

# NATIONAL **STRATEGY** on

THE DEVELOPMENT OF  
THE PENITENTIARY  
SYSTEM IN THE REPUBLIC  
OF NORTH MACEDONIA  
2021-2025

Enhancing the capacities  
of the penitentiary system  
and the external oversight  
mechanism in North Macedonia  
Horizontal Facility  
for the Western Balkans  
and Turkey 2019-2022

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## Abbreviations

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<b>CEB</b>	The Council of Europe Development Bank
<b>CEF</b>	Correctional-Educational Facility
<b>CEI</b>	Correctional-Educational Institution
<b>CoE</b>	Council of Europe
<b>CPT</b>	European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment
<b>CSO</b>	Civil society organizations
<b>DES</b>	Directorate for the Execution of Sanctions
<b>EU</b>	European Union
<b>HIF</b>	Health Insurance Fund
<b>LES</b>	Law on Execution of Sanctions
<b>MKD</b>	North Macedonia's Denar
<b>MLSP</b>	Ministry of Labour and Social Policy
<b>MoES</b>	Ministry of Education and Science
<b>MoH</b>	Ministry of Health
<b>MoJ</b>	Ministry of Justice
<b>MoU</b>	Memorandum of Understanding
<b>PDPA</b>	Personal Data Protection Agency
<b>PF</b>	Penitentiary Facility
<b>PHI</b>	Public Health Institute
<b>PI</b>	Penitentiary Institution
<b>PRO</b>	Public Revenue Office
<b>RNA</b>	Risk and needs assessment
<b>RNM</b>	Republic of North Macedonia
<b>SAC</b>	Social affairs centre
<b>SCPC</b>	State Commission for the Prevention of Corruption
<b>SOP</b>	Standard Operating Procedure

# Introduction

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*"It always seems impossible until it is done."*

**Nelson Mandela**

The reform of the penitentiary system involves activities for its approximation to European standards, which presupposes improvement of the system of execution of sanctions and making it more humane. In this respect, multiple areas are of great importance: the accurate practical implementation of the legal regulations and by-laws that regulate the execution sanctions; the improvement of the conditions of persons deprived of liberty in the penitentiary institutions; the strengthening of the capacity and professionalism of the staff; and the strengthened oversight over the work of penitentiary institutions.

Rehabilitation is one of the main goals in the execution of sanctions and which - with reintegration and social adaptation, in addition to the successful post-penal treatment - are the key factors for reducing recidivism of sentenced persons after their release. The process of introducing probation and the practical implementation of the Law on Probation continues.

The contribution of the European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT) is significant in terms of identifying the issues and areas in which it is necessary to take additional measures and to undertake activities in order to address the shortcomings identified by the CPT.

Information and data on the functioning of the prison system are contained in several reports by national as well as international institutions and organisations, such as: the Annual reports of the Directorate for Execution of Sanctions; the Annual reports of the Ombudsman; Reports of regular and additional (ad hoc) visits by the CPT; reports of assessment missions and other international bodies and organizations. These form an objective and comprehensive image regarding the manner in which the prison system in the country is functioning, by identifying the areas that require particular attention.

# Vision and Mission

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## VISION

**Vision:** Advancing the penitentiary system in line with the highest European standards for enforcing sanctions and alternative measures.

## MISSION

**Mission:** A modern penitentiary system, where persons deprived of liberty are treated in a safe environment with respect and dignity, whilst they acquire education and vocational training, are supported in their personal growth, constructively use free time and receive support for post-penal acceptance for the benefit of the society.

## LEGISLATION IN PLACE

The legal framework that regulates the penitentiary system in the Republic of North Macedonia is set with the Law on Execution of Sanctions (Official Gazette of RNM, no. 99/2019, 220/19, hereinafter: LES).

The need for adoption of the LES in 2019 arose due to the larger number of amendments to the previous law (adopted in 2006 and amended and supplemented several times), as well as the changes in international standards with regard to prison rules. The adoption of the new Law on Execution of Sanctions is in accordance with the National Strategy for the development of the penitentiary system (2015-19) and the Strategy for the reform of the judicial sector in the period 2017-2022. Its adoption reflects the efforts for the provision of an efficient penitentiary system, one with a professional approach to the organization and oversight of the work of the penitentiary and juvenile institutions, one aimed at improving the key areas of functioning of the penitentiary system, and one meeting the highest European and international standards in this area.

One of the main principles of LES is respect of the human rights and dignity of sentenced persons, which encompasses care for preserving their physical and mental health. The execution of sanctions is carried out without any discrimination on any grounds - race, skin colour, origin, national or ethnic identity, sex, gender, sexual orientation, gender identity, belonging to a marginalized group, language, citizenship, social origin, education, religion or religious beliefs, political beliefs, other beliefs, disability, age, family or marital status, property, health, personal capacity or social status.

In this regard, LES can be assessed as a comprehensive systemic law that fully regulates the execution of sanctions with respect to the age of the person against whom sanctions are imposed, according to the offense, type of sanctions, as well as the position, rights and responsibilities of the prison police.

The new Law is an expression of the determination to constantly upgrade and advance the national penitentiary system, including its modernization and humanization, and aimed at realising the goals of punishment and the prevention of recidivism.

The adoption of the LES was a response to the need to harmonise the penitentiary system with the novel European and international standards and principles, with a view towards protecting the guaranteed freedoms and rights of sentenced persons - including children - sentenced for having violated the law, particularly in regard to the execution of sanctions for the crimes perpetrated, as well as for the sanctioning of misdemeanors. The LES has made a step closer towards the European Prison Rules, with the *United Nations Standard Minimum Rules for the Treatment of Prisoners (the Mandela Rules)*<sup>1</sup>, accepted as good principles and practices in the treatment of sentenced persons and prison management. In accordance with these Rules, the objectives of imprisonment and similar measures contained in the deprivation of liberty are aimed at protecting the society from crime and to promote a reduction of recidivism.

1. E/CN.15/2015/L.6/Rev.1



In the same context is the commitment expressed in *the European Parliament Resolution of 5 October 2017 on prison systems and conditions*,<sup>2</sup> which points out that in addition to the punitive aspect of imprisonment, the focus should also be put on the development of practical skills/professions and the rehabilitation of sentenced persons, aiming at successful social reintegration and the reduction of recidivism.

The LES foresees protective external mechanisms against the misuse of force and means of coercion by the prison police. According to these provisions, the Public Prosecutor from the Public Prosecutor's Office (PPO)--for prosecuting crimes perpetrated by persons with police authority and by members of the prison police--is immediately informed about all ex-officio crimes perpetrated by prison police officers, as well as for similar actions while off-duty, involving the use of force or means of coercion resulting in death, serious or other bodily injury, if the prosecution for such offenses is regulated by law.

The reform of the penitentiary system aims at establishing a strong and transparent mechanism for efficient and professional management of the penitentiary institutions. In order to achieve this goal, the Law foresees a certain period of years of experience as prerequisite for the appointments (Director of the DES, as well as governors), along with a hierarchical subordination in the system. The Director of DES proposes to the Government which governors and deputies should be promoted or dismissed. The provisions regarding the employment, promotion, mobility, evaluation, as well as the improved status of the prison police are also redefined.

## **ORGANISATIONAL SET UP OF THE DIRECTORATE FOR THE EXECUTION OF SANCTIONS**

The DES is a body within the Ministry of Justice with the capacity of a legal entity. In accordance with the Rulebook<sup>3</sup> on the internal organization of the DES, and serving the purpose of exercising the legal authorities in an efficient manner, the DES is composed of the following departments:

1. Department for normative-legal, general and administrative issues (Unit for normative/legal affairs, and the Unit for general and administrative issues);
2. Department for security, treatment and training of staff employed in the penitentiary institutions and correctional-educational Institutions (Unit for security and treatment of sentenced persons and juveniles in the PI/CEI, and the Unit for training of staff in the PI/CEI);
3. Department for probation (Supervising unit for the execution of probation, Unit for electronic surveillance, as well as 11 units for the execution of probation in the basic court areas' with extended area of responsibility at local level);
4. Department for financial issues (Budget coordination and control, and an Accounting and Payments Unit);
5. Independent internal audit department.

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2. European Parliament resolution of 5 October 2017 on prison systems and conditions (2015/2062(INI))

3. No. 01-4892/1, 12.10.2018

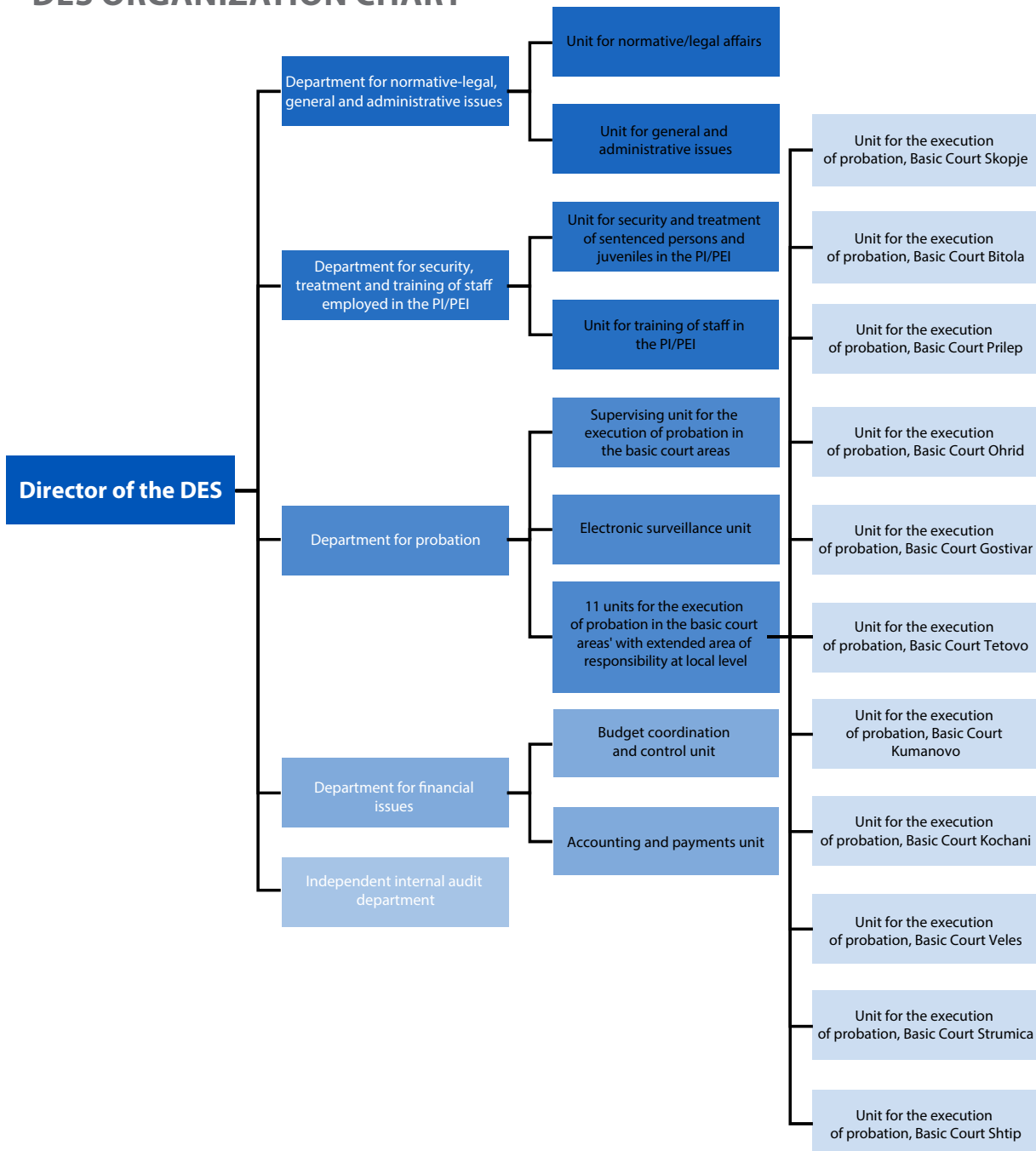
# CURRENT ORGANIZATIONAL STRUCTURE OF THE PENITENTIARY SYSTEM

The total number of staff within the penitentiary service in December 2020 was 934, of whom 706 are prison police personnel (42 women and 664 men), 228 public servants (119 women and 109 men), and each institution is led by a governor. There are 53 employees at the DES.

The total number of the prison population is 2244 out of whom 217 are detainees, whereas the remaining serve their prison sentences as follows:

- 1511 sentenced persons in the closed sections (PF Idrizovo, PF Shtip, PF Prilep);
- 487 sentenced persons in semi-open sections (prisons);
- 29 sentenced persons in open sections (PF Struga);
- 48 females of whom 40 are sentenced and 8 are in detention;
- 4 children in PF Ohrid and 13 in CEF Tetovo.

## DES ORGANIZATION CHART



According to the Rulebook on the systematization of the DES dated 12.10.2018, in total 131 positions are foreseen in the stated organization units.

In 2020, DES conducted a functional analysis of the manner of operations of the Directorate and, taking into account its results, the following is being proposed:

- ▶ a new internal organization, aimed at increasing its functionality, directed at more efficient and effective realization of DES's main objective and vision;
- ▶ draft a new Act on the systematization of work positions in DES, harmonised with the proposed internal organization of the Directorate;
- ▶ two new independent units are foreseen, the Unit for Human Resources Unit, and that for Public Procurements;
- ▶ in the Sector for Security, Treatment and Training of Staff in the penitentiary and juvenile institutions, three units are proposed to be established, instead of the existing two units, by dividing the Unit for the supervision of the security in PI/CEI, and the Unit for the supervision of the treatment in PI/CEI;
- ▶ four new Probation Offices are added to the Sector for Probation, while the Project Unit, i.e. the Unit for implementation of the project "Reconstruction of penitentiary institutions in the Republic of North Macedonia" is introduced for the first time in the Acts on internal organization and systematisation of work positions in DES;
- ▶ the number of job positions envisioned in the sectors with urgent staffing need is increased.

## **DES AND PENITENTIARY INSTITUTIONS – MANAGEMENT AND COMPETENCIES**

According to the competencies of the DES and its role in the system of the execution of sanctions foreseen by the new LES, the Director of the DES has to meet upgraded professional criteria: rather than the minimum five years of experience, the candidate for this position should now have at least ten years of professional experience, of which five should be in the area of execution of sanctions or similar positions.

The principal commitment - that the execution of sanctions is under the competencies of the DES--is further elaborated in the responsibilities of the Director of the DES. These include ensuring that international standards and regulations are continuously implemented in executing the sanctions and the detention measures, adopting the strategic plans and programmes for the DES, organizing and overseeing the execution of the sanctions and probation, as well as allocating the state funds coming from the budget of the Republic of North Macedonia through the PI/CEI.

The LES enhances the oversight function of the DES over the PI/CEI. The professional oversight of the DES includes the conditions and positions of the sentenced persons, detainees and the children in PI/CEI; the treatment of the sentenced persons, with particular focus on the protection and respect of their human dignity, as well as the prevention of torture and inhuman treatment in the PI/CEI. A legal obligation has been introduced that the order of the Director of DES must be respected whenever violations are found through professional oversight. The Director of DES proposes to the Government of North Macedonia to dismiss the governor of the institution, who fails to act upon such orders following the professional oversight which finds such violations.

Enhancing the professionalism of the management structure of the institutions is reflected in the approach taken by the Director of DES. Unlike the earlier five-year criterion of professional experience for the PI/CEI governors, now they should have at least seven years of experience, of which four in the area of execution of sanctions or similar positions.

# ANALYSIS OF THE STRENGTHS AND WEAKNESSES OF THE PENITENTIARY SYSTEM (SWOT ANALYSIS)

## Strengths:

- ▶ The previous National Strategy for the development of the penitentiary system (2015-2019) provided a common platform for the improvement of the penitentiary system
- ▶ The improved legislation framework and willingness to align with the EU standards
- ▶ The penitentiary system has gained a lot of valuable knowledge and experience from the international project activities, including the expertise and support by the Council of Europe, as well as other international organizations
- ▶ Within the previous strategic period, the probation capacities have been enhanced, several programmes were implemented, with manuals and SOPs prepared
- ▶ The penitentiary system is relatively flexible and can quickly adapt to new phenomena
- ▶ Gained knowledge on different penitentiary topics (dynamic security, Code of conduct, working with specific groups, etc)
- ▶ Improved material conditions in the prisons, as well as the status of the PI/CEI staff
- ▶ Defined legislative framework with a strategic approach, through two state documents on preventing violent extremism, as well as fighting terrorism
- ▶ PI/CEI and DES are connected through an IT network
- ▶ Trained staff on different specialised programmes

## Weaknesses:

- ▶ The Training Strategy is not being implemented, lacking systemic exchange of gained knowledge
- ▶ Inconsistent application of the LES in the process of appointing governors and their deputies
- ▶ Insufficient staffing at all levels in the DES, PI/CEI
- ▶ Healthcare issues in general, as well as the worryingly low number of medical staff
- ▶ Healthcare and long-term solutions for the treatment of drug-users
- ▶ Insufficient cooperation with the other institutions (ministries, educational institutions, civil society organisations) in the pre-release and post-penal work and care
- ▶ The lack of clear corporate identity and positive image for the prison staff in the society
- ▶ No obligation for continuous assets control – reporting is mandatory only for the top tiers at the beginning and end of term
- ▶ Lack of coordination between the abovementioned partners at central level
- ▶ Insufficient gender balance
- ▶ Lack of functional education for the sentenced persons

## Opportunities:

- ▶ Recruitments and human resources, the initial and continuous training, along with the additional incentives may increase the overall quality of the prison service
- ▶ Increased budget for the fiscal year
- ▶ Continuous international cooperation and the exchange of experiences and good practices with the EU countries, the UK and the US
- ▶ Introducing solutions on probation and post-penal care
- ▶ Including more sentenced persons in the programmes, which can create a more positive climate and better chances for rehabilitation
- ▶ The support from the Ministry of Justice, as well as the Government, for the ongoing reforms
- ▶ The successful piloting of specialised treatment programmes points that they are being applied regularly in the PI/CEI
- ▶ Ongoing development plan on constructing new prison facilities and refurbishing the existing ones during the strategic period
- ▶ Introducing trainings for the PI/CEI staff on identifying the early radicalization signs

**Risks:**

- ▶ The lack of funds for the implementation of the Strategy
- ▶ Unplanned financial implications caused by Covid-19 pandemics
- ▶ The absence of promotion among the DES ranks, in line with the legislation in place
- ▶ The risk of radicalisation spreading in prisons
- ▶ Employing the staff without sufficient security checks and psychological screening
- ▶ The continuous presence of illegal items in the penitentiary institutions (mobiles, drugs, alcohol, cash)
- ▶ Lack of progress in addressing corruption and the fake solidarity within the personnel for negative phenomena
- ▶ The insufficient involvement of the institutions in meeting the legal criteria on the preparation for release and post-penal care
- ▶ The progress on improving the penitentiary conditions is not up to the needed dynamics (particularly on detention and health)
- ▶ Lack of medical staff in the country, particularly regarding the lack of motivation to work in the penitentiary health care

## **PRECONDITIONS FOR THE IMPLEMENTATION OF THE ACTION PLAN**

**Cooperation with partners and associates**

This Strategy is implemented by the DES, in cooperation with the Ministry of Justice, the Ministry of Health, the Ministry of Education and Science, the Ministry of Labour and Social Policy, as well as the following partners:

- ▶ Ministry of Internal Affairs
- ▶ Ministry of Local Self-Governance
- ▶ Ministry of Transport and Communications
- ▶ The National Coordinator for Countering Violent Extremism and Counterterrorism
- ▶ Adult Education Centre
- ▶ Employment Agency of RNM
- ▶ European Commission
- ▶ Council of Europe
- ▶ World Bank
- ▶ Embassies in RNM
- ▶ Civil organisations
- ▶ Other institutions and organisations

## Human resources/capital

Employees in December 2020, divided by sectors within the respective PI and CEI

PI and CEI	Prison police	Resocialisation		Executive, administrative and financial affairs	Total
		Instructors	Educators		
PF Idrizovo	218	4	28	27	277
PF Shtip	94	2	5	8	109
PF Prilep	49	4	6	8	67
PF with open ward in Struga	12	1	2	5	20
Prison Skopje	119	2	3	17	141
Prison Tetovo	28	1	2	6	37
Prison Bitola	25	8	1	11	45
Prison Strumica	19	3	3	7	32
Prison Kumanovo with open ward in Kriva Palanka	75	2	5	16	98
Prison Gevgelija	20	0	2	6	28
Prison Ohrid	23	0	2	6	31
CEF Tetovo	24	6	6	13	49
<b>Total</b>	<b>706</b>	<b>33</b>	<b>65</b>	<b>130</b>	<b>934</b>

## Financial implications

Summary of the provided and executed budget in the penitentiary system, by years

Year	Budget (MKD) per year	Budgetary reprogramming (MKD)	Executed budget (MKD)
2018	981 126 000	848 541 000	733 862 612
2019	1 030 455 000	968 455 000	752 297 329
2020	1 180 900 000	1 053 648 000	

**Planned and necessary budget for the implementation of the National Strategy**

In line with the calculations, the financial means should be foreseen in the budget, in order to implement the planned activities in a timely and successful manner.

Overview of the necessary funds for the implementation of the National Strategy (2021-25)

Categories	Necessary funds, by years				
	2021	2022	2023	2024	2025
Salaries and compensations	13.995.460	27.469.176	24.255.408	24.123.216	24.064.464
Goods and services	7.663.500	7.209.000	7.209.000	7.209.000	7.209.000
Capital expenditures	221.982.207	494.273.158	669.648.164	600.678.559	599.142.104

**Necessary new employments in the penitentiary system of RNM**

	2021	2022	2023	2024	2025	TOTAL
DES	5	4	2	2	2	15
PI and CEI	16	31	31	31	31	140
MoH	0	5	0	0	0	5
<b>TOTAL</b>	<b>21</b>	<b>40</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>160</b>

## **MONITORING AND EVALUATION OF THE ACTIVITIES FORESEEN IN THE STRATEGY**

For a successful, objective, and reliable implementation of the Action Plan, appropriate monitoring is required for the 2021-2025 period. In this sense, monitoring and evaluation should be provided through a working group at the Government level, one which will include the representatives of the DES, PI and CEI, as well as the relevant ministries. The Indicators should be based upon practical information (e.g. number of disciplinary cases, number of suicide attempts and self-harm, number of staff who have undergone admission training, etc). This task shall be achieved by developing a monitoring and evaluation plan, which is a document that helps track and assess the results of the Action Plan.

Monitoring and evaluation can be successfully achieved if the Government of RNM establishes a cross-section group, led by the DES (in cooperation with the MoJ), and including the representatives from the Ministry of Education, Ministry of Health, Ministry of Labour and Social Policy, probation officers, representatives of the civil society and the Ombudsman. This cross section group would present its findings and proposals to the Government of RNM, aiming at specific activities which will allow for the implementation of this Strategy.

In this process, the data will also represent gender-sensitive data.



<b>Strategic goals</b>	
<b>Strategic goal 1</b>	<b>Improving the material conditions in the penitentiary institutions</b>
<b>Strategic goal 2</b>	<b>Strengthening the management and staff capacities and oversight over the penitentiary system</b>
<b>Strategic goal 3</b>	<b>Enhancing a professional penitentiary service through structured and progressive training</b>
<b>Strategic goal 4</b>	<b>Providing a safe environment for the sentenced persons and staff in PI and CEI</b>
<b>Strategic goal 5</b>	<b>Strengthening the process of rehabilitation and reintegration of inmates, including post-penal care</b>
<b>Strategic goal 6</b>	<b>Improving the treatment and care for children under measures in the correctional-educational institution</b>
<b>Strategic goal 7</b>	<b>Improving the corporate integrity, strengthening of the mechanisms for dealing with corruption cases</b>
<b>Strategic goal 8</b>	<b>Strengthening the provision of healthcare to sentenced persons, including mental healthcare</b>
<b>Strategic goal 9</b>	<b>Strengthening the educational and training structures based upon individual needs</b>
<b>Strategic goal 10</b>	<b>Addressing radicalisation leading to violent extremism in prison</b>
<b>Strategic goal 11</b>	<b>Probation</b>
<b>Strategic goal 12</b>	<b>Introducing effective internal and external communications structures for the support of rehabilitation</b>

# STRATEGIC GOAL 1

## Improving the material conditions in the penitentiary institutions

STRATEGIC GOAL 1.1 Increased accommodation and spatial capacities, improved respective conditions in the penitentiary institutions (PI) and correctional-educational institutions (CEI)	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
1.1.1. Continue with the implementation of the "Project for Reconstruction of the PIs" for the reconstruction, renovation, construction and equipping PF Idrizovo (second phase)	Until 2025	DES	2,273,224,193 MKD	Budget of RNM and funds of CEB	Facilities are reconstructed, renovated, constructed, and equipped
1.1.2. Construction of facilities in PF Prilep and PF Shtip	Until 2025	DES	200,000,000 MKD	Budget of RNM and other sources of financing, grants, or donations	Finalised construction
1.1.3. Reconstruct, refurbish and construct the facilities within PI	Continuously	DES	8,000,000 MKD annually	Budget of RNM, incomes by self-financed activities of the PI and other sources of financing, grants, or donations	Finalised construction, refurbishment and construction
1.1.4. Improve the existing and constructing health-care capacities	Continuously	DES	1,000,000 MKD annually	Budget of RNM, incomes by self-financed activities of the PI and other sources of financing, grants, or donations	Improved current, and constructing new, health capacities

<b>STRATEGIC GOAL 1.2</b> Efficient utilisation of the PI and CEI current facilities	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
1.2.1. Prepare the Annual Programme on financing the construction, reconstruction, maintenance of the facilities and equipping the PI and CEI	Continuously	DES, PI, CEI	1,000,000 MKD annually and the funds under 1.1	Budget of RNM, incomes by self-financed activities of the PI, CEB funds and other sources of financing, grants, or donations	Prepared Annual Programme
1.2.2. Prepare the Annual Plan for the maintenance of the existing facilities within each PI and CEI	Continuously	DES, PI, CEI	4,000,000 MKD annually	Budget of RNM, incomes by self-financed activities of the PI, CEB funds and other sources of financing, grants, or donations	Prepared and implemented annual plans for PI and CEI

<b>STRATEGIC GOAL 1.3</b> Telecommunications/ contact with the outside world	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
1.3.1. Provide a safe telecommunications system in each facility	Continuously	DES	60,000,000 MKD	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Introduced safe telecommunication system</li> <li>– Placed mobile phone jammers in PI and CEI</li> </ul>

## STRATEGIC GOAL 2

### Strengthening the management and staff capacities and oversight over the penitentiary system

<b>STRATEGIC GOAL 2.1</b>					
Prison management capacities are strengthened	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
2.1.1. Appoint professional prison staff into management positions, in line with the legislation in place	Continuously	DES, PI, CEI	Within the foreseen budget	Budget of RNM	<ul style="list-style-type: none"> <li>- Number of governors and deputies appointed, in line with the LES</li> <li>- Achieve gender balance throughout ranks, including management positions</li> </ul>
2.1.2. Continuous training on specialized programmes for the governors and their deputies	Continuously	DES, PI, CEI	Combined sources (400,000 MKD annually from the RNM budget), extra funds from additional sources	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- The existing training curricula are applied in practice</li> <li>- Number of trained governors and deputies, separate categories for continuous and specific trainings, including non-discrimination, gender representation and prevention of domestic violence</li> </ul>
<b>STRATEGIC GOAL 2.2</b>					
Enhanced oversight role of the DES over the PI and CEI	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
2.2.1. Enhance the oversight functions by establishing the Unit for professional oversight over the work of the PI/CEI, as well as the Unit for professional oversight over the security of PI/CEI	2Q 2021	DES	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Established departments</li> <li>- Percentage of introduced standards and unified criteria</li> <li>- Implemented trainings for the DES staff on using the tools</li> <li>- Number of oversight visits where these tools were used</li> </ul>
2.2.2. Fully staffing the Unit for professional oversight over the treatment in PI/CEI, as well as the Unit for professional oversight over the security in PI/CEI	Continuously	DES	5,048,808 MKD – 1 head of Unit, 6 advisors, 2 senior officers and 1 officer, 1 junior officer	Budget of RNM	<ul style="list-style-type: none"> <li>- Staffed units, respecting achieved gender balance</li> </ul>

STRATEGIC GOAL 2.3 Ensuring the necessary human resources	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
2.3.1. Revise and amend the systematisation in some PI, according to the specialised tasks, providing balanced staff/inmate ratio	3Q 2021	PI, CEI, DES	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Revised systematisations</li> <li>- Achieved balance in the ratio staff/inmate</li> </ul>
2.3.2. Identify the list of required psychophysical skills for the persons to be employed by the prison police	Continuously	PI, CEI, DES	4,960,800 MKD, 10 staffers junior prison police per year	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Preparing the adequate rulebook</li> <li>- Employments in the Prison Police according to the new rulebook (achieved gender balance)</li> <li>- Ensure gender sensitivity and equal treatment</li> </ul>
2.3.3. Foreseeable career plan according to the Law	3Q 2021	PI, CEI, DES	3,250,000 MKD	Budget of RNM	<ul style="list-style-type: none"> <li>- Adopted career plan</li> <li>- Promotions in line with the plan</li> </ul>
2.3.4. Gender representation in the relevant positions of the prison police, policies and promotion	Continuously	PI, CEI, DES	1,260,828 MKD for 3 instructors per year	Budget of RNM	<ul style="list-style-type: none"> <li>- Increased ratio women/ planned staff throughout ranks, particularly at management positions</li> </ul>
STRATEGIC GOAL 2.4 Recommendations by the bodies overseeing the execution of sanctions	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
2.4.1 Evaluating the implementation of the received recommendations by the oversight and monitoring bodies	Continuously	DES, Ombudsman, Sanctions judges, Parliamentary Inquiry Committee	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Assessment reports of the national and international mechanisms</li> <li>- Number of implemented recommendations by DES, which have led to changing the practices</li> <li>- Number of measures and actions plans adopted by DES in support to enhance recommendations implementation level</li> </ul>

## STRATEGIC GOAL 3

### Enhancing a professional penitentiary service through structured and progressive training

STRATEGIC GOAL 3.1 Enhance the capacity and functionality of the Training Unit	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
3.1.1. Enhancing the functionality of the Training Unit	Q4 2021	DES	2,004,000 MKD, 1 staffer head of unit, 1 advisor, 1 senior officer, 1 officer	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Fully staffed unit</li> <li>– Functional Training Centre where all trainings are carried out</li> </ul>
3.1.2. Revised Training Strategy	3Q 4Q 2021	DES	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Assessment of training needs and capacities</li> <li>– Revised Training Strategy is adopted</li> <li>– Established database for trainings and trainers (needed and available)</li> </ul>
3.1.3. Developing a training programme for the penitentiary personnel	Continuously	DES, PI, CEI	1,500,000 MKD annually	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Training programme is developed based on the current ones, emphasising the protection of human rights while using force, Art. 3 ECtHR, as well as non-discrimination, gender representation and preventing family violence</li> <li>– Implemented trainings and trained personnel</li> </ul>

## STRATEGIC GOAL 4

### Providing a safe environment for the sentenced persons and staff in PI and CEI

<b>STRATEGIC GOAL 4.1</b>					
<b>Enhancing the PI and CEI security</b>	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
4.1.1. Establishing and preparing intervention teams in case of riots, violation of order and control in the PI/ CEI, with established SOPs and proper training	4Q 2021	DES, PI, PEI	DES CoE	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Adopted legal framework and SOP</li> <li>- Established teams</li> <li>- Trained team members</li> </ul>
4.1.2. Increase the number of prison police officers	Continuously	DES, PI, PEI	Foreseen under 2.3.2	Budget of RNM	Number of newly recruited staff (gender representation), according to the Systematisation and the Annual Employment Plan
<b>STRATEGIC GOAL 4.2</b>					
<b>Enhance dynamic security</b>	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
4.2.1. Training of prison staff on dynamic security, particularly the newly recruited, along with the implementation of the dynamic security concept according to the SOP	Continuously	DES, PI, PEI	354,500 MKD annually	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Number of trained staff: newly recruited and existing (gender representation included)</li> <li>- Number of interactions with the sentenced persons, which are registered in the Register</li> </ul>
4.2.2. Full implementation of the SOPs on dynamic security in the PI and CEI	4Q 2021	DES, PI, PEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Assessed application of SOPs
<b>STRATEGIC GOAL 4.3</b>					
<b>Professionalising the use of force</b>	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
4.3.1. Revising the guidelines and SOP on the use of force	2Q 2021	DES, PI, PEI	CoE	CoE	Adopted revised guidelines and SOP on the use of force
4.3.2. Basic and continuous training on use of force, including de-escalation techniques	Continuously until 2025	DES, PI, PEI	354,500 MKD annually	Budget of RNM and other sources of financing, grants, or donations	Number of trained staff: newly recruited and existing (gender representation included)
4.3.3. Trainings for the senior management on identifying cases of excessive use of force by the prison police officers	3Q 4Q 2021	DES, PI, PEI	354,500 MKD annually	Budget of RNM and other sources of financing, grants, or donations	Trained senior management (gender representation included)

<b>STRATEGIC GOAL 4.4</b>					
<b>Standardised register on violent incidents and security in the institutions</b>	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
4.4.1. Introduction of a standardised form and registry on violent incidents in all PIs and CEIs	Q3 and Q4 2021	DES, PI, PEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Established content of the form and the register</li> <li>– Established Register in all PI/CEI</li> <li>– Statistics on violence published in the DES Annual Report</li> </ul>

<b>STRATEGIC GOAL 4.5</b>					
<b>Enhancing the video surveillance in PI/CEI</b>	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
4.5.1. Adopting a rulebook and SOP on video-surveillance in PI/CEI	2Q 3Q 2021	DES, PDPA	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Adopted rulebook by DES</li> <li>– Adopted SOP in coordination with PDPA</li> </ul>
4.5.2. Procurement of equipment for video-surveillance in all PI/CEI, as well as installing it	3Q 2021	DES, PI, PEI	500,000 MKD	Budget of RNM and other sources of financing, grants, or donations	All PI/CEI have installed a functional video-surveillance system
4.5.3. Training the personnel on using the equipment, as well as SOPs	4Q 2021	DES, PI, PEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Staff is trained on using them, as well as SOP under 4.5.1



## STRATEGIC GOAL 5

### Strengthening the process of rehabilitation and reintegration of inmates, including post-penal care

STRATEGIC GOAL 5.1 Improving the process of inmates' risk assessment and management	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
5.1.1. Functional admission units in all PIs, staffed with professional teams	2Q 2022 Continuously	DES, PI, CEI	12,026,040 MKD per year for 3 senior associates, 3 associates, 4 junior associates	Budget of RNM	<ul style="list-style-type: none"> <li>– Staffed admission units, according to the Systematization and the Annual Employment Plan (with gender representation)</li> <li>– Functional professional team</li> </ul>
5.1.2. Revise the tools for risk and needs assessment	Continuously	DES, PI, CEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Revised tool
5.1.3. Training the professional team of the admission units	Continuously	DES, PI, CEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Trained staff (with gender representation)
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STRATEGIC GOAL 5.2 Improvement of the specialised treatment programmes	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
5.2.1. Staffing the Resocialisation Sector	2Q 2022 Continuously	DES, PI, CEI	2,953,260 MKD per year for 1 senior associate, 1 associate, 3 junior associates	Budget of RNM	The Sector is staffed (with gender representation)
5.2.2. Apply the existing, and develop new, specific programmes for treatment in the PI/CEI	Continuously	DES, PI, CEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Refreshment knowledge training</li> <li>– Training for newly recruited staff</li> <li>– Reports to DES with analysis of implemented specialised programme (with gender representation)</li> </ul>

STRATEGIC GOAL 5.3 Improvement of the conditions and opportunities for work engagement	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
5.3.1. Reassessment of current situation in PIs and possibilities of working engagement of sentenced persons (both convicted and on remand) inside and outside the PIs	3Q and 4Q 2021	WG established by DES, with PI governors	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Assessment completed</li> <li>- Report submitted to DES</li> <li>- Established Working group that will monitor the implementation of the assessment recommendations</li> </ul>
5.3.2. Providing equipment and materials necessary for the functioning of the prison workshops, as well as the necessary staff	Continuously	DES, PI governors	100,000 MKD annually, foreseen in 2.3.4.	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Provided facilities and equipment for functional workshops (with equal gender approach)</li> <li>- List of equipment and materials provided</li> <li>- Provided staff (achieved gender balance)</li> </ul>
5.3.3. Improving the cooperation with relevant external institution(s) and companies to enable inmates' vocational education and acquiring diploma (certificate) for different occupations	Continuously	Ministry of Justice, DES, and the Ministry of Education, MLSP, Employment Agency	No financial implications	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Signed MoU to enable the vocational education for sentenced persons</li> <li>- Corrected operational plan for active employment measures</li> <li>- Number of certificates for different occupations</li> <li>- Number of contracts with companies and other legal entities for job placements</li> </ul>
5.3.4. Improving the opportunities for the engagement of the sentenced persons, in partnership with other companies and legal entities (national level or local communities)	Continuously	DES Director, PI governors			<ul style="list-style-type: none"> <li>- Number of contracts with companies and other legal entities for their engagement (with gender representation)</li> <li>- Number of sentenced persons who work for these companies and legal entities (with gender representation)</li> </ul>

<b>STRATEGIC GOAL 5.4</b> Improvement of the conditions and opportunities for inmates' engagement in meaningful and constructive leisure time activities	<b>Timeframe</b>	<b>DES Director, PI governors</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
5.4.1. Reassessment of current situation in PI and PEI and reassessment of new opportunities for organising meaningful and constructive leisure time activities for the sentenced persons	3Q and 4Q 2021	WG established by the DES, in cooperation with directors of PIs	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Reassessment completed, report submitted to DES (with gender representation)
5.4.2. Providing equipment and materials necessary for the functioning of different activities (such as sports and artistic, cultural, and creative activities), along with staffing	Continuously	DES, Directors of PIs and PEIs	100,000 MKD annually and 2,048,832 MKD annually for 3 advisors	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Organised activities (with gender representation)</li> <li>- List of equipment and materials provided for leisure-time activities</li> <li>- Provided staff (with gender representation)</li> </ul>

<b>STRATEGIC GOAL 5.5</b> Pre-release preparation and post-release care and support	<b>Timeframe</b>	<b>Responsible/involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
5.5.1. Analysis of the needs, as well as existing resources to address them	4Q 2021	WG established by the DES, in cooperation with heads of treatment departments of PIs and PEIs	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Analysis report prepared and submitted to the DES
5.5.2. SOP for pre-release preparation for sentenced persons, with emphasis on those sentenced to long-term sentences	4Q 2021	WG established by the DES, in cooperation with heads of treatment departments of PIs and PEIs and heads of probation	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Adopted SOP on pre-release preparation for sentenced persons, developed and submitted to DES</li> <li>- Report with proposals submitted to DES</li> <li>- Completed training on SOPs</li> </ul>
5.5.3. SOP on coordinated post-penal care and support, as well as coordination with the relevant institutions	1Q 2022	Multiagency WG established by the MoJ, DES, MoH, MoES, MLSP( Social Affairs Directorate, SACs), NGOs	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Prepared SOP and delivered to MoJ/DES</li> <li>- Signed MoU with the other institutions</li> <li>- Trained personnel</li> <li>- Piloted SOP in all PI</li> </ul>

## STRATEGIC GOAL 6

### Improving treatment and care for children under measures in the correctional-educational institution (CEI)

STRATEGIC GOAL 6.1 Completed legal framework in line with the best international practices	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
6.1.1. Drafting and revising the existing legislation (including bylaws)	1Q 2022	MoJ, DES, MoH, MoES, MLSP	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Revised and adopted legislation (laws and bylaws)
6.1.2. Design and adopt the RNA tool and other forms relevant for the treatment process of the children	3Q and 4Q 2021	DES, CEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- New RNA is designed</li> <li>- Designed forms and instructions for the Individual plan for children</li> <li>- Designed forms and instructions for Group plan for children</li> </ul>
6.1.3. Design specialised gender-sensitive methodology for communication and involvement of the family members and guardians of children	1Q 2022	DES, CEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Specialised Methodology is drafted</li> <li>- Staff trained for the application of the Methodology</li> </ul>

STRATEGIC GOAL 6.2 Education for the children in PEIs	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
6.2.1. Introducing primary education for the children in CEI, in line with the Education Strategy of the Ministry for Education and Science	3Q 2021	DES, MoES, CEI	No financial implications	Budget of RNM and other sources of financing, grants, or donations	Introduced primary education for the children in CEI
6.2.2. Designing the necessary tools for the children	3Q 2021	DES, MoES, CEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Adopted evaluation tool for the children's needs
6.2.3. Introducing vocational education for the children in CEI	3Q 2021	DES, MoES, CEI	Within the daily activities of the staff	Budget of RNM and other sources of financing, grants, or donations	Introduced vocational education for the children

STRATEGIC GOAL 6.3 Education special treatment programmes for the children	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
6.3.1. Programmes in the area of Basic Life Skills and Development	2Q 3Q 2021	DES	Within the daily activities	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Introduced daily programmes for personal development</li> <li>- Introduced Programme for Basic Life Skills</li> </ul>
6.3.2. Short prevention programme, organising creative workshops, programmes for structural organisation of leisure time, sport activities, psychological treatment and other programmes	3Q 2021	DES, MoES, CEI	Within the daily activities	Budget of RNM and other sources of financing, grants, or donations	Introduced treatment programmes, including increased awareness for gender and family violence
6.3.3. Training of staff at Tetovo CEI for application of the special treatment programs YOU TURN/EQUIP	3Q 2021	DES	Within the daily activities	Budget of RNM and other sources of financing, grants, or donations	Trained staff for these programmes

## STRATEGIC GOAL 7

### Improving corporate integrity, strengthening of the mechanisms for dealing with corruption cases

STRATEGIC GOAL 7.1 Zero tolerance of corruption	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
7.1.1 Introducing systemic checks for all the staff that enter each premises, along with a register	3Q 2021	DES, CI/CEI	Within the daily activities	Budget of RNM	Introduced uniformed procedure on checks and registering them thereby
7.1.2 Training on the principles of the Code of Conduct for the prison personnel in PI/CEI (basic training for the newly employed and continuous for the existing staff)	Continuously	DES, PI, CEI	Within the daily activities	Budget of RNM	Implemented training
7.1.3 Background security checks for applicants (prison police)	Continuously	DES, PI/CEI	Within the daily activities	Budget of RNM	Background checks introduced
7.1.4 Corruption risk analysis and setting mechanisms to manage the risk	3Q 2021	DES, SCPC	Within the daily activities	Budget of RNM	Prepared analysis
7.1.5. Revising the Corruption Prevention Plan in the penitentiary system, along with an Action Plan	4Q 2021	DES, PI/CEI SCPC	Within the daily activities	Budget of RNM	Revised Plan with an Action plan
7.1.6. Improving the cooperation with the civil society and openness to the public	Continuously	DES, civil society	Within the daily activities	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Approved visits and requests of the CSO, joint activities, open days</li> <li>– Regular publishing of the annual reports, public procurement reports, statistical data and other activity reports</li> </ul>

## STRATEGIC GOAL 8

### Strengthening the provision of healthcare to sentenced persons, including mental healthcare

STRATEGIC GOAL 8.1 Functional health care	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
8.1.1. Establishing a central department at the level of the Ministry of Health, in charge of the co-ordination of the activities	2021-2022	MoH	2,335,416 MKD for 1 Head of Unit, 2 advisors, 1 senior associate, 1 associate	Budget of RNM	– Central department at the level of the Ministry of Health is established and functional
8.1.2. Defining the minimum levels of health-care staff presence in each prison based on a needs assessment analysis	2021-2022	MoH	Within the daily activities	Budget of RNM	– Needs assessment analysis is carried out – Minimum levels of health-care staff presence in each prison are defined – Sufficient number of staff is employed (with gender representation)
8.1.3. Improve the coordination among the two Ministries aimed at providing functional health care	Continuously	DES, MoH, Health Insurance Fund, PRO, PHI	Within the daily activities	Budget of RNM and other sources of financing, grants, or donations	– Timely transfer of the health insurance funds is functional – Health-care protocols for the treatment of inmates are adopted – Revised legal framework
8.1.4. Enable sentenced persons to approach the health-care service on a confidential basis	Continuously	DES, MoH	100,000 MKD	Budget of RNM	Mailboxes to which only the health-care staff have access are installed in prisons
8.1.5. Incentives for prison health care staff are introduced and adequate conditions provided	2021, continuously	MoH, PHI		Budget of RNM	– Salaries of prison staff are competitive – Health care professionals working in prison undergo the same certified continuous medical education as their counterparts working in the community – Adequate conditions are provided

STRATEGIC GOAL 8.2 Train the medical staff	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
8.2.1. Provide basic and continuous training for the medical staff, <i>inter alia</i> , on medical ethics in prison, prevailing prison pathologies such as mental disorders, substance-use disorders, suicidality, transmissible diseases including HIV/AIDS, hepatitis B and C and recording and reporting of injuries, as well as special trainings for human rights and Art. 3 ECHR	Continuously	MoH, CoE, DES	500,000 MKD	Budget of RNM, other sources of financing, grants or donations	<ul style="list-style-type: none"> <li>- Revised SOP</li> <li>- Number of medical staff trained and hours of training (with gender representation)</li> </ul>

STRATEGIC GOAL 8.3 Mental health	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
8.3.1. Provide psychiatric treatment to sentenced persons with mental disorders	Continuously	MoH, DES	Within the daily activities	Budget of RNM, donors	<ul style="list-style-type: none"> <li>- Provided psychiatric services and number of checks to all sentenced persons with mental health problems/ disorders (with gender representation)</li> <li>- Number of engaged/employed psychiatrists and total hours of engagement per week</li> </ul>
8.3.2. All sentenced persons suffering from an acute mental disorder are transferred to an appropriate health facility	Continuously	MoH, DES	No fiscal implications	Budget of RNM	Transferred sentenced persons to psychiatric facilities outside the penitentiary system
8.3.3. Further developing of the role of prison psychologists, especially regarding the therapeutic clinical work with various categories of inmates	Continuously	MoH, DES	No fiscal implications	Budget of RNM	<ul style="list-style-type: none"> <li>- Employed or contracted clinical psychologists</li> <li>- Provided psychotherapy for the sentenced persons</li> </ul>
8.3.4. Providing continuous post-release care for sentenced persons who are diagnosed with mental disorders	Continuously	MoH, DES	No fiscal implications	MoH, NGOs and other sources of financing	<ul style="list-style-type: none"> <li>- Memoranda and cooperation agreements signed with CSOs active in the field</li> <li>- Provided support for sentenced persons through partnerships</li> <li>- Sentenced persons are given referral to outpatient mental health centres, including on stigmatization</li> </ul>



<b>STRATEGIC GOAL 8.4</b> <b>Medical and psychosocial treatment for inmates with substance use disorders</b>	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
8.4.1. Identifying the withdrawal symptoms resulting from the use of drugs, medication or alcohol, as well as undertaking all appropriate individualised measures or treatment upon admission	Continuously	MoH	Within the daily activities	Budget of RNM	Withdrawal symptoms are treated upon admission to prison
8.4.2. Provide Substitution programmes (available in the community) and psychosocial treatment to inmates with substance use disorders, as well as overdose treatment	Continuously	MoH	Within the daily activities	Budget of RNM	<ul style="list-style-type: none"> <li>- Number of sentenced persons entering the substitution programmes upon admission</li> <li>- Included sentenced persons with substance use disorders in psychosocial treatment</li> <li>- Adopted uniform approach towards inmates with substance-use disorders</li> <li>- Available Naloxone and Flumazenil and statistics on overdose, with or without causing death</li> </ul>
<b>STRATEGIC GOAL 8.5</b> <b>Preventive activities</b>	<b>Timeframe</b>	<b>Responsible involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
8.5.1. Prison medical services fully play active role in preventing ill-treatment of sentenced persons	Continuously	MoH, DES and PI	Within the daily activities	Budget of RNM	<ul style="list-style-type: none"> <li>- Injuries on sentenced persons are properly recorded, including sexual and other gender-based violence</li> <li>- Traumatic injury reports relating to injuries likely to have been caused by ill-treatment (even in the absence of statements) are automatically forwarded to the independent body empowered to conduct investigations</li> <li>- Standardised registers of injuries observed on inmates are introduced (gender-sensitive)</li> </ul>

8.5.2	Infective disease screening for HIV, TB, Hepatitis B/C, and psychoactive substances, as well as counselling	Continuously	MoH, DES	No fiscal implications	Budget of RNM	<ul style="list-style-type: none"> <li>- Mandatory systemic screening for all newly arrived sentenced persons</li> <li>- Voluntary check of the newly arrived for HIV, Hepatitis B/C</li> <li>- Screening and positive tests (with gender representation)</li> </ul>
8.5.3	Preventing suicides and self-harm	Continuously	MoH, DES	Within the daily activities	Other sources of financing, grants or donations	<ul style="list-style-type: none"> <li>- Implemented Suicide Prevention Strategy</li> <li>- Comparative figures of suicide and self-harm</li> </ul>
8.5.4.	Gender-sensitive medical screenings	Continuously	MoH, DES	Within the daily activities	Budget of RNM	Provided medical gender-sensitive screenings (number of screenings by gender – monthly and annually)

<b>STRATEGIC GOAL 8.6</b>					
<b>Quality monitoring for the healthcare services</b>	<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
8.6.1	2021-22	MoH, PHI, Health Inspection, DES	Within the daily activities	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Established monitoring mechanisms within MoH</li> <li>- Provided PHI staff</li> <li>- Monthly reports with indicators and gender-representation (including statistics for checks by infectious specialist, gynaecologist, psychiatrist, screenings, total cases of suicide, attempts and self-harm)</li> <li>- Number of inspections and reports submitted</li> </ul>

## STRATEGIC GOAL 9

### Strengthening the educational and training structures based upon individual needs

<b>STRATEGIC GOAL 9.1</b> Provision and improvement of the premises and the material and technical preconditions for organising the educational process and vocational training, in accordance with the CoE Recommendation (89)12	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
9.1.1. Analysis of the current situation and identifying the PI/CEI needs and potentials for organisation of the educational process, including general education and vocational training	3Q - 4Q 2021	DES and working group PI/CEI	Within the daily activities	Budget of RNM and other sources of financing, grants, or donations	Analysis drafted, with the proposal of concrete premises in PI/CEI and necessary equipment
9.1.2. Ensuring adequate premises and equipment for inmates' general education and vocational training (including practical part)	3Q - 4Q 2021	DES/PI/CEI	200,000 MKD	Budget of RNM and other sources of financing, grants, or donations	– PI/CEI with adequately equipped premises for inmates' education – Procured equipment
9.1.3. Ensuring prerequisites for the extensive use of communication platforms and other innovative IT solutions to make variety of educational courses / trainings more accessible to sentenced persons	3Q - 4Q 2022	DES/PI/CEI	800,000 MKD	Budget of RNM and other sources of financing, grants, or donations	Number and type of procured and installed equipment
<b>STRATEGIC GOAL 9.2</b> Enhanced cooperation and coordination with the relevant institutions	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
9.2.1. Establishing a Protocol to enable inmates' education provided by accredited institutions	4Q 2021 - 1Q 2022	MoJ, DES, PI/CEI, MoES, Adult Learning Centre and other relevant institutions	No fiscal implications	Budget of RNM	– Protocol drafted (defining accountability of each stakeholder) – Protocol adopted by all stakeholders

9.2.2. Application of the Protocol of inmates' education provided by accredited institutions	2Q 2022 - continuously	MoJ, DES, PI/CEI, MoES, Adult Learning Centre and other relevant institutions	Within the daily activities	Budget of RNM	<ul style="list-style-type: none"> <li>– Stakeholders' reports to MoJ on the application of the Protocol</li> <li>– MoJ's comprehensive report to the Government on the application of the Protocol</li> </ul>
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<b>STRATEGIC GOAL 9.3</b>					
<b>Implementation of the inmates' education, in line with the Education Strategy (2018-25)</b>	<b>Timeframe</b>	<b>Responsible/involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
9.3.1. Analysis of inmates' most frequent needs for education and vocational training	4Q 2021 - 1Q 2022	Working group of DES, PI / CEI	Within the daily activities	Budget of RNM	Analysis drafted, with the proposal of necessary educational courses / trainings to be organised on a larger scale (including non-discrimination, gender representation and preventing family violence)
9.3.2. In line with the analysis (9.3.1.) and with the Protocol (9.2.2), introducing and implementing primary and secondary education provided by accredited institutions	2Q 2022 - continuously	MoES, DES, PI/CEI, Adult Learning Centre, accredited institutions	No fiscal implications	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Implemented courses/grades</li> <li>– Involved sentenced persons</li> <li>– Inmates who completed the courses/grades (with gender representation)</li> </ul>
9.3.3. In line with the analysis (9.3.1.) and with the Protocol (9.2.2), introducing and implementing vocational trainings provided by accredited institutions	2Q 2022 - continuously	MoES, DES, PI/CEI, Adult Learning Centre, accredited institutions	No fiscal implications	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>– Implemented courses/grades</li> <li>– Number of sentenced persons involved in courses/ trainings</li> <li>– Number of sentenced persons completed the courses/trainings (with gender representation)</li> </ul>

9.3.4. Introducing and implementing trainings related to general decision making and planning, job-seeking skills and soft skills/ employability skills	3Q 2022 - continuously	MoJ, DES, PI / CEI, MoES, Employment Agency, Adult Learning Centre, other institutions	No fiscal implications	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Implemented trainings</li> <li>- Number of sentenced persons involved in trainings</li> <li>- Number of sentenced persons who completed the trainings (with gender representation)</li> </ul>
9.3.5. Extensively using communication platforms for communication and other innovative IT solutions to make a variety of educational courses / trainings more accessible to sentenced persons	3Q 2022 - continuously	DES, PI / CEI	No fiscal implications	Budget of RNM and other sources of financing, grants, or donations	<ul style="list-style-type: none"> <li>- Implemented courses/trainings online</li> <li>- Number of sentenced persons involved in online courses/trainings</li> <li>- Number of sentenced persons who completed online courses/trainings (with gender representation)</li> </ul>

<b>STRATEGIC GOAL 9.4</b>						
<b>Enhancement of the rehabilitative structure, supportive of inmates' education</b>		<b>Timeframe</b>	<b>Responsible/ involved institutions</b>	<b>Required funds</b>	<b>Sources of funding</b>	<b>Indicators</b>
9.4.1	Introducing and implementing staff training on integrated risk/needs assessment and case-management model (inclusive of education and vocational training)	1Q 2022 - 3Q 2022	DES, PI / CEI	Within the daily activities	Budget of RNM, other sources of funding	<ul style="list-style-type: none"> <li>- Implemented trainings</li> <li>- Number of staff who completed each training, per training (with gender representation)</li> </ul>
9.4.2.	Integrating sentenced persons' educational needs as part of the comprehensive risk/ needs assessment and as part of the individual sentence plans	4Q 2022 - continuously	DES, PI / CEI	Within the daily activities	Budget of RNM	<ul style="list-style-type: none"> <li>- Number of sentenced persons assessed to have specific educational needs</li> <li>- Number of sentenced persons with educational needs integrated into their individual sentence plans (with gender representation)</li> </ul>

<p>9.4.3. Adjusting opportunities for education and vocational training to the individual needs of the sentenced persons</p>	<p>4Q 2022 - continuously</p>	<p>DES, PI / CEI</p>	<p>Within the daily activities</p>	<p>Budget of RNM</p>	<p>– Number of educational courses/trainings responding to the most common educational needs – Number of sentenced persons involved in educational courses/trainings foreseen by their individual sentence plans (with gender representation)</p>
<p>9.4.4. Motivating sentenced persons to be involved in the educational process by taking into account their educational achievements when proposing / deciding on regime changes and early release schemes</p>	<p>4Q 2022 - continuously</p>	<p>DES, PI / CEI</p>	<p>Within the daily activities</p>	<p>Budget of RNM</p>	<p>Number of motivated sentenced persons</p>

## STRATEGIC GOAL 10

### Addressing radicalisation leading to violent extremism in prison

Strategic goal	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
<p>STRATEGIC GOAL 10.1</p> <p>Implementation of the strategic documents</p> <ul style="list-style-type: none"> <li>- Implementation of the strategic documents:</li> <li>- National Strategy on Countering Terrorism (2018-2022)</li> <li>- National Strategy on Countering Violent Extremism (2018-2022)</li> </ul>	Until 2022	DES, PI/ PEI, MLSP/ SAC National Coordinator for Countering Violent Extremism and Terrorism	As part of the everyday tasks of the staff	Budget of RNM/ other sources of funding, grants, donations	Implemented strategies

## STRATEGIC GOAL 11

### Probation

Strategic goal	Timeframe	Responsible/ involved institutions	Required funds	Sources of funding	Indicators
<p>STRATEGIC GOAL 11.1</p> <p>Implementation of the National Strategy</p> <ul style="list-style-type: none"> <li>- National Strategy on the Development of the Probation Service (2021-2025)</li> </ul>	Continuously	DES, Heads of the Probation service	As part of the everyday tasks of the staff	Budget of RNM/ other sources of funding, grants, donations	Implemented Strategy

## STRATEGIC GOAL 12

### Introducing effective internal and external communications structures for the support of rehabilitation

STRATEGIC GOAL 12.1 Introduce internal and external communications structures	Timeframe	Responsible/ involved institutions	Required funds	Funding sources	Indicators
12.1.1 Revise the National Strategy on Internal and External Communication	4Q 2021	DES, PI, CEI	Within the daily activities of the staff	Budget of RNM/ other sources of funding, grants, donations	<ul style="list-style-type: none"> <li>– Revised Strategy</li> <li>– Defined outreach means (meetings, briefings)</li> <li>– Identified contact-persons for communication at PI/CEI</li> </ul>
12.1.2 Increase the public awareness of issues related to prisons and facilitate cooperation with the media	Continuously	DES, PI, CEI	Within the daily activities of the staff	Budget of RNM/ other sources of funding, grants, donations	<ul style="list-style-type: none"> <li>– Functional DES webpage</li> <li>– Published and updated data, reports, press advisories in the social media with a human rights approach</li> <li>– Regular outreach on activities for the advancement of the penitentiary system</li> </ul>
12.1.3 Continuous training of governors and their deputies on the effective use of media	Continuously	DES, PI, CEI	100,000 MKD annually	Budget of RNM/ other sources of funding, grants, donations	Trained governors and deputies
12.1.4 Develop communication protocols with the institutions (rehabilitation and reintegration), as well as protocols for DES with PI/CEI during crisis (escape, suicide, murder, corruption, etc)	1Q 2022	DES	Within the daily activities of the staff	Budget of RNM/ other sources of funding, grants, donations	Special protocols developed
12.1.5 Promoting the importance and role of the penitentiary personnel	Continuously	DES, PI, CEI	Within the daily activities of the staff	Budget of RNM/ other sources of funding, grants, donations	Polls on positive perceptions among the staff and public opinion





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