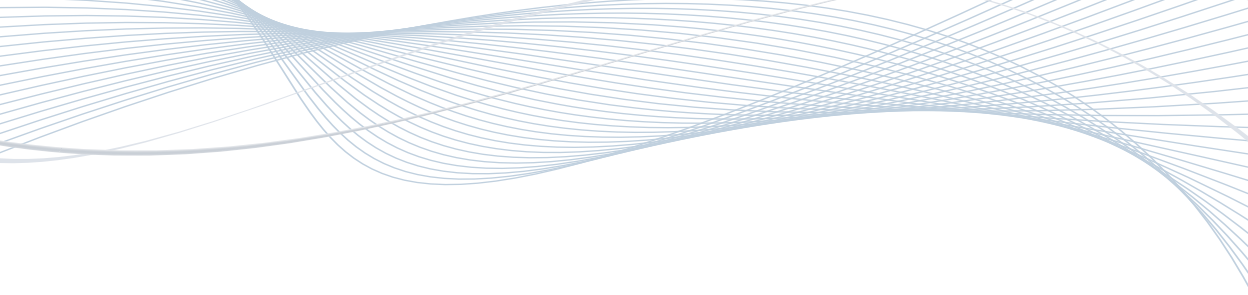
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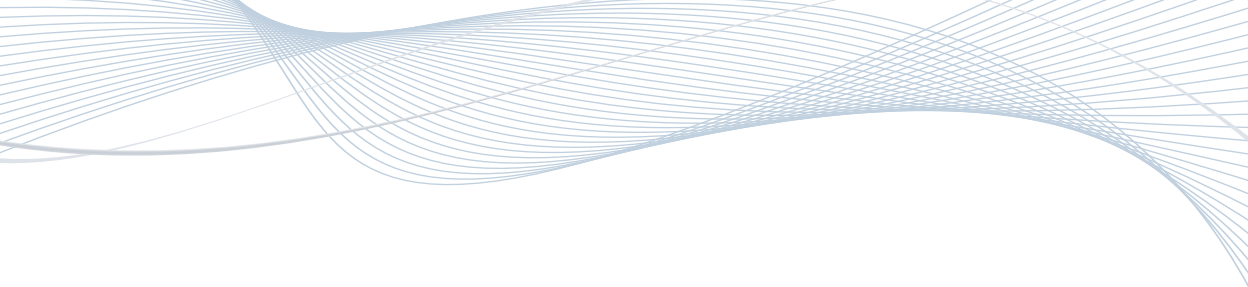
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# ***LIST OF ACRONYMS***

<b>CEF</b>	Correctional-Educational Facility
<b>CEI</b>	Correctional-Educational Institution
<b>NGO</b>	Non-governmental organisation
<b>SCES</b>	State Commission for Execution of Sanctions
<b>PIU</b>	Project Implementation Unit for the project “Reconstruction of Penitentiary Institutions”
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>EPR</b>	European Prison Rules
<b>LES</b>	Law on Execution of Sanctions
<b>PPO</b>	Public Prosecution Office
<b>CPT</b>	European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment
<b>PI</b>	Penitentiary institution
<b>PF</b>	Penitentiary Facility
<b>MoJ</b>	Ministry of Justice
<b>MLSP</b>	Ministry of Labour and Social Policy
<b>MoH</b>	Ministry of Health
<b>MoES</b>	Ministry of Education and Science
<b>MoIA</b>	Ministry of Internal Affairs
<b>MKD</b>	Macedonian denar
<b>National Strategy</b>	National Strategy for Development of the Penitentiary System
<b>NPM</b>	National Preventive Mechanism
<b>SWOT</b>	Analysis of strengths, weaknesses, opportunities/ challenges, and threats
<b>CoE</b>	Council of Europe
<b>DECS</b>	Directorate for Execution of Sanctions
<b>CEA</b>	Centre for Education of Adults
<b>CSW</b>	Centre for Social Work



## 1. INTRODUCTION

The development of the Macedonian Penitentiary System is an important segment of the reform of the penal system, which is one of the priorities of the Government policies. The main intention is to create a functional system for execution of sanctions that will ensure successful rehabilitation and social adaptation of sentenced persons so that they are able to join society having the best prospects for independent life.

A key legislation that defines the execution of sanctions in the country is the Law on Execution of Sanctions,<sup>1</sup> which is a contemporary document incorporating all international standards related to the execution of prison sentences (The Standard Minimum Rules for the Treatment of Prisoners<sup>2</sup> and the European Prison Rules<sup>3</sup>) and it is a precondition for the observance of human rights and dignity of the sentenced persons.

However, taking into account the complexity and intricacy of the prison system, there is a continuous need for its further improvement and development in accordance with the current trends in the area of execution of sanctions. In this regard, a necessity emerged for a comprehensive analysis for identification of the positive and negative aspects of the functioning of the penitentiary system in the country, as well as for setting specific objectives and offering realistic solutions for improvement of the conditions in prisons, based on the existing situation, which is also the fundamental objective of the National Strategy for Development of the Penitentiary System.

The drafting of the National Strategy is part of the IPA 2009 Project “Capacity Building of the Law Enforcement Agencies for Appropriate Treatment of Detained and Sentenced Persons”, implemented by the Council of Europe. National and international experts engaged by the Council of Europe and relevant representatives of the Directorate for Execution of Sanctions (DECS) have worked on the text of the National Strategy, and together they have made a significant contribution in the preparation of this comprehensive document, which is of crucial importance for the penitentiary system.

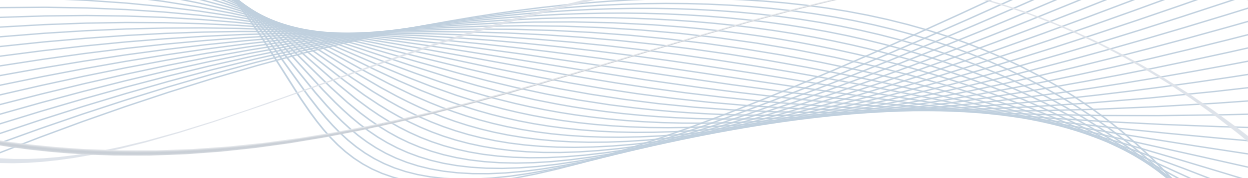
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<sup>1</sup> Law on Execution of Sanctions (*Official Gazette of RM* Nos. 02/2006, 57/2010, 170/2013, 43/2014, and 166/2014).

<sup>2</sup> “Standard Minimum Rules for the Treatment of Prisoners”, adopted by the United Nations First Congress on the Prevention of Crime and Treatment of Offenders, held in Geneva in 1955 and approved by the Economic and Social Council with its resolutions 663 C (XXIV) of 31 July 1957 and 2076 (LXII) of 13 May 1977.

<sup>3</sup> Council of Europe, Committee of Ministers, Recommendation Rec (2006)2 of the Committee of Ministers to Member States on the European Prison Rules (adopted by the Committee of Ministers on 11 January 2006 at the 952 meeting of the Minister Deputies).





In the drafting of this document, a full compliance with the National Development Document\* was ensured, thus providing for a consistency with the priorities and objectives of the Ministry of Justice and the Government and a strong support for successful implementation of this National Strategy.

With the implementation of this Strategy, the country is seeking to establish a system for execution of sanctions, which meets the highest international standards in the area of penology, thus ensuring a better penitentiary system in the country and ultimately contributing to the improvement of the overall security in society.

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\* The term National Development Document refers to the National Programme for Adoption of the *Acquis Communautaire* (NPAA), which is a comprehensive long-term document that defines the dynamic of the adoption of the *Acquis Communautaire*, strategic guidelines, policies, reforms, structures, resources and deadlines to be realised by the country to fulfil the requirements for EU membership.

## 2. DESCRIPTION OF THE PROCESS OF ADOPTION OF THE NATIONAL STRATEGY

The process of drafting the first National Strategy for Development of the Penitentiary System was conducted from September 2013 until December 2014 and was managed by a working group composed of DECS representatives with contribution by experts engaged by the Council of Europe within the project “Capacity Building of the Law Enforcement Agencies for Appropriate Treatment of Detained and Sentenced Persons.”

An assessment mission was conducted by Mr. Timothy Dalton, former member of the European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT) in the course of September 2013. The first draft of the “National Strategy for Development of the Penitentiary System” was prepared by Mr. Timothy Dalton, and the legal analysis was drafted as a first annex document thereto.

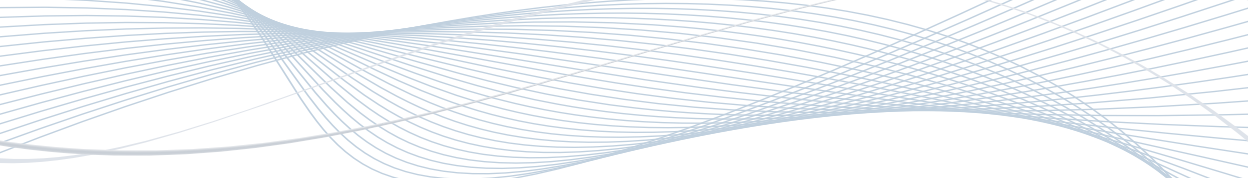
The working group was established by DECS in December 2013 consisting of: Ana Boskoska – Advisor-Inspector for Treatment of Adult Sentenced Persons in the Pls as Working Group Chair, and the following members: Jasmenka Doncevska – Head of the Sector for Financial Affairs; Hristina Bozinovska – Head of Department for Security, Equipment and Technical Standards in Pls and CEIs; Aleksandra Angjelovska – Administrative Affairs Advisor; Elisaveta Sekulovska – Advisor-Inspector for Treatment of Adult Sentenced Persons in Pls; Emilija Vasilevska – Senior Associate for Execution of Alternative Measures and Martin Ravanoski – Junior Associate as the working group secretary.

First Expert Meeting – 06-07 March 2014, Strasbourg. Participants: members of the working group and renowned international experts: Timothy Dalton, author of the first draft version of the National Strategy; Graham Johnson, Penology Consultant; Peter Pavlin, Penology Consultant and Jim McManus, Penology Consultant.

Second Expert Meeting – 13-14 May 2014, Skopje. Participants: members of the working group and renowned international experts: Timothy Dalton, author of the first draft version of the National Strategy; Geoffrey Hughes, Penology Consultant; Peter Pavlin, Penology Consultant and Yvonne Brown, Education Expert.

Third Expert Meeting – 9-10 July 2014, Skopje. Participants: members of the working group and renowned international experts: Timothy Dalton, author of the first draft version of the National Strategy; Graham Johnson, Penology Consultant; Peter Pavlin, Penology Consultant; Berry Kralj, Council of Europe Consultant and Dr. Michael Riedel, Council of Europe short-term consultant and prison doctor.

Fourth Expert Meeting – 1-2 October 2014, Strasbourg. Participants: members of the working group and renowned international experts: Timothy



Dalton, author of the first draft version of the National Strategy; Geoffrey Hughes, Penology Consultant; Peter Pavlin, Penology Consultant and Warnder Speelman, expert on prison financing.

Isolation session for finalisation of the Strategy and development of the Action Plan – 10-12 November 2014, Mavrovo. Participants: members of the working group and Zoran Stojkovski in the capacity of a local expert on strategy development.

Round Table for presentation of the Draft National Strategy and the Action Plan – 22 December 2014, Skopje. The public debate saw participation of a wide range of representatives of government institutions, international and national organisations, as well as experts in the field of the penitentiary system, whereby the professional public had an opportunity to share its opinion on the draft document.

In order to support the strategy preparation process, the Council of Europe Project Office provided support by international experts who drafted the following comparative reports:

- Comparative Analysis of the Practice and Provision of Offender Learning Opportunities within Custodial Institutions in a selection of European Union and Council of Europe Countries, author: Yvonne Brown.
- Comprehensive Study on Prisoners' Health Care in some Council of Europe / EU Member States, author: Dr. Michael Riedel.
- Tackling Inter-Prisoner Violence and Ill-treatment of Prisoners: Reaction and Prevention, author: Berry Kralj.
- Comparative Examples for Appointment and Dismissal of Governors in Penitentiary Institutions in some Member States of the Council of Europe, author: Petar Pavlin.
- Comparative Report on Funding of the Penitentiary System, author: Warnder Speelman
- Feasibility Study for Establishing a Central Admission (Observation) Centre, author: Attila Juhász.

The entire process was actively supported by Donce Boskovski, Senior Project Officer and David Cupina, Programme Advisor at the Council of Europe.

### 3. VISION AND MISSION

#### **VISION**

Providing an efficient penitentiary system that meets the highest European standards for execution of sanctions while respecting the human rights and dignity of persons deprived of liberty in PIs and CEIs, as well as persons serving probation measures, which will contribute to improving the overall safety in society.

#### **MISSION**

An efficient and professional approach in organisation and supervision of the work of the penitentiary and correctional-educational institutions and establishment of a probation system in the country by ensuring legal and safe execution of sanctions, protection of the rights of persons deprived of liberty<sup>4</sup> and full respect of their personality and dignity in compliance with the international standards, in order to enable them to live a more productive, crime-free life after their return to the community.

### 4. PRINCIPLES AND LONG-TERM OBJECTIVES

#### ***PRINCIPLES FOR THE FUNCTIONING OF THE PENITENTIARY SYSTEM***

- Respect of the human rights of sentenced persons serving prison sentences or performing probation activities, juveniles and remand prisoners.
- Planning and implementing treatment activities for various target groups of sentenced persons and juveniles having in mind their individual needs.
- Professional and well-trained prison staff that will perform their duties in an efficient, accountable and professional manner, in accordance with the legislation, the relevant Code of Ethics and the international standards.
- Equal approach and appropriate treatment by the prison staff towards all persons deprived of liberty and responsibility for all their actions, through open communication and building of mutual confidence and cooperation.
- Efficient and safe management of penitentiary and correctional

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<sup>4</sup> The term “persons deprived of liberty” refers to the sentenced persons serving the sentence imprisonment, remand prisoners and juveniles serving the correctional measure “referral to a correctional-educational facility.”

-educational institutions, both from the perspective of the prison staff and of the persons deprived of liberty.

- Cooperation and establishment of partnerships with the relevant institutions, which deal with issues related to the execution of sanctions.


## **LONG-TERM OBJECTIVES**

- Improvement of the effectiveness and efficiency of the penitentiary system.
- Improvement of the manner of treatment with full respect of the human rights and dignity of persons deprived of liberty in PIs and CEIs.
- Re-socialisation of sentenced persons and juveniles and their successful reintegration in society.
- Improvement of the conditions and decrease of overcrowding in PIs and CEIs.

## **5. SHORT SUMMARY OF THE MORE SIGNIFICANT ASPECTS OF THE CURRENT PENITENTIARY SYSTEM ORGANISATION**

The reform of the penitentiary system is part of the reform of the national penal legislation and the judicial system in general, whereby its harmonisation with the European Union standards is one of the priorities of the Government and the Ministry of Justice. Namely, a lot of effort has been invested in the area covering the national penitentiary system in order to improve the overall situation regarding the execution of sanctions, in terms of improving the conditions for serving a prison sentence, but also from the aspect of increasing the use of alternative measures in the practice. In doing so, all international standards that govern this field were taken into account as guidance, including the recommendations of the European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT). However, it must be noted that there are weaknesses and deficiencies in the current functioning of the prison system and in order to address them it is necessary to offer adequate solutions in line with the current trends in the area of execution of sanctions that will be applicable in the practice.

Information and data about the functioning of the prison system can be found in several reports by both national and international organisations and institutions, such as: annual reports of the Directorate for Execution of Sanctions, annual reports of the Ombudsman/NPM, reports from regular and *ad hoc* visits by the CPT, reports from evaluation missions, reports from visits by the International Red Cross etc., which provide a comprehensive overview of the functioning of the prison system in the country.



The text that follows gives a short summary of certain more specific aspects that are significant in the context of mapping the National Strategy.

## 5.1. LEGAL FRAMEWORK

The basic legal act that regulates the execution of sanctions is the Law on Execution of Sanctions (*Official Gazette of RM* Nos. 02/2006, 57/2010, 170/2013, 43/2014 and 166/2014), which incorporates provisions for protection and implementation of the guaranteed freedoms and rights of sentenced persons, in accordance with the international standards on serving prison sentences.

The characteristics of the Law on Execution of Sanctions make it a *lex specialis* and a comprehensive law. It is comprehensive, above all, due to the context and content of the objectives that should be implemented by this Law, as well as due to its positioning within the national legal system, and especially due to its place in the country's system of criminal legislation. This Law not only proclaims protection and implementation of the guaranteed freedoms and rights of sentenced persons, but it also seeks to ensure them, and it does so successfully<sup>5</sup>.

The Law on Execution of Sanctions guarantees equality and impartiality in the implementation of the rules for execution of sanctions, prohibits discrimination based on race, colour, sex, language, religion, political or other beliefs, national or social origin, kinship, property or social status or any other status of the person against whom a sanction is enforced.

Taking into account the provisions governing the national penitentiary system, it may be concluded that in its nature, they contain all the elements of a modern system for execution of sanctions. However, given that the system for execution of sanctions represents a complex and sensitive matter that regulates the rights of sentenced persons and juveniles, it is necessary to provide its constant upgrade and improvement, as well as its harmonisation with the international standards and best practices in the field of execution of sanctions.

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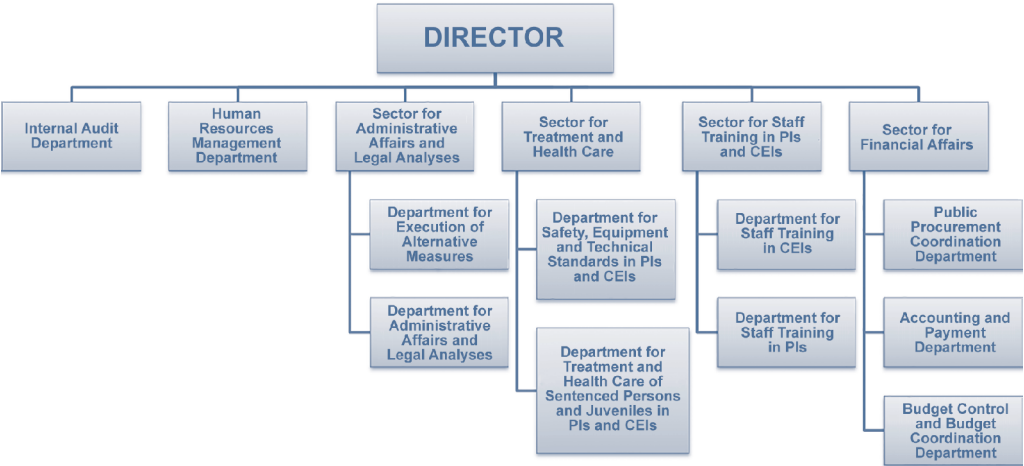
<sup>5</sup> Law on Execution of Sanctions (integral text with included Foreword, Short explanations and Register of Terminology with Appendices) – Dr. Ljupco Arnaudovski and Dr. Aleksandra Gruevska – Drakulevski, 2011, Skopje, pg. 13-15

5.2. ORGANISATIONAL STRUCTURE AND COMPETENCIES OF THE DIRECTORATE FOR EXECUTION OF SANCTIONS

As a body within the Ministry of Justice and in the capacity of a legal entity, the Directorate for Execution of Sanctions is tasked with executing activities that are part of the Ministry of Justice’s competencies in the field of execution of sanctions. In this context, the competencies of DECS have been defined to include organising, implementing and supervising the execution of prison sentences, juvenile imprisonment, alternative measures, community service work and house arrest, protective supervision imposed with a probation verdict or release on parole, as well as the correctional measure of referral to a juvenile correctional-educational facility, to provide and organise continuous training and advancement of employees in the penitentiary and correctional-educational institutions and to establish cooperation with institutions, associations and organisations that deal with issues related to the execution of sanctions (Article 14 of the Law on Execution of Sanctions).

Within the organisational structure of DECS there are four sectors and two independent departments: Sector for Administrative Affairs and Legal Analysis, Sector for Treatment and Health Care, Sector for Financial Affairs, Sector for Training of Staff in the Penitentiary (PIs) and Correctional-Educational Institutions (CEIs), Independent Human Resources Management Department and Independent Internal Audit Department. An Independent Department for Execution of Alternative Measures has also been established within the Sector for Administrative Affairs and Legal Analysis.

Graph 1  
Organisational chart of the Directorate for Execution of Sanctions





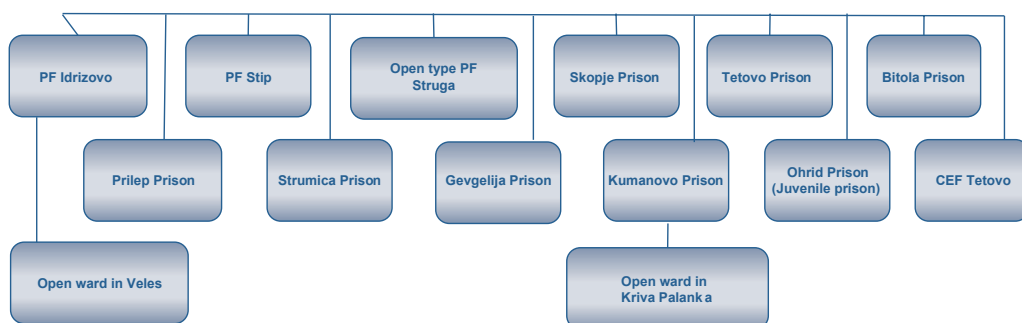
Employed staff: DECS employs 21 persons, 8 of whom are inspectors for execution of sanctions. Given the wide competencies of DECS, there is a need for additional staffing, especially in the Sector for Staff Training in the PIs and CEIs, having in mind that DECS organises and coordinates the implementation of training of the entire prison staff.

### 5.3. NETWORK AND ORGANISATIONAL STRUCTURE OF THE PENITENTIARY AND CORRECTIONAL-EDUCATIONAL INSTITUTIONS

There is a network of 11 penitentiary institutions (3 penitentiary facilities and 8 prisons) and 2 correctional-educational institutions in the country where the measure of referral to a correctional-educational facility is executed<sup>6</sup>.

Graph 2.

Network of penitentiary institutions and correctional-educational institutions



<sup>6</sup> The penitentiary institutions are the following: Penitentiary facility Idrizovo with an open ward in Veles, Penitentiary facility Stip (closed institutions) and the open-type Penitentiary facility Struga.

At a national level there are eight institutions of semi-open type/prisons, namely: Prison Bitola, Prison Gevgelija, Prison Kumanovo with an open ward in Kriva Palanka, Prison Prilep, Prison Skopje, Prison Strumica and Prison Tetovo, as well as Prison Ohrid (functioning as a separate institution for juveniles sentenced to prison). At these institutions (with the exception of Prison Strumica), there are remand wards for both male and female remand prisoners to whom the measure is imposed by the local first instance courts. An exception is the biggest and the most secured remand ward at the Skopje Prison for male and female remand prisoners from the entire territory of the country facing a possible prison sentence of more than 10 years.

The juvenile correctional-educational institution in Tetovo is a specialised institution for male juveniles sentenced to this kind of an institution, while the juvenile correctional-educational institution in Skopje functions as part of the female ward in Idrizovo Prison for female juveniles with this kind of sentences.



In regards to the internal organisation of the institutions, depending on the complexity and the scope of the work done in regard to the execution of sanctions, in each of them there are sectors and departments dealing with issues in the area of re-socialisation, security, as well as an administrative and a financial unit. With the 2013 amendments<sup>7</sup> to the Law on Execution of Sanctions, the health care at the PIs and CEIs was assumed by the public health institutions that provide primary health care in the area where the institution is located.

Moreover, according to the current legal solution, every institution should also have a separate admission department for observation of the newly admitted sentenced persons. This creates a need to engage a special expert team in every institution that would work at the admission departments of the institutions, including the ones with small accommodation capacity, resulting in an increased need for staffing in the re-socialisation sector and therefore, increased operating costs for the institutions.

Namely, the international practices recognise three different ways of implementation of the admission period, i.e. observation of the sentenced persons can be done on a central, regional and individual level. Given the detected deficiencies of the current way of operation of the penitentiary system in the country, it was found as necessary to prepare a feasibility study for establishing a Central Observation Centre, which will inter alia include the strengths and weaknesses of the functioning of all three alternatives. Based on the completed feasibility study, which was prepared by a Council of Europe international consultant, the National Strategy proposes activities that are in full compliance with all European standards and are realistically feasible in the period foreseen by this strategic document.


#### **5.4. MANAGEMENT OF THE DIRECTORATE FOR EXECUTION OF SANCTIONS, THE PENITENTIARY AND THE CORRECTIONAL-EDUCATIONAL INSTITUTIONS**

The Directorate for Execution of Sanctions is managed by a Director, appointed and dismissed by the Government upon a proposal of the Minister of Justice for a five-year term with the right for re-election.

The penitentiary and the correctional-educational institutions have the capacity of a legal entity with their own management structure. They are managed by a Director who is appointed and dismissed by the Government upon a proposal of the Minister of Justice. Pursuant to Article 33 of the Law on Execution of Sanctions (LES), the Director of the institution is personally accountable for the lawful, adequate and timely execution of the institution's function.

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<sup>7</sup> Article 23 of the Law on Amending and Supplementing the Law on Execution of Sanctions (Official Gazette of RM No. 170/13 of 06.12.2013).



A deficiency in the current legal regulation that leads to certain problems in the practice is the fact that LES regulates only the management of the PIs and CEIs without defining their competences. Furthermore, there is no hierarchical positioning of the Directors of the institutions vis-à-vis the Director of DECS. Both the Director of DECS and institutions' directors (Governors) are appointed and dismissed in an identical manner by the Government. In that sense, it is necessary to increase the powers of DECS Director that would contribute to a more efficient implementation of DECS fundamental function, which is supervision of the institutions' operation.

In order to achieve a better functioning of the penitentiary system it is necessary to establish a mechanism for efficient management, where the Directors of PIs and CEIs will be accountable for their work to DECS Director. Taking into account the above, it is necessary to strengthen the powers of DECS Director into a role of a leader and manager and to establish a clear hierarchical structure in the penitentiary system.

## **5.5. OVERSIGHT OF THE PENITENTIARY AND CORRECTIONAL-EDUCATIONAL INSTITUTIONS**

The expert-instructional (professional) oversight over the work of the penitentiary and correctional-educational institutions is performed by the Directorate for Execution of Sanctions and it is implemented by inspectors for execution of sanctions specialising in various areas. Taking into account the nature of the expert-instructional oversight, the practice has recorded cases where the PIs and CEIs do not proceed upon the recommendations and instructions given by inspectors to correct certain irregularities that have been identified during the supervision. Therefore, it is necessary to identify the mechanisms for strengthening the oversight performed by DECS, which will oblige the institutions to act upon the given guidelines and orders and shall constitute accountability if they fail to act thereupon.

Pursuant to the legal regulation, besides the oversight performed by DECS, it is envisaged that the supervision over the work of institutions will be performed by a judge for execution of sanctions, the State Commission for Execution of Sanctions and the National Prevention Mechanism, which functions within the National Ombudsman.

The State Commission for Execution of Sanctions was established in August 2010, however, it is not operational, i.e. so far they have not performed any supervision at the institutions. In addition, the supervision by the judges for execution of sanctions is not performed on a regular basis, and there is an insufficient level of cooperation with PIs, CEIs and with DECS. In this regard, it is necessary to intensify the mutual cooperation of all institutions involved in the process of oversight over the work of these institutions.

Having in mind the current situation in regard to the types and the

manner of conducting the oversight of the penitentiary and correctional-educational institutions, it is necessary to strengthen the oversight done by DECS, and acting upon the recommendations by the CPT, it is also necessary to promote the independent monitoring on the work of PIs and CEIs through reorganisation and strengthening of the role of the State Commission for Execution of Sanctions.


## 5.6. THE CURRENT SITUATION AT THE PENITENTIARY AND CORRECTIONAL-EDUCATIONAL INSTITUTIONS

### - ACCOMMODATION CAPACITY OF PIS AND CEIS

The total capacity of PIs and CEIs in the country, based on the standard space of 4m<sup>2</sup>/9m<sup>3</sup> per inmate/remand prisoner is suitable for 2026 sentenced persons and 450 remand prisoners. The capacity of the Tetovo Correctional-Educational Institution is for 43 juveniles.

Table 1. Capacity and number of sentenced persons, remand prisoners and juveniles in PIs and CEIs as of 1 December 2014

PENITENTIARY INSTITUTION	CAPACITY OF THE PRISON SECTION IN THE PIs	CAPACITY OF THE REMAND WARDS IN THE PIs	NUMBER OF SENTENCED PERSONS IN THE PIs	NUMBER OF REMAND PRISONERS IN THE PIs
PF Idrizovo	1094	0	1679	0
PF Stip	210	0	323	0
Open type PF Struga	60	0	77	0
Skopje Prison	128	310	194	312
Tetovo Prison	48	24	87	21
Bitola Prison	60	22	106	15
Prilep Prison	85	16	91	4
Strumica Prison	62	0	144	0
Gevgelija Prison	43	12	71	2
Kumanovo Prison	178	48	167	38
Open ward in Kriva Palanka (Division of Kumanovo Prison)	23	0	29	0
Ohrid Prison (prison for juveniles)	35	18	8	9
Total	2026	450	2976	401
CEF Tetovo	43	0	29	0



The penitentiary system is faced with the problem of overcrowding<sup>8</sup> and it is most evident in the largest penitentiary institution Idrizovo. The number of sentenced persons in the PF Idrizovo marks a rise compared to the previous years and the prison population at the end of 2014 was about 1,600 sentenced persons. Generally speaking, overcrowding is a problem faced by the national prison system, as well as by many other countries in Europe, and the National Strategy offers specific solutions for its overcoming.

According to the Council of Europe Annual Report on Criminal Statistics 2010, the prison population increased at a national level by more than 76% in the period 2000-2009. The trend of increasing the prison population is also present in other Council of Europe member states, and it is often a result of an increased crime rate and an increased rate of solved criminal cases.

### Activities undertaken for increasing the accommodation capacities in the PIs and CEIs:

Within the Government Programme for financing the construction, reconstruction, maintenance of facilities and equipping of penitentiary institutions, which is adopted on an annual level, many activities have been continuously undertaken for the improvement of conditions for the stay of sentenced persons, remand prisoners and juveniles.

The main focus from the aspect of extending the accommodation capacities and improvement of conditions in prisons is placed on the implementation of the “Project for Reconstruction of the Penitentiary Institutions”, financed with a loan from the Council of Europe Development Bank in a total amount of EUR 46 million and EUR 6 million national participation from the state budget. The project includes activities for reconstruction, renovation and construction of new facilities in four institutions such as: PF Idrizovo, Kumanovo Prison, Correctional-Educational Facility Tetovo and Skopje Prison.<sup>9</sup> The implementation of this Project will improve significantly the living conditions for the sentenced persons, remand prisoners and juveniles and will increase the accommodation capacities in the institutions covered by this project, thus also contributing to the reduction of overcrowding in the other facilities in the country.

<sup>8</sup> The number of persons deprived of liberty accommodated in PIs and CEIs as at 1 December 2014 is 3406 in total, out of whom: 2976 sentenced persons, 401 detained persons and 29 juveniles sentenced to serve time in a correctional-educational institution.

<sup>9</sup> The construction of Kumanovo Prison was completed and since mid-November it is functioning as a completely new, modern penitentiary institution of a semi-open type. The construction of the PF Idrizovo started in April 2014 and it will be implemented in three phases by the end of 2018. The construction of a completely new CEF Tetovo started in March 2014 and it is expected to be finalised in 2016. The construction of Skopje Prison will begin in the first half of 2015.

## - ALTERNATIVE MEASURES

Currently, there is also the problem of lack of application of alternative measures in the country. Namely, since the introduction of alternative measures in 2004, even though DECS has undertaken all the necessary activities for pronouncing and executing the sentences of community work and probation sentence with protective surveillance, these measures have not been implemented in practice yet.

The system for execution of alternative measures, as regulated with the 2004 Criminal Code and the 2006 Law on Execution of Sanctions, is very complicated since many bodies are involved in the execution of measures in a very complex procedure, due to which it has failed to provide the desired results and a need has arisen for establishing a special Probation Service in the country.

### Activities undertaken for revival of the alternative measures:

Having in mind the abovementioned, the Directorate for Execution of Sanctions has been working on establishing a special Probation Service in the country following the example of a number of European countries, which has provided exceptionally good results in reducing the prison population, improving the re-socialisation of sentenced persons and decrease of recidivism.

To that end, a special Strategy for Developing a Probation Service (2013-2016) was drafted and adopted by the Government on 29 June 2013.

In order to establish the Probation Service in line with the Strategy, funds have been provided from the 2010 IPA Project and its implementation should start at the end of 2014. This project envisages the key activities required for establishing and operation of the Probation Service, such as: drafting of a special Law on Probation along with the necessary by-laws, training of trainers on performing probation activities, procurement of electronic monitoring bracelets for electronic surveillance of the offenders to whom electronic surveillance will be imposed, promotion of the probation system, etc.

The increase of accommodation capacities, the efficient utilisation of the existing capacities in Pls, as well as the establishment of a separate Probation Service as alternative to imprisonment are realistically feasible solutions that can contribute toward reduction of the prison population and decrease overcrowding in the prison system.

## - EMPLOYEES IN THE PENITENTIARY AND CORRECTIONAL-EDUCATIONAL INSTITUTIONS

There are 828 employees in total in the prison system, of which: 578 employees in the security sector (prison police), 121 employees in the re-socialisation sector, 22 in the health care sector and 107 employees in the executive-administrative and financial sector. The number of employees by sectors in each institution respectively is shown in Table 2.

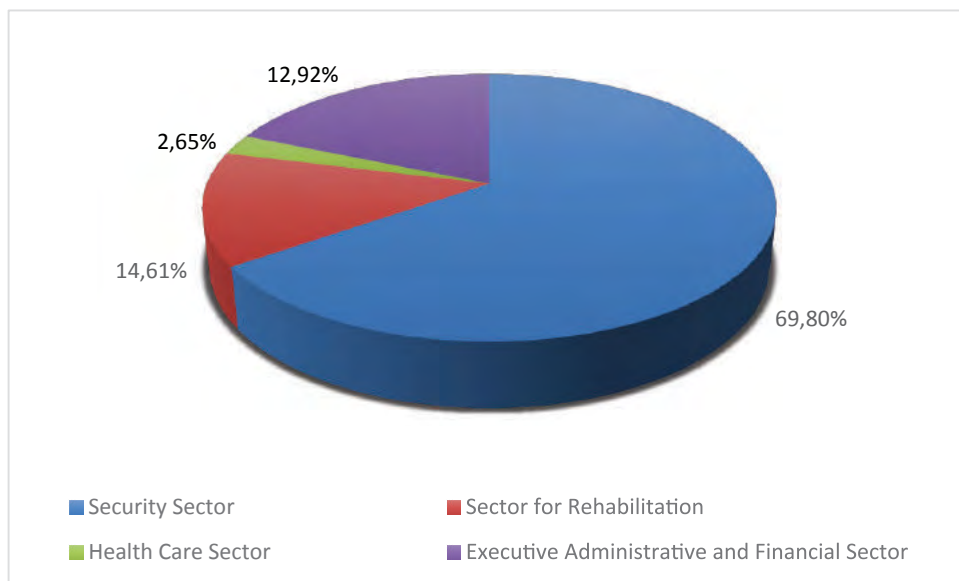
Table 2. Overview of employees by sectors  
in PIs and CEIs as of 30 June 2014

PIs and CEIs	SECURITY SECTOR	RE-SOCIALISATION SECTOR		HEALTH CARE SECTOR	EXECUTIVE- ADMINISTRATIVE AND FINANCIAL SECTOR	TOTAL
		Educators	Professional trainers			
PF Idrizovo	215	29	14	6	27	291
PF Stip	59	7	3	4	6	79
Open type PF Struga	7	3	2	1	4	17
Skopje Prison	108	6	3	5	15	137
Tetovo Prison	23	4	/	2	6	35
Bitola Prison	26	4	9	2	9	50
Prilep Prison	20	3	5	1	4	33
Strumica Prison	15	4	1	/	7	27
Gevgelija Prison	15	3	1	/	6	25
Kumanovo Prison with open ward in Kriva Palanka	49	4	/	/	10	63
Ohrid Prison	24	2	/	/	6	32
CEF Tetovo	17	9	5	1	7	39
TOTAL	578	78	43	22	107	828

Expressed in percentage, 69.80% of staff is employed in the Security Sector, 14.61% in the Re-socialisation Sector (out of which 9.42% educators and 5.19% instructors), 2.65% in the Health Care Sector and 12.92% in the Executive-administrative and Financial Sector.

Graph 3.

### Percentage of employees by sectors in the PIs and CEIs



On the level of penitentiary and correctional-educational institutions, the ratio of total staff and offenders in the re-socialisation sector is 1:22 (with the ratio educator - sentenced person being 1:34, while the professional instructor - sentenced person ratio is 1:61). The ratio of total staff in the Security Sector and sentenced persons is 1:4.5.<sup>10</sup>

It can be concluded from the above that the ratio employee/sentenced person in the Re-socialisation Sector and the Security Sector at a level of entire penitentiary system is satisfactory. However, having in mind that not all positions in the PIs and CEIs have been adequately filled, in some institutions there is a need for additional employment in these two sectors. Moreover, it must be noted that the Remand wards in the institutions where such units exist are secured by the Security Sector, which is an additional reason for the increase of the number of employees in this Sector.

Even though there is no internationally recognised ratio for the number of employees per facility that could be considered “ideal” for all circumstances, it is clear that the ratio is much lower when compared to European countries, similar in size, and that the number of employees should be increased, which is in line with the CPT recommendations.

<sup>10</sup> The ratio prison staff - sentenced persons depicts the situation as of 30 June 2014.



## **- TRAINING OF STAFF IN THE PIS AND CEIS**

The employees in the penitentiary and correctional-educational institutions are entitled to basic and continuous training and verification of their knowledge and abilities. In this respect, in accordance with the legally established competencies, the capacity building of the staff in the PIs and CEIs through organised basic and continuing training is one of the priorities of the Directorate for Execution of Sanctions.

Some of the problems that DECS is faced with concerning the establishment of a system of basic and continuous training are primarily due to the lack of space for organising the training courses, as well as insufficient staff at the Training Sector within the Directorate for Execution of Sanctions.

For these reasons, the training of the prison staff organised in the previous period was mainly conducted through international aid, i.e. with funds provided from international institutions.

In order to provide the adequate premises for trainings, the Training Centre was reconstructed as part of the construction of PF Idrizovo, and it will be used for the training of prison staff from all PIs and CEIs in the country.

However, in order to create a stable and sustainable system of trainings, there is a need for adoption of a separate Strategy for Organising and Conducting the Prison Staff Training Process, which will be sustainable in the long run.

## **- ADDRESSING VIOLENCE AND MECHANISMS FOR DEALING WITH CASES OF ILL-TREATMENT BY THE PRISON STAFF**

The violence among sentenced persons in the institutions is present and the prison staff is faced with problems in dealing with these cases (as noted in the CPT Reports). At the same time, there are cases of ill-treatment of sentenced persons by the prison staff. Although these events do not occur very often, it is necessary to establish a special mechanism for prevention of such cases in the future. Based on comparative experience and positive practice in other countries, which was prepared by a Council of Europe international consultant, the National Strategy offers efficient solutions for dealing with these cases.

## **- IMPLEMENTATION OF THE PROCESS OF RE-SOCIALISATION OF SENTENCED PERSONS**

Pursuant to the Law on Execution of Sanctions, the re-socialisation of sentenced persons is a fundamental objective of the prison sentence in the country. Great efforts have been invested in the past in order to improve the conditions regarding the treatment of sentenced persons through the implementation of the "Strategy for Re-socialisation and Social Adaptation of



Sentenced Persons serving a Prison Sentence (2010-2012)," as follows:

- The legal framework regulating the treatment of sentenced persons was fully completed with the changes and supplements to the existing regulations and the adoption of new rulebooks and instructions in 2011-2012.
- The functioning of the admission unit and the treatment planning have been given a new quality by incorporating a new method, i.e. the risk assessment instrument for the sentenced persons that is being implemented since the end of 2011 in all penitentiary institutions.
- Eight Programmes for Treatment of Vulnerable Categories of Sentenced Persons<sup>11</sup> have been drafted, among which only the Programme for Psycho-Social Support of Sentenced Persons - Drug Users in Prison has been developed. In line with the activities within the 2009 IPA Project, the need to train staff for implementing this programme has been reviewed in detail, including the institutions which have facilities and human capacities for implementing it.

In the future period, activities should be undertaken for further improvement of the treatment of sentenced persons, as well as provision of all necessary preconditions for inclusion of specific (vulnerable) categories of sentenced persons in specific treatment activities, the concrete guideline for which is given in this Strategy.

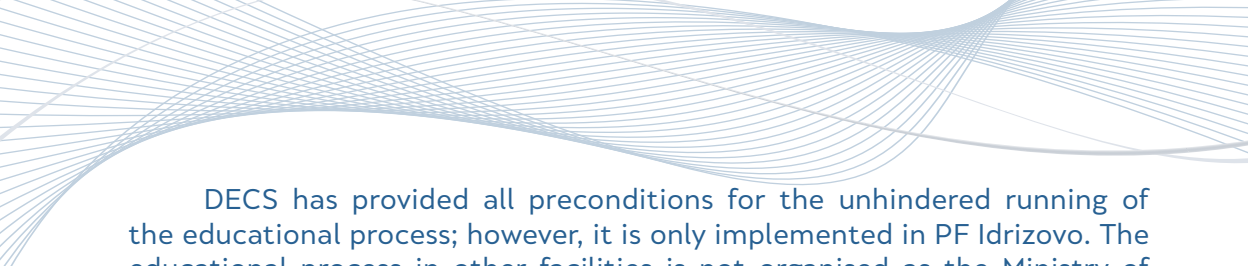
## **- EDUCATION OF SENTENCED PERSONS**

The implementation of the educational process of sentenced persons is a significant segment that can contribute to the improvement of the process of re-socialisation and social adaptation of sentenced persons after their release from prison.

Pursuant to the current legislation, all PIs and CEIs are obliged to organise elementary education for sentenced persons as part of the general educational system in the country. The organisation and funding of the elementary education of sentenced persons is provided by the Ministry of Education and Science upon a proposal by DECS.

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<sup>11</sup> The Psycho-Social Programme for Treatment of Sentenced Persons abusing Drugs and Psychotropic Substances; Programme for Treatment of Sentenced Persons abusing Alcohol; Programme for Treatment of Sex Offenders; Programme for Treatment of Persons Sentenced for Violent Behaviour; Programme for Treatment of Persons Sentenced for Crimes with Elements of Violence; Programme for Treatment of Sentenced Persons - Juveniles and Young Sentenced Adults; Programme for Treatment of Sentenced Women; Programme for Treatment of Persons Sentenced to Life Imprisonment.



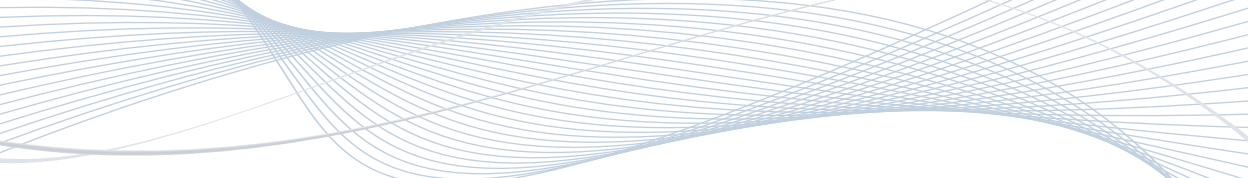
DECS has provided all preconditions for the unhindered running of the educational process; however, it is only implemented in PF Idrizovo. The educational process in other facilities is not organised as the Ministry of Education and Science has not provided the necessary staff and funds.

Vocational education is provided in all penitentiary institutions; however, the scope of activities that can be offered to the sentenced persons and juveniles is very narrow. Within this area, there is also a lack of formal verification of the acquired occupations and skills of sentenced persons by the relevant institutions.

At the same time, there are no real possibilities to include the sentenced persons with short sentences in the regular educational school process at the facilities where shorter prison sentences are served. In this regard, it is necessary to introduce a new model of teaching and education of sentenced persons. The comparative experiences and positive practices from other countries, as prepared by the Council of Europe international consultant, will serve to select this model.

#### **- WORKING ENGAGEMENTS OF SENTENCED PERSONS**

The working engagement of sentenced persons is organised inside and outside the penitentiary institutions based on prior consent of a sentenced person to do the work assigned to him/her. The majority of sentenced persons who have work assignments undergo open and semi-open treatment, whereas the sentenced persons in the closed units have almost no work assignments, which could be counterproductive to their re-socialisation process. Generally speaking, the PIs and CEIs do not offer a wide range of activities in which sentenced persons could be engaged for work. At the same time, the existing equipment in the workshops is obsolete and does not correspond to the modern technology in the free society. A step forward in this field has been made with the construction of modern workshops equipped with the state-of-the-art equipment as part of the Project for Reconstruction of PIs. The problem persists at the other facilities where it is necessary to provide equipment for the workshops and work assignments for the sentenced persons, as well as organise activities for their vocational training, which will contribute to their successful reintegration in society. Furthermore, there is a need for broadening the activities that would involve the sentenced persons in the working process at the facilities, as well as establishing uniformed criteria for fair compensation and remuneration of individuals who perform certain work assignments, and categorisation of the work according to the type and complexity to be established with a separate by-law.



According to the present situation<sup>12</sup>, a conclusion can be derived that the process of re-socialisation of sentenced persons in the facilities is not on a satisfactory level, or that in spite of a number of activities undertaken by DECS in the past, further measures and activities for improvement in this area are required, with specific and applicable solutions offered by this Strategy.

#### **- HEALTH CARE IN PIS AND CEIS**

Aimed at overcoming the problems in the area of health care of sentenced persons and remand prisoners, such as the lack of medical personnel that the penitentiary system has been faced with, a new legal solution has been adopted that transfers health care at the PIs and CEIs into the hands of the public health institutions that provide primary health care in the area where the facility is located, and at the same time all the premises, equipment and means of work will be accordingly transferred. This legal solution is in line with the recommendations of the European Prison Rules (EPR), which indicate that the health policy in prisons should be an integral part and in compliance with the national health policies, thus contributing to increasing the quality of health care services.

This National Strategy defines the procedures for efficient implementation of the health care in PIs and CEIs pursuant to the new legal solution, including also the part that relates to overcoming the problem of health insurance for the sentenced persons, which does not function in practice.

#### **- RECORD KEEPING AND EXCHANGE OF DATA IN THE PENITENTIARY SYSTEM**

The correct and exact record keeping in the penitentiary and correctional-educational institutions and the exchange of information of all institutions involved in the execution of sanctions plays an important role in the functioning of the penitentiary system as a whole. In spite of the recently introduced standardized manner of keeping official dossiers<sup>13</sup> of sentenced persons, the current manner of record keeping in the penitentiary and correctional-educational institutions is not sufficient for entirely standardised

<sup>12</sup> According to the statistical data available to DECS until 31 December 2013, out of a total number of 2461 sentenced persons, 1099 were first-time offenders, while 1362 were re-offenders, i.e. the recidivism rate was high, at about 55% of the prison population. Recidivism is certainly not a problem that is prevalent only in our country – this is a usual experience of many other countries and it is not an easy problem to deal with, especially in countries where unemployment rates are high. Of special concern is the high rate of drug users among the prison population, which has seen a fast growth in the past years. This is a problem that many penitentiary systems face and it certainly contributes to the increase in the level of recidivism.

<sup>13</sup> October 2014

recording in the penitentiary system. In addition, the collection of data in the Directorate for Execution of Sanctions is not on a satisfactory level since the collection of the largest part of data is made by regular postal delivery, which is time consuming on the one hand, and makes every day work of DECS more difficult on the other.

Aimed at improving the entire record keeping in the prison system, as well as promoting the work of DECS, it is necessary to provide a modern IT system – hardware and applications, which will network DECS with the penitentiary and correctional-educational institutions.

In order to implement the vision set out in the National Strategy, SWOT analysis was prepared and 13 Strategic Goals were defined anticipating specific activities that offer realistic and feasible solutions for overcoming the existing problems the penitentiary system in the country is facing.

The implementation of this Strategy will provide a systemic protection of the persons deprived of liberty while fully respecting their rights, personality and dignity in line with the international standards, as well as professionally organised and managed penitentiary and educational-correctional facilities aimed at providing a high degree of re-socialised citizens integrated in society.

## **6. ANALYSIS OF INTERNAL CAPACITIES AND TRENDS IN THE SURROUNDINGS (SWOT ANALYSIS)**

### **STRENGTHS:**

- There is clearly expressed will of the Government for adoption and implementation of the National Strategy;
- There is support by the European Union and the Council of Europe for the reform process of the penitentiary system and willingness of foreign experts to help as needed;
- There is a strong support for the development and implementation of the comprehensive National Strategy by the key factors in this field;
- The existing legislation framework is comprehensive and progressive;
- Strategic documents and action plans have been drafted for various segments in order to improve the penitentiary system, which is an important starting point in the mapping of the key points of the National Strategy;<sup>14</sup>

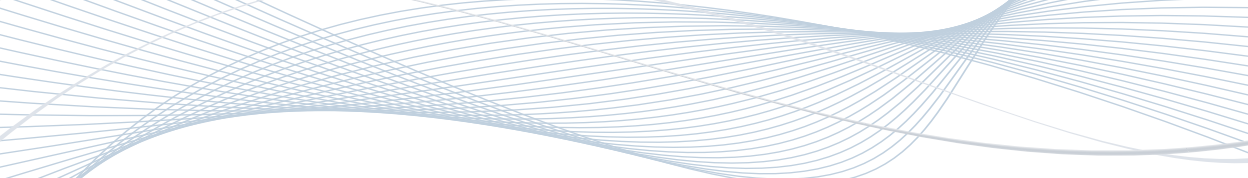
<sup>14</sup> The Strategy for Re-socialisation and Social Adaptation of Sentenced Persons Serving the Sentence Imprisonment (2010-2012), The Strategy for Health Care in Penitentiary Institutions and Correctional-Educational Institutions (2012-2014), and the Strategy for Development of a Probation Service (2013-2016);

- Advanced status of penitentiary and correctional-educational institutions' employees;<sup>15</sup>
- The Directorate for Execution of Sanctions has been staffed with new employees, including a new Head of the Training Department in the PIs;
- Specific activities are undertaken for the establishment of a special Probation Service;
- The implementation of the capital project of the Government for reconstruction of PIs and CEIs is under way, and it will improve the material conditions and alleviate overcrowding in the penitentiary system.

## **WEAKNESSES:**

- The penitentiary system does not have sufficient funds, which is reflected in the conditions for the accommodation of persons deprived of liberty in PIs and CEIs;
- Incomplete implementation of the laws that relate to persons deprived of liberty in PIs and CEIs;
- Imprecisely defined hierarchical management structure between DECS Director and Directors of PIs and CEIs and absence of an accountability system in case of one's failure to act upon suggestions and recommendations of the inspectors for execution of sanctions and orders by DECS Director following the performed supervisions;
- Incomplete compliance of the system of appointment and dismissal of directors of PIs and CEIs with the international best practices;
- Non-functioning of the State Commission for Execution of Sanctions;
- Lack of staff in the key sectors within PIs and CEIs (sector for re-socialisation and the prison police);
- Lack of a functional system for implementation of the prison staff trainings;
- Cases of ill-treatment and corruptive behaviour of employees in PIs and CEIs;
- Cases of violent behaviour of sentenced persons in penitentiary institutions;
- Process of re-socialisation of sentenced persons is not implemented on a satisfactory level;
- Inadequate treatment of vulnerable categories of sentenced persons;

<sup>15</sup> Persons working on the re-socialisation of sentenced persons, the staff of the administrative and financial units, as well as the human resources management staff at these institutions have gained a status of civil servants; the authorised officials working in the security sector have gained a status of prison police; while the health care providers have been transferred under the competencies of the Ministry of Health.

- 
- Non-existing education process available for the sentenced persons;
  - Cooperation with other external institutions, such as courts and the Ministry of Education and Science is not sufficiently developed;
  - Non-standardised method of keeping records and insufficiently developed IT system;
  - The alternative measures are not implemented in practice.

### **CHALLENGES:**

- Complete implementation of the laws that relate to persons deprived of liberty in PIs and CEIs;
- Improving the conditions for the accommodation of persons deprived of liberty in PIs and CEIs and reducing overcrowding in the penitentiary system;
- Establishing a new functional system for teaching and education of sentenced persons;
- Improving the treatment of sentenced persons, including the specific measures for treatment in PIs and CEIs.
- Establishing mechanisms for dealing with violent behaviour in prisons and ill-treatment by the prison staff;
- Developing a Strategy for Training of Prison Staff;
- Establishing independent monitoring of operation of PIs and CEIs;
- Strengthening the role of DECS and its hierarchical position in regard to the PIs and CEIs;
- Strengthening the professional management with the penitentiary system in general;
- Improving the information system for keeping records in PIs and CEIs and establishing an IT network for the penitentiary system;
- Establishing a separate Probation Service in the country.

### **THREATS:**

- Lack of funds for the implementation of the National Strategy;
- Lack of prison staff in PIs and CEIs;
- The penitentiary system is facing overcrowding, and the prison population keeps growing.

## 7. REQUIRED RESOURCES AND PRECONDITIONS FOR THE IMPLEMENTATION OF THE NATIONAL STRATEGY

### 7.1. FUNDS PROVIDED AND USED IN THE PENITENTIARY SYSTEM IN THE PERIOD 2012-2014

Even though the finances which have been provided for the functioning of the penitentiary system were increased over the recent years, they are still insufficient and the penitentiary and correctional-educational institutions are faced with lack of finances, which creates obstacles in their day-to-day functioning.

At the same time, when it comes to capital investments, besides the budgetary funds, funds provided by the Council of Europe Development Bank are also being used, which will lead to significant improvement in the living conditions of the persons in the penitentiary and correctional-educational institutions.

Table 3. Overview of provided and used budget for the penitentiary system by year

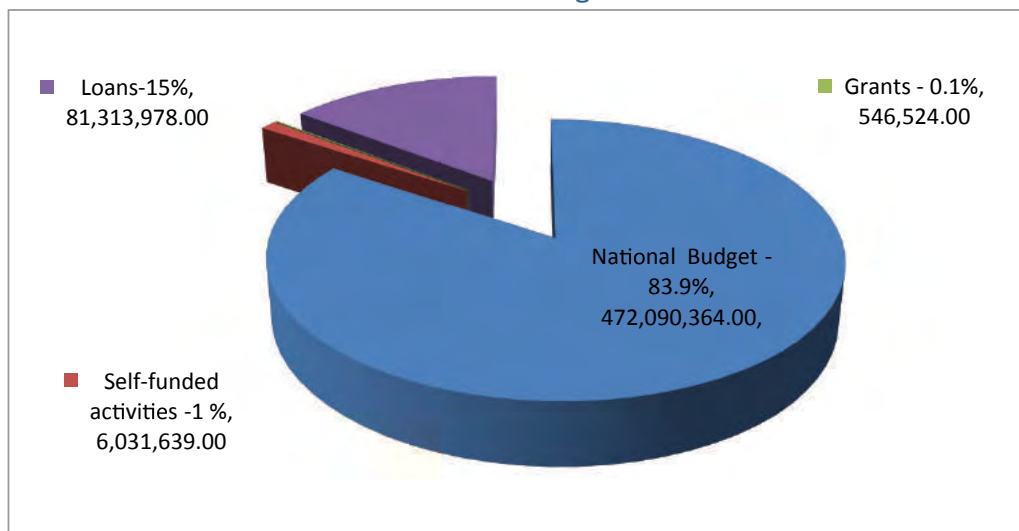
Year	Budget (MKD) per year	Amendments and supplements to the budget – rebalancing (MKD)	Used budget (MKD)
2012	595,619,000	621,052,000	579,073,363
2013	662,838,000	625,786,000	559,982,505
2014	745,505,000	731,205,000	

In terms of the sources of funding, the next graph shows that in 2013 most of the finances (83.9%) came from the national Budget, followed by the funds provided with the loan by the Council of Europe Development Bank (15%) and self-financing activities (1%) and grants (0.1%).



Graph 4.

Sources of funding in 2013



## 7.2. FINANCIAL IMPLICATIONS OF THE IMPLEMENTATION OF THE NATIONAL STRATEGY

In line with the calculations made in relation to the implementation of the National Strategy in the forthcoming period (2015-2019), necessary finances need to be provided in the budget in order to implement the foreseen activities timely and successfully.

Sources for funding are planned to be provided through the maximum determined amounts on the expenditure side for the Budget of the Directorate for Execution of Sanctions for the 2015-2019 period in which the National Strategy should be implemented, and from the IPA funds, grants and donations.

Table no. 4. Overview of funds required for the implementation of the National Strategy for the period 2015-2019 (expressed in MKD)

Description by categories	Required funds by years				
	2015	2016	2017	2018	2019
Salaries and benefits	4,263,300.00	4,628,300.00	7,683,800.00	3,820,300.00	4,236,100.00
Goods and services	700,000.00	6,300,000.00	6,300,000.00	6,608,500.00	6,300,000.00
Capital expenditures	0.00	5,925,000.00	14,090,000.00	5,625,000.00	5,625,000.00
<b>TOTAL BUDGET</b>	<b>4,963,300.00</b>	<b>16,853,300.00</b>	<b>28,073,800.00</b>	<b>16,053,800.00</b>	<b>16,161,100.00</b>



### 7.3. HUMAN RESOURCES REQUIRED FOR THE IMPLEMENTATION OF THE NATIONAL STRATEGY

In order to enable adequate management of the National Strategy implementation process, as well as regular monitoring, revision, and upgrading of the implementation, it is necessary to increase the staff in the institutions that make the penitentiary system in the country.

In this regard, according to conducted analyses, there is a need for new employments as shown in Table 5.

Table no. 5. Need for new employments in the penitentiary system

Institution	New employments required by years					TOTAL
	2015	2016	2017	2018	2019	
DECS	1	2	5	/	/	8
PIs	11	11	16	11	12	61
TOTAL	12	13	21	11	12	69

### 7.4. COORDINATION AND COOPERATION WITH INSTITUTIONS FOR THE IMPLEMENTATION OF THE NATIONAL STRATEGY

The Ministry of Justice through its Directorate for Execution of Sanctions will be responsible to coordinate the work between all stakeholders directly involved in the implementation of the activities foreseen with the Action Plan and will also be the main responsible institution for the progress in the implementation of reforms in the penitentiary system.

Activities contained in the National Strategy should be implemented within a five year period (2015-2019). Depending on possible changes of the economic, social or other conditions in the country, a need may arise for the National Strategy to be revised in order to provide continuity of reforms for the improvement of the entire penitentiary system.

### 7.5. INSTITUTIONS IN CHARGE OF THE IMPLEMENTATION OF THE NATIONAL STRATEGY

- Ministry of Justice
- Directorate for Execution of Sanctions
- Penitentiary institutions
- Correctional-educational institutions
- Ministry of Health
- Ministry of Education and Science
- Ministry of Labour and Social Policy

## 7.6. PARTNERS AND ASSOCIATES

- Ministry of Transport and Communication
- Centre for Education of Adults
- European Commission
- Council of Europe
- United State Agency for International Development (USAID)
- United Nations Development Programme (UNDP)
- Embassies
- Civil society organisations
- Other institutions and organisations

## 8. MONITORING AND EVALUATION OF THE NATIONAL STRATEGY

In order to provide for a successful and consistent implementation of the National Strategy, there will be proper monitoring during the period covered with this document, as well as an assessment for the achievements for each year. For that purpose, the Ministry of Justice – Directorate for Execution of Sanctions shall establish a working group composed of representatives of the specialized departments of all institutions involved in the implementation. The working group shall assess the developments and the dynamics of implementation of the National Strategy at least once a year. For the purposes of monitoring and evaluation of the realisation of foreseen activities, the detailed Action Plan sets out indicators, which the working group shall use in order to measure the degree of achievement of the expected results and strategic goals identified in the National Strategy.

The task group will prepare and submit reports to DECS and the competent institutions and will propose the necessary changes and adjustments for the accomplishment of the specified goals.

## 9. STRATEGIC OBJECTIVES, RESULTS, AND ACTIVITIES

### STRATEGIC GOAL 1

Improvement of conditions in the penitentiary  
and correctional-educational institutions

### Result 1.1. Increased accommodation capacities and improved living and working conditions in the PIs and CEIs.

#### Activities

- 1.1.1. Continuing with the implementation of the “Project for Reconstruction of the PIs” for the reconstruction, renovation and construction of new facilities such as: PF Idrizovo, Kumanovo Prison, Skopje

Prison, and CEF Tetovo.<sup>16</sup>

1.1.2. Continuing with the implementation of the Government Annual Programme for funding of the construction, reconstruction, maintenance of facilities and equipping of penitentiary institutions.

## **Result 1.2. The existing capacities of PIs and CEIs are efficiently used.**

### **Activities**

1.2.1. Preparing the Annual Plan for maintenance of the existing facilities within each PI and CEI.

1.2.2. Implementation of activities foreseen in the Plans for maintenance of facilities in the PIs and CEIs.

1.2.3. Transfer of sentenced persons from one penitentiary institution to another.

## **STRATEGIC GOAL 2**

**Strengthening the management and performance oversight system in the penitentiary and correctional-educational institutions**

## **Result 2.1. Established strong and transparent mechanism for efficient and professional management with the penitentiary system and clear hierarchical and accountable structure between DECS and the penitentiary and correctional-educational institutions.**

### **Activities**

2.1.1. Defining legal provisions for:

- Selection criteria, powers and obligations of DECS Director and PIs and CEIs directors.
- DECS competencies with regard to the management of PIs and CEIs (systemic, hierarchical approach, monitoring competencies).
- PIs and CEIs competencies.

2.1.2. Provision of basic and continuous training of the management staff for management of PIs and CEIs.

## **Result 2.2. Strengthened oversight function of DECS over the work of PIs and CEIs.**

### **Activities**

2.2.1. Defining the legal provisions for the competencies and organisation of the Sector for Inspection Oversight within DECS, as well as

<sup>16</sup> The construction of the prison in Kumanovo with capacity of 226 persons has been finalised and it is functioning as a semi-open institution since November 2013.

authorisations of the Inspectors for execution of sanctions, types of corrective measures that they may undertake following a performed inspection and the procedure for their pronouncing and implementation.

2.2.2. Introducing standards for the inspection by drafting unified tools and criteria for performing inspection.

2.2.3. Drafting and introducing standards for performance evaluation according to specified performance criteria in the PIs and CEIs.

2.2.4. Establishing a Sector for Inspection Oversight within DECS for carrying out the oversight over the operations of the PIs and CEIs, and over the treatment of persons deprived of liberty in accordance with their legal competencies.

### **Result 2.3. Strengthened independent monitoring over the work of the PIs and CEIs, by reorganising the State Commission for Execution of Sanctions.**

#### **Activities**

2.3.1. Amendments and supplements to the legal provisions concerning the composition, mandate and competences of the State Commission for Execution of Sanctions.

2.3.2. Defining the legal grounds for adopting Rules of Procedure for the work of the State Commission for Execution of Sanctions.

2.3.3. Drafting procedures for the cooperation of the State Commission with other institutions in the system of execution of sanctions.

### **STRATEGIC GOAL 3**

**Establishing and strengthening a sustainable system for training of the entire staff in DECS, the penitentiary and correctional-educational institutions**

### **Result 3.1. Established system of specialised trainings for the staff employed at DECS.**

#### **Activities**

3.1.1. Drafting an Annual Training Plan for DECS employees.

3.1.2. Establishing cooperation and partnership between DECS and other national and international institutions/organizations.

3.1.3. Conducting specialized trainings for DECS employees.

## **Result 3.2. Provided conditions for the functioning of a Training Centre for Prison Staff.**

### **Activities**

- 3.2.1. Providing equipment for the Training Centre
- 3.2.2. Drafting an Annual Plan for regular maintenance of the Training Centre.
- 3.2.3. Drafting Training Programmes for training of prison staff.
- 3.2.4. Drafting Annual Training Programme for prison staff.
- 3.2.5. Completing the staff in the Staff Training Sector within DECS.

## **Result 3.3. Strategy for Development of a Training System of Prison Staff has been adopted.**

### **Activities**

- 3.3.1. Establishing a working group for drafting the Strategy for developing training for prison staff.
- 3.3.2. Drafting the Strategy for developing training for prison staff.
- 3.3.3. Adopting the Strategy for developing training system for prison staff by the Government.
- 3.3.4. Implementing the Strategy for developing training system for prison staff in line with the Action Plan for Training.

## **STRATEGIC GOAL 4**

**Improving the treatment and care for sentenced persons  
in the penitentiary institutions**

## **Result 4.1. Functioning admission departments established in each PI.**

### **Activities**

- 4.1.1. Construction/reconstruction of separate admission departments in Gevgelija Prison, Strumica Prison, Bitola Prison, Prilep Prison, Tetovo Prison, Ohrid Prison and in the Open-type penitentiary in Struga.
- 4.1.2. Staffing/completing the staff of the professional team in each PI.

## **Result 4.2. Improved tools for risk assessment of sentenced persons.**

### **Activities**

- 4.2.1. Development of a short screening tool for sentenced persons.
- 4.2.2. Training of trainers for use of the short screening tool for sentenced persons.
- 4.2.3. Implementation of the short screening tool for sentenced persons



in a pilot institution.

4.2.4. Cascade trainings for prison staff for use of the short screening tool for sentenced persons.

4.2.5. Implementation of the short screening tool for sentenced persons in all PIs.

4.2.6. Improvement of the Instrument for Sentenced Persons' Risk and Needs Assessment.

### **Result 4.3. General Cognitive Treatment Programme for Sentenced Persons has been introduced.**

#### **Activities**

4.3.1. Drafting of General Cognitive Treatment Programme for Sentenced Persons.

4.3.2. Training of trainers for the application of the General Cognitive Programme.

4.3.3. Implementation of the General Cognitive Programme in a pilot institution.

4.3.4. Cascade training courses for the prison staff for the application of the General Cognitive Programme for Treatment of Sentenced Persons.

4.3.5. Implementation of the General Cognitive Programme for Treatment of Sentenced Persons in all PIs.

### **Result 4.4. Specific measures for treatment of sentenced persons have been introduced.**

#### **Activities**

4.4.1. Establishing working group to develop separate modules within the General Cognitive Programme for Treatment of Sentenced Persons, which will cover specific groups in the penitentiary institutions.

4.4.2. Drafting separate modules within the General Cognitive Treatment Programme, which will cover specific groups in the penitentiary institutions.

4.4.3. Training of trainers for application of the separate modules for treatment of sentenced persons.

4.4.4. Implementation of the separate modules for treatment of sentenced persons in pilot institutions.

4.4.5. Cascade trainings for prison staff on the application of the separate modules for treatment.

4.4.6. Implementation of the separate modules for treatment in the penitentiary institutions.

## **Result 4.5. Improved conditions for working engagement of sentenced and detained persons.**

### **Activities**

4.5.1. Assessing the needs for efficient work engagement of sentenced persons/remand prisoners in all penitentiary institutions, from a point of view of maximum use of the existing capacities and increase of the scope of work activities in the institutions.

4.5.2. Providing equipment for the prison workshops for engagement of sentenced persons/remand prisoners in accordance with the needs assessment.

4.5.3. Ensuring cooperation with a relevant external institution so that the learning and the conducted training is adequate with the one outside the penitentiary institutions allowing the sentenced person to acquire a diploma (certificate) for the occupation.

4.5.4. Training of professional instructors for efficient implementation of the work process of the engaged sentenced persons/remand prisoners.

## **Result 4.6. Improved conditions for organisation and development of sports, recreational and other leisure activities of persons deprived of liberty in PIs and CEIs.**

### **Activities**

4.6.1. Assessment of the possibilities for organisation of sport and other leisure activities in each PI and CEI.

4.6.2. Providing equipment for the sports and recreational facilities in each PI and CEI in line with the performed assessment.

4.6.3. Providing a library in each PI and CEI.

## **STRATEGIC GOAL 5**

**Improving the treatment and care for juveniles in the penitentiary and correctional-educational institutions**

## **Result 5.1. New House Rules have been adopted for institutions where the measure referral to a correctional-educational facility is executed.**

### **Activities**

5.1.1. Establishing a working group for drafting the House Rules for the institutions where the measure referral to a correctional-educational institution is executed.

5.1.2. Drafting the House Rules for the institutions where the measure



referral to a correctional-educational institution is executed.

5.1.3. Adopting the House Rules by DECS Director.

## **Result 5.2. Vocational education for juveniles in PIs and CEIs has been introduced.**

### **Activities**

5.2.1. Introducing a tool for evaluating the juveniles' needs for acquiring skills and qualifications to be used by the staff for developing a training plan.

5.2.2. Providing premises and necessary equipment for the vocational training activities in Tetovo Juvenile Institution and Ohrid Prison.

5.2.3. Training of trainers for implementation of the vocational education for juveniles.

5.2.4. Introducing a curriculum for vocational training for juveniles in Ohrid Prison and CEF Tetovo.

5.2.5. Ensuring cooperation with a relevant external institution so that the learning and training delivered in the institutions corresponds with the one provided outside the correctional-educational institution and provides the juvenile with the opportunity to acquire a diploma (certificate) for the occupation.

## **Result 5.3. Specific programmes for treatment of juveniles in PIs and CEIs have been introduced.**

### **Activities**

5.3.1. Implementation of the Programme for Basic Life Skills for Juveniles in the Tetovo Correctional-Educational Facility.

5.3.2. Training of staff at Tetovo Correctional-Educational Facility and Ohrid Prison for application of the YOU TURN/EQUIP Programme for work with juveniles.

5.3.3. Implementation of the YOU TURN/EQUIP Programme for work with juveniles in Tetovo Correctional-Educational Facility and Ohrid Prison.

5.3.4. Establishment of a task group for drafting of a Short Prevention Programme aimed at raising awareness among juveniles on the negative consequences of the use of drugs and on prevention of infectious diseases.

5.3.5. Drafting a Short Prevention Programme aimed at raising awareness among juveniles on the negative consequences of the use of drugs and on prevention of infectious diseases.

5.3.6. Training of trainers for the application of the Short Prevention



Programme.

5.3.7. Cascade trainings of prison staff for the application of the Short Prevention Programme in CEF Tetovo and Ohrid Prison.

5.3.8. Implementation of the Short Prevention Programme in Tetovo Correctional-Educational Facility and Ohrid Prison.

## **STRATEGIC GOAL 6**

**Establishing more effective mechanisms for dealing with inter-prisoner violence and other disturbances in the penitentiary and correctional-educational institutions**

### **Result 6.1. A standardised system for collection, transfer and recording of information that allows for better risk management has been introduced.**

#### **Activities**

6.1.1. Improvements in the legal provisions for strengthening the security in the penitentiary and correctional-educational institutions.

6.1.2. Introducing a system for collection, analysis and transfer of information related to the security in the institutions.

6.1.3. Introducing a standardised procedure for keeping records of all incidents of violence by sentenced persons.

### **Result 6.2. Performed assessment of the need for establishment of trained intervention teams in case of general unrest and disturbances of order and controls in Pls.**

#### **Activities**

6.2.1. Establishing a working group which will draft an Assessment Analysis regarding the need to establish trained intervention teams in case of general unrests and violation of the order and control in the Pls.

6.2.2. Drafting an Assessment Analysis regarding the need to establish trained intervention teams in case of general unrests and violation of the order and control in the Pls.

### **Result 6.3. Strengthened video surveillance system in Pls and CEIs.**

#### **Activities**

6.3.1. Establishing a Standard Operative Procedure for Video Surveillance in Pls and CEIs with restricted access for use.

6.3.2. Procurement of video surveillance equipment in line with the needs of Pls and CEIs.

## **Result 6.4. A standardised system for proceeding in case of general unrest and natural disasters in PIs and CEIs has been introduced.**

### **Activities**

- 6.4.1. Establishing a working group which will draft a Plan and Standard Operative Procedures for proceeding in case of general unrests and natural disasters in the PIs and CEIs.
- 6.4.2. Drafting of the Plan and Standard Operative Procedures for proceeding in case of general unrests and natural disasters in the PIs and CEIs.
- 6.4.3. Implementation.

## **Result 6.5. Prison staff trained for dealing with violent behaviour of sentenced persons.**

### **Activity**

- 6.5.1. Introducing a Training Programme for prison staff for dealing with violent behaviour of sentenced persons.

## **Result 6.6. System of dynamic security is set up in the PIs and CEIs**

### **Activities**

- 6.6.1. Establishing a working group, which will draft a Training Programme for Prison Staff for dynamic security in the PIs and CEIs and Standard Operative Procedures for implementing dynamic security in the PIs and CEIs.
- 6.6.2. Drafting a Training Programme for Prison Staff for dynamic security in the PIs and CEIs and Standard Operative Procedures for implementing dynamic security in the PIs and CEIs.
- 6.6.3. Training of trainers.
- 6.6.4. Cascade trainings for prison staff in the PIs and CEIs.
- 6.6.5. Implementation of the Standard Operative Procedures for implementing dynamic security in the PIs and CEIs.

## **Result 6.7. A Programme for Treatment of Sentenced Persons with Violent Behaviour has been introduced.**

### **Activities**

- 6.7.1. Establishing a working group which will draft a Treatment Programme for Sentenced Persons with Violent Behaviour and Manual for use of the Programme.
- 6.7.2. Drafting a Treatment Programme for Sentenced Persons with

Violent Behaviour and Manual for use of the Programme.

6.7.3. Training of trainers.

6.7.4. Implementation of the Programme in a pilot institution.

6.7.5. Cascade training for prison staff.

6.7.6. Implementation of the Programme.

## **Result 6.8. Increased number of staff in the Prison Police Sector.**

### **Activity**

6.8.1. New employments in the Prison Police Sector in each PI.

## **STRATEGIC GOAL 7**

Establishing more effective mechanisms for dealing with cases of ill-treatment of persons deprived of liberty or cases of corrupt practice by employees in the penitentiary and correctional-educational institutions

## **Result 7.1. Standards of conduct of the prison staff in PIs and CEIs have been improved.**

### **Activities**

7.1.1. Establishing a working group for drafting a Code of Conduct for prison staff in the PIs and CEIs.

7.1.2. Drafting a Code of Conduct for prison staff in the PIs and CEIs.

7.1.3. Implementation of the Code of Conduct for prison staff in PIs and CEIs.

7.1.4. Producing a Card with the Code of Conduct for prison staff in the PIs and CEIs.

7.1.5. Introducing the Card with the Code of Conduct for prison staff in PIs and CEIs.

## **Result 7.2. The policy of zero tolerance for ill-treatment of persons deprived of liberty and cases of corruption in the PIs and CEIs has been improved.**

### **Activities**

7.2.1. Establishing a working group for drafting of a Strategic Plan for implementing the policy of zero tolerance with specific steps for realization.

7.2.2. Drafting a Strategic Plan for implementing the policy of zero tolerance with specific steps for realization at all levels of prison staff, from top to bottom.

7.2.3. Implementing Awareness raising campaign for the prison staff and their familiarisation with the policy of zero tolerance.

7.2.4. Establishing a working group for drafting the procedures for keeping records and submitting notifications about cases of ill-treatment of persons deprived of liberty by the prison staff in the Pls and CEIs.

7.2.5. Drafting the procedures for keeping records and submitting notifications about cases of ill-treatment of persons deprived of liberty by the prison staff in the Pls and CEIs.

7.2.6. Implementation of procedures.

7.2.7. Training of prison staff concerning the treatment of persons deprived of liberty from the aspect of respect of their rights and human dignity.

7.2.8. Training of prison staff on prevention and reducing of corruptive activities in the Pls and CEIs.

## **STRATEGIC GOAL 8**

**Provision of high-quality health care in the penitentiary and correctional-educational institutions**

### **Result 8.1. Health care units in the Pls and CEIs have been integrated in the public health care system of the country.**

#### **Activities**

8.1.1. Establishment of inter-ministerial committee composed of representatives from the Directorate for Execution of Sanctions and the Ministry of Health and drafting of Rules of Procedure.

8.1.2. Introducing minimum standards for providing health care protection to persons deprived of liberty in the Pls and CEIs, similar to the health care in the free society.

8.1.3. Introduction of procedures for the work of the medical staff in the Pls and CEIs in cases of ill-treatment of persons deprived of liberty in the institutions.

### **Result 8.2. A sustainable system of health insurance for the persons deprived of liberty in the Pls and CEIs has been established.**

#### **Activities**

8.2.1. Establishing a working group for drafting proposed amendments and supplements to the national legislation, which regulate the health insurance of persons deprived of liberty in the Pls and CEIs.

8.2.2. Drafting proposed amendments and supplements to the national legislation, which regulate the health insurance of persons deprived of liberty in the Pls and CEIs.

8.2.3. Adoption of proposed amendments and supplements to the

national legislation regulating the health insurance by the National Parliament.

### **Result 8.3. Comprehensive medical and psycho-social treatment to drug users in the Idrizovo Penitentiary Institution is provided.**

#### **Activities**

8.3.1. Providing premises for establishing a drug-free unit in Idrizovo Penitentiary Institution.

8.3.2. Training of the team responsible for implementing the Programme for psycho-social support of sentenced persons-drug users in Idrizovo Penitentiary Institution.

8.3.3. Implementing the Programme for psycho-social support of sentenced persons-drug users in Idrizovo Penitentiary Institution, including medical treatment for the drug addiction.

## **STRATEGIC GOAL 9**

**Providing efficient functioning of the educational process in the penitentiary and correctional-educational institutions**

### **Result 9.1. Preconditions for development of the educational process in the PIs and CEIs have been provided.**

#### **Activities**

9.1.1. Amendments to the Rulebook for Job Classification at DECS, which will provide for one more position for a person responsible for developing the educational process at the PIs and CEIs.

9.1.2. Appointing an expert at DECS responsible for developing the educational process in the PIs and CEIs.

9.1.3. Coordination with relevant institutions.

### **Result 9.2. Strategy for development of the education and learning process in the PIs and CEIs is adopted.**

#### **Activities**

9.2.1. Establishing a working group for drafting the Strategy for Organised Educational Process in the PIs and CEIs.

9.2.2. Drafting the Strategy for Organised Educational Process in the PIs and CEIs.

9.2.3. Adoption of the Strategy by the Government.

## STRATEGIC GOAL 10

Improvement of the preparation for release of sentenced persons before the end of the prison sentence

### **Result 10.1. Programme for preparation for release of sentenced persons from the institution has been introduced.**

#### **Activities**

- 10.1.1. Establishing a working group for drafting the Programme for preparation for release of sentenced persons from the institution.
- 10.1.2. Drafting the Programme for preparation for release of sentenced persons from the institution.
- 10.1.3. Training of trainers.
- 10.1.4. Implementation of the Programme for preparation for release of sentenced persons from the institution in a pilot institution.
- 10.1.5. Cascade trainings for prison staff.
- 10.1.6. Implementation of the Programme for preparation for release of sentenced persons from the institution in all PIs.

### **Result 10.2. Efficient system for implementation of the Programme for preparation for release of sentenced persons from the Institution has been established.**

#### **Activities**

- 10.2.1. Ensuring the cooperation between DECS and other relevant institutions/organisations that could get involved in the process of preparation for release of sentenced persons from the institution.
- 10.2.2. Introducing Standard Operative Procedures for implementation of the Programme for preparation for release of sentenced person from the institution.
- 10.2.3. Establishing local bodies composed of representatives from the penitentiary institutions, the Centres for social work and other institutions/organisations for preparation for release of sentenced persons by place of residence i.e. temporary residence.

## STRATEGIC GOAL 11

Improvement of the record keeping system in the penitentiary and establishing a network connection between DECS and the penitentiary and correctional-educational institutions

**Result 11.1. Unified forms for keeping records of sentenced persons have been introduced.**

### Activities

- 11.1.1. Establishing a working group which will draft unified forms for keeping records of sentenced persons.
- 11.1.2. Drafting unified forms for keeping records of sentenced persons.
- 11.1.3. Adoption of the forms for keeping records of sentenced persons by the Directorate for Execution of Sanctions.

**Result 11.2. Information system (hardware equipment and software solutions) for unified electronic keeping of records and complete files for the sentenced persons and networking of all PIs, offices anticipated within the Probation Service, as well as their networking on central level with DECS has been established.**

### Activities

- 11.2.1. Needs analysis for procurement of hardware and software.
- 11.2.2. Procurement of hardware, which will support the software for managing the penitentiary system, or more precisely for risk assessment and keeping unified electronic records for sentenced persons serving prison sentences and probation measures.
- 11.2.3. Procurement of software for managing the entire penitentiary system.
- 11.2.4. Network connection between DECS and the PIs and CEIs, the offices within the Probation Service and other relevant institutions.
- 11.2.5. Training of staff for use of the software solutions.

## STRATEGIC GOAL 12

Introduction of a Probation Service

**Result 12.1. Probation Service is established in the country.**

### Activity

- 12.1.1. Implementation of the Strategy for Development of a Probation Service (2013-2016).



## STRATEGIC GOAL 13

Harmonisation of the legislation related to the execution of sanctions with the strategic goals

### **Result 13.1. Legislation related to the execution of sanctions harmonized with the strategic goals.**

#### **Activities**

- 13.1.1. Establishing a Working Group which will produce a draft Law on Execution of Sanctions.
- 13.1.2. Producing a draft Law on Execution of Sanctions.
- 13.1.3. Organising round tables in order to involve all stakeholders from the area of execution of sanctions.
- 13.1.4. Adoption of the Law on Execution of Sanctions by the National Parliament.

## **APPENDICES**

### **APPENDIX 1 – ACTION PLAN**

In order to achieve the reform activities, set out in the National Strategy for Development of the Penitentiary System, an Action Plan that stipulates its implementation has been prepared and it is an integral part of this Strategy. The Action Plan contains precisely determined timeframe for implementation of the activities, institutions in charge of their implementation, adequate allocation of necessary financial resources, as well as the performance management indicators.

# *APPENDIX I – ACTION PLAN*

*(2015 – 2019)*

**MINISTRY OF JUSTICE  
DIRECTORATE FOR EXECUTION OF SANCTIONS**

## STRATEGIC GOAL 1

### Improvement of conditions in the penitentiary and correctional-educational institutions

RESULT 1.1. Increased accommodation capacities and improved living and working conditions in the penitentiary (PIs) and correctional-educational institutions (CEIs).	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
<b>ACTIVITIES</b>					
Continuation of implementation of the "Project for Reconstruction of PIs" for the reconstruction, renewal, and construction of new facilities such as: Idrizovo Penitentiary Facility (PF); Kumanovo Prison; Skopje Prison; and Tetovo Correctional-Educational Facility (CEF) <sup>1</sup> .	2015 - 2018	Directorate for Execution of Sanctions (DECS), Project Implementation Unit (PIU)	MKD 3,034,750,000.00	Budget of RM and funds from the Council of Europe Development Bank	Improved conditions in PIs and CEIs for a total of 2,543 persons (1821 sentenced persons, 612 detained persons, 110 juveniles)
1.1.1.1 Procurement of equipment for workshops in Kumanovo Prison, designing, revision, execution of construction work and supervision of the construction work for the water supply and discharge of purified waste water in the Institution.	2015	DECS, PIU Kumanovo Prison	MKD 5,300,000.00	Budget of RM and the Council of Europe Development Bank	Workshop equipment procured Construction work for the water supply completed and construction work for the discharge of purified waste water in the Institution completed
1.1.1.2 Construction and equipping of CEF Tetovo	Under way <sup>2</sup> , I quarter 2016	DECS, PIU	MKD 251,100,000.00	Budget of RM and the Council of Europe Development Bank	CEF Tetovo constructed and equipment for CEF Tetovo procured
1.1.1.3. Construction and equipping of PF Idrizovo Phase I Phase II Phase III	Under way <sup>3</sup> - 2018 2015 - 2018 2017 - 2018	DECS, PIU DECS, PIU DECS, PIU	MKD 667,150,000.00 MKD 853,900,000.00 MKD 677,400,000.00	Budget of RM and the Council of Europe Development Bank	PF Idrizovo constructed and equipment for PF Idrizovo procured

<sup>1</sup> Construction of Kumanovo Prison with the capacity of 226 persons was completed and since November 2013 it has operated as an institution of the semi-open type.

<sup>2</sup> Construction of CEF Tetovo began in March 2014.

<sup>3</sup> Construction of the first phase of PF Idrizovo started in April 2014.

1.1.1.4 Construction and equipping of Skopje Prison	2015 - 2018	DECS, PIU	MKD 579,900,000.00	Budget of RM and the Council of Europe Development Bank	Skopje Prison constructed and equipment for Skopje Prison procured
1.1.2 Continuation of implementation of the Government Annual Programme for Funding of the construction, reconstruction, maintenance of facilities, and equipping of penitentiary institutions	continuously	DECS, PIU, Pls, and CEIs	MKD 1,000,000.00 on an annual level and funds from the activity 1.1.1.	Budget of RM, the Council of Europe Development Bank and proceeds from self-funded activities of Pls	At least 60% activities implemented
1.1.2.1 Drafting of the Annual Programme	On an annual level - IV quarter	DECS, PIU	Within everyday duties of the staff	Budget of RM	Programme drafted
1.1.2.2 Adoption of the Annual Programme by the Government	On an annual level - IV quarter	DECS, PIU	Within everyday duties of the staff	Budget of RM	Programme adopted
1.1.2.3 Implementation of the Annual Programme	continuously	DECS, PIU, Pls, and CEIs	continuously	Budget of RM, the Council of Europe Development Bank, and proceeds from self-funded activities of Pls	Report on implemented activities/ number of implemented activities
RESULT 1.2 The existing capacities of Pls and CEIs are efficiently utilised.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
1.2.1 Preparation of the Annual Plan for maintenance of the existing facilities within each PI and CEI	On an annual level - I quarter	DECS, Pls, and CEIs	Within everyday duties of the staff	Budget of RM and proceeds from self-funded activities of Pls	Number of delivered Annual Plans to DECS
1.2.2 Implementation of activities foreseen in the Plans for maintenance of facilities in Pls and CEIs	continuously	Pls and CEIs	MKD 3,000,000.00 on an annual level	Budget of RM and proceeds from self-funded activities of Pls	At least 60% activities implemented
1.2.3 Transfer of sentenced persons from one to another penitentiary institution	continuously	DECS, Pls, and CEIs	Within everyday duties of the staff	Budget of RM	Number of decisions for transferred sentenced persons from one to another PI

## STRATEGIC GOAL 2

### Strengthening the management and performance oversight system in the penitentiary and correctional-educational institutions

RESULT 2.1 Established strong and transparent mechanism for efficient and professional management with the penitentiary system and a clear hierarchical and accountability structure between DECS and PIs and CEIs.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
2.1.1 Definition of legal provisions for <sup>4</sup> : selection criteria, authorisations and obligations of the DECS Director and Directors of PIs and CEIs DECS competencies with regard to the management of PIs and CEIs (systematic, hierarchical approach, monitoring competencies) PIs and CEIs competencies	2015 - 2016	Ministry of Justice (MoJ), DECS	(See SG 13)	Budget of RM Other sources of funding: grants or donations	Provisions in the new Law on Execution of Sanctions defined
2.1.2 Provision of basic and continuous training of the management staff for management of PIs and CEIs	2016 - continuously	DECS/ PIs and CEIs	Combined sources of funding (MKD 300,000.00 on an annual level from the Budget of RM and additional funds from other sources of funding)	Budget of RM/Other sources of funding: grants or donations	Number of conducted training courses Number of participants in the training courses

<sup>4</sup> This activity is also provided for in the Strategic Goal 13.

RESULT 2.2 Strengthened oversight function of DECS over the work of Pls and CEIs.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
2.2.1 Defining the legal provisions for the competencies and organisation of the Sector for Inspection Oversight within DECS, as well as authorisations of the inspectors for execution of sanctions, types of corrective measures that they may undertake after a performed inspection and the procedure for their pronouncing and implementation <sup>5</sup>	2015 - 2016	MoJ, DECS	See SG 13	Budget of RM/Other sources of funding: grants or donations	Provisions in the new Law on Execution of Sanctions defined
2.2.2 Introducing standards for performing inspection by drafting unified tools and criteria for performing inspection					
2.2.2.1 Preparing the tools and criteria for performing inspection	Under way <sup>6</sup> - I quarter 2015	DECS, CoE Project Office	MKD 308,500.00	IPA 2009	Inspection tools prepared
2.2.2.2 Training of inspectors in DECS for the application of tools	II quarter 2015	DECS, CoE Project Office	MKD 308,500.00	IPA 2009	Number of conducted training courses Number of participants in the training courses
2.2.2.3 Introduction of tools	IV quarter 2015 - continuously	DECS	Within everyday duties of the staff	Budget of RM	Number of performed inspections with the application of tools
2.2.3 Drafting and introducing standards for performance evaluation according to specified performance criteria for the operation of Pls and CEIs					

<sup>5</sup> This activity is also provided for in the Strategic Goal 13.

<sup>6</sup> In November 2014, a working group for preparation of tools and criteria for the performance of inspection was established.

2.2.3.1 Establishing a working group for the preparation of performance evaluation standards	I quarter 2017	DECS	Within everyday duties of the staff	Budget of RM/ Other sources of funding: grants or donations	Working group established
2.2.3.2 Drafting of standards for performance evaluation	I - II quarters 2017	DECS	Within everyday duties of the staff	Budget of RM/ Other sources of funding: grants or donations	Standards completed
2.2.3.3 Training of inspectors in DECS for the performance evaluation standards	III - IV quarters 2017	DECS	Within everyday duties of the staff	Budget of RM /Other sources of funding: grants or donations	Number of conducted training courses Number of participants in the training courses
2.2.3.4 Introduction of performance evaluation standards	IV quarter 2017 - continuously	DECS	Within everyday duties of the staff	Budget of RM	Number of PIs and CEIs where the level of operational performance has been determined
2.2.4 Establishing a Sector for Inspection Oversight within DECS for carrying out the oversight over the operations of the PIs and CEIs, and over the treatment of persons deprived of liberty in accordance with their legal competencies.					
2.2.4.1 Establishment of a Sector for Inspection Oversight within DECS for carrying out inspection over the operation of PIs and CEIs in the act of internal organisation and job classification in DECS	6 months after adopting the Law on Execution of Sanctions	DECS	Within everyday duties of the staff	Budget of RM	The Sector for Inspection Oversight has been established within the Rulebook for Internal Organisation of the DECS Operation and the Rulebook on the Job Classification in DECS
2.2.4.2 Provision of required human resources	2017	DECS	For 5 newly employed – advisors MKD 2,500,000.00	Budget of RM	Number of inspectors employed in the Sector
2.2.4.3 Provision of required material and technical conditions	2017	DECS	MKD 465,000	Budget of RM	Equipment provided

RESULT 2.3 Strengthened independent monitoring over the operation of PIs and CEIs, by reorganising the State Commission for Execution of Sanctions (SCES)	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
2.3.1 Amendments and supplements to the legal provisions concerning the composition, mandate and competence of the State Commission for Execution of Sanctions	2015 - 2016	MoJ, DECS	Within everyday duties of the staff	Budget of RM/Other sources of funding: grants or donations	Provisions in the new Law on Execution of Sanctions defined
2.3.2 Defining the legal basis for adoption of the Rules of Procedure for the work of the State Commission for Execution of Sanctions	2015 - 2016	MoJ, DECS	Within everyday duties of the staff	Budget of RM/Other sources of funding: grants or donations	Provisions in the new Law on Execution of Sanctions defined
2.3.3 Drafting procedures for the cooperation of the State Commission for Execution of Sanctions with other institutions in the system of execution of sanctions	6 months after adopting the Law on Execution of Sanctions	DECS, SCES, NPM, courts	Within everyday duties of the staff	Budget of RM/Other sources of funding: grants or donations	Procedures for cooperation prepared



### STRATEGIC GOAL 3

#### Establishing and strengthening a sustainable system for training of the entire staff in the DECS, the penitentiary and correctional-educational institutions

RESULT 3.1 A system for specialised training of the DECS staff has been established.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
3.1.1 Drafting an Annual Training Plan for the DECS Staff	On an annual level - IV quarter	DECS	Within everyday duties of the staff	Budget of RM	Annual Plan drafted
3.1.2 Establishing cooperation and partnership between DECS and other national and international institutions/ organisations					
3.1.2.1 Signing of memoranda for cooperation and partnership between DECS and the national and international organisations	continuously	DECS	There are no fiscal implications	/	Number of memoranda signed
3.1.3 Implementation of specialised training courses for the DECS staff	continuously	DECS	Combined sources of funding (MKD 600,000.00 on an annual level from the Budget of RM and additional funds from other sources of funding)	Budget of RM/Other sources of funding: grants or donations	Number of conducted training courses Number of participants in the training courses

RESULT 3.2 Preconditions for the functioning of the Prison Staff Training Centre have been created	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
3.2.1 Equipping of the Training Centre					
3.2.1.1 Procurement of technical equipment for the functioning of the Training Centre	I quarter 2015	CoE Project Office	MKD 5,553,000.00	IPA 2009	Technical equipment procured
3.2.1.2 Procurement of furniture for the premises of the Training Centre	I quarter 2015	CoE Project Office	MKD 3,085,000.00	IPA 2009	Furniture procured
3.2.2 Drafting an Annual Plan for regular maintenance of the Training Centre	On an annual level - I quarter	DECS, Pls and CEIs	Within everyday duties of the staff	Budget of RM	Annual Plan prepared
3.2.3 Drafting Programmes for training of prison staff					
3.2.3.1 Drafting a Programme for Training of the Staff in the Resocialisation Sector within Pls and CEIs	III - IV quarters 2015	DECS	Within everyday duties of the staff	Budget of RM	Programme prepared
3.2.3.2 Drafting a Programme for Training of the Prison Police within Pls and CEIs	III - IV quarters 2015	DECS	Within everyday duties of the staff	Budget of RM	Programme prepared
3.2.3.3 Drafting a Programme for Training of Professional Trainers in Pls and CEIs	III - IV quarters 2015	DECS	Within everyday duties of the staff	Budget of RM	Programme prepared
3.2.4 Drafting Annual Programme for Implementation of Prison Staff Training	On an annual level - IV quarter	DECS	Within everyday duties of the staff	Budget of RM	Annual Programme prepared
3.2.5 Completing the staff in the Training Sector within DECS	2015 - 2016	DECS	For 3 new employees (1 advisor, 1 senior associate and 1 associate) - MKD 1,251,300.00	Budget of RM	Number of employed persons

RESULT 3.3 Strategy for Development of a Prison Staff Training System adopted.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
3.3.1 Establishment of a working group for drafting the Strategy for Development of Prison Staff Training System	I quarter 2015	DECS	Within everyday duties of the staff	Budget of RM	Working group established
3.3.2 Preparation of the Strategy for Development of Prison Staff Training System	I - IV quarters 2015	DECS	Within everyday duties of the staff	Budget of RM	Strategy prepared
3.3.3 Adoption of the Strategy for Development of the Prison Staff Training System by the Government	IV quarter 2015	DECS	There are no fiscal implications	/	The Strategy adopted by the Government
3.3.4. Implementation of the Strategy for Development of the Prison Staff Training System in line with the Action Plan for Training	2016 - continuously	DECS	MKD 5,300,000.00 on an annual level	Budget of RM/Other sources of funding: grants or donations	Number of implemented objectives and activities from the Strategy

STRATEGIC GOAL 4					
Improving the treatment and care for sentenced persons in the penitentiary institutions					
RESULT 4.1 Functioning admission departments established in each PI.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
4.1.1 Construction/reconstruction of separate admission departments in Gevgelija Prison, Strumica Prison, Bitola Prison, Prilep Prison, Tetovo Prison, Ohrid Prison, Struga Penitentiary Facility of open type	2016-2019	DECS, PIs	MKD 17,500,000.00	Budget of RM/Other sources of funding: grants or donations	7 constructed/reconstructed admission departments
4.1.2 Staffing/completing the staff of the professional team in each PI	2015-2019	DECS, PIs	For 31 new employments (16 senior associates and 15 associates) - MKD 12,700,800.00	Budget of RM	Number of employed persons Number of staffed professional teams
RESULT 4.2 Improved tools for risk assessment of sentenced persons.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
4.2.1 Development of a short screening tool for sentenced persons	I quarter 2015	CoE Project Office, DECS	MKD 123,400.00	IPA 2009	The tool was developed
4.2.2 Training of trainers for the application of the short screening tool for sentenced persons	I quarter 2015	CoE Project Office, DECS	MKD 617,000.00	IPA 2009	Number of conducted training courses Number of trained trainers
4.2.3 Implementation of the short screening tool for sentenced persons in a pilot institution	I - II quarters 2015	CoE Project Office, DECS	There are no fiscal implications	IPA 2009	Number of sentenced persons on whom the tool in the pilot institution has been applied

4.2.4 Cascade training for prison staff for application of the short screening tool for sentenced persons	II quarter 2015	CoE Project Office, DECS	MKD 308,500.00	IPA 2009	Number of conducted cascade training courses Number of trained staff
4.2.5 Implementation of the short screening tool for sentenced persons in all PIs	2016 - continuously	DECS, PIs	Within everyday duties of the staff	Budget of RM	Number of sentenced persons on whom the tool was applied in each PI
4.2.6 Improvement of the Instrument for Sentenced Persons' Risk and Needs Assessment	I - IV quarters 2015	CoE Project Office, DECS	MKD 123,400.00	IPA 2009	The instrument improved
RESULT 4.3 General Cognitive Programme for Treatment of Sentenced Persons has been introduced	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
4.3.1 Drafting of a General Cognitive Programme for Treatment of Sentenced Persons	I quarter 2015	CoE Project Office, DECS/PIs	MKD 617,000.00	IPA 2009	General Cognitive Programme prepared
4.3.2 Training of trainers for the application of the General Cognitive Programme	I quarter 2015	CoE Project Office, DECS/PIs	MKD 617,000.00	IPA 2009	Number of conducted training courses Number of trained trainers
4.3.3 Implementation of the General Cognitive Programme in a pilot institution	I - II quarters 2015	CoE Project Office, DECS/PIs	There are no fiscal implications	IPA 2009	Number of sentenced persons included in the General Cognitive Programme in the pilot institution
4.3.4 Cascade training courses for the prison staff for the application of the General Cognitive Programme for Treatment of Sentenced Persons	II quarter 2015	CoE Project Office, DECS/PIs	MKD 308,500.00	IPA 2009	Number of conducted cascade training courses Number of trained staff
4.3.5 Implementation of the General Cognitive Programme for Treatment of Sentenced Persons in all PIs	2016 - continuously	DECS, PIs	Within everyday duties of the staff	Budget of RM	Number of sentenced persons included in the General Cognitive Programme in each PI

RESULT 4.4 Specific measures for treatment of sentenced persons have been introduced.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
4.4.1 Establishing a working group to develop separate modules within the General Cognitive Programme for Treatment of Sentenced Persons that will cover specific groups within a PI	I quarter 2015	CoE Project Office, DECS	There are no fiscal implications	IPA 2009	Working group established
4.4.2 Drafting separate modules within the General Cognitive Programme for Treatment of Sentenced Persons that will cover specific groups within a PI	I - II quarters 2015	CoE Project Office, DECS/Pis	Funds for this activity are envisaged in 4.3.1.	IPA 2009	Special modules for treatment of sentenced persons have been prepared.
4.4.3 Training of trainers for application of the separate modules for treatment of sentenced persons	I quarter 2016	DECS/Pis	MKD 1,500,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained trainers
4.4.4 Implementation of the separate modules for treatment of sentenced persons in a pilot institution	II - III quarters 2016	DECS/Pis	There are no fiscal implications	Other sources of funding: grants or donations	Number of sentenced persons included in the separate modules for treatment in a pilot institution
4.4.5 Cascade training courses for prison staff on the application of the separate modules for treatment	IV quarter 2016	DECS/Pis	MKD 750,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
4.4.6 Implementation of the separate modules for treatment in Pis	2017 - continuously	DECS, Pis	Within everyday duties of the staff	Budget of RM	Number of sentenced persons included in the separate modules in each PI

RESULT 4.5 Improved conditions for working engagement of sentenced persons/remand prisoners.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
4.5.1 Assessment of the needs for efficient working engagement of sentenced persons / remand prisoners in all Pls, from the aspect of maximum use of the existing capacities and increase of the scope of work activities in the institutions	I - II quarters 2015	DECS/Pls	Within everyday duties of the staff	Budget of RM	Assessment of the needs completed
4.5.2 Providing equipment for the prison workshops for engagement of sentenced persons / remand prisoners in accordance with the needs assessment	III quarter 2015 - continuously	DECS, PIU, Pls	Funds for Kumanovo Prison are envisaged in 1.1.1.1, for PF Idrizovo in 1.1.1.3, for Skopje Prison in 1.1.1.4, and for the remaining Pls there is a need for MKD 2,500,000.00	Budget of RM/Loan from the Council of Europe Development Bank/Other sources of funding: grants or donations	Number of equipped workshops
4.5.3 Ensuring cooperation with a relevant external institution so that the learning and the conducted training is adequate with the one outside Pls and enabling the sentenced person to acquire a diploma (certificate) for the occupation					
4.5.3.1 Signing a Memorandum of Cooperation with the relevant external institution so that the learning and the conducted training is adequate with the one in the Pls	I - IV quarters 2015	DECS, Pls	There are no fiscal implications	/	Number of signed memoranda of cooperation
4.5.4 Training of professional trainers for efficient implementation of the work process of the engaged sentenced persons/ remand prisoners	continuously	DECS	MKD 100,000.00 on an annual level	Budget of RM/Other sources of funding: grants or donations	Number of conducted training courses Number of trained instructors

RESULT 4.6 Improved conditions for organisation and development of sports, recreation and other leisure activities of persons deprived of liberty in PIs and CEIs.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
4.6.1 Assessment of possibilities for organisation of sport and other leisure activities in each PI and CEI	I - II quarters 2015	DECS/PIs	Within everyday duties of the staff	Budget of RM	Assessment made
4.6.2 Providing equipment for the sports and recreational facilities in each PI and CEI in line with the assessment made	III quarter 2015 - continuously	DECS, PIU, PIs, and CEIs	Funds for Kumanovo Prison are envisaged in 1.1.1.1, for CEF Tetovo in 1.1.1.2, for PF Idrizovo in 1.1.1.3, for Skopje Prison in 1.1.1.4, and for the remaining PIs there is a need for MKD 2,500,000.00	Budget of RM/Loan from the Council of Europe Development Bank/Other sources of funding: grants or donations	Number of equipped rooms
4.6.3 Providing a library in each PI and CEI	continuously	DECS, PIs, and CEIs	MKD 500,000.00	Other sources of funding: grants or donations	Number of equipped libraries



## STRATEGIC GOAL 5

### Improving the treatment and care for juveniles in the penitentiary and correctional-educational institutions

RESULT 5.1 New House Rules have been adopted for institutions where the measure referral to a correctional-educational facility is executed	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
5.1.1 Establishing a working group for drafting the House Rules for the institutions where the measure referral to a correctional-educational facility is executed	I quarter 2016	DECS	Within everyday duties of the staff	Budget of RM	Working group established
5.1.2 Drafting the House Rules for the institutions where the measure referral to a correctional-educational facility is executed	I - II quarters 2016	DECS/CEIs	Within everyday duties of the staff	Budget of RM	House Rules prepared
5.1.3 Adopting the House Rules by the DECS Director	I - IV quarters 2017	DECS	There are no fiscal implications	/	House Rules adopted
RESULT 5.2 Vocational education for juveniles in PIs and CEIs has been introduced	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
5.2.1 Introducing a tool for assessment of the juveniles' needs for acquiring skills and qualifications to be used by the staff for developing a training plan					
5.2.1.1 Establishing a working group for the development of the tool for assessment of needs of juveniles for acquiring skills and qualifications	III quarter 2016	DECS	Within everyday duties of the staff	Budget of RM	Working group established
5.2.1.2 Development of the tool for assessment of needs of juveniles for acquiring skills and qualifications	IV quarter 2016	DECS	Within everyday duties of the staff	Budget of RM/Other sources of funding: grants or donations	Tool developed

5.2.1.3 Implementation of the tool for assessment of needs of juveniles for acquiring skills and qualifications	I quarter 2017	DECS, Ohrid Prison, and CEF Tetovo	Within everyday duties of the staff	Budget of RM	Tool introduced
5.2.2 Providing premises and necessary equipment for the vocational training activities in the CEF Tetovo and Ohrid Prison	I quarter 2015 - I quarter 2016	DECS, PLU, Ohrid Prison, and CEF Tetovo	Funds for CEF Tetovo are envisaged in 1.1.1.2, and for Ohrid Prison there is a need for MKD 300,000.00	Budget of RM/Loan from the Council of Europe Development Bank/Other sources of funding: grants or donations	Premises provided Equipment procured
5.2.3 Training of trainers for implementation of the vocational education for juveniles	III - IV quarters 2017	DECS, Ministry of Education and Science (MoES), Centre of Education of Adults (CEA)/ Ohrid Prison and CEF Tetovo	Within everyday duties of the staff	Budget of RM/Other sources of funding: grants or donations	Number of conducted training courses Number of trained trainers
5.2.4 Introducing Curricula for vocational education in Ohrid Prison and CEF Tetovo	IV quarter 2017	DECS, MoES, CEA/Ohrid Prison, and CEF Tetovo	Within everyday duties of the staff	Budget of RM	Curricula for vocational education introduced
5.2.5 Ensuring cooperation with a relevant external institution so that the learning and the training delivered corresponds with the one provided outside the CEIs and provides the juvenile with the opportunity to acquire diploma (certificate) for the occupation					
5.2.5.1 Signing a Memorandum of Cooperation	I - II quarters 2017	DECS, MoES, CEA, Ohrid Prison, CEF Tetovo CEF/ NGOs, and other institutions/organisations	There are no fiscal implications	/	Number of memoranda signed

RESULT 5.3 Specific programmes for treatment of juveniles in PIs and CEIs have been introduced.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
5.3.1 Implementation of the Programme for Basic Life Skills for Juveniles in the Tetovo Correctional-Educational Facility	I quarter 2015 - continuously	DECS, CEF Tetovo	Within everyday duties of the staff	Budget of RM	Number of juveniles included in the programme
5.3.2 Training of staff at Tetovo Correctional-Educational Facility and Ohrid Prison for application of the YOU TURN/ EQUIP Programme for work with juveniles	Under way <sup>7</sup> - II quarter 2016	DECS/Ohrid Prison, and CEF Tetovo	MKD 26,771,630.00	The Netherlands Helsinki Committee	Number of conducted training courses Number of trained staff
5.3.3 Implementation of the YOU TURN/ EQUIP Programme for work with juveniles in Tetovo Correctional-Educational Facility and Ohrid Prison	Under way <sup>8</sup> - continuously	DECS/Ohrid Prison, and CEF Tetovo	Funds for this activity are envisaged in 5.4.2.	The Netherlands Helsinki Committee	Number of juveniles included in the programme in CEF Tetovo and Ohrid Prison
5.3.4 Establishing a working group for drafting a Short Prevention Programme aimed at raising the awareness among juveniles on the negative consequences of the use of drugs and on prevention of infectious diseases	I quarter 2016	DECS, Ministry of Health (MoH)	Within everyday duties of the staff	Budget of RM / Other sources of funding: grants or donations	Working group established
5.3.5 Drafting a Short Prevention Programme aimed at raising the awareness among juveniles on the negative consequences of the use of drugs and on prevention of infectious diseases	I - II quarters 2016	DECS, MoH/ Ohrid Prison, and CEF Tetovo	Within everyday duties of the staff	Budget of RM / Other sources of funding: grants or donations	The Short Prevention Programme prepared
5.3.6 Training of trainers for the application of the Short Prevention Programme	III quarter 2016	DECS, MoH/ Ohrid Prison, and CEF Tetovo	Within everyday duties of the staff	Budget of RM / Other sources of funding: grants or donations	Number of conducted training courses Number of trained trainers

<sup>7</sup> Training of the staff began in March 2014 through the implementation of the project "Improvement of Prison Conditions for Reintegration of Juveniles Detainees" supported by the Netherlands Helsinki Committee.

<sup>8</sup> Implementation of the programme began concurrently with the implementation of trainings in March 2014.

5.3.7 Cascade trainings of prison staff for the application of the Short Prevention Programme in CEF Tetovo and Ohrid Prison	IV quarter 2016	DECS/Ohrid Prison, and CEF Tetovo	Within everyday duties of the staff	Budget of RM / Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
5.3.8 Implementation of the Short Prevention Programme in Tetovo Correctional-Educational Facility and Ohrid Prison	IV quarter 2016 - continuously	DECS/Ohrid Prison, and CEF Tetovo	Within everyday duties of the staff	Budget of RM	The Short Prevention Programme Introduced

## STRATEGIC GOAL 6

### Establishing more effective mechanisms for dealing with inter-prisoner violence and other disturbances in the penitentiary and correctional-educational institutions

RESULT 6.1 A standardised system for collection, transfer and recording of information that allows for better risk management has been introduced	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
6.1.1 Improvement in the legal provisions for strengthening the security in the Pls and CEIs	2015 - 2016	MoJ, DECS	Within everyday duties of the staff	Budget of RM / Other sources of funding: grants or donations	Provisions in the new Law on Execution of Sanctions defined
6.1.2 Introducing a system for collection, analysis and transfer of information related to the security in the institutions					
6.1.2.1 Establishing a working group for drafting a standardised form for submission of information related to the threats to the security and the Procedure for Collection, Analysis and Transfer of Information	I quarter 2016	DECS	Within everyday duties of the staff	Budget of RM	Working group established
6.1.2.2 Drafting the standardised form for submission of information related to the threats to the security and the Procedure for Collection, Analysis and Transfer of Information	I - IV quarters 2016	DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Standardised form prepared The Procedure for Collection, Analysis and Transfer of Information developed
6.1.2.3 Implementation	I quarter 2017 - continuously	DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Standardised form introduced Procedure introduced
6.1.3 Introducing a standardised procedure for keeping records of all incidents of violence by sentenced persons					
6.1.3.1 Establishing a working group for preparation of safety files for sentenced persons who have threatened the safety of the institution	I quarter 2017	DECS	Within everyday duties of the staff	Budget of RM	Working group established

6.1.3.2 Preparing safety files for sentenced persons who have threatened the safety of the institution	I - II quarters 2017	DECS/PIs	Within everyday duties of the staff	Budget of RM	Safety files prepared
6.1.3.3 Establishing a working group for preparation of the special forms for keeping records of all incidents of violence by sentenced persons	II quarter 2017	DECS	Within everyday duties of the staff	Budget of RM	Working group established
6.1.3.4 Drafting of special forms for keeping records of all incidents of violence by sentenced persons	II - IV quarters 2017	DECS/PIs	Within everyday duties of the staff	Budget of RM	Forms drafted
6.1.3.5 Implementation	I quarter 2018 - continuously	DECS, PIs, and CEIs	Within everyday duties of the staff	Budget of RM	Safety files introduced Forms for keeping records of all incidents of violence by sentenced persons introduced
RESULT 6.2 Performed assessment of the need for establishment of trained intervention teams in case of general unrest and disturbances of order and controls in PIs.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
6.2.1 Establishing a working group, which will draft an Assessment Analysis regarding the need to establish trained intervention teams in case of general unrest and disturbances of the order and control in PIs	II quarter 2015	DECS	Within everyday duties of the staff	Budget of RM	Working group established
6.2.2 Drafting an Assessment Analysis regarding the need to establish trained intervention teams in case of general unrest and disturbances of the order and control in PIs	II - IV quarters 2015	DECS/PIs	Within everyday duties of the staff	Budget of RM	Analysis drafted

RESULT 6.3 Strengthened video surveillance system in PIs and CEIs.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
6.3.1 Establishing a Standard Operative Procedure for Video Surveillance in PIs and CEIs with restricted access to use					
6.3.1.1 Establishing a working group for preparation of a Standard Operative Procedure for Video Surveillance in PIs and CEIs with restricted access to use	I quarter 2017	DECS	Within everyday duties of the staff	Budget of RM	Working group established
6.3.1.2 Developing the Standard Operative Procedure for Video Surveillance in PIs and CEIs with restricted access to use	I - II quarters 2017	DECS/ PIs and CEIs	Within everyday duties of the staff	Budget of RM	The Standard Operating Procedure developed
6.3.1.3 Implementation	III quarter 2017- continuously	DECS, PIs and CEIs	Within everyday duties of the staff	Budget of RM	The Standard Operating Procedure introduced
6.3.2 Procurement of video surveillance equipment in line with the needs of PIs and CEIs	III quarter 2017	DECS, PIs and CEIs	MKD 8,000,000.00	Budget of RM / Other sources of funding: grants or donations	The video surveillance equipment in PIs and CEIs procured
RESULT 6.4 A standardised system for proceeding in case of general disturbances and natural disasters in PIs and CEIs has been introduced	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
6.4.1 Establishing a working group, which will draft a Plan and Standardised Operative Procedure for proceeding in case of general unrests and natural disasters in PIs and CEIs	I quarter 2018	DECS	Within everyday duties of the staff	Budget of RM	Working group established

6.4.2 Drafting of the Plan and Standard Operative Procedures for proceeding in case of general unrests and natural disasters in Pls and CEIs	I - II quarters 2018	DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	The Plan prepared The Standard Operative Procedure drafted
6.4.3 Implementation	III quarter 2018- continuously	DECS, Pls and CEIs	Within everyday duties of the staff	Budget of RM	The Plan introduced The Standard Operative Procedure introduced
RESULT 6.5 Prison staff trained for dealing with violent behaviour of sentenced persons.	Timeframe	Responsible institution /involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
6.5.1 Introducing a Programme for Training of Prison Staff for dealing with violent behaviour of sentenced person					
6.5.1.1 Establishing a working group for drafting the Programme for Training of Prison Staff for dealing with violent behaviour of sentenced person	I quarter 2016	DECS	There are no fiscal implications	Other sources of funding: grants or donations	Working group established
6.5.1.2 Drafting the Programme for Training of Prison Staff for dealing with violent behaviour of sentenced person	I - III quarters 2016	DECS/Pls	MKD 950,000.00	Other sources of funding: grants or donations	Programme prepared
6.5.1.3 Training of trainers	IV quarter 2016	DECS/Pls	MKD 1,300,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
6.5.1.4 Cascade training courses of the prison police and the resocialisation sector	I - II quarters 2017	DECS/Pls	MKD 750,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff



RESULT 6.6 A system of dynamic security is set up in the Pls and CEIs	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
6.6.1 Establishing a working group, which will draft a Training Programme for Prison Staff for Dynamic Security in the Pls and CEIs and Standard Operative Procedures for implementing dynamic security in the Pls and CEIs	I quarter 2017	DECS	There are no fiscal implications	Other sources of funding: grants or donations	Working group established
6.6.2 Drafting a Training Programme for Prison Staff for Dynamic Security in the Pls and CEIs and Standard Operative Procedures for implementing dynamic security in the Pls and CEIs	I - IV quarters 2017	DECS/ Pls and CEIs	MKD 950,000.00	Other sources of funding: grants or donations	Programme prepared Standard Operative Procedures
6.6.3 Training of trainers	I quarter 2018	DECS/ Pls and CEIs	MKD 1,300,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
6.6.4 Cascade trainings for prison staff in Pls and CEIs	II - IV quarters 2018	DECS/ Pls and CEIs	MKD 750,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
6.6.5 Application of the Standard Operative Procedures for implementing dynamic security in the Pls and CEIs	I quarter 2019 - continuously	DECS, Pls and CEIs	Within everyday duties of the staff	Budget of RM	The Standard Operative Procedures introduced
RESULT 6.7 A Programme for Treatment of Sentenced Persons with Violent Behaviour has been introduced.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
6.7.1 Establishing a working group, which will draft a Treatment Programme for Sentenced Persons with Violent Behaviour and Manual for use of the Programme	I quarter 2016	DECS	There are no fiscal implications	Other sources of funding: grants or donations	Working group established

6.7.2 Drafting a Treatment Programme for Sentenced Persons with Violent Behaviour and Manual for use of the Programme	I - IV quarters 2016	DECS/PIs	MKD 950,000.00	Other sources of funding: grants or donations	The Programme and the Manual drafted
6.7.3 Training of trainers	I quarter 2017	DECS/PIs	MKD 1,300,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
6.7.4 Implementation of the Programme in a pilot institution	II - IV quarters 2017	DECS/PIs	There are no fiscal implications	Other sources of funding: grants or donations	The Programme introduced
6.7.5 Cascade training for prison staff	I - II quarters 2018	DECS/PIs	MKD 750,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
6.7.6 Implementation of the Programme	III quarter 2018- continuously	DECS, PIs	Within everyday duties of the staff	Budget of RM	The Programme introduced
RESULT 6.8 Increased number of staff in the Prison Police Sector.					
6.8.1 Realized new employments in the Prison Police Sector in each PI	2015-2019	DECS, PIs	For 30 new employments (junior supervisors) MKD 8,180,000.00	Budget of RM	Number of employed persons

## STRATEGIC GOAL 7

### Establishing more effective mechanisms for dealing with cases of ill-treatment of persons deprived of liberty or cases of corrupt practice by employees in the penitentiary and correctional-educational institutions

RESULT 7.1 Standards of conduct of the prison staff in PIs and CEIs have been improved	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
7.1.1 Establishment of a working group for drafting of the Code of Conduct of the Prison Staff in PIs and CEIs	I quarter 2016	DECS	Within everyday duties of the staff	Budget of RM	Working group established
7.1.2 Drafting of the Code of Conduct of Prison Staff in PIs and CEIs	I - II quarters 2016	DECS/ PIs and CEIs	Within everyday duties of the staff	Budget of RM	The Code of Conduct drafted
7.1.3 Implementation of the Code of Conduct of the Prison Staff in PIs and CEIs	III quarter 2016- continuously	DECS, PIs, CEIs	Within everyday duties of the staff	Budget of RM	The Code of Conduct introduced
7.1.4 Preparation of a Card with the Code of Conduct of the Prison Staff in PIs and CEIs	III quarter 2016	DECS, PIs and CEIs	Within everyday duties of the staff	Budget of RM	The Card prepared
7.1.5 Introduction of the Card with the Code of Conduct of the Prison Staff in PIs and CEIs	III quarter 2016	DECS, PIs and CEIs	Within everyday duties of the staff	Budget of RM	The Card introduced

RESULT 7.2 The policy for zero tolerance for ill-treatment of persons deprived of liberty and in cases of corruption by employees in Pls and CEIs has been improved	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
7.2.1 Establishment of a working group for preparation of a Strategic Plan for Implementation of the Policy for Zero Tolerance with specific steps for implementation	I quarter 2016	DECS	Within everyday duties of the staff	Budget of RM	Establishment of the working group
7.2.2 Preparation of the Strategic Plan for Implementation of the Policy for Zero Tolerance with specific steps for its implementation from top to bottom through all levels of the prison staff	I - II quarters 2016	DECS	Within everyday duties of the staff	Budget of RM	The Strategic Plan prepared
7.2.3 Implementation of an information campaign for raising awareness of the prison staff and their familiarisation with the Policy for Zero Tolerance	III quarter 2016 - continuously	DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Number of conducted campaigns
7.2.4 Establishment of a working group for preparation of procedures for recording and reporting on cases of ill-treatment of persons deprived of liberty by the prison staff in Pls and CEIs	I quarter 2017	DECS	Within everyday duties of the staff	Budget of RM	Working group established
7.2.5 Drafting of procedures for recording and reporting on cases of ill-treatment of persons deprived of liberty by the prison staff in Pls and CEIs	I - II quarters 2017	DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Procedures drafted
7.2.6 Implementation of procedures	III quarter 2017 - continuously	DECS, Pls, CEIs	Within everyday duties of the staff	Budget of RM	Procedures introduced
7.2.7 Training of the prison staff concerning the treatment of persons deprived of liberty from the aspect of respect of their rights and protection of human dignity	continuously	DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM / Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff

7.2.8 Training of the prison staff on prevention and reducing of corruptive actions in Pls and CEIs	continuously	DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM / Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
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<b>STRATEGIC GOAL 8</b> <b>Provision of high-quality health care in the penitentiary and correctional-educational institutions</b>					
RESULT 8.1 Health care units in Pls and CEIs have been integrated in the public health system of the country.	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
<b>ACTIVITIES</b>					
8.1.1 Establishment of an Interdepartmental Committee, composed of representatives of the Directorate for Execution of Sanctions and the Ministry of Health and drafting of the Rules of Procedure	I quarter 2015	MoH, DECS	Within everyday duties of the staff	Budget of RM	The Committee established The Rules of Procedure drafted
8.1.2 Introduction of minimum standards for provision of health care of persons deprived of liberty in Pls and CEIs similar to the health care in the free society					
8.1.2.1 Establishment of a working group for development of minimum standards for provision of health care of persons deprived of liberty in Pls and CEIs	III quarter 2015	MoH, DECS	Within everyday duties of the staff	Budget of RM	Working group established
8.1.2.2. Development of the standards	III - IV quarters 2015	MoH, DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Standards developed
8.1.2.3 Implementation of the standards	IV quarter 2015 - continuously	MoH, DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Standards introduced
8.1.3 Introduction of procedures for the work of the medical staff in Pls and CEIs in cases of ill-treatment of persons deprived of liberty in the institutions					

8.1.3.1 Establishment of a working group for drafting of procedures for the work of the medical staff in Pls and CEIs in cases of ill-treatment of persons deprived of liberty in the institutions	I quarter 2016	MoH, DECS	Within everyday duties of the staff	Budget of RM	Working group established
8.1.3.2. Preparation of procedures	I - IV quarters 2016	MoH, DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Procedures prepared
8.1.3.3. Implementation of procedures	IV quarter 2016 - continuously	MoH, DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Procedures introduced
RESULT 8.2 A sustainable system of health insurance for the persons deprived of liberty in Pls and CEIs has been established	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
8.2.1 Establishment of a working group for drafting of amendments to the national legislation that governs the health insurance of persons deprived of liberty in Pls and CEIs	I quarter 2015	MoJ, DECS, MoH	Within everyday duties of the staff	Budget of RM	Working group established
8.2.2 Drafting of amendments to the national legislation that governs the health insurance of persons deprived of liberty in Pls and CEIs	I - II quarters 2015	MoJ, DECS, MoH	Within everyday duties of the staff	Budget of RM	Amendments to the national legislation drafted
8.2.3 Adoption of proposed amendments and supplements to the legislation regulating the health insurance by the National Assembly	III quarter 2015	MoJ, DECS, MoH, National Assembly	Within everyday duties of the staff	Budget of RM	Amendments and supplements to the legislation adopted

RESULT 8.3 Comprehensive medical and psycho-social treatment of drug users in PF Idrizovo has been provided	Timeframe	Responsible institution / involved institutions	Required funds	Sources of funding	Indicators
ACTIVITIES					
8.3.1 Provision of premises for the establishment of a drug-free unit in the Idrizovo Penitentiary Facility	IV quarter 2018	DECS, PIU, PF Idrizovo	Funds for this activity are envisaged in 1.1.1.3.	Budget of RM/Loan from the Council of Europe Development Bank	Premises provided
8.3.2 Training of the team responsible for implementation of the Programme for Psycho-Social Support of Sentenced Persons - Drug Users in PF Idrizovo	I - IV quarters 2018	DECS/PF Idrizovo	MKD 308,500.00	Budget of RM / Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
8.3.3 Implementation of the Programme for Psycho-Social Support of Sentenced Persons - Drug Users in the Idrizovo Penitentiary Facility, including medical treatment of drug addiction	I quarter 2019 - continuously	DECS, PF Idrizovo	Within everyday duties of the staff	Budget of RM	Programme introduced



## STRATEGIC GOAL 9

### Providing efficient functioning of the educational process in the penitentiary and correctional-educational institutions

RESULT 9.1 Preconditions for development of the educational and learning process in Pls and CEIs have been provided	Timeframe	Responsible institution / involved institutions	Required funds	Funding sources	Indicators
<b>ACTIVITIES</b>					
9.1.1 Amendment to the Rulebook for Job Classification at the DECS with classification of the position of a person who will be in charge for development of the educational process in Pls and CEIs	I quarter 2016	DECS	Within everyday duties of the staff	Budget of RM	Rulebook amended
9.1.2 Appointment of an expert at the DECS who will be in charge for development of the educational process in Pls and CEIs	III quarter 2016	DECS	Within everyday duties of the staff	Budget of RM	The professional person appointed
9.1.3 Coordination with relevant institutions					
9.1.3.1 Signing of Memoranda of Cooperation between DECS and other institutions in the area of education	6 months after adopting the Law on Execution of Sanctions	DECS	Within everyday duties of the staff	Budget of RM	Number of signed memoranda of cooperation
9.1.3.2 Establishment of an Interdepartmental Committee for Implementation of Education and Learning in Pls and CEIs and drafting of the Rules of Procedure	6 months after adopting the Law on Execution of Sanctions	DECS, MoES, CEA	Within everyday duties of the staff	Budget of RM	Committee established Rules of Procedure drafted
9.1.3.3 Establishment of a working group for development of operating procedures for implementation of the process of education and learning of sentenced and juvenile persons	III quarter 2016	DECS, MoES, CEA Pls and CEIs	Within everyday duties of the staff	Budget of RM	Working group established

9.1.3.4 Development of operating procedures for implementation of the process of education and learning of sentenced and juvenile persons	III- IV quarters 2016	DECS, MoES, CEA Pls and CEIs	Within the everyday duties of the staff	Budget of RM	Procedures developed
9.1.3.5 Implementation	IV quarter 2016 - continuously	DECS, MoES, CEA Pls and CEIs	Within everyday duties of the staff	Budget of RM	Procedures introduced
RESULT 9.2 Strategy for Development of Educational and Learning Process in Pls and CEIs is adopted.	Timeframe	Responsible institution /involved institutions	Required funds	Funding sources	Indicators
ACTIVITIES					
9.2.1 Establishment of a working group for preparation of the Strategy for Organised Educational Process in Pls and CEIs	I quarter 2015	DECS/ MoES, CEA Pls and CEIs	Within everyday duties of the staff	Budget of RM	Working group established
9.2.2 Preparation of the Strategy for Organised Educational Process in Pls and CEIs	I - III quarters 2015	DECS/ MoES, CEA Pls and CEIs	Within everyday duties of the staff	Budget of RM / Other sources of funding: grants or donations	Strategy prepared
9.2.3 Adoption of the Strategy by the Government	IV quarter 2015	MoJ, DECS	Within everyday duties of the staff	Budget of RM	Strategy adopted

## STRATEGIC GOAL 10

### Improvement of the preparation for release of sentenced persons before the end of the prison sentence

RESULT 10.1 Programme for Preparation for the Release of Sentenced Persons from the Institution has been introduced.	Timeframe	Responsible institution / involved institutions	Required funds	Funding sources	Indicators
ACTIVITIES					
10.1.1 Establishment of a working group for development of the Programme for Preparation for Release of Sentenced Persons from the Institution	I quarter 2018	DECS	Within everyday duties of the staff	Other sources of funding: grants or donations	Working group established
10.1.2 Development of the Programme for Preparation for Release of Sentenced Persons from the Institution	I - IV quarters 2018	DECS/ Institute for Social Services/ Social Work Centre (SWC)	MKD 650,000.00	Other sources of funding: grants or donations	Programme developed
10.1.3 Training of trainers	I quarter 2019	DECS/Pls	MKD 650,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
10.1.4 Implementation of the Programme for Preparation for Release of Sentenced Persons from the Institution, in a pilot institution	II - III quarters 2019	DECS/Pls	There are no fiscal implications	Other sources of funding: grants or donations	Programme introduced
10.1.5 Cascade trainings for prison staff	IV quarter 2019	DECS/Pls	MKD 150,000.00	Other sources of funding: grants or donations	Number of conducted training courses Number of trained staff
10.1.6 Implementation of the Programme for Preparation for Release of Sentenced Persons from the Institution in all Pls	IV quarter 2019 - continuously	DECS/Pls	Within everyday duties of the staff	Budget of RM	Programme introduced

RESULT 10.2 Efficient system for implementation of the Programme for Preparation for the Release of Sentenced Persons from the Institution has been established	Timeframe	Responsible institution / involved institutions	Required funds	Funding sources	Indicators
ACTIVITIES					
10.2.1 Ensuring the cooperation between DECS and other relevant institutions/organisations that could get involved in the preparation of sentenced persons for release from the institution					
10.2.1.1 Conclusion of a memorandum of cooperation between DECS and other relevant institutions/organisations that can be included in the preparation of sentenced persons for release from the institution	IV quarter 2018	DECS/Institute for Social Services/CWS/Civil Society Organisations (NGOs) and other	Within everyday duties of the staff	Budget of RM	Number of signed memoranda
10.2.2 Introduction of Standard Operative Procedures for implementation of the Programme for Preparation for the Release of Sentenced Persons from the Institution					
10.2.2.1 Establishment of a working group for the development of Standard Operative Procedures	I quarter 2019	DECS	Within everyday duties of the staff	Budget of RM	Working group established
10.2.2.2 Development of the Standard Operative Procedures	II – III quarters 2019	DECS	Within everyday duties of the staff	Budget of RM	Standard Operative Procedures developed
10.2.2.3 Implementation of the Standard Operative Procedures	IV quarter 2019 - continuously	DECS	Within everyday duties of the staff	Budget of RM	Procedures introduced
10.2.3 Establishment of local bodies composed of Pls' representatives and representatives of the Social Work Centres and other institutions/organisations for the preparation of sentenced persons for release by place of residence i.e. temporary residence	IV quarter 2019	DECS/Institute for Social Services/SWC and other	Within everyday duties of the staff	Budget of RM	Local bodies established

## STRATEGIC GOAL 11

### Improvement of the record keeping system in the penitentiary system and establishing a network connection between the DECS and the penitentiary and correctional-educational institutions

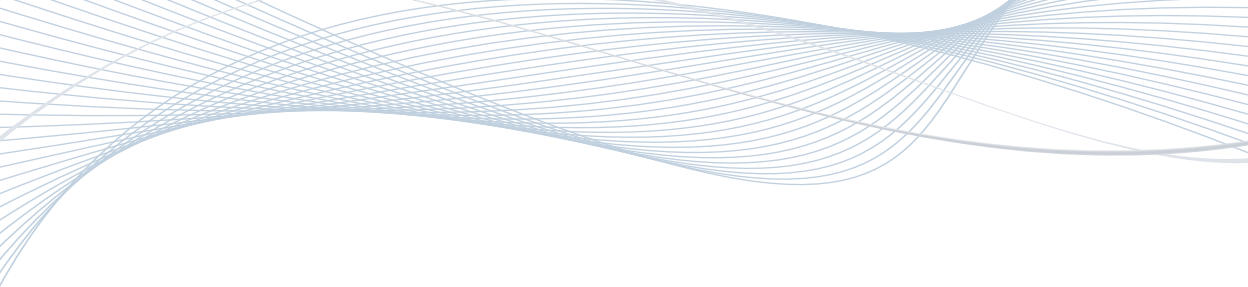
RESULT 11.1 Unified forms for keeping records of sentenced persons have been introduced.	Timeframe	Responsible institution / involved institutions	Required funds	Funding sources	Indicators
ACTIVITIES					
11.1.1 Establishment of a working group for preparation of unified forms for keeping records of sentenced persons	I quarter 2016	DECS	Within everyday duties of the staff	Budget of RM	Working group established
11.1.2 Drafting unified forms for keeping records of sentenced persons	II - III quarters 2016	DECS/ Pls and CEIs	Within everyday duties of the staff	Budget of RM	Forms prepared
11.1.3 Adoption of forms for keeping records of sentenced persons by the Directorate for Execution of Sanctions	IV quarter 2016	DECS	Within the everyday duties of the staff	Budget of RM	Forms adopted
RESULT 11.2 Information system (hardware equipment and software solutions) for uniform electronic keeping of files and all records related to sentenced persons and networking of all Pls, offices anticipated within the probation service, as well as their networking on a central level with DECS has been established.	Timeframe	Responsible institution / involved institutions	Required funds	Funding sources	Indicators
ACTIVITIES					
11.2.1 Needs analysis for the procurement of hardware equipment and software solutions	I quarter 2018 - IV quarter 2019	MoJ, DECS/ Pls, and CEIs	Funds for implementation of the Result 11.2 have been provided under IPA 2	Action Document for the Support of the Justice Sector 2014 (IPA 2)	Analysis made

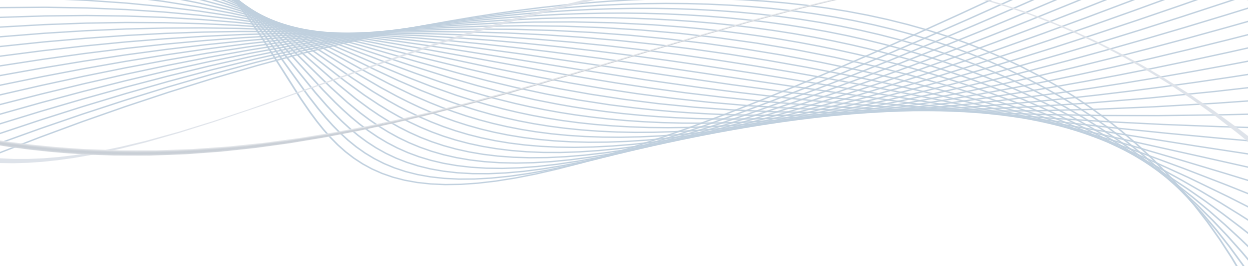
11.2.2 Procurement of hardware which will support the software solutions for management of the penitentiary system, or more precisely for risk assessment and unified electronic keeping of files and all records of sentenced persons that serve prison sentences and probation measures	I quarter 2018 - IV quarter 2019	MoJ, DECS/ PIs, and CEIs	Funds for implementation of the Result 11.2 have been provided under IPA 2	Action Document for the Support of the Justice Sector 2014 (IPA 2)	Hardware equipment procured
11.2.3 Procurement of software solutions for management of the entire penitentiary system	I quarter 2018 - IV quarter 2019	MoJ, DECS/ PIs, and CEIs	Funds for implementation of the Result 11.2 have been provided under IPA 2	Action Document for the Support of the Justice Sector 2014 (IPA 2)	Software solutions procured
11.2.4 Networking of DECS with PIs and CEIs, offices within the Probation Service, and other relevant institutions	I quarter 2018 - IV quarter 2019	MoJ, DECS/ PIs, and CEIs/other relevant institutions	Funds for implementation of the Result 11.2 have been provided under IPA 2	Action Document for the Support of the Justice Sector 2014 (IPA 2)	DECS, PIs, CEIs, probation services, and other relevant institutions networked
11.2.5 Training of staff for the use of the software solutions	I quarter 2018 - IV quarter 2019	MoJ, DECS/ PIs, and CEIs	Funds for implementation of the Result 11.2 have been provided under IPA 2	Action Document for the Support of the Justice Sector 2014 (IPA 2)	Number of conducted training courses Number of trained staff

STRATEGIC GOAL 12 Introduction of a Probation Service					
RESULT 12.1 Establishment of a Probation Service	Timeframe	Responsible institution / involved institutions	Required funds	Funding sources	Indicators
ACTIVITIES					
12.1.1 Implementation of the Strategy for Development of Probation Service (2013-2016).	I quarter 2015 - IV quarter 2018	DECS/ Courts, Public Prosecution Office (PPO), Ministry of Labour and Social Policy (MLSP), Ministry of Internal Affairs (MoIA), Institute for Social Services/ SWC	The Strategy has been adopted by the Government along with necessary funds for its implementation	IPA 2010/ Budget of RM	The national Probation Service established and functioning

<b>STRATEGIC GOAL 13</b> <b>Harmonisation of the legislation related to the execution of sanctions with the strategic goals</b>					
RESULT 13.1 The legal regulation in the field of execution of sanctions has been harmonised with the strategic goals.	Timeframe	Responsible institution / involved institutions	Required funds	Funding sources	Indicators
<b>ACTIVITIES</b>					
13.1.1 Establishment of a working group for preparation of Draft-Law on Execution of Sanctions	I quarter 2015	MoJ, DECS/ Pls, CEIs, MoES, MoH, MoIA, MLSP, courts, PPO, NGOs, and other	Within everyday duties of the staff	Budget of RM	Working group established
13.1.2 Preparation of Draft-Law on Execution of Sanctions	I – IV quarters 2015	MoJ, DECS/ Pls, CEIs, MoES, MoH, MoIA, MLSP, courts, PPO, NGOs, and other	Within everyday duties of the staff	Budget of RM/ Other sources of funding: grants or donations	The Draft-Law on Execution of Sanctions has been prepared
13.1.3 Organisation of round tables in order to involve all interested parties in the field of execution of sanctions	I quarter 2016	DECS	Within everyday duties of the staff	Budget of RM/ Other sources of funding: grants or donations	Four round tables by appellate court areas of jurisdiction have been organised
13.1.4 Adoption of the Law on Execution of Sanctions by the National Assembly	I – II quarters 2016	MoJ, DECS National Assembly	Within everyday duties of the staff	Budget of RM	The new Law on Execution of Sanctions has been adopted







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