



CPT/Inf (2019) 17

Interim response

**of the Georgian Government
to the report of the European Committee
for the Prevention of Torture and Inhuman
or Degrading Treatment or Punishment (CPT)
on its visit to Georgia**

from 10 to 21 September 2018

The Georgian Government has requested the publication of this response. The CPT's report on the September 2018 visit to Georgia is set out in document CPT/Inf (2019) 16.

Strasbourg, 10 May 2019

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European Committee for the Prevention of
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or Punishment (CPT) On its visit to Georgia
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Prepared by the Ministry of Justice of Georgia

April 5, 2019

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GENERAL

A delegation of the European Committee for the Prevention of Torture and Inhuman or Degrading Treatment of Punishment (*CPT*), composed of **Mr. Mykola Gnatovskyy**, President of the CPT (Head of delegation), **Mrs. Marzena Ksel**, the 1st Vice-President of CPT, **Mr. Gergely Fliegauf**, CPT member, **Mr. Alexander Minchev**, CPT member, **Mr. Ceyhun Qaracayev**, CPT member, **Mr. Vytautas Raskauskas**, CPT member, **Mr. Borys Wodz**, Head of Division and **Mrs. Natasha De Roeck**, CPT Secretariat, visited Georgia in the period of 10-21 September, 2018.

The Government of Georgia expresses its sincere gratitude to the Delegation of the CPT for the spirit of co-operation during the monitoring process.

The CPT submitted its preliminary observations to Georgia on 2 October, 2018 and requested urgent responses on a number of issues within 3 months. The request was duly satisfied by the letter of the Georgian authorities of 23 January 2019. The information shared with the CPT was incorporated to the final report of the Committee (CPT report), which was submitted to Georgian authorities on 22 March, 2019. The Georgian Government is now invited to submit the response and implementation progress of recommendations within 6 months. The respective governmental institutions remain committed to keep updated the CPT regarding the implementing measures.

The Government of Georgia welcomes the fact that the developments in various thematic areas are positively reflected to CPT report.

The Government of Georgia continues efficient measures to further strengthen and secure dignified environment for people residing in Georgian penitentiary establishments. In this process, the Government applies the human rights based approach principle in development and implementation of national policies in every field. Protection of human rights and acting in accordance with the highest European and International standards remains the top priority for the Government's agenda.

The present document is the interim immediate response to CPT report, provides the detailed information addressing the CPT's concerns and illustrates the proactive attitude and willingness of the relevant authorities to improve the systems and policies. The document compiles information provided by the Ministry of Justice of Georgia (MoJ) and its subordinate state institution – Special Penitentiary Service (SPS), the Ministry of Internal

Affairs of Georgia (MIA), the Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia (MoLHSA).

PENITENTIARY SYSTEM

The Government of Georgia welcomes:

- the acknowledgement by CPT of several important legislative developments concerning the prison system, including new provisions in the Imprisonment Code and introduction of new stand-alone Juvenile Justice Code, adopted in 2015;
- positive assessment of CPT regarding the absence of general overcrowding issues;
- that CPT is mostly satisfied with the conditions of medical facilities and equipment in the prisons visited;
- that CPT has no major concerns related to the supply of medication in the prisons visited;
- that CPT noted a further significant improvement in the prevention and treatment of infectious diseases (such as tuberculosis, HIV and hepatitis) in prisons.

Since the 2014 visit of CPT, important improvements have been made within the penitentiary system. The merger of the Ministry of Corrections of Georgia with MOJ is the very recent development, which is duly outlined in the report.

As a result of the government structural changes in July 2018, the Special Penitentiary Service was established under MOJ.

The SPS is in charge of the operation of penitentiary establishments, development and implementation of the reforms in the penitentiary system, which aims at prevention of reoffending, supporting inmates' resocialization-rehabilitation and providing sufficient treatment services.

The vision of MOJ is to ensure effective penitentiary system meeting the highest European and International standards. In order to achieve this goal, the new set of reforms were already initiated in penitentiary, probation and crime prevention systems soon after the merging of the two Ministries, in Autumn 2018.

1. Policy Developments

On February 22, 2019 the Strategy and 2019-2020 Action Plan on the Development of the Penitentiary and Crime Prevention Systems (*hereinafter – the Strategy and AP*) were adopted upon the Order N385 of the Justice Minister of Georgia. It is worth noting that the **Strategy and AP already embodies the CPT recommendations**, as well as **concerns of the Public Defender of Georgia**, which once again outlines that the **approach of MOJ in terms of penitentiary development is fully in line with the CPT standards and recommendations received**.

The Strategy and AP were elaborated with the involvement of all relevant actors and international experts and the process was effectively supported by the EU funded “Penitentiary and Probation Support Project”.

The goals of the Strategy (*see Annex*) read as follows:

- design and build new small-scale prisons and improve existing prisons to meet International Standards for security, human rights and rehabilitation;
- prevent crime by the reduction of re-offending through effective rehabilitation and reintegration in the penitentiary and probation systems. In this context implementation of effective methodologies for individual assessment, including classification, sentence planning and case management are planned;
- create a safe and secure environment in penitentiaries and probation bureaus for defendants, convicts, staff and visitors;
- respect and ensure the human rights of defendants, convicts, visitors, with particular attention to vulnerable groups and staff;
- develop “healthy” prisons and probation bureaus through prevention and reduction of communicable diseases, actions to prevent suicide and self-harm and improvements to mental health care;
- enforce the decisions of the courts and comply with all applicable laws, regulations and international standards in meeting court and public expectations;
- strengthen and improve the management, organizational capacity and public visibility of the Special Penitentiary Service and National Probation Agency;
- De-militarization of the penitentiary system and operation of rehabilitative environment in penitentiary establishments.

Strategic goals are tailored to the existing needs and therefore correspond to the recommendations indicated in CPT report.

2. Implementation Progress

As it was mentioned above, CPT preliminary observations were acknowledged by MOJ and translated into the Strategy and AP as the future activities. It should also be stressed that even before the CPT visit, the SPS had already started the refinement process of the system in order to adequately respond to CPT standards in terms of the prison management, healthcare service and harm reduction, rehabilitation and resocialization programs, continuous and needs based capacity development, etc.

Please find below the implemented, ongoing and planned activities within the penitentiary system:

2.1. SPS administration and reorganization

In response to its request, CPT is updated on the **progress related to the reorganization** of the penitentiary system:

- The **reorganization process of SPS** was finalized in the end of February, 2019. The goal of MoJ and SPS new management is to strengthen the **prison administration, create descent, respectful and non-discriminatory working conditions** for the staff of the penitentiary establishments (PE);
- The Director General (DG), who also serves as the Deputy Justice Minister, chairs SPS. DG is assisted by two deputies;
- The new **Statute of SPS was adopted upon the Order No.366 of the Justice Minister on 22 December, 2018**. Civil and Special departments installed upon the Ministerial Order, guarantee the effective operation of SPS. In particular, according to the Statute of SPS the Special Departments are Penitentiary Department and the Department on Rehabilitation-resocialization of Inmates. Civil Departments are the following: Administration, Economic Department, Healthcare Department, Department for the Support of Local Councils on Parole, PR Department, and Monitoring Department. The roles and functions of each structural units are determined by the above Order;
- **LEPL Training Center of Justice (TCJ)** was designated as the responsible agency for the capacity development activities for SPS staff, instead of the **Penitentiary and Probation Training Center (PPTC)**. This is because TCJ represents an operational ISO certified public legal entity functioning in accordance with international standards.

TCJ has already elaborated plan for the development of skills and performance of penitentiary system staff, trainings for 2019 are developed for social workers, psychologists, multi-groups and system management staff as well. In order to assess efficiency and effectiveness of conducted trainings special tools will be used and respective reports will be developed;

- As to **PPTC**, it will be re-modeled and will become the Center for professional development and vocational trainings for inmates. This will be an important step forward in order to put in place resocialization/rehabilitation-oriented policies. Currently, the drafting process of the relevant legislative amendments is pending, which will create the legal basis for the establishment and operation of new training center.

Please refer to the attached Strategy and 2019-2020 Action Plan for more details about the future activities.

2.2. SPS Staff

SPS pays particular attention to the **improvement of working conditions and facilities for its own staff** in order to ensure decent, respectful and non-discriminatory environment. For that reason, SPS will refine the outside areas of the prison institutions in 2019, equip 100% escort staff of the penitentiary with uniforms, cars, etc., and develop improvement plan for the provision of the food to the staff working within PE. The following steps have already been undertaken:

- In November, 2018 the **salaries of non-civilian employees of SPS were raised for 150 GEL**;
- In December, 2018, to respond to **the under-staffing acute problem**, 52 vacant positions for escort officers were filled first time **as a result of open competition**;
- In February, 2019, as a result of the reorganization process, **the salaries of non-civilian staff members were further increased on an average by 100 GEL**;
- **Free of charge food** was introduced in SPS since January 2019 - employees on duty in PE are provided with **food from the PE canteens**, escort officers are getting **dry-food**;
- **900 pieces of special uniforms were purchased** for escort officers and the staff of the Main Division of Outdoor Security;
- **Public tenders were announced to further purchase 1800 pieces of special uniforms** for prison staff;

- In March, 2019 **open competition for 111 vacant positions of escort officers** was announced;
- The Escort Main Division will be provided with **30 new escort vehicles** by August, 2019 as a result of public tenders for purchasing modern and well-equipped cars **allowing to transport the prisoners and the escort officers in the conditions compatible with ECHR and CPT standards**;
- All the above will ensure smooth cooperation between the penitentiary and judicial systems, in order to allow effective implementation of criminal justice;
- Vibro-seismic security and modern anti-escape electric systems will be installed in the penitentiary establishment N18;
- **21 luggage scanners** are being purchased, which will be installed in all prison facilities;
- **Anti-drone** and other type of security infrastructure are being planned to be purchased and installed by the end of 2020.

When it comes to the **development of HR and needs-based educational systems** within the penitentiary service, SPS will adopt a Human Resources approach that balances rights, responsibilities, rewards and opportunities for all staff in contribution to organizational performance; develop recruitment, retention and staff engagement/motivation strategies; design and implement training and staff development programs.

As mentioned above, in late 2018, the first time in the history of penitentiary system, **52 escort officers** were recruited with open call (during the period of January – March 2019). The candidates passed the exams and were interviewed. The new staff was trained on the issues related to prison rules, management and administration, protection of human rights and Articles 2, 3 and 5 of the ECHR, anti-discrimination, domestic violence and violence against women, anger management, etc. They were also physically checked and their physical training is planned for May, 2019. The call for the vacant positions for **more 111 escort officers** is currently open.

SPS, in collaboration with LEPL Training Center of Justice is introducing the needs-based training programs for the SPS staff and will develop the knowledge management system in the Special Penitentiary Service. This approach will promote the continuous learning process of the staff in order to equip them with relevant and necessary knowledge and skills.

Please refer to attached Strategy and 2019-2020 Action Plan, Strategic Goals “D” and “G” for more details about the future activities.

2.3. Infrastructure

MOJ has started **introducing the modern approach for addressing the issues related to the prison over-crowding in certain facilities, inter-prisoner violence, management of inmates and outdoor activities for both juvenile and adults**. CPT report raises the mentioned shortcomings, as SPS new management has also identified the same challenges before receiving CPT visit and started working to overcome those issues.

Strategy and AP aim to **design and build small-scale prisons, improve existing prisons** to meet the best international standards for security, human rights and rehabilitation; **develop prison security**, outer perimeter defense and escorting arrangements and improve conditions for juveniles, young adults and women. In particular, SPS has developed logistics plan to meet existing and future needs, which includes the following milestones:

- By April 2019 initial review of prison estate completed and new build/extension opportunities identified;
- By September 2019 standards for the new prison infrastructure are in place;
- By September 2019 a development plan with costs completed;
- By September 2019, the closing plan for the penitentiary establishments NN14 and 15 and plan for moving the penitentiary establishments NN 9 and 19 are presented;
- By December 2019 the plan addressing overcrowding issues of the penitentiary establishments NN 2 and 8 is in place;
- By December 2020 the closing plan for the penitentiary establishment N17 is presented;
- By December 2020, the TB Treatment and Rehabilitation Center, as well as N9 are relocated; a new establishment with the capacity of 600 inmates is opened;
- By December 2020, Laituri prison in place (West of Georgia);
- By December 2020, the plan for 2 new small-scale prisons is in place.

For the effective implementation of this goal, the building/reconstruction process of new small-scale closed-type prison facilities is already launched. As a result:

- **2 new prisons will open in Rustavi** (respectively for 120 and 700 inmates);
- Redesigned project of **Laituri prison** will be done by June, 2019 and the reconstruction will start by the end of 2019;
- On 23 February, 2019, **the former location of the penitentiary establishment N12 was closed** and the establishment transferred to newly renovated building in Rustavi.

As for the issues related to the separation of facilities and regimes for defendant juveniles and convicted juveniles, SPS notes that by September 2019 separation plan including transfer from the penitentiary establishment N8 will be in place.

When it comes to the refurbishment of the cells in all prison facilities, the Georgian authorities respectfully clarify that the process will be gradually finished in parallel with the building/reconstruction of new PE. Meanwhile, SPS informs CPT that reconstruction/building process of the 6-meters outer perimeter walls (lastly repaired in 1980s) is currently conducted in the penitentiary establishment N14.

To sum up, MOJ strategic goal is to close establishments NN 14, 15 and 17 (so-called `colonies` or `zonas`) to allow for the prison population to be moved to new, small-scale prisons that are being built with proper facilities and infrastructure for resocialization and rehabilitation programs. It is **the main point of departure in the efforts to eradicate participation of some inmates in the management of prison population in these old-fashioned penitentiary establishments.**

Please refer to attached Strategy and 2019-2020 Action Plan, Strategic Goal “A” for more details about the future activities.

2.4. “Out of cell” activities

MOJ and SPS pay particular attention to the “out of cell” activities for inmates. Therefore, by June 2020 SPS will review and establish targets for minimum “out of cell” activity time in each category of prison (low, medium, high risk).

SPS puts more efforts to **improve work opportunities, vocational training, education and recreation for convicts and create adequate infrastructure** with the particular attention to vulnerable groups. On the one hand, this will support the rehabilitation and resocialization of inmates, on the other hand, the inmates will be engaged in out of cell activities.

The new Vocational Training Center for Inmates, upgraded penitentiary libraries, improved educational facilities at all levels: from basic literacy and numeracy to higher education and different thematic workshops are other positive contributors for out of cell activities for all prisoners.

Beyond that, SPS aims to **improve facilities for families and encourage family contact**, which serves as additional measures for the out of cell activities and the contact with outside world. Notably, by June 2020 ‘family friendly policy’ will be adopted.

As for the organized out of cell activities for juveniles, including during the summer holidays, SPS notes that underage convicts are permanently engaged in different sport activities organized by Basketball Federation, Boxing Federation, Karate Federation, as well as in painting courses, etc.

Please refer to attached Strategy and 2019-2020 Action Plan, Strategic Goal “D” for more details about the future activities

2.5. Rehabilitation and Resocialization of Inmates

MOJ considers the strengthening of **rehabilitation and resocialization of prison population as one of the essential tools for “healthy management”** of all persons deprived of liberty. SPS prioritizes prevention of crime by the reduction of re-offending through effective rehabilitation and reintegration programs. For that aim:

- the effective methodologies for individual assessment, including classification, sentence planning and case management will be introduced;
- rehabilitative psycho-social methods based on evidence of effectiveness and best international practice will be developed;
- resettlement approach to assist transition from Prison to Probation system, from Prison/Probation to Community will be established;
- crime prevention system will be enhanced for under 14 year olds;
- service and the resource data-base for the prisoners, probationers, former prisoners and children under 14 will be created.

The role of social work is significantly increased since the merging of the penitentiary system with MOJ. In order to secure and strengthen the rehabilitation and resocialization dimension in the penitentiary establishments, the new **Department on Resocialization-Rehabilitation of Inmates** was established in February, 2019. According to the recent reform, the terms of references (ToR) for **case managers** (professional social workers who are responsible for risks and needs assessment of inmates and provision of relevant interventions/services) and **case administrators** (responsible for technical assistance and coordination of low risk cases) are elaborated and clearly defined. The main idea of the

separation is to **promote professional social work and stop employing representatives of other professions as `social workers` with multitask functions.**

One of the recent developments in the penitentiary system is the **revision of risk and needs assessment (RNA)** instrument with the support of EU funded “Penitentiary and Probation Support Project”. The recently introduced RNA represents the splendid tool for the whole system in terms of inmates’ management and planning particular interventions tailored to their individual needs. Furthermore, in order to fully correspond to the specific needs, the **screening instruments were developed for identification of serious harm and gender based violence.** In this process representatives of probation and crime prevention systems were also involved together with penitentiary staff aiming at elaborating holistic approach towards resocialization of persons in conflict with law. Such a comprehensive approach supports and strengthens the transitional management.

The revised RNA was piloted in penitentiary establishments and probation bureaus. The new instrument will be fully implemented in the penitentiary establishments NN5, 11 and 16 by the end of 2020. In case of NN2, 3, 6, 7, 8 and 17 penitentiary establishments, the instrument will be used for specific target groups (life sentenced prisoners, for instance).

Please refer to attached Strategy and 2019-2020 Action Plan, Strategic Goal “B” for more details about the future activities

2.6. Penitentiary Healthcare

Development of penitentiary healthcare service remains one of the priority for MOJ and SPS. The strategic goals in the recently adopted Strategy and AP are the following:

- further improve the health and medical care of inmates to match standard in the community;
- identify drug and alcohol misuse and develop harm reduction approach through both medical and rehabilitation services;
- ensure access to psychiatric services both in penitentiary and probation institutions and improve the quality of the services, etc.

SPS acknowledges the challenges and urgent needs for more efforts to further refine healthcare services in all facilities, including in the penitentiary establishment N18. For that reason, by September, 2019, N18 Penitentiary Medical Establishment will be assessed, the

specific areas for improvement will be identified; by June 2019 mental health strategy for the penitentiary system will be in place. The initial draft of the Strategy is already developed with the support of the Council of Europe project.

SPS will also **introduce the continuous capacity building programs** of the medical personnel of the penitentiary institutions.

Furthermore, in response to CPT report, SPS is considering introduction of long-term substitution treatment program for drug-addict prisoners in prison facilities. Prior to that, the international expert (with the support of EU-ACT project) will access the existing treatment services in PE and deliver needs assessment report.

Please refer to attached Strategy and 2019-2020 Action Plan, Strategic Goal “E” for more details about the future activities.

2.7. Pending Processes under the Thematic Working Groups

The thematic working groups are operating on the following topics:

- Refinement of parole system and methodologies to focus more on “post-release” risks;
- Introduction of Multi-Agency Public Protection Arrangements (so called “MAPPA”) in order to identify, reduce and manage the risks for potential specific victims, categories of victims and the general public following release from prison or during the Probation;
- Elaboration of crisis management concept/strategy for PEs;
- Development of concept/strategy on elimination of inter-prisoner violence and introduction of incentive-based approach (Incentives and Earned Privileges);
- Preparation for the release;
- Introduction of long-term substitutional treatment therapy for drug-addict inmates.

All these activities respond to the concerns and recommendations of CPT and outlines that MOJ and SPS had already engaged in complex working process to further refine the system.

Please refer to attached Strategy and 2019-2020 Action Plan, Strategic Goals “A” – “G” for more details about the future activities.

3. Case of A¹

The life-sentenced prisoner, A, is diagnosed with organic personal disorder. The patient is now allocated in the penitentiary establishment N6. On 14 September, 2018 the patient went through the outpatient court-psychiatric examination in the Ltd. Center for Mental Health and Prevention of Addiction of the Ministry of Healthcare. According to the conclusion of the Center, A suffers from paranoid schizophrenia, however, currently his mental conditions are stabilized, he is not aggressive and does not demonstrate the vital behaviors. Accordingly, he can be treated in the penitentiary facility.

In prison, A mostly refuses healthcare services, including medical examination and consultations by different doctors/medical specialists. A states that he is feeling fine and in case of necessity, he will approach the administration and request for medical help.

A was offered with the consultations of a family doctor and a psychiatrist respectively on March 25 and 27, 2019, however, he rejected this offer. In case of necessity, and in accordance with Law, the involuntary treatment will be imposed on this inmate.

4. Independent Investigation Mechanism

Under the guidance of MOJ, a draft law on the State Inspector Service was prepared, supported by the Government of Georgia in February, 2018 and adopted by Parliament in July, 2018. The law created a new, institutionally independent investigative body for the cases of ill-treatment allegedly committed by representatives of law-enforcement bodies. The new bill will be effective in July, 2019 and the new investigative body fully functional as of 2020.

TEMPORARY ACCOMODATION CENTERS (TAC) AND MIGRATION MANAGEMENT DEPARTMENT

The Temporary Accommodation Centre (TAC) operates since September 1, 2014. Center represents immigration detention facility. The center is built/equipped in compliance with international standards.

¹ In accordance with Article 11, paragraph 3, of the European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment, the name has been deleted.

The capacity of the Center is 92 persons. There are **two separate blocks for males and females** and **another separate block for families**. Persons with disabilities are placed in respectively adapted rooms. The TAC includes kitchen, computer room, playground, recreation area with books and TV set, laundry room, computer room with access to the internet for the detained migrants. Detainees are provided with hygiene items free of charge and clothes if it is necessary. TAC also provides **protection of children's best interests**, including the right to education and necessary conditions for free-time activities.

Material conditions and offered activities at the TAC were positively assessed during the last CPT mission, which is highly appreciated by the Ministry of Internal Affairs (MIA).

Upon placement at TAC alien receives all necessary information about his/her rights in a language he/she understands. Detainees are allowed to receive visitors. They can also meet with representatives of authorized international/non-governmental organizations, lawyers and consular authorities at any time during the working days. In addition, aliens can use telephone of the Centre for specified time and access to internet. In addition, detainees can contact representatives of authorized international/non-governmental organizations, lawyers and consular authorities without any restriction.

Detainees are provided with medical and psychological support. Doctors and psychologist are presented at the TAC during working hours. In case of necessity doctor could come to the center out of working hours. CPT assessed this arrangement as well operational in practice.

Notably, the Center provides food for detainees three times a day. One of the recommendations of CPT was to give a possibility to detained persons to buy fresh food and to increase range of the food items available for sale at TAC. In this regard, appropriate steps have already been taken and in nearest future detainees will be allowed to buy food and products in TAC as well as the nutrition value of the food will be enhanced.

In order to protect the human rights of detainees and ensure the realization of their right and to prevent improper treatment towards the detainees Foreigners' Rights Protection and Monitoring Unit of the Migration Department oversees TAC. Upon detention, foreign nationals are informed of available avenues of complaint (both internal and external) and could make use of confidential complaints boxes located in TAC beyond the CCTV coverage. Further, the Centre received frequent visits by a range of bodies including the Public Defender/NPM and the relevant international and non-governmental organizations. According to CPT overall atmosphere at the Centre is relaxed and there was no any allegation of ill-treatment by staff of TAC.

1. Infrastructure

In 2018, repair works were carried out in **Tsalka, Chkhorotsku and Akhalkalaki Temporary Detention Isolators (TDI)**. Besides the complete renovation, functioning of ventilation and heating systems was improved. At the same time in Tsalka and Akhalkalaki isolators wooden platforms located in cells were replaced with individual safe beds. In Chkhorotsku isolator relevant windows were arranged in all cells.

The repair works were also carried out in **Mtskheta isolator**, where two additional cells were arranged.

In order to open medical units in 2018, a medical room was additionally arranged in 10 temporary detention isolators, which were equipped with the necessary inventory, this of course included medical inventory as well.

With the support of the UNICEF, in October 2018, the Ministry arranged special infrastructure for juveniles in Rustavi isolator. In particular, one cell and interview room were completely upgraded.

CPT, noted in their report of visit of 2018, that the material conditions in the temporary detention isolators are generally acceptable for the maximum period of police detention (72 hours).

In the beginning of 2019, repair works have been completed in Samtredia and Poti Temporary Detention Isolators. While repair works in Kobuleti isolator are still in progress.

In 2018, MIA started the construction of new isolators in Tbilisi and Bakuriani. At the same time a new special institution for persons in administrative custody is under construction, in Tbilisi.

In the new institution, persons in administrative custody will have access to various activities, for example, the library will be operating within the facility; there will be a common room, with the access to television, board games, newspapers and etc. Walking area will be equipped with outdoor exercise equipment.

CPT welcomed the initiative of MIA on the construction of the new institution. After the detailed review of the current project, the members of the delegation underlined that the institution will have the potential to offer adequate conditions for any category of detainees.

2. Video surveillance system

In 2018, the video **surveillance systems were fully upgraded in 6 isolators**. The isolators were mainly selected by the high number of detainees. At the same time existing recording devices and cameras were distributed to other isolators. Currently, video recording is conducted in all isolators across the country.

For the **remaining 23 isolators a new system will be purchased by the end of 2019**, therefore MIA will finish the updating process and all the isolators will be equipped with new and modern video surveillance systems.

3. Medical service in the isolator

By the beginning of 2018, the **medical units were operating in 7 isolators** throughout the country.

In 2018, MIA elaborated a project, which envisaged to increase the number of isolators where the medical units were present. Shortly afterwards, the recruitment of medical personnel for the abovementioned medical points has started. In total, the **staff was recruited for 16 isolators** (in total, 46 doctors were selected all over the country).

The **first new medical unit was opened in October, 2018**. Currently, in addition to existing ones, medical units are additionally presented in 10 isolators. Accordingly, **medical points are already operating in 17 isolators out of 29**. The medical service of the detainees in the remaining 12 isolators is still carried out by **emergency brigades**.

Within the framework of the Council of Europe project, in 2018, the existing and the future medical personnel of TDI's were retrained on different topics such as - general healthcare in closed institutions, prevention of contagious diseases, mental health and documentation of injuries.

By the end of 2019, medical units will be open at least in 6 more isolators.

CPT, during its visit in September 2018, noted that documentation of detainee's body injuries was much more detailed in cases, when medical examination was carried out by the medical personnel, employed in temporary detention isolators. Report also mentioned that in the isolators where medical units were operating, medical confidentiality was much better

protected. Accordingly, CPT encouraged MIA to timely implement plans concerning medical units and employ doctors in all isolators. As it was already mentioned, shortly after the visit medical units were additionally opened in 10 temporary detention isolators.

4. Psychological support for juveniles

In 2018 MIA started to provide psychological support for juveniles in isolators. Currently, juveniles placed in Tbilisi TDI, are receiving psychological consultation, provided by multidisciplinary team which consists of a psychologist, a doctor-therapist and a narcologist (psychiatrist in case of need). Multidisciplinary team also makes the needs assessment for individual juveniles and provides crisis intervention.

After leaving the isolator, multidisciplinary team redirects the juvenile to other agencies (LEPL Crime Prevention Center, LEPL Social Service Agency and LEPL Office of Resource Officers of Educational Institutions).

In case of necessity, the team members are carrying out crisis intervention for adults as well.

5. Internal Monitoring Service

An internal monitoring unit is functioning in the MIA Temporary Detention Department, which controls the activities of isolators on daily basis. The unit has two main directions:

- planned and unscheduled monitoring visits to the isolators;
- video monitoring.

Number of visits carried out by the unit members has significantly increased in 2018, especially in the direction of unscheduled inspections.

6. Registration database

In 2018, the electronic registration database for the persons placed in the isolator was fully updated. Currently, the information in the database is presented in small details. Any kind of information about a person is fully reflected in the database, from the moment of admission until he/she leaves the facility.

For example, along with the various changes the following important fields have been added to the base:

- Field for complaints;
- Relevant fields for medical personnel;
- Fields about sending the notification to the Prosecutor's Office;
- Different kinds of incidents, such as self-injury, suicide, hunger strike, violation of internal regulation, etc.;
- And one of the most important functionalities, which gives the ability to upload the documentation. It is noteworthy that the documentation, which is produced in the isolator, is fully uploaded in the base, except of the medical documentation, which is accessed only by doctor.

Update of electronic database is a step forward in respect of managing statistical data. Nowadays statistical information is fully available through the renewed system, which is integrated with the special statistical data retrieval program.

According to the last CPT report, the centralized electronic database allowed easy access to detailed records of all detainees across the country.

7. Amendments to the Legal Acts

In 2018, based on the legal amendment, maintenance period/time of the information which was recorded as the result of a video surveillance of isolators, has increased at least up to **120 hours**, instead of existing 24-hours period. Therefore, video recordings cover the full period of detention for each detainee, arrested in accordance with both, administrative or criminal legislation.

In a relevant legal act, a term "newly received body injury" has appeared and been defined. In isolators where medical units do not function yet, the procedure and criteria for notifying the relevant investigation body about the injuries and complaints of detainees, were more clearly defined.

The Order of the Minister of Internal Affairs of Georgia determined the **maximum number of persons** who could be placed in each cell of temporary detention isolator across the

country. Upon this order the standard of minimum living space 4 m², which is established by the CPT, was fully fulfilled.

In accordance with the recommendations of the Public Defender of Georgia, which existed for at least two years, MIA has made a legal amendment and information about body injuries of detainees as well as their claims are sent to the Prosecutors' Office directly by the medical personnel of the isolators, instead of the head of the isolator as it was prior.

8. Training of personnel

In 2018 the training/retraining course for the staff of the TDI's was fully renewed. Within this 1-month training program, all employees of TDI's were already sent to the MIA Academy. **In 2018, 10 groups attended the mentioned program (200 employees in total). At the beginning of 2019, additionally one more group was sent to the Academy.**

The above-mentioned training/retraining course consists of 5 modules: Isolator activity and its legal basis, legal and psychological issues concerning juveniles, human rights, healthcare and physical binding methods.

9. Other activities carried out for the protection of detainees' rights

In relation to the isolators, CPT recommended MIA to offer some kind of activities to persons in administrative custody. While taking into account this recommendation, in 2018, all the temporary detention isolators were supplied with **board games** (domino and chess) for administrative prisoners.

At the same time, the number of books in the isolators has been increased and nowadays reading literature is available in several languages. Books are also available for persons detained under criminal legislation.

Documents illustrating the rights and obligations of detained persons, which are proceeded to the detainee during admission process, were additionally translated into several languages (in total, right sheets are already available in 8 different languages – Russian, English, Azeri, Armenian, French, German, Arabic and Turkish).

The isolators were provided with the **brochures developed especially for the juveniles by UNICEF**. The information concerning juveniles' rights is provided in the easily understandable manner. The brochures refer to the procedural rights of juveniles, including information on the Optional Protocol to the Convention on the Rights of the Child.

Another important activity that was carried out in 2018 included the inspection of isolators concerning the fire safety norms. During the inspection specific recommendations were issued and currently, significant part of them are already fulfilled.

10. Further Comments and Clarifications of the Ministry of Internal Affairs

Regarding the CPT assessment related to the living space in single cells (CPT: the 4 m² norm of living space per detainee (in multi-occupancy cells) is systematically observed; there should be at least 7 m² of living space in single cells; all the excess beds should be removed), the MIA notes that on April 30th of 2018, the Minister of the Internal Affairs of Georgia issued order №1/196 "On approval of maximum limits of detainees for the temporary detention isolators of the Temporary Detention Department of the Ministry of the Internal Affairs of Georgia". The Ministerial Order defined maximum number of detainees for each cell across the country. With this Order, every detainee is now guaranteed with 4 m² living space in multi-occupancy cells.

Concerning excess number of beds, MIA informs the Committee that the Ministerial order that takes into account exceptional cases, namely cases when the high number of detainees are directed to the specific TDI and their transportation to other Isolator is complicated. The Order strictly determines that placing detainees according to the number of beds is acceptable only for a few hours. Taking into account all the above mentioned, it can be assumed that in cases when there will be exceptional circumstances and excess number of beds do not exist, it will be impossible to house all detainees at the same time. It should be underlined that up to today in practice, excess beds were never been used and detainees are placed in cells only in accordance with standards. Nevertheless, MIA acknowledges the challenge and is working to gradually improve the conditions of detained persons in accordance with new standards by building new TDIs throughout Georgia.

MIA clarifies that since 2016, after the adoption of new typical regulation of TDIs the right to have access to the shower was guaranteed to all detainees, regardless their legal status or duration of their stay in establishment (Including criminal offenders). Each detainee is

granted the possibility to have a shower, which is explained to each detainee, through the information sheet they receive during the admission.

CPT reports that according to the 2014 Law on the Legal Status of Aliens and Stateless Persons (the Aliens Act), a foreign national may be detained by the police and held at a TDI for a maximum of 48 hours. MIA informs that if the detention is carried out in Tbilisi, an alien can be placed in TAC. If detention is conducted outside of Tbilisi, the alien is placed at TDI. Aliens placed in an isolator shall be transferred to a center according to Georgian legislation as soon as the court renders the decision on detention.

CPT in its Preliminary remarks notes that, save in exceptional circumstances where it is justified by the need to protect, for a very short period of time, the person's interests, detention of unaccompanied minors is prohibited (they are instead taken care of by child protection authorities and placed in foster families). In this regard MIA clarifies that Order #631 of the Minister of Internal Affairs of Georgia On approval of the "Rule of Detention and Placement of Aliens in the Temporary Accommodation Center" envisages rules for detention, including detention of juvenile without supervision. As a rule juvenile without supervision (a juvenile without a guardian, caring person or/and any legal representative) or the family of a juvenile shall not be transferred to the isolator. In addition, a juvenile without supervision or a family shall be allowed to the Center only in extreme case and for a very short period, considering their best interests.

Additionally, MIA respectfully clarifies that according to TAC regulation, visits to accommodated persons are allowed 2 times a week, not 3 times a week as mentioned in the report.

When it comes to CPT's assessments in paragraphs 43 and 44 of the recent report, MIA clarifies that any alien, placed in the TAC (be it a normal or punishment room) has the right to receive the reading materials upon request.

The right for the detained person to call witnesses on their own behalf and to cross-examine evidence given against them is always guaranteed.

PSYCHIATRIC AND HEALTHCARE INSTITUTIONS

1. General Overview

In order to improve the coordination and supervision process of state policy in the field of mental health, the relevant amendments were introduced to the Order N01-216/O of 25 October 2013 "On Creation of a Council for Mental Health Policy" by the Order N01-53/O of the Minister of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia on February 25, 2018. The format and the composition of the Councils were updated.

MoLHSA together with the Council is the responsible body for the implementation of the state policies, strategic documents for the development of the mental health and implementation of measures envisaged by the 2015-2020 Action Plan (paragraph 106).

2. Ill – treatment

MoLHSA in close cooperation with Council of Europe technical support project is developing the internal inspection and monitoring mechanisms. At the next stage the “WHO Quality Rights Tool Kit” will be the basis of internal inspection and monitoring mechanisms.

The questionnaire includes the following issues:

- Protection of confidentiality of service recipients; Convenient environment for service recipients;
- The right to social and private life and involvement in public activities; Access to treatment;
- Personnel qualifications and quality of services;
- Psycho-social rehabilitation; Access to medicines;
- Availability of adequate services for general and reproductive health; Procedures and guarantees;
- Procedures and guarantees with the regard of prevention of detention and treatment without free and informed consent;
- Protection of patient's rights against verbal, mental, physical and sexual abuse and physical and emotional disability;
- Mechanisms for the use of alternative methods of isolation and binding for de-escalation of potential crisis;

- Measures to protect against torture or other forms of inhuman or degrading treatment or ill-treatment;
- The possibility of education and employment for service users;
- Supporting the rights on participation of service users in political and social life, etc.

In June-July 2018, World Health Organization (WHO) conducted research on psychiatric institutions in 25 European countries (including Georgia) using the WHO Quality Rights Tool Kit. Mechanisms for the protection of human rights were assessed in mental healthcare institutions.

Training was conducted in November 2018, regarding the use of the WHO Quality Rights Tool Kit questionnaire.

In the March-May of 2019, 11 psychiatric services provider institutions will be evaluated by this questionnaire (Paragraph 107, 108). MoLHSA considers to implement this type of monitoring mechanism in state monitoring program.

3. Living Conditions of the Patients

LTD "Mental Health Center of East Georgia" Psychiatric Clinic of Surami

Reparative rehabilitation works of the infrastructure have been completed in the clinic:

- the roof of the main block has been completely changed;
- Central heating system and modern metal-plastic doors and windows have been installed;
- sanitary engineering has also been changed;
- Med wards are provided with privatized environment;
- The internal repair and cosmetic works of the hospital building are completed;
- Certain inventory and medical equipment needed for the laboratory have been renewed.

LTD Academician B. Naneishvili National Center of Mental Health

2400 m² facility, which has been designed and equipped in accordance with European standards, has been put into operation:

- Each med ward is provided with privatized environment and individual bathtubs (toilet, bathroom);
- The adaptive environment is formed not only for full rehabilitation of cognitive functions and household skills of the patients with mental health, but also for people with disabilities;
- Patients with acute cases and patients of long-term stationary services division are placed on 100 beds;
- 120 beds have been replaced to improve temporary conditions, furthermore, 160 beds have already been purchased and delivered and will be placed in the med wards in the nearest future;
- Fabrication of 160 beds has already been ordered and the process of fabrication is ongoing;
- Greenhouse farm has been arranged for social rehabilitation and employment of beneficiaries;
- Four objects of labor-therapy were built, with total area of 1 954 m²;
- On the area of 400 m², the venue for sports and other daily activities has been arranged with basketball and volleyball playground and tennis tables, walking and leisure space;
- The 220 m² space for daily activities is at the completion stage.

“Medical Centre of Batumi”

The use of the yard for patients was partially limited during the summer period due to the renovation and construction works. Currently, the works are completed on the area of 2000 m². 600 m² of the abovementioned territory was arranged with a green cover and decorative plants, the road was made on 500 m². The lanterns have already been installed, and the arrangement of indoor verandah on the area of 100 m² as well as of winter garden on the area of 300 m² is at the completion stage. The indoor verandah and winter garden are organized for rainy weather.

In order to ensure the accessibility of external activities for the patients, the facility carries out an internal project: “Dreams Come True.” Within the framework of the project, the patients periodically may visit different places with social workers on the minibus of the clinic, in particular, patients may go to church, park, café and etc.

The social enterprise "PIA" (the social enterprise is preparing various confectionery products) is functioning on the territory of the clinic. This social enterprise enabled the employment of the patients. 3 patients are already employed, who have been retrained. The retraining of additional 9 patients is planned.

The internal restoration works of the psycho-neurological department on the territory of 3000 m² are ongoing. Renovation works on 3000 m² have already been completed at the end of January, while at the end of May works will be completed on the whole area, where special rooms will be organized for sports and other cultural activities within the Psycho-Social Rehabilitation (para. 118, 130).

4. Human resources and treatment

Since 2019, funding of the residential program in the Psychiatry by the state will become possible within the framework of postgraduate medical education. This will resolve the problem of lack of doctors in the facilities benefitting the psychiatric services.

The Concept Project on the Development of Nursing Activities is also prepared and will be submitted to the Government of Georgia for the approval in the nearest future (para. 122).

The rehabilitation process of 2 facilities will be completed in the near future for the patients going through the involuntary and compulsory treatment, in LTD Academician B. Naneishvili National Center of Mental Health. The role and responsibilities of the security staff will be reviewed in the parallel regime (para. 123).

By the 2013 Guideline of the Minister of Healthcare on "Treatment and Management of Schizophrenia in Adults" and by the Protocol "Recommendations under the Guideline on Schizophrenia Treatment and Management" it is recommended to research the physical and biochemical parameters of the patients consuming the Klozupin – particularly, the monthly blood analysis for the first year and subsequently annually.

LEPL State Regulation Agency for Medical Activities is using the Guidelines approved by the Minister of Healthcare and Protocols approved upon the Governmental Decree while revision the state run services within the framework of governmental healthcare programs.

All patients who are on involuntary psychiatric hospital treatment and are the beneficiaries of the universal state run health care program and other governmental programs (for example, medicines for chronic disease), are entitled to use treatment of somatic diseases

within the framework of this program. In addition, the referral program can be used if the certain needs of the patients are not cover the aforementioned state programs, irrespective of their citizenship.

At the same time, with the purpose of enhancing accessibility to diagnostics and treatment of somatic diseases for the patients with mental health, the Ministry of Healthcare is working to develop alternative means to address this challenge.

5. Restriction methods

Since February 2019, MoLHSA in close cooperation with the EU project and the foundation “Global initiative in Psychiatry - Tbilisi” is working to develop the special rules and procedures on physical restraints which will be applied for patients with mental disorders.

In addition, by 2020 MoLHSA with the support of the French Agency for International Development, plans to apply the rules and procedures for the use of chemical methods for patients with mental disorders.

6. Protection measures

MoLHSA with the technical assistance of the French Agency for International Development will revise the national legislation related to the mental disorder. MoLHSA plans to amend the current legal framework and harmonize it with European legislation. The main emphasis will be made on the detention, treatment, care, appealing mechanisms and the legislation related to the guardianship of the persons with mental disorders. The document - “Mental Health: Review of Regulated Selective Legislation“ is already prepared, which includes recommendations for legal amendments in order to refine the rights of the patients.

**Strategy and Action Plan on the Development of the Penitentiary and Crime Prevention Systems
2019-2020
Ministry of Justice of Georgia**

VISION

The vision of the Ministry of Justice of Georgia (hereinafter ‘the Ministry’) is to provide efficient and effective penitentiary and crime prevention systems meeting the highest European standards for the execution of sentences or meeting the obligations of alternative sanctions, while respecting the human rights, dignity and personality of persons deprived of liberty. The work of the Ministry aims to support their reintegration into society and reduce re-offending in order to improve the quality of general security and safety in the country.

MISSION

The mission of the Ministry is fully to develop Penitentiary and Crime Prevention systems that will strive to meet the highest international standards. The Ministry will develop and maintain the qualified professionals of the system, promote adequate and safe working environment with respect to their dignity and human rights. It will also adopt modern and professional management practices, co-operate with other State organizations and international bodies and work in partnership with the private sector, NGOs and CSOs. The Ministry will seek to ensure the legal, safe and professional execution of sanctions and protection of the rights and dignity of persons deprived of liberty in order to assist them to live a more productive, crime-free life after their return to the community.

PRINCIPLES

- Respect of human rights and fundamental freedoms of sentenced persons serving prison sentences or performing probation activities;
- Efficient and safe management of penitentiary institutions, for prison staff, persons deprived of liberty and visitors;
- Equality of approach to and treatment by the prison staff of all persons deprived of liberty;
- Management of all persons deprived of liberty according to their individual risks and needs; with sentence plans and the implementation of treatment and rehabilitation activities determined by those risks and needs;
- Prison, probation and crime prevention staff developed through appropriate training arrangements to perform their duties in an efficient, accountable and professional manner, in accordance with the legislation, the relevant Code of Professional Conduct and Ethics and National Detention Standards or Probation Standards that meet European standards.

- Adoption of a Human Resources approach that balances rights, responsibilities, rewards and opportunities for all staff in contribution to organizational performance;
- Open communication and establishment of partnerships with all the relevant institutions and actors that work with issues related to the execution of sanctions and the needs of convicts, based on mutual confidence and cooperation;
- Transparency of approach and effective communication with all our stakeholders, including families, victims and with wider society.

STRATEGIC GOALS

A. Design and Build new small-scale prisons and improve existing prisons to meet International Standards for security, human rights and rehabilitation.

Result A1 Improvement of physical conditions in the penitentiary institutions, and design and build new small-scale penitentiary institutions;

Result A2 Improve prison security, outer perimeter defence and escorting arrangements to reduce the possibility of escape and absconds and import of illegal materials;

Result A3 Improvement of conditions for juveniles, young adults and women.

B. Prevent Crime by the reduction of re-offending through effective rehabilitation and reintegration in the penitentiary and probation systems.

Result B1 Implement effective methodologies for individual assessment, including classification, sentence planning and case management;

Result B2 Develop rehabilitative psycho-social methods based on evidence of effectiveness and best international practice;

Result B3 Develop a Resettlement approach to assist transition from Prison to Probation system, from Prison/Probation to Community;

Result B4 Establish a sustainable rehabilitation development unit to design, implement, supervise and monitor initiatives;

Result B5 Enhance crime prevention in work with under 14 year olds;

Result B6 Improve service and the resource map/data-base for the prisoners, probationers, former prisoners and children under 14.

C. Create a safe and secure environment in penitentiaries and probation bureaus for defendants, convicts, staff and visitors.

Result C1 Improvement of security and working conditions for inmates, staff and visitors in the penitentiary establishments and probation bureaus;

Result C2 Improved management of prisoners to deter and reduce violent behaviour.

- D. Respect and ensure the human rights of defendants, convicts, visitors, with particular attention to vulnerable groups and staff.**
- Result D1** Development and implementation of Detention Standards that meet European and International Standards & court judgements;
- Result D2** Improve work opportunities, vocational training, education & recreation for convicts and create systems and infrastructure with particular attention to the vulnerable groups;
- Result D3** Improve facilities for families and encourage family contact;
- Result D4** Create descent, respectful and non-discriminatory working conditions for the staff of the penitentiary establishments and probation bureaus.
- E. Develop 'healthy' prisons and probation bureaus through prevention and reduction of communicable diseases, actions to prevent suicide and self-harm and improvements to mental health care.**
- Result E1** Further improvements to health and medical care of prison inmates to match standard in the community;
- Result E2.** Identification of drug and alcohol misuse and development of a harm reduction approach through both medical and rehabilitation services;
- Result E3.** Ensure access to psychiatric services both in penitentiary and probation institutions and improve the quality of the services.
- F. Enforce the decisions of the courts and comply with all applicable laws, regulations and international standards in meeting court and public expectations.**
- Result F1** Improve working arrangements with criminal justice partners and thus the criminal justice system as a whole;
- Result F2** Identify, reduce and manage the risks for potential specific victims, categories of victims and the general public following release from prison or during Probation.
- G. Strengthen and improve the management, organisational capacity and public visibility of the Special Penitentiary Service and National Probation Agency**
- Result G1** Improve IT and database systems to enhance organisational performance;
- Result G2** Improve Human Resources (HR) Systems and procedures;
- Result G3** Design and implement Training and Staff development programmes;
- Result G4** Develop a Communication and Knowledge Management Strategy and Action Plan.

Action Plan for 2019-2020

Goal A.	Design and Build new small-scale prisons and improve existing prisons to meet International Standards for security, human rights and rehabilitation.			
A1. Improvement of physical conditions in the penitentiary institutions, and design and build new small-scale penitentiary institutions				
Activity /Action	Output	Result/Outcome	Milestones and indicators	MoJ Lead person
A.1.1 Develop logistics plan to meet existing and future needs	A costed plan for new –build and additions to existing facilities in place	Increased accommodation capacities, including through the building of new penitentiary institutions.	<p>By April 2019 initial review of prison estate completed & new build/extension opportunities identified</p> <p>By September 2019 standards for the new prison infrastructure are in place</p> <p>By September 2019 a Development Plan with costs completed</p> <p>By September 2019, the closing plan for No. 14 and No. 15 Penitentiary Establishments is presented.</p> <p>By September 2019, the plan for moving No. 9 and No 19 penitentiary establishments is presented.</p> <p>By December 2020 the closing plan for prison no. 17 is presented</p> <p>By December 2019 the plan addressing overcrowding issues of prisons no. 2 and no. 8</p>	Special Penitentiary Service, Deputy Head of the Economic Department

			<p>By December 2020, the TB Treatment and Rehabilitation Center, as well as No. 9 establishment are located in a separate institution, a new establishment with the capacity of 600 inmates is opened.</p> <p>By December 2020 Laituri prison in place</p> <p>By December 2020 the plan for 2 new small-scale prisons in place</p>	
A.1.2 Efficiency and capacity review of prison estate	Report and recommendations for prisoner transfers and re-classification of prisons	The existing capacities of the penitentiary institutions are more efficiently used.	By June 2019 report with recommendations completed	<p>First Deputy Director General of the Special Penitentiary Service,</p> <p>Head of the Penitentiary Department,</p> <p>Deputy Head of Economic Department</p>
A 1.3 Improvements to cell accommodation	An annual facilities maintenance improvement plan developed	Improved living and working conditions for persons deprived of liberty	<p>By December 2019 Initial work completed</p> <p>By June 2020 planned maintenance & improvements schedule developed to</p>	Deputy Head of Economic Department of Special Penitentiary Service

			meet Mandela Rules and international standards	
A2 Improve prison security, outer perimeter defence and escorting arrangements to reduce the possibility of escape and absconds and import of illegal materials				
A 2.1 Improve arrangements for 'sterile zones' immediately outside and inside perimeter wall	Audit of all prisons; improvement plan in place	Reduction in import of illegal and contraband materials	By April 2019 audit of the penitentiary establishments is completed By September 2019 improvement plan in place for physical improvements and reduction of supply and demand By December 2020 physical improvements made in 80% of facilities to improve security of the 'sterile zones'	First Deputy Director General of Special Penitentiary Service
A3 Improvement of conditions for juveniles, young adults and women				
A 3.1 Create separate facilities and regimes for I) defendant juveniles II) Convicted juveniles	Plan for creation of facilities and regime elaborated and implemented	Juveniles accommodated separately from adults and defendant juveniles accommodated separately from convicted juveniles	By September 2019 separation plan including transfer from prison no. 8 By December 2020 separate juvenile facilities in no. 2 and no. 11 prisons are in place By December 2020 new juvenile facilities are operational, including separation of unconvicted juveniles from adults and separation of defendant juveniles from convicted juveniles	First Deputy Director General of the Special Penitentiary Service, Head of the Penitentiary Department of the Special Penitentiary Service Deputy Head of Economic

				Department of the Special Penitentiary Service
A 3.2 Review arrangements for convicted and defendant young adults (males)	Improvement plan elaborated	Improvements to young adult incarceration arrangements towards European standards	By September 2019 the working group is formed to define the proposal for the plans	<p>First Deputy Director General of the Special Penitentiary Service,</p> <p>Head of Penitentiary Department of Special Penitentiary Service,</p> <p>Deputy Head of Economic Department of Special Penitentiary Service</p>
A 3.3 Improvements to women's facilities including mother and child arrangements	Improvement plan elaborated	Improvements in women incarceration arrangements towards European standards	<p>By December 2019 the concept is in place and the sufficient budget is allocated</p> <p>By December 2020 the Mother and Child Unit is fully functional</p>	<p>First Deputy Director General of Special Penitentiary Service,</p> <p>Head of Department for the Resocialisation-</p>

				rehabilitation of inmates of Special Penitentiary Service
Goal B.	Prevent Crime by the reduction of re-offending through effective rehabilitation and reintegration in the penitentiary and probation systems			
B1 Implement effective methodologies for individual assessment, including classification, sentence planning and case management				
Activity /Action	Output	Result/Outcome	Milestones and indicators	MoJ Lead person
B1.1 Finalise revision of new versions of Risk Needs Assessment (RNA) for Prison and Probation settings and implement data collection system	<p>New RNA completed</p> <p>New RNA Implemented</p> <p>Staff trained to use RNA</p> <p>Data inputting arrangements finalised</p>	Individual assessment improved; with capacity for collecting aggregate data	<p>By May 2019 commencement of new RNA implementation for Adults in Probation system</p> <p>By June 2019 Data input and collection system finalised in Probation system</p> <p>By June 2019 report on pilot with recommendations for pre-sentence RNA use with juveniles</p> <p>By September 2019, all penitentiary and probation staff implementing the RNA completed relevant training.</p> <p>By September 2019 RNA is piloted for the lifetime prisoners in the following institutions: 3, 6, 7, 8</p> <p>By December 2019 RNA is piloted in the following prisons: 5, 11, 16,</p>	<p>Deputy Head of the LEPL National Probation Agency</p> <p>Head of Department for the Resocialisation-rehabilitation of inmates of Special Penitentiary Service</p> <p>LEPL Training Center of Justice, Head of the Social Trainings Service</p>

			By December 2019 RNA is piloted with certain categories of prisoners in prisons No 2, 17 By September 2020 full implementation including data collection in Probation	
B.1.2 Finalise case management model for Prison no 16 and extend methodology to other prisons	Case management model fully elaborated and implementation plan developed	Case management by multi-disciplinary teams in place	By June 2019 Case management implemented in no. 11 By June 2020 Case management implemented in prisons no 5, 16	Deputy Head of the LEPL National Probation Agency Head of Department for the Resocialisation-rehabilitation of inmates of Special Penitentiary Service
B 1.3. Design and undertake a study to validate the RNA in probation settings.	RNA Validation Study completed	Georgian RNA has proven predictive capacity in Probation settings	By July 2019 RNA Validation study designed By December 2020 data is collected and analysed for Validation study	Deputy Head of the LEPL National Probation Agency
B2 Develop rehabilitative psycho-social methods based on evidence of effectiveness and best international practice				
B 2.1 Identify and develop required programmes and interventions based on RNA data	Development Plan elaborated including staff training requirements	Full range of needed interventions identified and developed	By December 2019 at least 2 programmes/ interventions developed, staff trained in their use and piloted	Deputy Head of the LEPL National Probation Agency Head of Department for the

			<p>By Dec 2020 3 additional programmes/ interventions developed, staff trained in their use and piloted</p> <p>By December 2020 5 are fully operational in the Probation System</p>	<p>Resocialisation- rehabilitation of inmates of Special Penitentiary Service,</p> <p>LEPL Training Center of Justice, Head of the Social Trainings Service</p>
B 2.2 Develop evaluation methodology for programme/ intervention impact and outcomes	Evaluation methodology in place	Effectiveness of Programmes and interventions can be measured	<p>By December 2019 Data collection and analysis system in place</p> <p>By December 2019 Legal framework to share the information between the penitentiary and probation systems is in place</p> <p>By December 2020 Internal evaluation system in place in relation to 5 rehabilitation programs</p>	Deputy Head of the LEPL National Probation Agency
B 2.3 Improve core skills of social workers, psychologists, probation officers and regime staff	Training and staff development strategies developed	Enhancement of staff engagement, interviewing and motivation skills in their work with convicts	By May 2019 100% of social workers and psychologist from probation, penitentiary and prevention systems trained on motivational interviewing and engagements skills	LEPL Training Center of Justice, Head of the Social Trainings Service
B3 Create Resettlement approach to assist transition from Prison to Probation system, from Prison/Probation to Community				
B 3.1 Determine Resettlement concept for all penitentiary and prison facilities in Georgia	Resettlement concept elaborated and communicated to all stakeholders	Resettlement unit operating in close partnership with community partners	By February 2019 the working group is created	First Deputy Director General of Special

			By December 2019 resettlement concept in place	Penitentiary Service, Head of Department for the Resocialisation-rehabilitation of inmates of Special Penitentiary Service, Deputy Head of the LEPL National Probation Agency
B 3.2 Develop resettlement methodologies and train staff	Resettlement methodologies and staff training plan in place	Resettlement arrangements improved to enhance reintegration	By June 2020 all staff concerned are trained	LEPL Training Center of Justice, Head of the Social Trainings Service Head of Department for the Resocialisation-rehabilitation of inmates of Special Penitentiary Service
B 3.3 Improve Parole methodologies to focus more on 'post-release' risks	New parole assessment(s) and procedures developed	Parole arrangements more 'risk' based leading to greater public safety	By June 2019 developed concept on new parole assessment in place By June 2020 new parole system in place	Head of Public International Law Department of Ministry of Justice

			By December 2020 Parole board members trained	LEPL Training Center of Justice, Head of the Social Trainings Service
B4 Establish a sustainable rehabilitation development unit to design , implement, supervise and monitor initiatives				
B4.1 Terms of Reference and required resources agreed	ToR produced, unit established	More consistent and sustainable rehabilitation approach	By April 2019 ToR and staffing and allocation of resources in place By January 2020 new unit or units in place	Minister of Justice
B5 Enhance crime prevention in work with under 14 year olds				
B5.1. Establish Referral Centre for children under 14 year olds	Concept , law and operational plan developed	Reduction in crime amongst identified and referred under 14's	By March 2019 Draft law is submitted to the Parliament By July 2019 The concept and operational part is in place By October 2019 the staff of the centre are selected By January 2020 – centre is functional	Deputy Head of the LEPL National Probation Agency Head of the Legal Drafting Department of the Ministry of Justice
B5.2. Coordinated mechanism is in place which ensures the effective and prompt coordination and referral of the case	Identification of Agencies and design of prompt referral mechanism	Appropriate referrals are made in timely manner	By September 2019 the duties of the agencies are defined By January 2020 the scheme of exchange of information is in place	Deputy Head of the LEPL National Probation Agency

B6 Improve a special service map/data-base for the prisoners, probationers, former prisoners and children under 14				
B6.1. Improve and update unified service-map/database	An updated service map and a system for regular updating	Up to date information on all services available	By June 2019 all services are unified in one database/space By September 2019 the unified information is accessible to all stakeholders concerned By December 2019 the regular updating and searching mechanism in place	Chairman of the LEPL Smart Logic Deputy Head of the LEPL National Probation Agency
GOAL C.	Create a safe and secure environment in penitentiaries and probation bureaus for defendants, convicts, staff and visitors			
C1. Improvement of physical security and working conditions for inmates, staff and visitors in the penitentiary establishments and probation bureaus				
Activity /Action	Output	Result/Outcome	Milestones and indicators	MoJ Lead person
C 1.1. Implement improved entry, search, reception and screening arrangements	New entry search and screening arrangements in place	Reduction in imported contraband material: Prisoners, Staff and visitors are safer	By January 2020 entry, search, reception and screening arrangements in 50% prisons improved By December 2020 entry, search, reception and screening arrangements in remaining 50% prisons improved	First Deputy Director General of the Special Penitentiary Service, Head of the Penitentiary Department of the Special Penitentiary Service, Deputy Head of the Economic

				Department of the Special Penitentiary Service
C 1.2 Take action to reduce incidence of 'drone flyovers'	Desk review of international examples of laws and other restrictions to drones in prison vicinity: Plan for Georgian prisons	Reduction in drone activity over prisons	By June 2019 review completed and plan in place	Head of the Legal Drafting Department of the Ministry of Justice, First Deputy Director General of the Special Penitentiary Service
C2. Improved management of prisoners to manage and deter violent behaviour				
C 2.1 Improve mechanisms for dealing with inter-prisoner violence	Improvement plan based on physical (technology); staff training and dynamic security measures implemented; including consideration of Incentives and Earned Privileges (IEP)	Violent Incidents reduced	By February 2019 the working group is created By June 2019 IEP concept elaborated By September 2019 IEP Pilot launched in 3 penitentiary establishments By September 2019 Improvement Plan introduced Baseline January 2019: By December 2019 violent incidents reduced by 10% By June 2020 violent incidents reduced by a further 15%	First Deputy Director General of the Special Penitentiary Service, Head of the Penitentiary Department of the Special Penitentiary Service, LEPL Training Center of Justice, Head of the Social Trainings Service

			By October 2020 IEP regimes in 50% penitentiaries	
C 2.2 Review and further develop arrangements for dealing with major incidents and disorder	Review arrangements and develop Major Incident Plan with related staff training plan	Improved response to major incidents and large scale disorder	By September 2019 MIP in place, including a review system following any incident By March 2020 All Directors/ Deputies trained By September 2020 All staff trained and simulated exercises completed	Deputy Minister of Justice/Director General of the Special Penitentiary Service First Deputy to the Director General of Special Penitentiary Service, LEPL Training Center of Justice, Head of the Social Trainings Service
C 2.3. Legal amendments addressing the crimes/organized crime committed within the prison facilities	The draft amendments in place	Reduction in influence of organised crime on prisoners and prisons	By April 2019 list of amendments in place By June 2019 legal draft of amendments in place By December 2019 draft amendments submitted to the Parliament	Minister of Justice Head of the Legal Drafting Department of the Ministry of Justice,
C 2.4. Improved working conditions in the penitentiary and probation systems	The challenges are identified and the plan for addressing the gaps in place	The working conditions for staff are improved	By April 2019 the plan is in place By December 2019 the mid-term assessment report in place	Minister of Justice Deputy Minister of Justice/Director General of the Special

			<p>By December 2019 40% of probation bureaus moved in PSH & CC</p> <p>By December 2020 60 % of the remaining probation bureaus moved in PSH & CC</p> <p>By December 2020 the plan to further improve working conditions is implemented</p>	<p>Penitentiary Service</p> <p>Head of the LEPL National Probation Agency</p>
GOAL D.	Respect and ensure the human rights of defendants, convicts, visitors, with the particular attention to the vulnerable groups and staff			
D1. Development and implementation of Detention Standards that meet European and International Standards & ECtHR judgements				
Activity /Action	Output	Result/Outcome	Milestones and indicators	MoJ Lead person
D1.1 Training of key staff in new Detention Standards Handbook contents	Training courses designed and delivered	Staff are informed of handbook contents	<p>By June 2019 90% of HQ and Prison Management staff trained</p> <p>By March 2020 handbook contents are reflected in all training courses contents</p>	LEPL Training Center of Justice, Head of the Social Trainings Service
D1.3. Systemic monitoring tools developed and implemented	New systemic monitoring framework developed	Systemic monitoring mechanism improved	By September 2019 systemic monitoring carried out based on new methodology	<p>LEPL Training Center of Justice, Head of the Social Trainings Service</p> <p>Head of Monitoring Department of</p>

				Special Penitentiary Service
D 1.4 Code of conduct and professional ethics introduced	Code of ethics and professional ethics elaborated by working group; staff trained	Professional and correct behaviour improved; cases of ill-treatment reduced	By May 2019 Code of Ethics reviewed By June 2020 all staff complete awareness training on code of conduct and professional ethics	First Deputy Director General of the Special Penitentiary Service Head of the Legal Drafting Department of the Ministry of Justice LEPL Training Center of Justice, Head of the Social Trainings Service
D2. Improve work opportunities, vocational training, education & recreation for convicts and create adequate infrastructure with the particular attention to vulnerable groups				
D 2.1 Establish a new vocational Training Centre for the persons deprived of liberty	Legal framework , staffing and operational plan for VTC in place.	Improved vocational training during sentence and better employment readiness on release	By April 2019 the new Centre is operational	Minister of Justice Chairman of the LEPL Penitentiary and Probation Training Center
D 2.2 Review & establish targets for minimum 'out of cell' activity time in each	Review and report; Targets set for each type of establishment	Prisoners spend more time out of cell and engaged in meaningful activity	By June 2019 review of the current model and report completed	Minister of Justice Chairman of the LEPL Penitentiary

Category of prison (low, medium, high risk)			By June 2020 the targets for minimum 'out of cell' activity time in each Category of prison are	and Probation Training Center
D 2.3 Establish workshops in partnership with employers	Opportunities identified, detailed proposals elaborated	More prisoners have work and vocational training opportunities	By April 2019 the labour market analysis and private sector mapping is done By June 2019 the conference for private sector is held By June 2019 report and proposals prepared By June 2020 at least 30% of convicts engaged in work and/ or vocational training	Minister of Justice Chairman of the LEPL Penitentiary and Probation Training Center
D 2.4 Improve educational facilities at all levels : from basic literacy and numeracy to higher education	Develop plan in partnership with Ministry of Education and Education providers	Improved education opportunities for prisoners	By April 2019 WG with Min of Ed established By September 2019 MOU and plan in place By June 2020 30% increase in educational activity	Minister of Justice Chairman of the LEPL Penitentiary and Probation Training Center
D2.5. Improvement in penitentiary libraries	Greater range of reading materials and an electronic catalogue available in all prisons	Prisoners have better access to a wider range of reading material	By March 2019 the MOU with LEPL Legislative Herald of Georgia is signed By December 2019 operational libraries are in place By December 2019 the first-cycle of social campaigns	Minister of Justice Chairman of the LEPL Penitentiary and Probation Training Center

			By December 2020 the second-cycle of social campaigns	
D3 Improve facilities for families and encourage family contact				
D 3.1 Establish WG and links with relevant NGOs to develop a family friendly plan	Plan and revised approach elaborated and implemented	Family arrangements improved	By June 2019 juveniles and their family friendly policy drafted and plan prepared By December 2019 report on implementation of juveniles and their family friendly plan prepared By June 2020 'family friendly policy' adopted	Deputy Minister of Justice/Director General of the Special Penitentiary Service Department for the Resocialisation-rehabilitation of inmates of the Special Penitentiary Service, Deputy Head of the LEPL National Probation Agency
D4 Create decent, respectful and non-discriminatory working conditions for the staff of the penitentiary establishments and probation bureaus				
D4.1. Improve working conditions and facilities for staff	Plan elaborated and implemented	working conditions improved	By April 2019 the outside areas of the prison institutions are refined By September 2019 the 100% escort staff of penitentiary is equipped	Deputy Minister of Justice/Director General of the Special Penitentiary Service

			By September 2019 improvement plan for the provision of the food to staff in penitentiaries developed By December 2019 the guard-posts are renovated	
GOAL E.	Develop 'healthy' prisons and probation bureaus through prevention and reduction of communicable diseases, actions to prevent suicide and self-harm and improvements to mental health care			
E1. Improvements to health and medical care of prison inmates to match standard in the community				
Activity /Action	Output	Result/Outcome	Milestones and indicators	MoJ Lead person
E 1.1 Assessment of the ongoing suicide prevention program for pre-trial/convicted inmates, identifying the needs and development of the plan for further improvement	The ongoing program is assessed, The needs are identified; The action plan for development of the program is in place	Improved practices of identifying and treatment of pre-trial/convicted persons with risk of suicide	By June 2019 review and improvement plan completed By September 2019 the needs are identified By December 2019 action plan for development of the program is in place	Head of the Medical Department of the Special Penitentiary Service
E 1.2 Access to screening for the prevention of communicable diseases is ensured	All pre-trial/convicted inmates undergo screening for Hepatitis B and C and HIV/AIDS rapid test on voluntary basis	100% of inmates have taken screening for communicable diseases through simple/rapid tests on voluntary basis	By December 2020, with the aim of ensuring voluntary screening of pre-trial and convicted inmates, all intake prisons are equipped with sufficient supplies of simple/rapid tests for Hepatitis B,C and HIV/AIDS.	Head of the Medical Department of the Special Penitentiary Service

			By December 2020 screening tests for Hepatitis B,C and HIV/AIDS are available in the penitentiary system.	
E 1.3 Ensure provision of inpatient medical services equivalent of the civil sector for pre-trial/convicted inmates	Effectiveness of No 18 Penitentiary Medical Establishment for pre-trial/convicted inmates has been assessed	Improvements to prison medical care specific medical areas are determined and the bed fund is apportioned; Criteria for admission and release from inpatient units are developed;	By September 2019 assessment of the effectiveness of medical care services in the prison No18 is completed; By December 2019 specific medical areas are determined and the bed fund is apportioned; By December 2019, criteria for admission and release from inpatient units are developed;	Head of the Medical Department of the Special Penitentiary Service
E1.4 Ensure continuity of treatment in the penitentiary system	Information exchange between health and prison authorities is improved; and treatment started in the community can be continued in the penitentiary system	Medical recommendations issued for all pre-trial/convicted inmates that enter the penitentiary system are assessed by the medical personnel and further medical needs are outlined;	By February 2019 WG with Ministry of Health, MoIA and PDP established By December 2020 medical recommendations issued for all pre-trial/convicted inmates that enter the penitentiary system are assessed by the medical personnel and further medical needs are outlined;	Head of Public International Law Department of the Ministry of Justice, Head of the Medical Department of the Special Penitentiary Service
E 1.5 Improve the capacity of the medical personnel of the penitentiary institution	Continuous medical training and continuous professional development programs for	Primary healthcare units of the penitentiary establishments are staffed with certified	By September 2019 continuous medical training and continuous professional development programs	Head of the Medical Department of the Special

	the medical personnel are developed;	family physicians (doctors)	for the medical personnel are determined. By December 2020 pre-trial/convicted inmates at all penitentiary establishments receive medical services provided by certified family physicians (doctors)	Penitentiary Service LEPL Training Center of Justice, Head of the Social Training Service
E.1.6 Further improvement of the standards for the penitentiary medical care	The current penitentiary healthcare standard is assessed, needs are identified The work has commenced to create electronic medical history and electronic pharmaceutical database model	Amendments for the improvement of the penitentiary healthcare standard is developed with the aim to improve medical services for the pre-trial/convicted inmates in the penitentiary system Pilot program for electronic medical history and electronic pharmaceutical database is in place	By October 2019 a package of amendments for the penitentiary healthcare standard is developed By December 2019 the plan for the implementation of the revised standard for the penitentiary healthcare is developed By June 2020 electronic pharmaceutical database is functioning in a test mode By December 2020 electronic medical history is functioning in a test mode	Head of the Medical Department of the Special Penitentiary Service Chairman of the LEPL Smart Logic
E2. To ensure timely provision of medical services for persons with drug and alcohol addiction				
E2.1 Improved drug and alcohol misuse treatment	Best practice, evidence based initiatives introduced	Drug and alcohol addicted inmates are provided with services	By April 2019 the concept for transitional management is in place	Head of Public International Law

and rehabilitation programmes	Access to the services of a narcologist is ensures to provide management of alcohol and drug intoxication Both short-term and long-term methadone detox programs are available in the penitentiary system, which are provided by the Center for Mental Health and Prevention of Addiction The work has been launched to ensure methadone substitution therapy component for pre-trial/convicted persons	equivalent to the civil sector	By September 2020 at least one psych-social alcohol drug treatment and rehabilitation programme in place By May 2019 needs assessment report on the long-term substitution treatment program for drug-addict prisoners in place By May 2019 needs assessment report on the long-term substitution treatment program for drug-addict prisoners in place By March 2019 MoU between the Harm Reduction Network and National Probation Bureau in place By April 2019 harm reduction program plan for the probation system in place By December 2020 100% of probation bureaus provide harm reduction programs	Department of the Ministry of Justice, Special Penitentiary Service, Head of the Department for the Resocialisation-rehabilitation of inmates Deputy Head of the LEPL National Probation Agency
E3. Ensure access to psychiatric services both in penitentiary and probation institutions and provide the quality of the services				
E 3.1. Improve arrangements for mental health screening,	Review and improvement of current screening	Improved identification of prisoners with mental disorders	By June 2019 mental health strategy in place	Head of the Medical Department of the

assessment and referral to specialists	arrangements to reflect 'best practice' in Europe		By June 2019 draft amendments in place By September 2019 Mental health awareness included in all training programmes (Directors, Dep Directors, Regime staff etc.) By December 2019 crisis management program is piloted	Special Penitentiary Service
E.3.2. Improved access to Psychiatric services for prisoners and probationers	Concept and Plan elaborated , referral mechanism in place	Better identification, diagnosis and treatment for psychiatric conditions	By November 2019 service providers are identified in probation bureaus 2020 January service in place in all probation bureaus By February 2020 the referral mechanism with Ltd Psychiatric Health and Drug Prevention is in place	Head of the Rehabilitation Services Unit of the LEPL National Probation Agency, Head of the Medical Department of the Special Penitentiary Service
GOAL F.	Enforce the decisions of the courts and comply with all applicable laws, regulations and international standards in meeting court and public expectations			
F1 Improve working arrangements with criminal justice partners and thus the criminal justice system as a whole				
Activity /Action	Output	Result/Outcome	Milestones and indicators	MoJ Lead person
F1.1 Develop improved court assessment reports (Pre-sentence reports etc.)	Format and quality standards of probation reports improved	Court sentencing better informed	By June 2019 joint meeting with judges to identify the target group among adult convicts	Head of the Department for the Resocialisation-rehabilitation of inmates of the

			<p>By September 2019 joint trainings for judges and probation officers on the application of RNA to juvenile convicts</p> <p>By January 2020 at pre-trial stage piloted with juveniles in 3 locations</p> <p>By June 2020 pilot results analysed, final version introduced nationally</p>	<p>Special Penitentiary Service,</p> <p>Head of the National Probation Agency</p> <p>Deputy Head of the LEPL National Probation Agency</p> <p>Head of the Rehabilitation Services Unit of the LEPL National Probation Agency</p>
F1.2 Develop laws and regulations for sentence execution that reflect best international practice	Laws on alternative sanctions are modernised and brought into line with international practice	More use of alternative sentences with a consequential reduction in the prison population	<p>By March 2019 Working Group Legal Drafting Department of MoJ & Special Penitentiary Service to review relevant laws and by-laws for achievement of key strategic aims</p> <p>By June 2019 proposals on law on imprisonment for submission to the Parliament are developed</p> <p>By June 2019 draft of new law on probation in place</p> <p>By November 2019 the draft law is submitted to the Parliament</p>	Head of the Legal Drafting Department of the Ministry of Justice

F2 Identify , reduce and manage the risks for potential specific victims, categories of victims and the general public following release from prison or during Probation				
F2.1 Working Group to explore co-operation with OGDs, NGOs and civil society for multi-agency risk assessment and management	Proposals for partnership approach elaborated	Information shared and actions co-ordinated to reduce risks	By March 2019 WG established By Dec 2019 initial report / recommendations produced By June 2020 the mechanism is piloted	Head of the Public International Law Department Of the Ministry of Justice
F2.2 Explore potential to provide key information to identifiable victims on release dates and other sentence developments	Proposals elaborated within context of wider development of victim awareness in CJ System	Victims better informed	By June 2019 initial report and recommendations prepared	Head of the Public International Law Department Of the Ministry of Justice
F 2.3. Improved of the Mechanism for Protection of DV victims	Risk Assessment tool for perpetrators report is developed and perpetrator programme extended	Improved Risk classification and programmed work with DV perpetrators in place	By May 2019 new assessment tool (SARA) is designed. By June 2019 review of Probation DV programme (Art 126 ¹ cases) undertaken with referral mechanism linked to SARA By September 2019 programmes offered to DV perpetrators on 'voluntary' basis By Sept 2019 ToT training completed By Dec 2019 all required staff are trained	First Deputy of the Director General of the Special Penitentiary Service, Head of Public International Law Department of the Ministry of Justice LEPL Training Center of Justice,

				Head of the Social Training Service
GOAL G	Strengthen and improve the management, organisational capacity and public visibility of the Special Penitentiary Service and National Probation Agency			
G1 Improve IT and database systems to enhance organisational performance				
Activity /Action	Output	Result/Outcome	Milestones and indicators	MoJ Lead person
G1.1 Design and implement new IT system in SPS	New IT system developed and implemented	Data inputting, analysis, intelligence and management Information improved	By January 2019 entire system process mapped By July 2019 system requirements and features drafted By February 2020 all sprints designed and developed By December 2020 data migrated and tested; system rolled-out	Chairman of the LEPL Smart Logic
G.1.2. LEPL Smart Logic becomes the IT supporter to the probation system			By January 2019 the current system is prepared for migration of new infrastructural environment services By April 2019 migration of the new system of the LEPL National Probation Agency is complete By April 2019 bilateral agreement between the LEPL National Probation Bureau and LEPL Smart Logic is in place	Chairman of the LEPL Smart Logic

			<p>By April 2019 new staff members are recruited by Smart Logic</p> <p>By September 2019 Probation officers are using new assessment document (IT merging)</p> <p>By December 2019 IT system is fully operated in probation</p>	
G2 Improve Human Resources (HR) Systems and procedures				
G2.1 Implement HR performance management strategy	Modern systems of HR performance Management progressively introduced	Improvements to staff performance in support of organisational goals	By Sept 2019 initial performance framework in place	<p>Head of the HR Department of the Ministry of Justice,</p> <p>Head of the HR Unit of the Special Penitentiary Service</p>
G2.2 Develop recruitment, retention and staff engagement /motivation strategies	New recruitment and retention approaches; improved methods for staff engagement /motivation	Better staff recruited; staff turnover reduced ; staff better motivated	<p>By March 2019 TCJ is provided with the training needs of penitentiary and probation systems</p> <p>By December 2019 new recruitment system in place</p> <p>By January 2020 survey about the staff satisfaction in both penitentiary and probation systems</p>	LEPL Training Center of Justice, Head of the Social Training Service
G.2.3. Awareness raising about the work of social workers in improving	All staff have better understanding of methods and skills that can impact on attitudes and behaviour	More internal support for rehabilitation initiatives and methods	By January 2019 the relevant stakeholders are identified	Deputy Minister of Justice/ Director General of Special

rehabilitation and reducing re-offending			By April 2019 2-day conference with workshops are held	Penitentiary Service LEPL Training Center of Justice, Head of the Social Training Service
G 2.4. Improvement of Social Work services in prisons	Prison social work units re-structured following assessment process for all staff	The quality of social work in the penitentiary establishment is improved	By March 2019 Assessment process completed and staff assigned to either social worker (case manager) or case administrator roles with new job descriptions By May 2019 social workers (case manager) trainings completed By June 2019 operational plan for prison social work units drafted	Department for the Resocialisation-rehabilitation of inmates of the Special Penitentiary Service, Deputy Head of the LEPL National Probation Agency LEPL Training Center of Justice, Head of the Social Training Service
G 2.5 Creating a unified social work service for penitentiary and probation systems	Review of services to assess performance and staff recruitment and retention	Decision on options for future of criminal justice social work	By April 2020 review of available services completed	Minister of Justice Department for the Resocialisation-rehabilitation of

				<p>inmates of the Special Penitentiary Service,</p> <p>Deputy Head of the LEPL National Probation Agency</p> <p>LEPL Training Center of Justice, Head of the Social Training Service</p>
G3 Design and implement Training and Staff development programmes				
G3.1 Review training provision and implement a development plan with reference to organisational objectives and a rehabilitation competence framework	Rehabilitation competence framework and related learning and development plan produced, and implementation commenced	Learning and Development contributes to the achievement of strategic goals	<p>By March 2019 a training/development plan agreed and resource requirements identified.</p> <p>By May 2019 rehabilitation competence framework developed</p> <p>By December 2019 training/development plan for 2020 agreed and resource requirements identified</p>	<p>LEPL Training Center of Justice, Head of the Social Training Service</p> <p>Head of the HR Unit of the Special Penitentiary Service,</p> <p>Head of the Administrative Department of the</p>

				LEPL National Probation Agency
G3.2 Enhance management performance	Rehabilitation Training/Professional development courses for Penitentiary Directors, Heads of Probation Bureaus and other senior staff designed and implemented	Key management staff improve knowledge and skills in rehabilitation, supervision and development of staff contribute more to organisational goals	<p>By Jan 2019 New professional development programme for Prison Managers in place;</p> <p>By June 2019 all Prison Directors, Deputy Directors and Unit Heads complete initial modules of new professional development course;</p> <p>By June 2020 all managers in penitentiary and probation systems to have attended training on rehabilitation and how to support their staff.</p>	LEPL Training Center of Justice, Head of the Social Training Service
G3.3 Improve rehabilitation induction training for all new staff.	New induction training course for all staff includes rehabilitation focus.	All staff better prepared for roles and to contribute to key organisational goal of rehabilitation.	<p>By April 2019 existing induction trainings are reviewed and a plan for further improvements developed;</p> <p>By 2020 a new revised induction program developed for all newly recruited staff which encompass rehabilitation focus</p>	LEPL Training Center of Justice, Head of the Social Training Service
G3.4 Improve training and continuous professional development for rehabilitation work	Training courses and timetable in place for social workers, psychologists and regime staff	Staff better prepared to undertake rehabilitation work	<p>By May, 2019 a pool of trainers developed on rehabilitation direction;</p> <p>By June 2020 100 % Staff have attended some training</p>	LEPL Training Center of Justice, Head of the Social Training Service

G 3.5 Professional supervision system developed	Professional supervision concept, guidelines and tools developed	Professional supervision mechanism support the effectiveness and quality case work and rehabilitation	By December 2019 a professional supervision concept for social workers and psychologist revised and further developed and a piloted plan elaborated; By March 2020 a professional supervision mechanism for psychologist and social workers piloted; By the end of 2020 a professional supervision for psychologist and social workers implemented;	LEPL Training Center of Justice, Head of the Social Training Service
G3.6 Further explore partnerships , MOUs and collaboration with university sector to enhance understanding and interest in Corrections sector	Education partnership in place;	Better pre-entry arrangements in place for key staff (Directors , Probation Bureau Chiefs , Social Workers , Psychologists and Lawyers)	By the end of 2020 a concept of internship is developed	LEPL Training Center of Justice, Head of the Social Training Service
G3.7 Improve evaluation of effectiveness of the training	Training records include achievement of targets of staff trained in rehabilitation	Improved efficiency and effectiveness of resources	Annual Training reports include a review of rehabilitation training provision and outcomes	LEPL Training Center of Justice, Head of the Social Training Service
G4 Develop a Communications and Knowledge Management Strategy and Action Plan				
G4.1 Develop a communications strategy and its Action Plan to project key messages to stakeholders and public reflecting strategic goals	Communications strategy elaborated and implemented	Better understanding amongst key stakeholders and the general public of the strategic goals and achieved / planned improvement	Vision, Mission, Principles, Strategic Plan and Key goals launched: By the end of February, the donor coordination meeting is held	Head of the Public Relations Department of the Special Penitentiary Service

			<p>By February 2019 (20-28 February) public event is held</p> <p>By June 2019 Communications strategy based on above developed</p>	
G4.2 Improve systems of internal communication and knowledge management	Internal communications plan developed	All staff have knowledge of this strategy and the contribution they can make to its implementation	By February 2019 all staff have knowledge of key goals	<p>Deputy Minister of Justice/ Director General of the Special Penitentiary Service</p> <p>Head of the Public Relations Department of the Special Penitentiary Service</p>