



THE EUROPEAN ORGANISATION OF
PRISONS AND CORRECTIONAL SERVICES

ANNUAL REPORT 2013



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INDEX ANNUAL REPORT 2013

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REPORT OF THE BOARD OF DIRECTORS

1 EuroPris General

In 2013 EuroPris entered its second year of operation. It entered this year with the considerable number of members from 18 Prison Administrations of European Union countries and the EEA. All of this was achieved by an active international Board and Secretariat. Also, the foundations for a well-functioning organization had been built in 2012. The task ahead of EuroPris in 2013 was to further build on these foundations, to make the organization stronger, more visible and attractive to its current and potential members.

Looking back at the year 2013 and how EuroPris developed in the course of the year it clearly moved successful in this direction. EuroPris was able to maintain the membership base of 18 countries and even started to attract members from outside the EU and EEA. This is not self-evident in a time of economic crisis and severe budget cuts in most of the countries.

During the year EuroPris was committed to present itself and to network at many international conferences, workshops and meetings in the Criminal Justice field. These events are important to inform our stakeholders about EuroPris, about who we are, what we do and how they can benefit from our existence. Participation at events is one way of doing this. Another one is to establish direct links with other European organizations that are not prison services themselves, but who are active in the field of prisons and corrections. With some of them we met, we were present at each other's conferences and we exchanged information about activities. With others we engaged in a closer relationship within the Criminal Justice Platform Europe. The importance of sharing information and informing our members and the wider network about our activities, developments and events in the sector cannot be overestimated. Therefore, EuroPris started to issue a bi-monthly digital newsletter.

Sharing information between practitioners is an important strategic objective of EuroPris. Several meetings for experts from various countries and from specific sectors such as staff training, victims and ICT were organized. Experts got the chance to know each other, to learn about the latest developments in their respective countries and to discuss concrete issues. Next to that larger events were organized such as workshops. These events were not only effective in itself for exchange of knowledge and best practice but often resulted in a lasting network of exchange and follow up visits.

All in all it was a very active year for EuroPris and at the Annual General Meeting in November the members expressed their appreciation for the achievements of the organization in 2013. These achievements are a result of the work of a committed Secretariat working with staff from The Hague, Brussels and London and of the active contribution and participation of the 8 Board members. Jointly the Board and Secretariat also worked on the establishment of a Strategic Plan for EuroPris from 2013 to 2016. This plan is giving direction to the work of our organization and the results that EuroPris wants to achieve in the years to come.

To make all of this possible EuroPris needs financial support. The EuroPris Board highly appreciates the contributions from the members of our organization and the support provided from the Criminal Justice Programme of the European Commission.

2 EuroPris objectives in 2013

1) Strengthen EuroPris' Role as a 'Centre for Expertise' in European Prisons and Corrections

A core objective of EuroPris is to advance the operational capabilities and professionalism of prison and correctional practitioners across Europe by generating relationships and exchanging information among European Prison Services and with other organisations working in the prisons and criminal justice arena with a view to developing effective practice in the field.

In 2013, our key objective was to establish EuroPris as the 'Centre of Expertise' on prison matters within Europe with a competence not only in prison practice but also understanding how policy and legislation might impact on such practice. As we have said previously, EuroPris is best placed in this role because it is an organisation of and for practitioners: our members are the National Prison Administrations that are responsible for the operation and delivery of prison services.

It should be emphasized, however, that our intention is also to contribute to the development of policies and legislation within the framework of the EU and Council of Europe standards. While our organisation is not a lobbying organisation we still want to take part in shaping the future and not just in responding to it. That is why we see EuroPris as a resource to policymakers in Europe - an advisory, practice-based resource.

In 2012, we established two Expert Groups: one on EU Framework Decisions, the other on Communications. These groups comprised a wide membership from various EuroPris countries. Importantly, they proved successful not only in generating discussion but also they resulted in two important final documents. In 2013 we utilized a similar formula to take forward the development of our work on establishing EuroPris as a 'Centre of Expertise'.

We established six Expert Working Groups in 2013. The participants of the expert groups were selected according to relevant expertise. Geographical spread also played a role in order to make sure that a broad range of EuroPris members were involved in at least one of the expert groups. At the 2012 AGM the members of EuroPris selected topics for these Working Groups. The Secretariat facilitated the establishment and supported the work of these groups. Each group met for one or two days. Information about their meetings, reports and recommendations were published on the website and in the EuroPris newsletter. This way they could share information about their work with a wider audience and other EuroPris jurisdictions that were not physically represented in the groups. For three of the groups (ICT, Staff training, FD909) workshops were organized as a follow up of the expert meeting. To these workshops all EuroPris members and representatives of other European Prison Services were invited.

2) Position EuroPris in a network of related organisations and European bodies

EuroPris is a non-political organisation of the national Prison Administrations of the Council of Europe region, created specifically to advance the sharing and dissemination of effective practice across Europe. EuroPris recognizes that while there are in Europe a number of 'advanced' rights-based Prison Administrations there is nevertheless considerable variation in detentions conditions within the EU and, therefore, considerable scope for sharing and disseminating best practices. We recognise that we already

have other European bodies dealing with these problems and challenges. However, we believe that we need an organisation that is separate from the main European institutions, that is concerned solely with prisons and corrections and that is comprised of active prison professionals. That is not, however, to say that we see EuroPris able only to address these issues. On the contrary, as our statement of aims and objectives clearly states: “generate relationships and exchange information with other organisations working in the prisons and criminal justice arena, both in Europe and - beyond, with a view to developing best practice in the field; and advance the above agenda, wherever possible, by engaging in collaborative, funded, programmatic work.”

The Council of Europe has a long and very successful tradition of working in this arena. The European Prison Rules, the European Rules on Community Sanctions and Measures and a variety of recommendations on various aspects of prison and probation activities all speak to the value of the Council. The CEP (Confederation of European Probation) has worked for many years now with great success to give probation services a significant role to play in the wider criminal justice system. The recently established Criminal Justice Platform (consisting of EuroPris, CEP, VSE and EFRJ), combining colleagues working in prisons and corrections, probation, victim support and restorative justice is similarly concerned with many of the issues of EuroPris. In 2013 we continued a meaningful dialogue with these groups and we consolidated the productive relationship with these organisations. Although our working field is Europe we were also in contact with organisations such as ICPA, who are representing the interests of corrections on a global scale, and we engaged in discussions with these groups as well.

And of course EuroPris has been in a close relationship with the European Commission. The Lisbon treaty made mutual recognition of judicial decisions an cornerstone principle in the field of criminal law. EuroPris supports the agenda of the Commission in their work for consolidating a European judicial area; in reinforcing mutual trust between the EU Member States and in strengthening mutual understanding about the systems.

3) Consolidate EuroPris’ position as European representative organisation in the field of Prison and Correctional Services

EuroPris has a potential membership of some 35 full member jurisdictions (28 EU, 4 EEA and 3 devolved jurisdictions). At the end of 2012 EuroPris had 18 full members and some countries indicated their interest to join the organization in 2013. At the Annual General Meeting in November 2012 it was decided to increase the membership fee in order to increase the financial sustainability of the organization. In these times of economic and financial crises and with Prison Administrations facing serious budget cuts this was not an easy decision and for some Prison Administrations it caused difficulties to pro-long their membership. Still, EuroPris was able to keep a stable membership - at the end of 2013 the total number of members was again 18 with 17 Full Members and 1 Affiliate Member. The composition of countries changed slightly. Although we have worked on achieving a more balanced geographical spread of the member countries, the South of Europe is still underrepresented. There is a positive outlook for an increase in membership in 2014 as some countries already indicated their firm interest in becoming part of EuroPris.

The Board was elected at the November General Meeting of 2012 with a total of 7 members, including the president, the three Vice-Presidents and the treasurer. In the course of 2013 the board member from Romania was replaced by the new Director General of the Romanian Prison Service. In October the board nominated the Croatian Director General, Ivica Simac, as the eighth board member. Both nominations were approved by the AGM in November 2013.

The Board and the Secretariat elaborated in the course of the year the strategic direction of the organization for the years 2013-2016. This process was started with a moderated workshop in order to mastermind the basis for developing a Strategic Plan. The board approved the final draft of the strategic plan in their July meeting and at the Annual General Meeting in November the Strategic Plan 2013-2016 was approved by the members of EuroPris.

The Secretariat had to deal with some staff changes in the course of 2013. As our business manager largely reduced his working time with EuroPris starting the 1st of April EuroPris started a selection procedure in the first quarter for the position of an office manager. Out of 5 applications we selected three for an interview and finally concluded a contract with Rodica Popa from the Romanian Prison Service. She started working in the Brussels office in May. Since April a communication manager started to work for EuroPris on a secondment contract with NOMS for one day per week. In October the seconded person from NOMS was replaced with another staff member. All of these changes were a challenge for EuroPris. But we were able to cope with it in a way that it did not have a tangible impact on the work and activities of the organization. On the contrary, the Secretariat has been established as a solid organizational foundation that is able to anchor the ambitions of EuroPris.

3 Activities and results in 2013

1) Strengthen EuroPris' Role as a 'Centre for Expertise' in European Prisons and Corrections

The work with experts from a range of different countries on a specific topic has been proven a successful approach. Participants highly appreciated the opportunity to exchange knowledge, best practices, recent developments and challenges with colleagues working in the same field in different countries. This does not only inspire them in their daily work, it also helps to provide practical support and solutions for addressing issues in their national administrations. Also, it is often the first step in building a professional network of contacts who continue to exchange information outside of the expert groups.

Expert groups

During 2013 EuroPris organized expert meetings and workshops on the following topics:

- ICT in Prisons
- Framework Decision 909 on the Transfer of Prisoners
- Victims support (in cooperation with the Criminal Justice Platform)
- Research and Statistics
- Staff training and development (in cooperation with CEP)
- Foreign Nationals in prison (in cooperation with CEP)

ICT in Prisons

Based on the input from the expert group that gathered in December 2012 EuroPris organized on 25-26 April with the support of NOMS a workshop in London. At the workshop participated 40 participants from 14 countries, all of them experts in the field of digital and information technology that is used in prison settings and for prison management. At the workshop the topics Electronic Monitoring, Offender Management Systems, Infrastructure and Services for Inmates and Enterprise mobility were discussed in several working groups.

As a result of the workshop a number of bilateral visits took place between experts from amongst others Belgium, Sweden and England. The visits provided an opportunity to demonstrate the technology they use in the prison settings on the spot and to have more detailed discussions on further cooperation and on specific topics.

The ICT expert group had another meeting on 12-13 December with representatives from nine countries. The experts shared information on recent developments and projects in their countries. Also, it was agreed to organize a second workshop on 'ICT in Prisons' in 2014 on the topics: use of biometrics and RFID tagging; new technologies and intelligent camera & CCTV systems; communication for inmates and use of mobile devices in prison.

Framework Decision 909

While the meeting of this expert group in 2012 was focusing on providing general comments and recommendations on the implementation of the Framework Decision, the group in 2013 focused on the countries that already implemented the Framework Decision. Experts from six countries discussed and developed recommendations on how the actual transfer of prisoners under the Framework Decision can be improved.

As part of the work on this topic it was decided to publish and continuously update an overview of the implementation status of the Framework Decisions 909, 947 and 829 in the EU countries and other related documents on the EuroPris website. This was done in consideration and in cooperation with the European Commission.

EuroPris also supported the European Commission in the organization of an EU wide workshop on 13 November in Brussels. At the workshop the implementation progress of the Framework Decisions 2008/909/JHA (Transfer of Prisoners), 2008/947/JHA (Probation and Alternative Sanctions) and 2009/829/JHA (European Supervision Order) was discussed.

Victims Support

This Expert Group meeting was the result of the cooperation of EuroPris within the Criminal Justice Platform. The four organisations (EuroPris, CEP, VSE, EFRJ) constitute the Platform gathered on 13 June in Barcelona with four representatives from each organization who came from a variety of European countries. EuroPris was represented with experts from Sweden, Belgium, Romania and England. The basis for the discussion was the EU Directive on the minimum standards for the rights, support and protection of victims of crime that has to be implemented by the Member States at the end of 2015. In interactive sessions all participants discussed four issues of the Directive that were pre-selected by the Platform as focal points of our work: Training,

Communication, Cultural Change and Restorative Justice. As a result of the meeting a number of recommendations for the future work of the Platform on these topics were formulated.

Research and Statistics

The aim of this Expert Group is to work collaboratively to assist in the collection and dissemination of information from the National Prison Administrations and to provide valuable information back to the National Prison Administrations across Europe. The group determined areas of interest and value with the intention of collating and sharing this data among National Agencies to enhance clarity, understanding and transparency across the region. Supported by the knowledge and experience of the International Roundtable for Correctional Excellence the team worked in partnership to form and agree common data standards to enhance the sharing of meaningful and useful information. Exercises were developed to gather data concerning input, throughput and output from each country that will provide for the benchmarking of key information across jurisdictions in order to improve the quality of detention.

The group was started in order to support the development of the European Prison Information System (EPIS) that EuroPris started to build in 2013. EPIS is designed to create a map of the European prison systems, holding information of interest and of value for the European Prison Services. The database will allow a national agency to update the information directly on the website. In order to explore the possibility to cooperate on the data collection with the University of Lausanne (responsible for the collection and validation of SPACE data) EuroPris held a meeting with the University and Council of Europe representative. It appeared that the data collection for SPACE would, due to the Council of Europe procedural requirements, not be possible through the EPIS system. Still, SPACE data can be incorporated in the EPIS system.

From 30 to 31 August the expert group met for the first time. Representatives from six countries participated at the meeting. After the workshop the EPIS was piloted in two countries based on the categories and fields that were identified by the expert group. After the pilot feedback was collected from Prison Agencies and a further roll-out of the system prepared for 2014.

Staff training and development

In the affiliation agreement that was signed in 2013 between CEP and EuroPris it was agreed to organize one joint workshop each year. It was decided that the first workshop in 2013 would focus on the topic ' Staff training and development'. In order to structure the workshop according to the needs of the prison and probation sector an expert meeting was organized on 20 September. The prison sector was represented at the meeting by representatives from prison training academies of Norway, Slovenia, Scotland and a representative from the European Prison Training Academies. CEP invited participants from the Netherlands, Latvia and France. In a one day meeting the experts discussed which topics would be of most relevance to address in the workshop. The following topics were chosen: burnout prevention/resilience; selection and training; motivation; E-learning/IT; quality assurance/measuring.

The workshop took place on 10-11 December with 32 experts from trainings institutes of the prison and probation sector coming from 8 countries. In intensive small working groups the experts shared the experiences in their countries on all 5 topics and formulated recommendations. The workshop was considered

a good start for further joint work in this field and the participants expressed their interest in exploring some of the topics more in detail in a future meetings.

Foreign Nationals in Prison

This topic was also addressed in cooperation with CEP. Since 2006 existed under the umbrella of CEP the Foreign National Prisoner Special Interest Group. CEP and members of the Group approached EuroPris in 2013 with the idea to jointly reinvigorate the work of the Group. Since this topic is of increasing relevance for European Prison Services we decided to organize a joint meeting with representatives of the Group and prison experts. The meeting took place on 3 October with 13 participants and out of them EuroPris invited 2 experts from prison services (Austria and Norway), one expert from the Netherlands Preventive Mechanism and one from the University of Nottingham (involved in the drafting of the Council of Europe Recommendation on Foreign Prisoners).

At the meeting it was decided to take the work of the Group further by developing a strategic plan, specifying the specific goals of the group and the support it could provide for the issue of Foreign Nationals in prisons in Europe. It was also agreed to continue the work with another expert meeting in 2014 and a workshop in the second half of the coming year.

Expert groups and workshops

Date / Place	Activity	EuroPris participants
25-26 April London	Workshop ICT in Prisons with 37 participants from 14 countries	Natalie Woodier, Steven van de Steene, Kirsten Hawlitschek
17 May Lausanne	Meeting Marcello Aebi, Natalia del Grande (university of Lausanne), Ilina Taneva (CoE) on cooperation with EuroPris expert group on statistics	Fraser Bryans Kirsten Hawlitschek
13 June Barcelona	Victims Support expert group meeting with CJP members; prison services experts from Belgium, Sweden, Romania, England	Kirsten Hawlitschek
29-30 August Brussels	FD 909 expert group meeting with experts from Belgium, Netherlands, Finland, Denmark, Croatia, England	Natalie Woodier Rodica Popa
2-3 September The Hague	Research and Statistics expert group with experts from Netherlands, Finland, Romania, Slovenia, Scotland, Croatia	Fraser Bryans Rodica Popa

20 September	Staff Training & Development expert group meeting with CEP; prison experts from Norway, Slovenia, Ireland (EPTA), Scotland	Kirsten Hawlitschek
3 October	Foreign Nationals in Prison expert meeting with CEP; prison experts from Austria and Norway, University of Nottingham, NPM Netherlands	Kirsten Hawlitschek
13 November Brussels	EC workshop on FD 829, 947, 909 with support of EuroPris for all EU Member States	Craig Georgiou Kirsten Hawlitschek
10-11 December Amersfoort	Workshop Staff Training & Development with CEP; 32 participants total; prison experts from Romania, Norway, Croatia, Scotland, England, Netherlands, Belgium, Finland and Slovenia	Kirsten Hawlitschek
12-13 December Brussels	ICT expert meeting with participants from Belgium, Catalonia, Sweden, Scotland, Croatia, Netherlands, England, Northern Ireland, Norway, Romania, Croatia, Ireland, Netherlands, Sweden	Rodica Popa, Steven van de Steene, Kirsten Hawlitschek

Databases

An important tool for the work of EuroPris are the databases that the organization developed in the course of the past two years. The Secretariat continuously works on the experts and contacts database to keep them up to date. Also, in 2013 a start was made to build a database on funded bilateral or multilateral projects in the field of prisons and corrections. In October a questionnaire was sent to all EU countries to collect information about projects started since 2011.

Action grants

EuroPris wants to be in the center of all European activities in the field of prisons and corrections. Participation in multilateral projects is one way to work on specific topics that the organization would like to focus on and it provides for a good dissemination of the project activities and results to a wider European audience. In 2013 EuroPris participated in three project applications:

EuroPris participated as Associate Partner in the following Action Grant projects:

- STEPS 2: Support for Transfer European Prison Sentences towards Resettlement (applicant NOMS England)
- Prisons of the future: Alternatives to imprisonment and innovative prison solutions (applicant DJI Netherlands)

EuroPris participated as Affiliate Partner in:

- Improving Conditions Related to Detention (applicant ERA Germany)

The project proposals were submitted to the European Commission DG Justice on 31st of May. All of them were approved by the Commission at the end of 2013 and will start in the course of 2014.

2) Position EuroPris in a network of related organisations and European bodies

Being a young and relatively new player in the field it is important for EuroPris to participate at meetings and conferences, to present the aims and objectives of our organization and to build and extend in this way our network. It is not only important that EuroPris knows the players in the field of prisons and corrections, it is at least of the same importance that these players know EuroPris. As part of this process we initiated meetings with organisations like EPEA, EPTA and EPRF to learn about each other's activities and to come to an agreement on partnerships and the exchange of information about each other's activities. This way EuroPris can contribute to linking activities and initiatives in Europe, to preventing duplication and to making initiatives stronger and more widely known.

Participation in conferences / activities of partner organisations

Date / Place	Activity	EuroPris participants
6 February Amsterdam	ISTEP (Implementation Support for Transfer of European Prisoners) project meeting	Kirsten Hawlitschek
9-11 April Straubingen	Exchange of Training Centers of Norway, Belgium and Bavaria	Kirsten Hawlitschek
10-12 April Oslo	DG Conference on Probation organized by CEP Presentations by H. Meurisse and P. van der Sande	Hans Meurisse Peter van der Sande
16 April Copenhagen	Meeting with chair of European Prison Education Association (EPEA) Lena Axelsson	Kirsten Hawlitschek
7 May Dublin	Meeting with chair of European Prison Training Academies (EPTA) John McGuckin and chair of European Prison Regime Forum (EPRF) Seamus Sisk	Kirsten Hawlitschek
14-16 May Vilnius	Final conference of ISTEP project	Kirsten Hawlitschek
5-6 June Dublin	EPTA Annual Conference Presentation by H. Meurisse	Hans Meurisse
6-7 June Reykjavik	EPEA Bi-annual Conference Presentation by H. Meurisse	Hans Meurisse
26-27 June London	Launch project Serious Offending by Mobile European Criminals (SOMECE)	Kirsten Hawlitschek
27 Oct– 1 Nov Colorado Springs	ICPA Annual Conference Presentation by K. Hawlitschek	Kirsten Hawlitschek
5-7 December Ryazan	First International Penitentiary Forum 'Crime, Punishment, Correction' in Russia Presentation by K. Hawlitschek	Kirsten Hawlitschek
11-13 December Berlin	Radicalization Awareness Network Meeting Prison & Probation Group	Peter van der Sande

Participation at Penological Council and CDAP of Council of Europe

In 2012 EuroPris applied at the Council of Europe for the observer status at the Penological Council (PC-CP). Pending this decision we were invited to participate at the March meeting and later in the year when the observer status was granted we participated at the September meeting.

Later in 2013 EuroPris also requested the observer status at the CDPC, the European Committee on Crime Problems. This status was granted at the end of December 2013.

Since we have very much the same target group it was decided, in consultation with the Council of Europe to keep the EuroPris Conference and Annual General Meeting linked to the Council of Europe Conference of Directors of Prison Administration (CDAP). Both events take place at the same place successively.

Date / Place	Activity	EuroPris participants
6 March Strasbourg	PC-CP (Penological Council) meeting	Kirsten Hawlitschek
25-27 September Strasbourg	PC-CP (Penological Council) meeting	Kirsten Hawlitschek
27-29 November Brussels	CDAP Conference	Kirsten Hawlitschek

Cooperation in Criminal Justice Platform (CJP)

In 2013 the CJP with our partners the Confederation on European Probation (CEP), the European Forum for Restorative Justice (EFRJ) and Victims Support Europe (VSE) moved forward with establishing concrete plans for our cooperation. The Platform decided to direct their focus on the implementation of the 2012 EU Directive on 'Establishing minimum standards on the rights, support and protection of victims of crime'. To discuss this with experts dealing with this issue each of the four organisations invited four experts from different countries to elaborate on this topic in the course of an expert meeting. The discussions were preceded by the first public event at which the four Platform members gave presentations about the work to the part of CJP to the legal experts that were invited by the Centre for Legal Studies in Barcelona, who also hosted this event. The Catalanian government also offered to the Platform that they can use the Centre for Legal Studies as their home base for future meetings and events.

The CJP also started to explore possibilities for a joint project application in order to finance the work on the Directive. CJP is in discussion with the Dutch Ministry of Security and Justice that has similar plans to establish a European criminal justice network (including judges, police and public prosecutors) to support the implementation of the Directive.

The members of the Platform also addressed jointly the Commission to discuss issues related to the Operating grant procedures. The members also addressed jointly the Committee of the European Parliament on Civil Liberties, Justice and Home Affairs (LIBE) with an invitation to discuss the work and future of our organisations in relation to the planning of the work of the Commission for the years 2014-2020.

Date / Place	Activity	EuroPris participants
28 February Utrecht	Coordination meeting Dutch members	Peter van der Sande Kirsten Hawlitschek
15 March Brussels	CJP meeting	Peter van der Sande Kirsten Hawlitschek
29-31 May Edinburgh	Annual Conference Victims Support Europe	Peter van der Sande
14 June Barcelona	CJP meeting	Kirsten Hawlitschek
6 November Brussels	VSE Conference with European Parliament on 'Victims of Crime'	Peter van der Sande Kirsten Hawlitschek
14-15 November Leuven	CJP meeting	Peter van der Sande Kirsten Hawlitschek

Cooperation with Confederation of European Probation (CEP)

CEP has been a close partner for EuroPris from the very beginning of our establishment. This relationship resulted in April 2013 in the signing of an Affiliation agreement between our two organisations. Next to the consolidation of our cooperation, the open exchange of information and joint representation at European institutions we agreed to organize one joint workshop each year.

EuroPris was invited to participate at the CEP General Assembly in October in London. This was followed by the First World Congress on Probation. EuroPris was present at the Congress with an information stand and moderated the workshop on Foreign Nationals. Foreign Nationals is also the topic of one of the expert groups that was initiated together with CEP in 2013 and that is foreseen as the topic of the joint workshop in 2014.

The joint workshop in 2013 dealt with 'Staff training and development' and took place in December in Amersfoort (Netherlands); organized under the lead of CEP and supported by EuroPris. The elaboration and preparation of the workshop contents was made by a group of prison and probation training experts that met in Utrecht in September.

Date / Place	Activity	EuroPris participants
25 April Brussels	Signing Affiliation agreement CEP-EuroPris	Hans Meurisse
8 October London	CEP General Assembly	Kirsten Hawlitschek

9-10 October London	First World Congress on Probation	Natalie Woodier, Craig Giorgio, Kirsten Hawlitschek
20 September	Staff Training & Development expert group meeting with CEP; prison experts from Norway, Slovenia, Ireland (EPTA), Scotland	Kirsten Hawlitschek
10-11 December Amersfoort	Workshop Staff Training & Development with CEP; 32 participants total; prison experts from Romania, Norway, Croatia, Scotland, England, Netherlands, Belgium, Finland and Slovenia	Kirsten Hawlitschek

Cooperation with European Commission DG Justice

Cooperation with the European Commission is not only important because they provide financial support to EuroPris, but most of all because EuroPris wants to support the Commission and the member states of the EU in the development and implementation of European policies in the field of criminal justice.

In the course of the year a number of meetings took place with different levels of policy staff at the Commission to inform them about the recent developments and activities of EuroPris, to listen to the plans and expectations of the Commission and to define areas in which we can cooperate. The Commission repeatedly expressed their appreciation of the rapid pace of development of our organization and of the value of our cooperation with other organisations active in the criminal justice sector.

A special working relationship has been developed with the Commission on the implementation of the Framework Decision 2008/909/JHA of 27 November 2008 on the application of the principle of mutual recognition to judgments in criminal matters imposing custodial sentences. EuroPris had for the second year an expert group working on this topic, published continuously updated implementation information on our website, developed a prisoner transfer document, issued recommendations for enhancement of the effective implementation and subsequent transfer of prisoners and supported the Commission in the organisation of an EU wide workshop on the implementation of all three Framework Decisions – 909, 947, 829.

Also, for assuring the proper use of the Operating Grant funds regular meetings took place with representatives of the Programme Management Unit of the Commission.

Date / Place	Activity	EuroPris participants
22 January Brussels	Meeting with Claudia Hahn, Jesca Beneder, Tomas Debski – Directorate Criminal Justice	Peter van der Sande, Kirsten Hawlitschek, Steven Van de Steene
10 July Brussels	Meeting with Telmo Baltazar (Cabinet Reding), Jesca Beneder	Hans Meurisse Kirsten Hawlitschek

23 September Brussels	Meeting with Michael Brown, Helene Lesay, Jean-Noel Bonifait; Directorate Justice, Programme Management	Kirsten Hawlitschek
4 October	Meeting with Lotte Knudsen - head Directorate Justice, Jesca Beneder	Hans Meurisse Kirsten Hawlitschek
21-22 November Brussels	EC conference Assises de la Justice	Kirsten Hawlitschek
22 November	Meeting of EuroPris, CEP and EFRJ with Michael Brown, Tania Schröter – Directorate Justice - Programme Management	

3) Consolidate EuroPris' position as European representative organisation in the field of Prison and Correctional Services

Membership

EuroPris was able to keep the same number of members in 2013 as it had in 2012. There was some impact from the 2012 AGM decision to increase the membership fee for EuroPris to a more sustainable level for the organization. While some countries as a reaction to this decision did not prolong their membership we could also welcome new members to the organization. As per 31 December EuroPris had the following members:

Member country	Membership type
1- Austria – Federal Ministry of Justice	Full
2- Belgium – Belgian Prison Service (EPI)	Full
3- Catalonia – General Directorate of Prison Regimes and Resources	Full
4- Croatia – Ministry of Justice: Prison Administration	Full
5- Denmark – Department of Prisons and Probation	Full
6- England/Wales – HM Prison Service/National Offender Management Service (NOMS)	Full
7- Finland – Criminal Sanctions Agency (RISE)	Full
8- Georgia – Ministry of Corrections and Legal Assistance: Penitentiary Department	Affiliate (new)
9- Latvia – Ministry of Justice: Prison Department	Full
10- Luxembourg – Ministry of Justice: Department of Prisons	Full (new)
11- Netherlands – Dutch Custodial Institutions Agency (DJI)	Full
12- Northern Ireland – Northern Ireland Prison Service (NIPS)	Full

13- Norway – Directorate of Norwegian Correctional Services	Full
14- Ireland – Irish Prison Services	Full
15- Romania – National Administration of Penitentiaries	Full
16- Scotland – Scottish Prison Service	Full
17- Slovenia – Prison Administration of the Republic of Slovenia	Full (new)
18- Sweden – Swedish Prison and Probation Administration	Full

Board and Executive Committee meetings

The Board was elected at the 2012 November General Meeting with a total of 7 members, including the president (Hans Meurisse - Belgium), the Vice-Presidents (Marianne Volla – Norway, Karin Dotter-Schiller – Austria, Michael Spurr – England/Wales), the treasurer (Peter van der Sande – Netherlands) and Esa Vesterbacka – Finland and Marian Dobrica – Romania. On the 1st of May a new Director General of the Romanian Prison Service was appointed and consequently Marian Dobrica left the board. The board members decided in May to nominate Catalin Bejan, the new Romanian Director General, as new board member. In October the board nominated the Croatian Director General, Ivica Simac, as the eighth board member. Both nominations were approved by the AGM in November 2013.

For most of 2013 the Board consisted of 7 members. The Executive Committee consists of 5 board members. Since the size of the Executive Committee hardly differed from the size of the Board it was decided to hold regular bi-monthly Board meetings instead of holding separate Executive Committee Meetings. For being economical with time and money it was decided to implement half of the meetings as videoconferences.

22 January Video conference	Board meeting
7 March Vienna	Board meeting
8 March Vienna	Strategic Planning meeting
21 May Video conference	Board meeting
12 July Helsinki	Board and strategic meeting
1 October Video conference	Board meeting
12 November Video conference	Board meeting
26 November Brussels	Board meeting

Secretariat

EuroPris is registered in The Hague, Netherlands and has an office at the Dutch Prison Service. Another office of EuroPris is at the Belgian Prison Service in Brussels. Further, one staff member is working one day per week from NOMS. Two part time staff support the organization from their own offices. This spread of staff is beneficial to the organization in giving direct links to the local Prison Services (Netherlands, Belgium, England) or to the Prison Services they had been working for (Scotland, Romania). At the same time staff working from different locations requires regular travel to Brussels, London and The Hague for meetings and discussions. Whenever possible the staff meetings were linked to other events taking place in one of these locations.

Several staff changes took place in the course of 2013:

- Fraser Bryans (Business manager) reduced from 4 days to 1 day as per 1st April
- Rodica Popa (Office manager) started in Brussels on 5th May
- Natalie Woodier (Communication manager) was seconded from NOMS starting 1st April
- Craig Georgiou replaced Natalie Woodier (left NOMS) starting 1st October

The new Office manager was recruited through a vacancy announcement in a number of Prison Administrations and selected from 5 applicants out of 3 countries (Netherlands, Finland, Romania). The appointment of the Communication manager from NOMS was done in consultation with NOMS.

From February until the end of April an intern worked with EuroPris in the Brussels office. Sylvie Schoeling supported the Secretariat with work on setting up and updating databases and logistical support.

The current employment structure of the Secretariat with a total of 2.3 FTE is the following:

Name	Function	Employer	Contract	Employment
Kirsten Hawlitschek	Executive Director	DJI, seconded	36 hours/week	1.1.- 31.12.13
Fraser Bryans	Business Manager	SPS, seconded	36 hours/week	1.1.-31.3.13
Fraser Bryans	IT & Statistics	Self employed	8 hours/week	1.4.- 31.12.13
Natalie Woodier	Communication Manager	NOMS, seconded	8 hours/week	1.4.- 15.10.13
Rodica Popa	Office Manager	Self employed	32 hours/week	5.5.- 31.12.13

Carla Huisman	Financial Manager	NHC, seconded	4 hours/week	1.1.- 31.12.13
Craig Georgiou	Communication Manager	NOMS, seconded	8 hours/week	1.10- 31.12.13

Strategic Planning

In March the Board met in Vienna and worked for one day at a first brainstorm on the EuroPris Strategic Plan 2013 – 2016. The brainstorm was moderated by a strategic planning adviser from MDF Training & Consultancy. Based on the outcome of this meeting the Executive Director and Treasurer developed the plan with the support of the moderator into a final draft that was approved by the Board at the July Helsinki meeting. This final plan was presented to the members of EuroPris at the AGM and all members approved the plan. The Strategic Plan presents clearly our vision, mission and strategic objectives and is developed to guide EuroPris through its first years of operation.

AGM

The second Conference and Annual General Meeting took place on 26 November in Brussels. The conference was open to a wider audience and had 60 participants from member and partner organisations, European Commission and the Council of Europe. Participation at the AGM was only open for our members, partner organisations, CoE and EU. 41 representatives from 17 out of the 18 member countries plus Germany and Moldova as potential new members, and representatives of CEP and the European Commission were present. At the conference four speakers were invited on the following topics:

- Managing extremism in prisons, Michael Spurr (NOMS England&Wales);
- Sports in prison, Kris Vanspauwen (Rode Antraciet Belgium) & Marc Theeboom (Free University Belgium);
- Normalisation, Marianne Volland (Norwegian Correctional Service);
- Prison conditions in Europe, Andrew Coyle (ICPS England).

At the AGM the Board presented to the members the Annual Report 2012, the Financial Report 2012, the Work plan for 2014, the Budget for 2014 and the Strategic Plan 2013-2016. All of these documents were approved unanimously by the EuroPris members. The Board also presented the activities that had been implemented by the organization in the course of 2013. The members also approved to vote on a change of the Articles of Association that had been announced 30 days ahead of the meeting. All proposed changes of the Articles were accepted by the members. The two new Board members that were nominated and presented by the Board were also unanimously approved by the EuroPris members.

Communication

The website www.europris.org was further developed and used to advertise not only EuroPris information, events and documents, but also relevant events and documents from other organisations that are active in the criminal justice chain and related to prisons and corrections.

The website became also instrumental in the implementation of the EC Framework Decision 909 by

presenting frequently updated documents that relate to the implementation status of the Framework Decisions and documents and recommendations that support the subsequent transfer of prisoners.

The Yammer network was further expanded, linking the members of the expert group on ICT, Research and Statistics and FD909 with each other. Also, the Secretariat provides for daily posts on European prisons and corrections news that are spread on Yammer and on the EuroPris LinkedIn Group.

To consolidate the role of EuroPris as central European authority in the field of prisons and corrections we started a bi-monthly newsletter in July. In total three editions were published in 2013. The newsletter supports the further dissemination of knowledge in the sector about activities, publications and events. It is also a good marketing tool to publish information about the activities of EuroPris. The newsletter will help to alert practitioners about developments in the sector, to link them to useful contacts and to be informed.

4 Organization

Registration

On 14 December 2011 EuroPris had been registered in the Chamber of Commerce of The Hague, Netherlands as the European Organization of Prison And Correctional Services (EuroPris) under the CoC registration number 54119715.

Board and Staff

EuroPris is headed by an international Board that was elected for a period of three years at the AGM in November 2012. At the end of 2013 the following 7 countries were represented in the Board: Austria, Belgium, Croatia, England & Wales, Finland, Netherlands, Norway and Romania. 2 Board positions remain open and new Board members can be appointed in the course of the coming two years up to a maximum of 10 Board members.

In the course of 2013 two changes in the composition of the Board took place. Instead of Marian Dobrica the Board nominated the new Director General of the Romanian Prison Service as Board member. Later in the year the Board also nominated Ivica Simac, the Director General of the Croatian Prison Service. Both nominations were approved by the Annual General Meeting in November, bringing the total number of board members to eight.

The Executive Committee consists of the President, Vice-presidents and the Treasurer.

The composition of the Board is the following:

Hans Meurisse, President, Belgium
Karin Dotter-Schiller, Vice-president, Austria
Marianne Vollan, Vice-president, Norway
Michael Spurr, Vice-president, England & Wales
Peter van der Sande, Treasurer, Netherlands
Esa Vesterbacka, Finland
Marian Dobrica, Romania
Ivica Simac, Croatia

The staff of EuroPris works from several locations – The Hague, Brussels and London. The President of EuroPris, Hans Meurisse has an agreement with the Belgian Ministry of Justice to use 1 day per week for his EuroPris work in overtime. He is self-employed and paid for his work as President of the Board up to two days a month.

The Executive Director, Kirsten Hawlitschek is employed by the Dutch Custodial Institutions Agency and seconded to EuroPris for 36 hours/week.

Fraser Bryans worked in the first three months for the Scottish Prison Service and was seconded as Business Manager to EuroPris for 36 hours/week. From the 1st of April he left the Scottish Prison Service and started to work for EuroPris on the basis of a service contract. He provides IT support and leads the Statistics and Benchmarking expert group for 1 day per week.

Rodica Popa started her work as Office Manager on the 5th of May for 32 hours/week as self-employed staff.

Natalie Woodier was working for NOMS until 15th October and seconded from 1st April to 15th October to work as Communication Manager. After she left NOMS, she was replaced by Craig Georgiou, also seconded from NOMS starting on the 1st of October also for 1 day/week.

Carla Huisman is the Financial Manager and works 0.5 days/week for EuroPris. She is employed by the Netherlands Helsinki Committee and works on a service contract for EuroPris.

Finances

In January 2013 EuroPris applied for an Operating Grant at the European Commission. The total approved contribution from the Commission was Euro 225.603. The grant requires for EuroPris to provide for a minimum of 20% co-financing, totaling Euro 56.471. The approval process at the Commission took longer than anticipated, so the Grant Agreement between EuroPris and the European Commission was signed on 29 July. In August the first 50% of the approved sum had been transferred to the EuroPris account.

After approval of the final report for 2013 by the Commission the remaining amount will be transferred to EuroPris.

With only 50% prepayment from the European Commission EuroPris had to delay some payments until the final financial settlement and the receipt of the balance.

EuroPris has been set up as a membership organization. There are two types of membership:

- Full members (Public institutions or organizations in the European Union – including devolved authorities – and also in Norway, Switzerland, Iceland and Lichtenstein, which provide prison and correctional services on a legal or statutory basis) and
- Affiliate members (Public institutions or organizations in the countries of the European Region, which provide prison or correctional services on a legal or statutory basis and do not fall not under the scope of Full membership).

At the Annual General Meeting (AGM) in November 2012 a new calculation model for the membership fee was adopted by the EuroPris members. The new model is GDP based in order to take the varying financial strength

of the member countries into consideration. Depending on the GDP of the country it is divided into three fee levels: 3.500 – 6.000 – 7.500 Euro. As agreed at the AGM the new membership fee calculation was applied starting in 2013.

Financial administration and accountant

The financial administration is based at the Netherlands Helsinki Committee with the use of their accounting software (Accountview). Carla Huisman who is working under a service contract with EuroPris is responsible for carrying out financial administrative tasks such as booking of expenses and preparation of payments. She also provided EuroPris with advice on general financial matters and tax issues. The Executive Director and the Treasurer have both the final financial responsibility with regard to the execution and approval of payments.

The first financial audit of EuroPris took place in March 2013 by Dubois & Co. Registeraccountants. Dubois approved the financial statements for the year 2012 and the Operational Grant 2012 that were established by EuroPris.

5 Finance summary 2013

EuroPris ended 2013 with a positive result of € 32.154.

This result has been added to the continuity reserve. EuroPris strives to build a financial reserve of € 100.000 in the years 2013-2017 as a contingency to ensure the functioning of the secretariat. (Decision of the Board 29 September 2012). At the end of 2013 the financial reserve is € 45.545.

The income for 2013 - € 311.018 - comprises 63 % of EU operational grant funding, 31 % from membership fees, 4 % from 'in-kind contributions' and 2 % other income.

Most of the costs - € 278.864 - have been made on staffing arrangements – 51 %, travel costs - 19 % and Other direct costs – 18 %.

The staff costs consisted of

- President of the board
- Executive director
- Office manager
- Communication manager

Within the other direct costs are the services on finance and business management.

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Place Date

H. Meurisse
Chairman

P. van der Sande
Treasurer

FINANCIAL REPORT 2013

BALANCE PER 31 DECEMBER 2013

ASSETS	31 dec 13	31 dec 12
Fixed Assets		
Fixed Assets	€ 1.520	€ 361
Current Assets		
Receivables & Accruals	€ 87.210	€ 5.249
Cash & cash equivalents	€ 66.031	€ 46.334
	€ 153.241	€ 51.583
Total	€ 154.760	€ 51.945
RESERVES AND LIABILITIES		
Reserves		
Continuity reserve	€ 45.545	€ 13.392
Current Liabilities		
Payables & Accruals	€ 109.215	€ 38.554
Total	€ 154.760	€ 51.945

STATEMENT OF INCOME AND EXPENDITURES IN 2013

	Realisation 2013	Budget 2013	Realisation 2012
Income			
Membership fee	€ 95.000	€ 122.000	€ 72.500
Governmental grants	€ 197.256	€ 225.603	€ 190.163
Contribution In-kind	€ 12.000	€ 48.000	€ 7.700
Other income	€ 6.761		€ 193
Total Income	€ 311.018	€ 395.603	€ 270.557
Expenditures			
Expenditures			
A- Staff costs	€ 142.892	€ 157.240	€ 151.537
B- Travel	€ 52.126	€ 71.316	€ 54.412
C- Equipment	€ 484	€ 933	€ 46
D- Consumables	€ 4.096	€ 3.883	€ 4.795
E- Other direct costs	€ 47.034	€ 48.702	€ 26.974
	€ 246.632	€ 282.075	€ 237.764
Spending In-Kind	€ 12.000	€ 48.000	€ 7.700
Other Spending	€ 20.232	€ 43.230	€ 11.701
Total Expenditures	€ 278.864	€ 373.305	€ 257.165
Result of operations	€ 32.154	€ 22.299	€ 13.392

Result of operations is added to the continuity reserve.

CASHFLOW STATEMENT

	2013		2012	
	€	€	€	€
Cash & cash equivalents 1 januari		€ 46.335		€ 0
Cashflow from operational activities				
Result of operations	€ 32.154		€ 13.392	
Increase in current assets	-€ 81.961		-€ 5.249	
Increase in current liabilities	€ 70.661		€ 38.554	
Depreciations	€ 484		€ 46	
Reserves	€ 0		€ 0	
Provisions	€ 0		€ 0	
		€ 21.338		€ 46.743
Cashflow from investment activities				
Fixed assets	-€ 1.642		-€ 408	
		-€ 1.642		-€ 408
Cash & cash equivalents 31 december		€ 66.031		€ 46.335

The cashflow statement has been prepared according to the indirect method.

EXPLANATORY NOTES

Accounting principles

General

The annual accounts 2013 have been drawn up according to generally accepted accounting principles in the Netherlands. The bookyear is the same as a calenderyear.

Principles of valuation

Assets and liabilities are stated at face value unless indicated otherwise. Transactions in foreign currencies are recorded using the rate of the transaction.

Reserves

The result is added c.q. subtracted from the continuity reserve.

Foundation of determining the result

Income and expenditure are recorded in the period to which they relate- accrual accounting.

General information

Registration Chamber of Commerce

Europris is registered in the Chamber of Commerce of The Hague, Netherlands as European Organization of Prison And Correctional Services under number 54119715.

Audit

The administration of the financial year 2013, the yearreport and the EU operational grant are audited by Dubois & Co, . registeraccountants in Amsterdam. The independent auditors statement is added to this report.

Salaries/fees

The president of the board has been paid consultancy fee.

The other members of the staff are seconded from other organisations.

The amount of consultancy fee paid to the president of the board is € 16.050.

The gross salary costs of the executive director is € 86.561.

EXPLANATORY NOTES TO THE BALANCE SHEET STATEMENT

ASSETS		2013	2012
Fixed Assets			
1st of January	investments	€ 408	0
	depreciation	-€ 46	0
Bookvalue 1st of January		€ 361	0
Investments during the year		€ 1.642	€ 408
Depreciation in the year		-€ 484	-€ 46
Mutations		€ 1.158	€ 361
31st of December	investments	€ 2.050	€ 408
	depreciation	-€ 530	-€ 46
Bookvalue 31st of December		€ 1.520	€ 361
Current Assets		31 dec 13	31 dec 12
Receivables & accruals			
Debtors		€ 625	€ 3.343
EU operational grant		€ 84.455	€ 1.342
Other receivables		€ 2.130	€ 564
		€ 87.210	€ 5.249
Cash & cash equivalents			
Rabo Verenigingspakket		€ 7.547	€ 41.334
Rabo Bedrijfsspaarrekening		€ 58.484	€ 5.000
		€ 66.031	€ 46.334
RESERVES AND LIABILITIES			
Specification of reserves		31 dec 13	31 dec 12
Continuity reserve			
Balance 1st of Januari		€ 13.392	€ 0
Result of operations		€ 32.154	€ 13.392
		€ 45.545	€ 13.392
Current liabilities - payables & accruals			
Accounts payables		€ 16.271	€ 32.079
Other accruals		€ 92.944	€ 6.475
Total current liabilities		€ 109.215	€ 38.554

EXPLANATORY NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE

	Realisation 2013	Budget 2013	Realisation 2012
Income			
Membership fee			
Membership fee	€ 95.000		€ 47.500
Organisational fee			€ 25.000
	€ 95.000	€ 122.000	€ 72.500
Governmental grants			
European Commission	€ 197.256	€ 225.603	€ 190.163
Contribution in-kind			
Logistics Directorate General Penal Institutions Belgium	€ 12.000	€ 12.000	€ 7.700
Others		€ 36.000	
	€ 12.000	€ 48.000	€ 7.700
Other income			
Contribution NHC claim EC 2012 VAT	€ 6.143		
Interest	€ 619		€ 193
	€ 6.761		€ 193

Expenditures

A-Staff

President of the board	€ 16.050	€ 27.600	€ 20.730
Executive director	€ 86.561	€ 86.580	€ 20.700
Operational management	Seconded		€ 74.955
Finance	Seconded		€ 2.904
Secretariat	€ 30.079	€ 32.140	€ 27.208
Communications officer	€ 10.203	€ 10.920	
Supporting special interest group			€ 5.040
	€ 142.892	€ 157.240	€ 151.537

Underspending:

- President of the board: charged less working days to EuroPris than originally scheduled
- Secretariat: less days worked than originally planned

B-Travel

€ 52.126	€ 71.316	€ 54.412
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Underspending:

- board meetings/ex-com meetings/staff travel

Ex Com meetings did not take place at all. Travel expenses for board meetings and staff meetings were slightly lower.

- Expert groups

Savings in flight tickets and hotel costs, a lower number of participants, not all experts claiming costs.

- Workshops

EP/CEP workshop took place in NL instead of Scotland. Less travel/hotel expenses claimed and needed

Overspending

- Conferences

More conferences than originally planned have been attended - approved by EC.

- AGM

Originally AGM travel costs not included in Operating Grant. EC approval obtained.

	Realisation 2013	Budget 2013	Realisation 2012
D- Consumables	€ 4.096	€ 3.883	€ 4.795
Overspending due to purchase of bulk materials for conference and workshop purpose : pens			
E- Other direct costs			
Business manager on contract base	€ 6.213	€ 8.550	
Financial manager on contract base	€ 13.980	€ 13.800	
Moderator costs	€ 2.142	€ 1.742	
Other	€ 24.699	€ 24.610	€ 26.974
	€ 47.034	€ 48.702	€ 26.974
Spending In-Kind			
The expenditure in kind consists of:			
Office rent	€ 8.400	€ 14.400	€ 5.600
Use of office equipment	€ 3.600	€ 3.600	€ 2.100
AGM hotel participants		€ 30.000	
	€ 12.000	€ 48.000	€ 7.700
Other Spending			
These are spendings not eligible for the EU operational grant:			
Spendings in 2011 related to the foundation of Europris			€ 5.089
Travel costs			€ 6.320
AGM travel costs/hotel	€ 479	€ 10.800	
Expert support university/website		€ 22.920	
Europris workshop 2		€ 9.510	
Recovery order EC 2012	€ 10.750		
Other	€ 9.003		€ 291
	€ 20.232	€ 43.230	€ 11.701

OTHER INFORMATION

BUDGET & EXECUTION SUMMARY

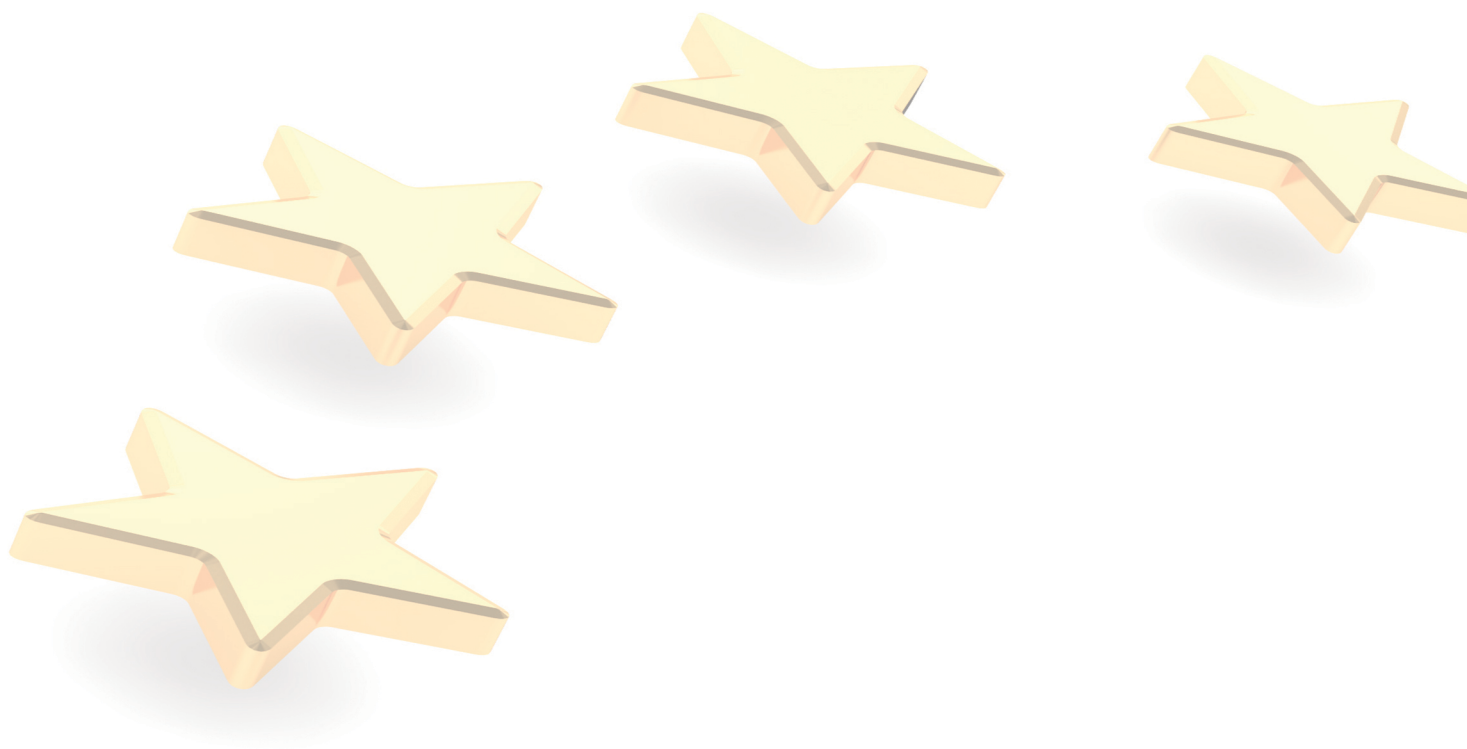
Ref.	Budget heading	Estimated expenditure	%	Declared expenditure	Change %
A	Staff	157.240,00		142.892,44	-9,12%
B	Travel	71.316,00		52.126,43	-26,91%
C	Equipment	933,24		483,75	-48,16%
D	Consumables	3.883,00		4.095,56	5,47%
E	Other direct costs	48.702,40		47.034,00	-3,43%
	Total Eligible Costs	282.074,64		246.632,18	
G	Contribution in kind/non eligible	48.000,00		12.000,00	
	Total Costs	330.074,64		258.632,18	

Ref.	Budget heading	Estimated income	%	Declared income	%
I	Financial contributions specifically assigned by donors to the financing of the eligible costs & Income generated by the financed activities (not relevant at application stage)	0,00	0,00%	0,00	0,00
K	Other income, including own contribution from the beneficiary	56.471,34	20,02%	95.000,00	39%
	EU Contribution	225.603,30	79,98%		
	Total	282.074,64			
G	Contribution in kind/non eligible	48.000,00			
	Total Income	330.074,64			

FINAL PAYMENT CALCULATION		Beneficiary request
A (Total Eligible Costs x % EU Contribution)		197.256,42
B (Max. amount of EU Contribution)		225.603,30
Base of final payment request (lowest amount of A/B)		197.256,42

J	Pre-financing paid	112.801,65
	Final payment requested by the beneficiary	84.454,77

Independent Auditor's report



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EuroPrisOrg



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Prisons and Correctional Services
(EuroPris)