



TWINNING FICHE

Project title: Strengthening of the penitentiary system and the probation service

Beneficiary administration: Ministry of Justice / Directorate for execution of sanctions in *The Beneficiary Country*¹

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EU funded project

TWINNING INSTRUMENT

¹ As per Financing Agreement concerning the IPA II 2014 Annual Action Programme - entered into force on 23 December 2015.

1. Basic information

1.1. Programme: Justice sector programme - Indirect management with ex-ante control, Financing decision number: IPA2014 /037-701 (EC) - IPA Country Action Programme for the year 2014 – Action 3

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement.

1.2 Sector: Rule of Law and fundamental rights ("Support for Justice Sector")

1.3 EU funded budget: 950,000 EUR

2. Objectives

2.1 Overall Objective(s):

The overall objective of the project is to advance the effectiveness and efficiency of the penitentiary system and development of the effective and sustainable probation service with respect for human rights and dignity of persons deprived of liberty in Penitentiary institutions (PIs) and Correctional-Educational Institutions (CEIs), as well as persons serving probation measures, which will contribute to improving the overall safety in society.

2.2 Specific objective:

- Strengthening penitentiary system by improving the management and monitoring over the penitentiary and correctional facilities, strengthening the training system for the personnel in Directorate for Execution of Sanctions, Penitentiary institution and Correctional-Educational Institution, and improve the safety and treatment of prisoners and juveniles in penitentiary and correctional facilities.
- Developing institutional and organizational structure of the Probation Service, development of professional and trained staff, introduction of treatment programs for professional work with convicted persons who perform probation work and also enhancing of cooperation and partnership of Probation Service with all relevant institutions and organizations involved in performing of probation activities.

2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan/Indicative Strategy paper

Link with AP

Judiciary is the key priority of the **Accession Partnership** (AP) and key strategic priority of the Government for 2014-2016 under the rule of law enforcement. The project is in line with the Accession Partnership which outlines a series of priorities to address human rights reform. The Accession Partnership points to fully comply with the European Convention on Human rights and

to the recommendations made by the Committee for the Prevention of Torture , as well as to fully implement the rules applying to ethics, internal control, professional and human rights standards in law enforcement agencies, the judiciary and the prison administration, including by regular training. The Project is in line with the Accession Partnership which outlines the priorities for full compliance with the European Convention on Human Rights and for providing sufficient resources to bring prison conditions up to a higher standard.

The Indicative Strategy Paper (ISP) as an important IPA strategic document sets out the priorities for EU financial assistance. The objectives regarding the Rule of law and fundamental rights of the ISP are to support the country in completing its judicial and police reforms, improve the effectiveness of the fight against corruption and organised crime, ensure full respect for the fundamental rights of its citizens, improve the effective management of its external borders and ensure the implementation of visa, migration and asylum policies, in line with the EU *acquis*. Also, further activities are planned in ISP for support to prevent ill-treatment of detainees and prisoners, combat impunity of perpetrators and strengthen institutional prevention mechanisms, support the creation and implementation of formal and vocational education systems for juveniles deprived of their liberty, improve the conditions in, and the strategic planning and the management of, prisons and strengthen the capacities of the Office of the Ombudsman, including for mainstreaming gender equality.

Link with NPAA

In the area **of Chapter 23 Judiciary and fundamental rights of** the National program for adoption of the *Acquis* 2017 foresees activities for further strengthening the penitentiary system in 2017, as a part of the reform of the national penal legislation and the judicial system in general. A lot of effort has been invested in the area covering the national penitentiary system in order to improve the overall situation regarding the execution of sanctions, in terms of improving the conditions for serving a prison sentence, but also from the aspect of increasing the use of alternative measures in the practice. The legislative framework for the establishment of a probation service is expected to be fully completed. Regarding the reform of the prison system, the implementation of the National Strategy for Development of the Penitentiary System in the country will continue, as well as the implementation of the Strategy for the development of the probation service and the Strategy for Development of Training of Prisoners staff. With regard to the reform of the prison system, further improvement to the infrastructure of the prison system will be covered through the loan from the Development Bank of the Council of Europe for the project "Reconstruction of penitentiary institutions in the beneficiary country".

Link with HLAD

High-level pre accession dialogue (HLAD) with Roadmap for its implementation was established in March 2012 introducing new dynamics in the reform process for accession to the EU by boosting the trust and increasing the European perspective of the country. One of the key challenges is **Rule of law and fundamental rights**, which was determined as reform goal for the future period. The dialogue focuses on the new activities that shall be conducted in the framework of the new approach of the European commission by establishment of technical dialogue on the level of approximation in the framework of the Chapter 23 and Chapter 24.

Link with SAA

The project activities will contribute towards the implementation of the **Stabilisation and Association Agreement (SSA)** commitment on approximation of laws and law enforcement. Article 68 sets the importance of the approximation of the existing and future laws of the Beneficiary Country to those of the Community. The Beneficiary Country shall endeavour to ensure that its laws will be gradually made compatible with those of the Community. Article 74 on the

reinforcement of institutions at all levels in the areas of administration in general and law enforcement and the machinery of justice in particular and on cooperation in the field of justice with focus on the independence of the judiciary, the improvement of its effectiveness and training of the legal professions. Article 75, on cooperation in the area of border control, Article 78, on fighting and preventing criminal and illegal activities, and Article 101, on cross-border, trans-national and interregional cooperation and Article 105 on financial assistance to the harmonisation of legislation and cooperation policies of SAA, including justice and home affairs.

National Strategy for development of the penitentiary system (2015-2019)

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

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

The project activities will contribute to the implementation of this Strategy, which are very important issue in the country to establish a system for execution of sanctions, which meets the highest international standards in the area of penology, thus ensuring a better penitentiary system in the country and ultimately contributing to the improvement of the overall security in society.

Strategy for development of a probation service (2013-2016)

The strategy for the establishment of a probation system represents a mid-term developmental document which has the goal of establishing the framework of the probation system and contributes towards the reforms of the penal-legal system. The Strategy create a new separate and sustainable service which will engage with perpetrators of criminal acts in a structured manner in all the phases of the criminal-legal procedure; all in order to help them or oblige them to live a crime free life . Assisting or obliging the perpetrators to live in this manner will lead to increased community safety.

Equally, the intention of this Strategy is to make a significant contribution to the reform of the penal-legal system in the country, through the establishment of a framework of an effective system of sanctions within the community and protective mechanisms which are going to be accepted by the community and which will provide short-term and long-term benefits for society which are going to be proportionate with the rate of crime and will respect and uphold the human rights of all affected / interested parties.

It is important to emphasize that at the same time besides the fact the new probation system will fully reflect the national context, it will also develop in accordance with the rules and the standards of the United Nations, the Council of Europe and the European Union.

Strategy for Reform of the judicial sector for the period 2017-2022

Strategy for Reform of the judicial sector for the period 2017-2022 has specific emphasis on improving the reforms in penal matters. Considering that the National Strategy for the Development of the Penitentiary System (2015-2019) was adopted within the Ministry of Justice, this section

covers only issues that are not contained in the National Strategy, but also some problems arising from its application and which require concrete proposed solutions.

The adoption of a new Law on Execution of Sanctions is foreseen to harmonise the legislation in the area of execution of sanctions with the strategic goals given in the National Strategy. In some courts, the number of judges for the execution of sanctions shall increase.

In order to provide an efficient penitentiary system with a professional approach in organising and supervising the work of the penitentiary and correctional institutions with the purpose of improving the key areas of the functioning of the penitentiary system, fulfillment of and compliance with the highest European standards for execution of sanctions, it is necessary to evaluate the success in implementing in practice the General Cognitive Programme for cognitive-behavioral approach in the treatment of convicted persons and reviewing the competence of the Director of the Directorate for Execution of Sanctions, increasing the competencies of the directors of the penitentiary and correctional institutions, establishing an effective system for handling appeals upon reported cases of inadequate treatment of prisoners and the use of excessive force, and proper recording and evaluation of the cases. With regards to probation, it is necessary to fully staff the probation service with the adequate professionals throughout the country. It is also necessary to adopt the bylaws arising from the Law.

3. Description

3.1 Background and justification

The reform of the penitentiary system is part of the reform of national penal legislation and the judicial system in general, whereby its harmonization with European Union standards is one of the priorities of the Government and the Ministry of Justice. Namely, in the past a lot of efforts has been invested in the area covering the national penitentiary system in order to improve the overall situation regarding the execution of sanctions, in terms of improving the conditions for serving a prison sentence, but also from the aspect of increasing the use of alternative measures into practice, using as guideline all international standards regulating this area, and recommendations of the European Committee for the prevention of torture and inhuman or degrading treatment or punishment. However, it must be noted that there are several weaknesses and deficiencies in the current operation of the penitentiary system and in order to address them it is necessary to provide adequate solutions in accordance with modern developments and trends in the area of execution of sanctions that will be applicable in the practice.

The basic legal act that regulates the execution of sanctions is the Law on Execution of Sanctions (Official Gazette Nos. 02/2006, 57/2010, 170/2013, 43/2014 and 166/2014), which incorporates provisions for protection and implementation of the guaranteed freedoms and rights of sentenced persons, in accordance with the international standards on serving prison sentences. Taking into account the provisions governing the national penitentiary system, it may be concluded that in its nature, they contain all the elements of a modern system for execution of sanctions. However, given that the system for execution of sanctions represents a complex and sensitive matter that regulates the rights of sentenced persons and juveniles, it is necessary to provide its constant upgrade and improvement, as well as its harmonisation with the international standards and best practices in the field of execution of sanctions.

Within the IPA project 2009 “Capacity Building of the Law Enforcement Agencies for Appropriate Treatment of Detained and Sentenced Persons”, implemented by the Council of Europe, comprehensive National Strategy for Development of the penitentiary system was prepared, which

was adopted in May 2015 by the Government of the Beneficiary Country. The Strategy contains solutions to further improvement of the penitentiary system in the Beneficiary Country in accordance with contemporary trends and trends in the area of the execution of sanctions.

After previous analysis, on which were based the strategic goals for development of the penitentiary system in the National Strategy perceived shortage in supervision function of Directorate for Execution of Sanctions over penitentiary and correction facilities, which also represents its primary jurisdiction as weak supervisory function and the absence of accountability and transparency of the operation of penitentiary and correctional facilities which reflect the degree of implementation of laws and bylaws in the area of executions of sanctions.

The main focus for extending the accommodation capacities and improvement of conditions in prisons is placed on the implementation of the Project for Reconstruction of the Penitentiary Institutions in the beneficiary country in which framework there are ongoing construction and reconstruction of 4 penal- correctional institutions, including: Educational Correctional Center Tetovo, Prison Kumanovo. In Kumanovo Prison construction is completed and the prison functions as an institution of semi-open type. Ongoing is the first phase of construction in Idrizovo, which includes facilities in open and semi-open unit, treatment station for wastewater, and reconstruction of existing facilities of administration and training center, as well as the construction of new correctional prison Tetovo. Currently are missing standards, criteria and procedures for the maintenance of existing and newly reconstructed facilities and equipment in the penitentiary and correctional facilities.

Based on comprehensive analysis of the security situation in the prison system, within the National Strategy for Development of the penitentiary system activities are planned for strengthening of the security in the prison system in the country. One of the perceived shortcomings is the lack of operating procedures for action in cases of general unrest and natural disasters in the penitentiary and correctional facilities, in case of rebellion and violation of the rules and disciplines as well as video surveillance at the Penitentiary institutions.

As a part of the reform of the penal-legal system in the country, a reform of the system of execution of the sanctions is also envisaged. In contemporary penal-legal systems a functional system of execution of sanctions encompasses a complex approach which includes the dimension of punishment and as well as the dimensions of re-socialization and social adaptation of the perpetrators of criminal acts in the community. This context is the basis of a probation system in the country, a system which will provide practical implementation of alternative methods of punishment of the perpetrators of criminal acts at liberty (within the community).

The system for execution of alternative measures, as regulated with the 2004 Criminal Code and the Law on Execution of Sanctions in 2006, is very complicated since many bodies are involved in the execution of measures in a very complex procedure, due to which it has failed to provide the desired results and a need has arisen for establishing a special Probation Service in the country. The Directorate for Execution of Sanctions has been working on establishing a special Probation Service in the country following the example of a number of European countries, which has provided exceptionally good results in reducing the prison population, improving the re-socialisation of sentenced persons and decreasing recidivism, as well as reduced costs since probation costs are lower than prison costs.

For this purpose, a separate Strategy for the development of probation service was prepared (2013-2016) and adopted by the Government on 29.06.2013. The goals established in the Strategy were partially implemented through the activities of the IPA 2010 project. Regarding the establishment

of a special Probation Service in the country, it is especially important that at the end of 2014 started the implementation of IPA Project 2010 “Further support for independent, accountable, professional and efficient judiciary and promotion of Probation Service and alternative sanctioning”. The basic activities required for establishing and operation of the Probation service, preparation of a New Law on probation which was adopted (Official Gazette 226/2015), applicable from 1 November 2016, which provided the basis for creation of a new service for probation and bylaws and other necessary documents for the functioning of the probation were realized. Also the project prepared Risk assessment tools, Practice Guide Manual on Risk Assessment tool, Guidelines for writing court reports, Manual for practitioners, Community Service Framework, Operating manual for parole, Guidelines for efficient system for office work-archiving, Guidelines for Management of electronic surveillance, Manual for treatment of convicted persons who have been issued electronic surveillance, Processes and working procedures of the Probationary Service, Communication and public relations strategy for probation Service).

With IPA 2010 supply contract under LOT 2 a storage space has been provided, electronic bracelets for electronic monitoring of offenders were procured, as well as trainings of probation officers was conducted, electronic surveillance equipment is installed in IT department in the Ministry of Justice.

In accordance with the establishment of the probation service, DES already started to work with the Probation office in the area of the Basic Court Skopje 1 - Skopje, as a pilot project to see how the new service will function and to make the necessary improvements and adjustments in the service and its functioning in practice. Further challenges remain with respect to establishing other local probation offices across the country on the area of the basic courts with extended jurisdiction.

3.2 Ongoing reforms:

In the recommendations of the European Commission in their latest Progress report for 2016 for the country, it is noted that the situation in the prison system remains critical. In order to fully implement the recommendations, further activities for management and operation of penitentiary system in order to ensure full protection of human rights in the treatment of prisoners according to international standards and developed probation service with the purpose of implementation of alternative measures and probation activities according the law, will be taken.

The first component of this project is to contribute to strengthen the oversight function of DES that will contribute to increasing transparency and improvement on the overall operation of penitentiary and correctional facilities. Also the implementation of the planned activities under the project will enable the realization of one of the key requirements for successful functioning of the institutions which is to create specific standards, criteria and procedures for maintenance that will prevent damage or destruction of existing, reconstructed and newly constructed buildings in the penitentiary and correctional facilities, and will provide continuous implementation of planned activities, which are necessary to strengthen the security system in the penitentiary and correctional facilities.

The activities realized under the IPA 2010 project formed only the basis for setting up of the Probation Service. In the near future, it will be necessary to continue implementing a range of other legal, institutional and practical measures aimed at successful functioning of the Probation Service. Namely, it is necessary to continue with activities in order to develop the institutional and organizational structure of the Probation Service and providing trained professional staff in all institutions involved in the execution of probation in all the phases where Probation Service has the authority to act.

The second component of this project will have to contribute to the successful and efficient

implementation of all activities within the competences of the new probation service, including during the court proceedings rather to develop a tool for the implementation of risk assessment of the accused and preparation and introduction of programs for the treatment, supervision and control over the perpetrators of crimes released - in the community, develop operational procedures in the execution of alternative measures and probation and establishment of a developed system of electronic surveillance determined by a court decision for house arrest or probation. Of particular importance is to establish cooperation with employment services and to realize activities in order to establish a network of associates, partners and clear protocols for cooperation of Probation Service with other institutions and developed Strategy for Communication. The Directorate for execution of sanctions takes further activities to create the conditions for the establishment and effective functioning of the system of probation in the country by constructing the appropriate structural framework and by providing human and material resources that will be able to respond to the tasks at hand.

Regarding the **institutional framework**, the DES has taken actions for ensuring staff for the Probation Service and has provided training for strengthening the capacities to employees of the DES and the Penal-correctional institutions to carry out probation work. Further activities from the Twinning project are necessary for development of a new Probation Reform Strategy with Action plan that would help to operationalize the Probation service.

3.3. Linked activities

Public Administration reform is one of the key strategic priorities of the Government stipulated in the Government Program (2014-2018). Ministry of Information Society and Administration was supported in drafting PAR Strategy by the Framework Contract, financed by the EU: „Support in the preparation of Public Administration Reform 2017-2022“. The experts worked with working group members and drafted an Assessment Report on the PAR Strategy 2010-2015, PAR Strategy 2017-2022, Action Plan for PAR Strategy 2017-2022 and set of tools for monitoring the successful implementation of the first three years of PAR Strategy 2017-2022 Action Plan.

In the period 2017 – 2022 a large number of legal, organizational, structural, budgetary, human resources and institutional reforms must be undertaken, which at the end will result in substantial improvement of public administration conditions. The process of policy creation shall be improved, with overall inclusion of all stakeholders, in the adoption process, but also in the monitoring process of implementation.

Other related projects:

Title: “Capacity Building of the Law Enforcement Agencies for Appropriate Treatment of Detained and Sentenced Persons”,

Donor: IPA 2009

Duration: December 2012 – November 2015

Description: The general aim of the project is to strengthen the organizational and management capacity of penitentiary system in the country to ensure full protection of human rights of prisoners and detainees in accordance with international standards.

Title: “Support in the implementation of the reform of the Criminal justice system”

Donor: IPA 2009

Duration: September 2013 – September 2015

Description: The overall objective of the project is to promote the capacities of public prosecutors, related law enforcement agents and other actors involved in the implementation of the reformed criminal legal framework so as to effectively fight against crime, with a focus on organised crime, corruption, financial crime and human trafficking. The project also aims to enhance the protection of human rights in the criminal procedures in accordance with the European standards.

Title: “Further support to independent, accountable, professional and efficient judiciary and promotion of probation service and alternative sanction”

Donor: IPA 2010

Duration: December 2014 – December 2016

Description: The project overall objective is to strengthen the independence, accountability, transparency, professionalism and efficiency of the judiciary and to improve the system for execution of alternative measures through establishment of probation service.

Title: “Strengthening the protection of the rights of sentenced persons”

Donor: Council of Europe and European Union

Duration: June 2016 – November 2018

Description: The general aim of the project is to strengthen the protection of the rights of convicted persons in accordance with the standards of the Council of Europe.

3.4 List of applicable Union acquis/standards/norms:

1. The Stockholm Programme – An Open and Secure Europe Serving and Protecting Citizens (OJ 2010 C115/01);
2. Resolution adopted by the General Assembly on 17 December 2015 – 70/175 United Nations Standards Minimum Rules for the treatment of prisoners (the Nelson Mandela Rules);

EU acquis on procedural rights:

1. Resolution of the Council of 30 November 2009 on a Roadmap for strengthening procedural rights of suspected or accused persons in criminal proceedings - 2009/C 295/01;
2. Directive 2010/64/EU of the European Parliament and of the Council of 20 October 2010 on the right to interpretation and translation in criminal proceedings - Official Journal of the European Union L280/1;
3. Directive 2012/13/EU of the European Parliament and of the Council of 22 May 2012 on the right to information in criminal proceedings - Official Journal of the European Union L2142/1;
4. Directive 2013/48/EU of the European Parliament and of the Council of 22 October 2013 on the right of access to a lawyer in criminal proceedings and in European arrest warrant proceedings, and on the right to have a third party informed upon deprivation of liberty and to communicate with third persons and with consular authorities while deprived of liberty - Official Journal of the European Union L294/1;
5. Directive (EU) 2016/343 of the European Parliament and of the Council of 9 March 2016 on the strengthening of certain aspects of the presumption of innocence and of the right to be present at the trial in criminal proceedings - Official Journal of the European Union L65/1;

6. Directive (EU) 2016/800 of the European Parliament and of the Council of 11 May 2016 on procedural safeguards for children who are suspects or accused persons in criminal proceedings - Official Journal of the European Union L132/1;

Conventions:

1. European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment - European Treaty Series - No. 126. Text amended according to the provisions of Protocols No. 1 (ETS No. 151) and No. 2 (ETS No. 152) which entered into force on 1 March 2002;
2. Convention for the Protection of Human Rights (ETS N° 50) as amended by Protocols No. 11 and 14 supplemented by Protocols No. 1, 4, 6, 7, 12 and 13;
3. European Convention on the Supervision of Conditionally Sentenced or Conditionally Released Offenders (ETS N° 51);
4. European convention for the prevention of torture and inhuman or degrading treatment or punishment - No. 126. Text amended according to the provisions of Protocols No. 1 (ETS No. 151) and No. 2 (ETS No. 152) which entered into force on 1 March 2002.

Recommendations of the Committee of Ministers of the Council of Europe:

1. Recommendation Rec(2006)2 of the Committee of Ministers to member states on the European Prison Rules (Adopted by the Committee of Ministers on 11 January 2006 at the 952nd meeting of the Ministers' Deputies)
2. Recommendation CM/Rec (2014) 4 of the Committee of Ministers to member States on electronic monitoring;
3. Recommendation Rec (99) 22 concerning prison overcrowding and prison population inflation;
4. Recommendation Rec (2000) 22 on improving the implementation of the European Rules on community sanctions and measures;
5. Recommendation Rec (2006) 2 2 of the Committee of Ministers to Member States on the European Prison Rules (adopted by the Committee of Ministers on 11 January 2006 at the 952 meeting of the Minister Deputies);
6. Recommendation Rec (2003) 22 of the Committee of Ministers to member states on conditional release (parole);
7. Recommendation CM/Rec(2017)3 on the European Rules on community sanctions and measures - Adopted by the Committee of Ministers on 22 March 2017 at the 1282nd meeting of the Ministers' Deputies

3.5 Results:

The project assistance to the **Directorate for execution of sanctions** is structured into two components:

Mandatory Result 1 (Component 1): Improved management and operation of the penitentiary system in order to ensure full protection of human rights in the treatment of prisoners according to international standards

To achieve the aforementioned result the following intermediary results will be achieved:

1. Strengthened the capacities of the DES and other relevant actors in penitentiary system;

2. Drafting and introducing standards for performance evaluation according to specified performance criteria in the PIs and CEIs, and testing these standards in practice in PIs and/or CEIs;
3. Established standards, criteria and procedures for the maintenance of existing, reconstructed and newly constructed facilities in the penitentiary and correctional facilities with the aim of successfully maintaining and using them for a long period;
4. Prepared pilot assessment on the maintenance needs of a selected penitentiary institution and developed standards tested in practice;
5. Enhanced security on penitentiary and correctional facilities through the establishment of standard operating procedures for video surveillance in PIs and CEIs with restricted access for use and treatment in case of emergencies and disasters;
6. Prepared Assessment Analysis regarding the need to establish trained intervention teams in case of general unrests and violation of the order and control in the PIs;
7. Improved treatment programs for juveniles in the penitentiary and correctional facilities and introduced in practice;
8. Developed re-entry program and SoPs to prepare the convicted persons before their release in the community.

Measurable indicators regarding Mandatory Result 1:

1. Number of trained management staff in DES, penitentiary and correctional facilities, number of trained inspectors for execution of sanctions for supervision and for conducting surveillance;
2. Prepared, developed and introduced standards for measuring performance under certain criteria for the successful operation of penitentiary and correctional facilities and rulebook for practical implementation prepared; pilot performance measurements carried out in practice;
3. Prepared, developed and introduced standards, criteria and procedures for the maintenance of existing, reconstructed and newly constructed facilities in the penitentiary and correction facilities and the number of trained staff to implement them and rulebook for practical implementation;
4. Realized pilot assessment on the maintenance needs of a selected penitentiary institution where the developed standards could be applied/tested in practice;
5. Developed and introduced standard operating procedures for video surveillance supervision in PIs and CEIs with restricted access for use and treatment in the case of emergencies and disasters and number of trained staff to implement them;
6. Assessment Analysis regarding the need to establish trained intervention teams in case of general unrests and violation of the order and control in the PIs prepared and measures introduced according to the Analysis;
7. Number of improved treatment programs for juveniles in the penitentiary and correction facilities and number of trained staff to implement them;
8. Re-entry program and SoPs developed, number of trained trainers, cascade trainings for prison staff conducted, pilot assessment of the program realized and Standard Operative Procedures introduced in the practice.

Mandatory Result 2 (Component 2): Developed Probation service with the purpose of implementation of alternative measures and probation activities according the law

To achieve the aforementioned result the following intermediary results will be achieved:

1. Developed institutional and organizational structure of the Probation Service through comprehensive training system composed of standardized training modules;

2. Prepared Manual/Practical Guideline for Probation Service which will define the role of all involved institutions (probation service, court, prosecution, Ministry of Interior, Centers for social works, municipalities etc.) and the cooperation set-up between the institutions with practical examples;
3. Developed Manual for implementation of risk assessment instrument (developed under the IPA 2010 project) for convicted persons in the court procedure and tested as pilot in the local probation office for the territory of the Basic Court Skopje 1 - Skopje;
4. Prepared and implemented programs for treatment and supervision for the offenders in the community;
5. Developed and introduced in practice procedures for execution of probation works;
6. Developed and introduced in practice a system for electronic surveillance determined by a court decision in the execution of house arrest or probation;
7. Established a network of collaborators and clear protocols for cooperation on Probation Service with other institutions;
8. Prepared Lists of relevant institutions which will implement probation service (NGO's, Humanitarian organizations, Public enterprises), and developed Memorandum of inter-institutional communication in probation service;
9. Implementation in practice of the Communication Strategy and effective campaign for promotion of the probation service;
10. Communication and exchanges of information with the courts, prosecution, police, prison system, NGO's, health and social welfare, employment service and all other relevant institutions and wide society;
11. Developed of a new Probation Reform Strategy and Action plan with financial, ICT, human resources and performance management issues.

Measurable indicators regarding Mandatory Result 2:

1. Number of staff trained and conducted a comprehensive training system composed of standardized training modules in the sector of probation at central and local level to carry out probation work;
2. Number of staff trained to carry out probation work, on the job coaching (operational cooperation with probation officers, judges, prosecutors, professionals and employees in centers for social work, Ministry of Health, Ministry of local self government, municipalities, public companies that will perform community service, NGO's, journalists etc.);
3. Manual of Probation Service developed and implemented;
4. Manual for implementation of risk assessment developed and implemented;
5. Number of probation reports developed and implemented;
6. Number of new programs for implementation of treatment, supervision of offenders in the community prepared;
7. Number of procedures for implementation of treatment, supervision of offenders in the community developed and introduced;
8. System for electronic surveillance determined by a court decision in the execution of house arrest or probation developed and introduced in practice;
9. Technical advice and recommendations for establishment of a network of collaborators provided and number of clear protocols for cooperation on Probation Service with other institutions developed;

10. Prepared Lists of relevant institutions which will implement probation service (NGO's, Humanitarian organizations, Public enterprises), and developed of Memorandums of inter-institutional communication in probation service;
11. Prepared pamphlets, posters, media messages etc. to support the communication needs of the new Probation Service;
12. Organised round tables and public debates with the partners, press conferences and organised open days;
13. New Probation Reform Strategy and Action plan with financial, ICT, human resources and performance management issues developed.

3.6 Means/ Input from the EU Member State Partner Administration:

The project will be implemented in the form of a Twinning contract between the beneficiary country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities, Component Leaders (CL) and pool short-term experts within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all the areas included in the project description.

In its proposal, the MS will propose the activities it considers more appropriate to achieve the results listed above.

The interested Member State(s) shall include in their proposal the CVs of the designated PL, Resident Twinning Advisor, as well as the CVs of the designated component Leaders-CLs.

The Twinning project will be implemented by close co-operation between the partners aiming to achieve the mandatory results in sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plan every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely interlinked and need to be sequenced accordingly.

3.6.1 Profile and tasks of the Project Leader

Qualifications and skills:

- Proven contractual relation to a public administration or mandated body;
- At least a University degree preferably in the area of law or social science relevant to the area or equivalent professional experience of 10 years in public administration;
- At least 3 years of relevant experience in the EU MS' in Prison system or Probation service;
- Previous experience in project management;
- Previous experience in project management with similar nature, will be considered as asset;
- Fluent written and spoken English.

Tasks:

- Conceive, supervise and coordinate the overall Twinning project;
- To provide strategic advice on high level regarding reforms supported by the Twinning;
- Coordinate and monitor the overall implementation of the project including coordination

- and direction of the MS TW partner;
- Co-ordinate MS experts' work and availability;
- Communicate with the beneficiary, CFCD and EUD;
- Ensure the backstopping functions and financial management;
- Guarantee from the MS administration side, the successful implementation of the project;
- Participate in quarterly meetings of the Project Steering Committee with the BC PL;
- Participate in preparation of the initial and subsequent work plans;
- Participate in preparation of both interim and final reports.

3.6.2 Profile and tasks of the RTA

The Resident Twinning Advisor (RTA) will be based in the BC to provide full-time input and advice to the project for the entire duration of the project. This expert will bear the responsibility to coordinate in the field and on a day to day basis all the activities planned in the Twinning.

Qualifications and skills of the Resident Twinning Adviser

- be a national of a Member State of the European Union;
- Proven contractual relation to a public administration or mandated body, in charge of management and supervision over the prison system or probation service;
- have at least Bachelor degree preferably in law and/or social science relevant to the area (Master would be an asset)² or equivalent professional experience of 10 years in public administration;
- have at least of 3 years of relevant experience in the EU MS dealing with strategic management over the penitentiary and correctional facilities and/or implementation of the execution of probation works;
- be fluent in written and spoken English.

Tasks:

As to the general responsibility of the day-to-day implementation of the Twinning project in the Beneficiary Country, the Resident Twinning Adviser (RTA) tasks will include:

- Participate in drafting the initial work plan;
- Coordinate of all project activities and experts' inputs in the country;
- Provide advice and technical assistance to the representatives of the Beneficiary administration;
- Ensure timely and correct implementation of the activities as outlined in the initial and subsequent work plans;
- Keeps the Beneficiary PL informed about the implementation and reports regularly to the Member State PL;
- Updates the work plan to be transmitted to the Project Steering Committee under the authority of the Member State PL.
- An RTA assistant will be recruited and funded by the project. He/she will be working together with the RTA the whole duration of the project. The RTA assistant will provide logistical and administrative support, technical translation and interpretation services for the RTA to facilitate the implementation of the Twinning project activities and assist in the

² EPSO website – Annex 1 (http://europa.eu.int/epso/on-line-applications/pdf/guide-1242-171104_en.doc)

preparation of working documents, organisation of seminars, training and study tours. The profile of the RTA assistant will be specified by the RTA who will proceed to his/her recruitment following the provisions of the Twinning Manual.

3.6.3 Profile and tasks of Component Leaders:

Component leaders will ensure the implementation of the project components and plan the agreed activities in a timely manner with high quality. They report to the RTA and liaise with the RTA counterpart.

Component 1 leader:

- proven contractual relation to a public administration or mandated body, in charge of management and supervision over the prison system;
- have at least Bachelor degree preferably in law and/or social science relevant to the area or equivalent professional experience of 10 years in public administration;
- have at least 3 years of relevant professional experience in the EU MS dealing with management and operation of penitentiary system in accordance with international standards;
- be fluent in written and spoken English.

Component 2 leader:

- proven contractual relation to a public administration or mandated body, in charge of implementation of alternative measures and probation activities according the law;
- have at least Bachelor degree preferably in law and/or social science relevant to the area or equivalent professional experience of 10 years in public administration;
- have at least of 3 years of relevant professional experience in the EU MS dealing with management and implementation of alternative measures and probation service in accordance with international standards.

3.6.4 Profile and tasks of other short-term experts:

A pool of short term experts is required to implement the project activities covering the following indicative subjects:

- prepare and implement task for strengthening of the penitentiary system by improving the management and monitoring over the penitentiary and correctional facilities, through establishing of mechanism for measuring, monitoring and evaluation of the operation by DES, drafting and introducing standards for performance evaluation according to specified performance criteria in the PI's and CEI's;
- assist in key tasks for strengthening and developing of institutional and organizational structure of the Probation service to consolidate rule of law and protection of human rights according to the EU Acquis and international standards;
- Institutional development;
- Strategic planning;
- Training and curriculum development.

Qualifications and skills:

Short-Term Experts will:

- have a University-level degree³ in the relevant discipline or equivalent professional experience of 10 years in public administration;
- have at least 3 years of relevant experience in implementation of institutional aspects targeted by the Twinning Project Fiche in the field of Prison system or Probation service;
- be fluent in English, both oral and written.

4. Budget

Maximum Budget available for the Grant

Twinning Contract	Total (EUR)	IPA contribution		Community contribution		National contribution		Public contribution	
		EUR	%	EUR	%	EUR	%	EUR	%
	950.000	950.000	100			/	/		

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting is the Central Financing and Contracting Department (CFCD) within the Ministry of Finance.

Ms. Radica Koceva
Head of Central Financing and Contracting Department
Ministry of Finance
Dame Gruev 12
1000 Skopje
Tel: +389 2 3255 374
Fax: +389 2 3255 723
E-mail: radica.koceva@finance.gov.mk

Commission/ European Union Delegation
Ms. Annabelle Regal
Programme manager for justice sector
European Union Delegation
St. Cyril and Methodius 52b,
1000 Skopje
Tel: +389 2 3248 582
Fax: +389 2 3248 501
E-mail: annabelle.regal@eeas.europa.eu

³ EPSO website – Annex 1 (http://europa.eu.int/epso/on-line-applications/pdf/guide-1242-171104_en.doc)

5.2. Institutional framework

Key Beneficiary: MINISTRY OF JUSTICE - DIRECTORATE FOR EXECUTION OF SANCTION

As a body within the Ministry of Justice and in the capacity of a legal entity, the Directorate for Execution of Sanctions is tasked with executing activities that are part of the Ministry of Justice's competencies in the field of execution of sanctions. In this context, the competencies of DES have been defined to include organising, implementing and supervising the execution of prison sentences, juvenile imprisonment, alternative measures, community service work and house arrest, protective supervision imposed with a probation verdict or release on parole, as well as the correctional measure of referral to a juvenile correctional-educational facility, to provide and organise continuous training and advancement of employees in the penitentiary and correctional-educational institutions and to establish cooperation with institutions, associations and organisations that deal with issues related to the execution of sanctions (Article 14 of the Law on Execution of Sanctions). Within the organisational structure of DES there are four sectors and two independent departments: Sector for Administrative Affairs and Legal Analysis, Sector for Treatment and Health Care, Sector for Financial Affairs, Sector for Training of Staff in the Penitentiary (PIs) and Correctional Educational Institutions (CEIs), Independent Human Resources Management Department and Independent Internal Audit Department. An Independent Department for Execution of Alternative Measures has also been established within the Sector for Administrative Affairs and Legal Analysis. DES shall be responsible for the organization, implementation and performance of the monitoring of the enforcement of probation activities. (Article 5)

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

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

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

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

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

5.3 Counterpart in the Beneficiary administration

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1. Contact person:

Ms. Frosina Tasevska,
Head of EU Department/IPA coordinator
Ministry of Justice
Dimitrie Chupovski 9
1000 Skopje

5.3.2. PL counterpart:

Mr. Jovica Stojanovik
Director of Directorate for execution of sanctions
Directorate for execution of sanctions
Dimitrie Chupovski 9
1000 Skopje

5.3.3. RTA Counterpart:

Ms. Emilija Vasilevska
Directorate for execution of sanctions
Ministry of Justice
Dimitrie Chupovski 9
1000 Skopje

6. Duration of the project

The overall execution period of the Twinning project is 21+3 months.

7. Sustainability

In line with the project objective and purposes the Directorate for execution of sanctions will be the main and end beneficiary of the project in line with its tasks and responsibilities. The Beneficiary administration is fully committed to ensuring a long term impact of the activities of this Twinning Project. The expected combined impact of this project will bring about significant improvement in management and operation of the penitentiary system in order to ensure full protection of human rights in the treatment of prisoners according to international standards. The achievements of this project will have impact on developing the probation service with the purpose of implementation of alternative measures and probation activities according the law. An ongoing review of key issues impacting on sustainability will start from the beginning of project implementation, based on the results and outcomes that should be achieved over time. The objective of this review is to facilitate the sustainable impact of outcomes beyond the end of the project.

The Member State Twinning partners shall transfer their best practices and know-how necessary to achieve the mandatory results to the Beneficiary administration. Trainings in line with the training programmes developed through this twinning project will be continuously and regular organized in the DES for other relevant institutions and will be provided by future trainers who will be trained through this project. Staff benefiting from trainings shall transfer knowledge through subsequent training to their colleagues. Moreover and at the end of the implementation period a lesson learnt

seminar will be organized by the MS Twinning partner to disseminate the results and the best practices acquired and to foresee future relevant activities.

The analyses of capacities of the PIs and CEIs and rulebook for practical implementation and introduction of standards, criteria and procedures for the maintenance of existing, reconstructed and newly constructed facilities in the penitentiary and correctional facilities with the aim of successfully maintaining will contribute to using them for a further period. Developed and introduced standard operating procedures for video surveillance supervision in PIs and CEIs with restricted access for use will contribute to improve the capacities of the relevant actors in penitentiary system.

Practical Guideline for Probation Service, programs for treatment and supervision for the offenders in the community and practical procedures for execution of probation works within this project will contribute to establish a network of collaborators and clear protocols for cooperation on Probation Service with other involved institutions with defined role.

The achieved results and thus achieved project purpose will allow the country to fulfill the criteria and recommendations for successfully implementation the reforms in the Penitentiary system and Probation service. Most of the achievements of this Twinning project are predicted in the National Strategy for development of the penitentiary system (2015-2019) and Strategy for development of a probation service (2013-2016), which means that they are planned as necessary resources in budget, which will ensure further sustainability after the implementation of the project. The mandatory results are fully in line with and contribute to the general Public Administration Reform Strategy (2017-2022), which envisages a set of steps, which should lead to more effective, efficient and improved management of institutions, human resources and processes, resulting with more efficient creation of policies, improved functionality and organization, merit-based human resources management, more efficient and cost effective public services, as well as bigger responsibility, reporting and transparency of institutions, servants and managing structures.

8. Crosscutting issues

Cross cutting issues have to be systematically addressed during the project lifetime.

The mainstreaming of the cross cutting issues is regarded on two different levels:

- Ensuring that the internal policies, structure or operating procedures of the beneficiary agency will conform to and promote the relevant principles outlined per section below.
- Ensuring that the products, outputs produced by the beneficiaries (e.g. laws, regulations, policies, and strategies) will conform to and promote the relevant principles outlined per section below.

8.1. Civil Society development and dialogue

Effective cooperation with the civil society organizations is an important element in penitentiary and probation reforms, which is also recognized in the respective national strategies and action plan. Relevant civil society organizations will be included in twinning activities.

8.2 Environmental considerations

Any ecological friendly initiative which can be taken will have to be implemented.

8.3 Equal Opportunity and non-discrimination

The training activities will include a specific component to train beneficiary staff in the

implementation of the Government Gender Strategy, while reference will be made to the EU Gender Action Plan 2016-2020. In view of the specific sector, it is not expected that the gender aspects will be of prime relevance for the outputs of this project.

8.4 Minority and vulnerable groups

Whereas the main reference in the country in relation to minority groups is the Ohrid Framework Agreement, in an EU context, reference is made to the “Race directive” of 2000 (200/43/EC of 29 June), which has an important impact on employment (including vocational training, working conditions, social protection etc.) and is also a crucial aspect of the *acquis*. The beneficiary will be assisted to implement an ‘internal minority and vulnerable group assessment’ to identify areas where it could improve its internal performance vis-à-vis minorities or other vulnerable groups. In view of the specific sector, it is not expected that the minority aspects will be of prime relevance for the outputs of this project.

8.5 Good governance, with particular attention to fight against corruption

Specific action instruments for the *good governance*, with particular attention to *fight against corruption*, will be incorporated on a horizontal basis, as part of the training activities. To this aim, particular attention will be put in the prevention of corrupt practices, mainly through the raising political and public awareness.

8.6 Communication and publicity

All requirements to ensure the visibility of EU financing will be fulfilled in accordance with Regulation (EC). N. 718/2007⁴.

9. Conditionality and sequencing

9.1 Conditionality

The project includes the following conditionality:

- Appointment of counterpart personnel by the beneficiary before the launch of the call of proposal and guaranteeing the continuity of the appointed and trained staff;
- Participation by the beneficiary in the selection process as per EU regulations;
- Timely organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary;
- Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the work plan.

9.2 Sequencing

Key milestones will be:

- 1) Approval of the Twinning project fiche;
- 2) Circulation of the Twinning Project Fiche to Member State National Contact Points;
- 3) Completion of the selection of the twinning partner;
- 4) Signature of the Twinning contract, including the Twinning Work Plan;
- 5) Commencement of the implementation of the twinning (inter alia, the arrival in the country of the Resident Twinning Adviser);
- 6) End of the implementation period;
- 7) Submission of the final report;
- 8) Twinning review mission (6 to 12 months after end of the project).

⁴ See Article 62 and 63 of Regulation(EC) N. 718/2007

10. Indicators for performance measurement

See section 3.5

11. Facilities available

The Beneficiary commits itself to make available free of any charge for the project:

- Office facilities for the RTA and the RTA assistant(s) for the entire duration of their secondment, with a level of equipment at least comparable to that in use in the Beneficiary administration;
- Adequate conditions for the short-term experts to perform their work while on mission to the Beneficiary;
- Training and conference venues, catering if appropriate and presentation and interpretation equipment.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. List of relevant Laws and Regulations
3. Reference to relevant Government Strategic plans
4. List of abbreviations

ANNEX I - Log frame in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number:	1 Twinning arrangement
Strengthening of the penitentiary system and the probation service		Contracting period expires: Two years after the date of the signature of the Financing Agreement.	Disbursement period expires: One year from the final date for execution of contracts.
		Total budget: 950.000 EUR	IPA budget: 950.000 EUR
Overall objective	Objectively verifiable indicators	Sources of Verification	
The overall objective of the project is to advance the effectiveness and efficiency of the penitentiary system and development of the effective and sustainable probation service with respect for human rights and dignity of persons deprived of liberty in PIs and CEIs, as well as persons serving probation measures, which will contribute to improving the overall safety in society.	<ul style="list-style-type: none"> - Upgraded capacities of the national officials of DES, PI's, CEI's and Penitentiary system ; - Developed and introduced effective and efficient penitentiary system and practical implementation of probation service with respect for human rights and dignity of persons deprived of liberty in PIs and CEIs. 	<ul style="list-style-type: none"> - EC Progress report; - Statistics; - Public surveys; - Reports of the European Committee for the prevention of torture and inhuman or degrading treatment or punishment (CPT); - Government Reports. 	- No major (political) upheaval in the region
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> - Strengthening penitentiary system by improving the management and monitoring over the penitentiary and correctional facilities, strengthening the training system for the personnel in Directorate for Execution of Sanctions, Penitentiary institution and Correctional-Educational Institution, and improve the safety and treatment of prisoners and juveniles in penitentiary and correctional facilities. 	<ul style="list-style-type: none"> - Number of qualified and well equipped officials in Directorate for Execution of Sanctions, Penitentiary institution, Correctional-Educational Institution and Probation service; - Increased public trust in probation and legal protection of human rights; - Increased number of cases for implementation of probation service. 	<ul style="list-style-type: none"> - Statistics; - Reports of the Ministry of Justice; - Training evaluations; - Reports of the European Committee for the prevention of torture and inhuman or degrading treatment or punishment; - Reports of the EU representatives and the EU expert; - Project Steering Committee Report. 	<ul style="list-style-type: none"> - Continued support from the EU insured; - Commitment of the Government to the EU integration process; - Commitment of the DES towards implementation of the project purpose; - There is strong political will and commitment among the stake holders for this project; - Counterpart personnel is appointed; - Appropriate working space is

-Developing institutional and organizational structure of the Probation Service, development of professional and trained staff, introduction of treatment programs for professional work with convicted persons who perform probation work and also enhancing of cooperation and partnership of Probationary Service with all relevant institutions and organizations involved in performing of probation activities.			provided; - Experts recruited will be of sufficient quality.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Mandatory Result 1 (Component 1):</p> <p>Improving management and operation of the penitentiary system in order to ensure full protection of human rights in the treatment of prisoners according to international standards:</p> <p>To achieve the aforementioned result the following intermediary results will be achieved:</p> <p>1. Strengthened the capacities of the DES and other relevant actors in penitentiary system;</p> <p>2. Drafting and introducing standards for performance evaluation according to specified performance criteria in the PIs and CEIs, and testing these standards in practice in PIs and/or CEIs</p>	<p>Measurable indicators regarding Component 1:</p> <p>1.Number of trained management staff in DES, penitentiary and correctional facilities, number of trained inspectors for execution of sanctions for supervision and for conducting surveillance;</p> <p>2.Prepared, developed and introduced standards for measuring performance under certain criteria for the successful operation of penitentiary and correctional facilities and rulebook for practical implementation prepared pilot performance measurements carried out in practice;</p> <p>3.Prepared, developed and introduced standards, criteria and procedures for the maintenance of existing, reconstructed and newly constructed facilities in the penitentiary and</p>	<ul style="list-style-type: none"> - Reports on seminars, work shops, experts meetings, round tables, debates, conferences; - Training plan; - Assessment reports; - Special curricula for the training of the officials from different levels in the DES, PI's and CEI's; - Prepared recommendations for the overall objective of the project; - EC peer reviews and reports; - Project reports; - Recommendations; - Training Curricula; - Action plans; - Recommendations; - Training Curricula; - Statistical report of relevant service; - Regular reports from the DES; - Legal department; - Timetables for staff training; - Reports of provided staff training. 	<ul style="list-style-type: none"> - Willingness among trainees involved in the process of approximation of the EU acquis, through practical and theoretical training to upgrade their knowledge for undertaking their new responsibilities in the accession process; - Provision of optimal material and financial resources for successful fulfilment of knowledge gaps and specific skills to the staff of DES, CEI's and PI's; - Availability of appropriate staff for training exercises; - Full commitment of the involved authorities; - Stimulating environment to apply lessons learned in practice; - Improved protection of human rights is recognized by the public; - Professional and political commitment; - Presence of qualified personnel;

<p>3. Established standards, criteria and procedures for the maintenance of existing, reconstructed and newly constructed facilities in the penitentiary and correctional facilities with the aim of successfully maintaining and using them for a long period;</p> <p>4. Prepared pilot assessment on the maintenance needs of a selected penitentiary institution and developed standards tested in practice;</p> <p>5. Enhanced security on penitentiary and correctional facilities through the establishment of standard operating procedures for video surveillance in PIs and CEIs with restricted access for use and treatment in case of emergencies and disasters;</p> <p>6. Prepared Assessment Analysis regarding the need to establish trained intervention teams in case of general unrests and violation of the order and control in the PIs;</p> <p>7. Improved treatment programs for juveniles in the penitentiary and correctional facilities and introduced in practice.</p> <p>8. Developed re-entry program and SoPs to prepare the convicted persons before</p>	<p>correction facilities and the number of trained staff to implement them and rulebook for practical implementation;</p> <p>4.Realized pilot assessment on the maintenance needs of a selected penitentiary institution where the developed standards could be applied/tested in practice;</p> <p>5.Developed and introduced standard operating procedures for video surveillance supervision in PIs and CEIs with restricted access for use and treatment in the case of emergencies and disasters and the number of trained staff to implement them;</p> <p>6.Assessment Analysis regarding the need to establish trained intervention teams in case of general unrests and violation of the order and control in the PIs prepared and measures introduced according to the Analysis;</p> <p>7.Number of improved treatment programs for juveniles in the penitentiary and correction facilities and number of trained staff to implement them;</p> <p>8. Re-entry program and SoPs developed, number of trained trainers, cascade trainings for prison staff conducted, pilot assessment of the program realized and Standard Operative Procedures introduced in</p>		<ul style="list-style-type: none"> - Sufficient financing of the activities from the state budget. - Effective monitoring of project implementation; - Timely availability of adequate resources.
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<p>their release in the community.</p> <p>Mandatory Result 2 (Component 2):</p> <p>Developing the probation service with the purpose of implementation of alternative measures and probation activities according the law</p> <p>To achieve the aforementioned result the following intermediary results will be achieved:</p> <ol style="list-style-type: none"> 1. Developed institutional and organizational structure of the Probation Service through comprehensive training system composed of standardized training modules; 2. Prepared Manual/Practical Guideline for Probation Service which will define the role of all involved institutions (probation service, court, prosecution, Ministry of Interior, Centers for social works, municipalities and etc.) and the cooperation set-up between the institutions with practical examples; 3. Developed Manual for implementation of risk assessment instrument (developed under the IPA 2010 project) for convicted persons in the court procedure and tested as pilot in the local probation office for the territory 	<p>the practice.</p> <p>Measurable indicators regarding Component 2:</p> <ol style="list-style-type: none"> 1. Number of staff trained and conducted a comprehensive training system composed of standardized training modules in the sector of probation at central and local level to carry out probation work; 2. Number of staff trained to carry out probation work, on the job coaching (operational cooperation with probation officers, judges, prosecutors, professionals and employees in centers for social work, Ministry of Health, Ministry of local self government, municipalities, public companies that will perform community service, NGO's, journalists etc.); 3. Manual of Probation Service developed and implemented; 4. Manual for implementation risk assessment developed and implemented; 5. Number of probation reports developed and implemented; 6. Number of new programs for implementation of treatment, supervision of offenders in the community prepared; 7. Number of procedures for implementation of treatment, supervision of offenders in the community developed and introduced; 8. System for electronic surveillance determined by a court decision in the execution of house arrest or probation 		
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<p>of the Basic Court Skopje 1 - Skopje ;</p> <p>4.Prepared and implemented programs for treatment and supervision for the offenders in the community;</p> <p>5. Developed and introduced in practice procedures for execution of probation works;</p> <p>6. Developed and introduced in practice a system for electronic surveillance determined by a court decision in the execution of house arrest or probation;</p> <p>7. Established a network of collaborators and clear protocols for cooperation on Probation Service with other institutions;</p> <p>8. Prepared of Lists of relevant institutions which will implement probation service (NGO's, Humanitarian organizations, Public enterprises), and developed Memorandum of inter-institutional communication in probation service;</p> <p>9. Implementation in practice of the Communication Strategy and effective campaign for promotion of the probation service;</p> <p>10. Communication and exchanges of information with the courts, prosecution, police, prison system, NGO's, health and social welfare, employment service and all other relevant institutions and wide society;</p> <p>11. Developed of a new Probation Reform Strategy and Action plan with financial, ICT, human resources and</p>	<p>developed and introduced in practice;</p> <p>9.Technical advice and recommendations for establishment of a network of collaborators provided and number of clear protocols for cooperation on Probation Service with other institutions developed;</p> <p>10.Prepared Lists of relevant institutions which will implement probation service (NGO's, Humanitarian organizations, Public enterprises), and developed of Memorandums of inter- institutional communication in probation service;</p> <p>11. Prepared pamphlets, posters, media messages etc. to support the communication needs of the new Probation Service;</p> <p>12. Organised round tables and public debates with the partners, press conferences and organised open days;</p> <p>13 New Probation Reform Strategy and Action plan with financial, ICT, human resources and performance management issues developed.</p>		
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performance management issues.			
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ANNEX II - List of relevant Laws and Regulations

- Law on Execution of Sanctions (Official Gazette Nos. 02/2006, 57/2010, 170/2013, 43/2014 and 166/2014)

ANNEX III- Reference to relevant Government Strategic plans and studies

The project directly links to the following key strategies and action plans in the sector:

- [National strategy for development of the penitentiary system \(2015-2019\);](#)
- [Strategy for development of probation services in the Beneficiary Country \(2013-2016\);](#)
- [Strategy for reform of the judicial sector for the period 2017-22 with an action plan.](#)

ANNEX IV - LIST OF ABBREVIATIONS

AP	Accession Partnership
BC	Beneficiary Country
BCPL	Beneficiary Country Project Leader
CARDS	Community Assistance for Reconstruction, Development and Stabilisation
CEF	Correctional-Educational Facility
CEI	Correctional-Educational Institution
CFCD	Central Financing and Contracting Department
CoE	Council of Europe
DES	Directorate for Execution of Sanctions
DEU	Delegation of European Union
EC	European Community
EU	European Union
IPA	Instrument for Pre-accession Assistance
MF	Ministry of Finance
MoJ	Ministry of Justice
MS PL	Member State Project Leader
NPAA	National Programme for the Adoption of the Acquis
OSCE	Organization for Security and Co-operation in Europe
PI	Penitentiary institution
PL	Project Leader
PSC	Project Steering Committee
RTA	Resident Twinning Advisor
SAA	Stabilization and Association Agreement
SEA	Secretariat for European Affairs
STE	Short term Expert
TAIB	Transition Assistance and Institution Building Component