



# ANNUAL REPORT 2019

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# Foreword

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## Dear EuroPris Members,

Beyond connecting people, EuroPris draws, among its 33 members, a line linking theory and practice, ideas and experiences.

EuroPris also contributes to increase awareness among the public, policy-makers and policy-takers of the many contributions of European professionals to the different debates on prison and insertion. We share the same missions, and we share core principles like Human Rights, Equality and Justice. The 2019 annual report illustrates this strength within the organization.

The EuroPris presidency is an important undertaking. I want to underline the work accomplished by Nils Öberg during his presidency.

With the support of a very professional team at The Hague and a motivated and very involved board, it is therefore with great pride and pleasure that I am committed to work for our shared purposes as EuroPris President since May 2019.



A handwritten signature in blue ink, consisting of a stylized 'R' followed by a horizontal line and a small vertical stroke.

Romain Peray  
President of EuroPris

# **REPORT OF THE BOARD OF DIRECTORS**

# EuroPris - Promoting professional prison practice

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The overarching purpose of EuroPris is to promote and develop European prison practice in accordance with international rules and regulations. It is an organisation of, and for, practitioners, reaching out to over 300.000 professionals in 33 member agencies. EuroPris is a credible speaking partner and facilitator for the exchange of ideas and knowledge in the field of corrections.

The strategic plan for 2017-2020 contains different areas of development for EuroPris; these areas sum up to three main strategic objectives:

## **1 Strengthen EuroPris' Role as a 'Centre of Expertise' in European Prisons and Corrections**

Establishing EuroPris as a 'Centre of Expertise' means that it takes the role of a central contact point in Europe on all matters that relate to prisons. EuroPris takes also the role of a connector and facilitator in promoting professional prison practice in Europe. All of this is aimed at contributing to an increase in public safety and security.

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

EuroPris connects with other organisations and initiatives in the penitentiary field that are relevant for the EuroPris' membership. By having knowledge and access to a variety of initiatives that are taking place in Europe in the prison arena, EuroPris can connect and link and strengthen activities employed by various actors that are beneficial to European Prison Services.

## **3 Consolidate EuroPris as European representative organisation in the field of Correctional Services**

With 33 members, whereof 26 represent EU countries, EuroPris has a high credibility in the European arena. After some years of rapid growth, the organisation is now focused on building sustainable services, improving communication and progressing existing activities. The European Commission supports EuroPris financially and a mutual understanding is established about EuroPris' role as a cooperation partner within areas like radicalisation, transfer of prisoners and detention conditions.

During 2019, EuroPris made progress in all three strategic areas.

Seven major events and eight expert meetings were held in the course of the year. To highlight some major achievements:

For the first time an expert chair meeting was organized to increase the linkage between the groups and to stimulate wider sharing of the contents within the national administrations. The third Technology in Corrections conference, in collaboration with the International Corrections and Prisons Association (ICPA), had participants and presenters from all over the world sharing innovative ideas and practices. Members of the Foreign Nationals in Prison and Probation (FNPP) expert group developed with the Council of Europe (CoE) an interactive e-learning module that is openly available on the websites of EuroPris and the CoE in several languages. The first workshop on Real estate and prison design that EuroPris organized, was received positively by a wide range of European experts. Through the collaboration with the university of Lausanne, seven indicators from the SPACE statistics have been translated into longitudinal country specific graphs on the European Prison Information System (EPIS).

# Members and organisation

## Membership

Members of EuroPris are 33 national prison agencies across Europe. Two new members joined EuroPris in 2019, Albania and Malta. In accordance with the statutes, all European countries from the Council of Europe region can join EuroPris.

### Member country (as per 31 December 2019):

	<b>Albania</b> General Directorate of Prisons		<b>Ireland</b> Irish Prison Service
	<b>Austria</b> Federal Ministry of Constitutional Affairs, Reforms, Deregulation and Justice		<b>Latvia</b> Latvian Prison Administration
	<b>Belgium</b> Belgian Prison Service		<b>Lithuania</b> Ministry of Justice Prison Department
	<b>Bulgaria</b> General Directorate Execution of Sentences		<b>Luxembourg</b> Ministry of Justice: Department of Prisons
	<b>Catalonia</b> Secretariat of Criminal Sanctions, Rehabilitation and Victim Support		<b>Netherlands</b> Dutch Custodial Institutions Agency
	<b>Croatia</b> Ministry of Justice: Directorate of the Prison System and Probation		<b>Malta</b> Department of Correctional Services
	<b>Cyprus</b> Ministry of Justice and Public Order: Department of Prisons		<b>Northern Ireland</b> Northern Ireland Prison Service
	<b>Czech Republic</b> Prison Service of the Czech Republic		<b>Norway</b> Directorate of Norwegian Correctional Service
	<b>Denmark</b> Department of Prisons and Probation		<b>Portugal</b> Directorate-General of Reintegration and Prison Services
	<b>Estonia</b> Ministry of Justice: Department of Prison		<b>Romania</b> National Administration of Penitentiaries
	<b>England/Wales</b> Her Majesty's Prison & Probation Service		<b>Slovakia</b> General Directorate of the Corps of Prison and Court Guard
	<b>Finland</b> Criminal Sanctions Agency		<b>Scotland</b> Scottish Prison Service
	<b>France</b> Ministry of Justice: Department of Prisons		<b>Slovenia</b> Prison Administration of the Republic of Slovenia
	<b>Georgia</b> Special Penitentiary Service of the Ministry of Justice		<b>Sweden</b> Swedish Prison and Probation Service
	<b>Germany</b> Federal Ministry of Justice and Consumer Protection		<b>Switzerland</b> Federal Office of Justice: Execution of Sentences and Measures Unit
	<b>Hungary</b> Hungarian Prison Service		<b>Turkey</b> General Directorate of Prisons and Detention Houses
	<b>Italy</b> Ministry of Justice: Department of Penitentiary Administration		

# Registration

Since 14 December 2011, EuroPris is registered at the Chamber of Commerce The Hague, Netherlands as the European Organization of Prison and Correctional Services (EuroPris) under the registration number 54119715.

## Board

EuroPris is headed by an international board of a maximum of 10 European (Deputy) Director Generals that are elected by the AGM. The board consist of the following members (as per 31 December 2019):

**Romain Peray – France, President**

**Ilona Spure – Latvia, Vice President**

**Anna Aristotelous – Cyprus, Board member**

**Rómulo Mateus – Portugal, Board member**

**Caron McCaffrey – Ireland, Board member**

**Thomas Schneider – Germany, Board member**

Since October 2019, the composition of the board no longer contains a treasurer, a position that was until then held by Christian Plesa. At the board meeting of 18 October 2019, the responsibilities of the treasurer were delegated to Derek Caldbeck, director of finance and estates at the Irish Prison Service.

## Secretariat

The EuroPris secretariat is based in The Hague, the Netherlands and consists of an Executive Director, (K. Hawlitschek), as of December 2019 a Policy Officer (F. Haijer), Office Managers (J. Ilyina and T. Laius), and a Financial Manager (C. Huisman). H. Meurisse, seconded by the Belgian Prison Service, supports the organisation as senior advisor. All other staff members worked part time from different locations. N. Hussein, being seconded from HMPPS, was working one day per week from the offices in London to support the FD 909 expert group. F. Bryans was responsible for EPIS and for providing technical support to the staff. The FNPP coordinator (N. Hammond) worked from London on a voluntary basis. G. Tallving, seconded from the Swedish Prison and Probation Service worked half-time as Communications officer until June 2019.

Through its international staff EuroPris was well connected with the Prison Services in the Netherlands, Belgium, England and Sweden. As was decided by the board in 2018, with the growth of the number of EuroPris members and activities, there has been a need to strengthen the secretariat. During 2018, steps had been taken to prepare EuroPris for acting formally as employer. Whereas the secretariat staff used to be seconded, self-employed or employed via pay roll, EuroPris now entered from 1st January 2019 into formal employment contracts with K. Hawlitschek, F. Haijer, J. Ilyina and T. Laius. This has been an important step in professionalizing the secretariat and in providing for a sustainable structure.

In-kind staff support was received from Belgium, Sweden and England and Wales.

## Table: Employment structure of the Secretariat

Name	Function	Employer	Contract	Employment
Kirsten Hawlitschek	Executive Director	EuroPris	36 hours/week	01.01.2019 – 31.12.2019
Fraser Bryans	IT & Statistics	Self employed	8 hours/week	01.01.2019 – 31.03.2020
Gustav Tallving	Communication Manager	SPPS, seconded partial in-kind contribution	20 hours/week	01.01.2019 – 30.06.2019
Julia Ilyina	Office Manager	EuroPris	32/16 hours/week	01.01.2019 – 31.12.2019
Carla Huisman	Financial Manager	Self employed	8 hours/week	01.01.2019 – 31.12.2019
Nalini Hussein	FD 909 Expert group Manager	HMPPS, seconded In-kind contribution	8 hours/week	01.01.2019 – 31.12.2019
Nick Hammond	FNPP Expert group manager	Volunteer, retired	8 hours/week	01.01.2019 – 31.12.2019
Hans Meurisse	Senior Advisor	EPI seconded In-kind contribution	36 hours/week	01.01.2019 – 31.12.2019
Tatjana Laius	Office Manager	EuroPris	16/32 hours/week	01.01.2019 – 31.12.2019
Friederycke Haijer	Policy Officer	EuroPris	32 hours/week	01.12.2019 – 31.12.2019



# Activities and results

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

### Executive summary

By providing an arena for exchange of knowledge and benchmarking, EuroPris has the role of a knowledge broker. This continues to be the most important role of EuroPris and the expertise in each topic is provided by the different agencies, academia and other actors in the field of corrections. In practice, this means that EuroPris organizes a number of events throughout the year that provide for a meaningful exchange of knowledge and promising practices between European prison practitioners. Such events are the expert meetings, workshops on specific topics, conferences and participation in projects.

In 2019 EuroPris arranged four international workshops, a conference, seven expert group meetings and an expert group chair meeting. The Summer Course in Barcelona was conducted for the third time, being a joint initiative with the Criminal Justice Platform. It will see a fourth edition in 2020. In January 2019, EuroPris started its role as secretariat for the European Penitentiary Training Academies network (EPTA).

Investments were made to progress the European Prison Information System (EPIS) on the EuroPris website. The provision of well-structured and up-to-date availability of data has become an important part of the services that EuroPris provides. A total of 29 European Prison Service have submitted their data to EPIS. As a result of the cooperation with the university of Lausanne longitudinal graphs on 10 indicators taken from the SPACE data are now available on the website. In cooperation with the European Commission and the European Council, the knowledge about the availability and value of EPIS have been shared with a wider audience. The Knowledge Management System (KMS), the EuroPris benchmarking tool, was almost weekly used, a total of 39 times.

EuroPris acted as (associate) partner in two multilateral cooperation projects financed by the European Commission.

For a full list of event details, project meetings and expert groups, see table 1, 2 and 5 in the Annex 3.

# Expert meetings and workshops

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During 2019 EuroPris organized expert meetings and workshops on the following topics:

- **Foreign nationals in prison and probation (together with CEP):** [expert meeting](#)
- **Radicalisation:** [workshop](#)
- **Domestic violence (together with CEP):** [expert meeting](#)
- **Children of prisoners:** [expert meeting](#)
- **Framework decision 909 on the Transfer of Prisoners (all EU MS):** [expert meeting](#)
- **Education in prisons:** [expert meeting](#)
- **Real estate:** [workshop](#) & [expert meeting](#)
- **ICT in prisons: Technology in Corrections conference (together with ICPA) and** [expert meeting](#)
- **Interagency cooperation (together with CEP):** [workshop](#)
- **Staff recruitment:** [workshop](#)

After almost each expert meeting, workshop and conference, a report or minutes were produced and published on the EuroPris website and newsletter together with the speaker presentations. Some of the expert groups produced in-depth reports, practice collections or other outputs on specific subjects.

Whenever possible, the meetings of the expert groups were combined with the attendance of a relevant conference or workshop. This gave the experts an opportunity to attend such events in a cost and time effective manner. In the following expert groups participated experts from relevant partner organisations: Education in prisons – European Prison Education Association (EPEA); Children of prisoners – Children of Prisoners Europe (COPE); FD 909 on transfer of prisoners – European Commission / European Council.

## Foreign Nationals in Prison and Probation

### [Expert meeting](#)

EuroPris and CEP together hosted a meeting of the expert group on foreign nationals in prison and probation (FNPP). The expert group is a joint initiative by EuroPris and CEP, with EuroPris being in the lead. The group consists of experts from prison and probation, as well as representatives from NGOs that provide support to foreign nationals. The expert group coordinator is part of the EuroPris secretariat. The meeting took place in the Hague on 26-27 March 2019. An important part of this expert group's meeting was the round table, where experts shared recent development in their Service. Since the group composition was about to be renewed, the experts also discussed current and future purpose, membership and activities. Much attention during 2019 was given to the development of an e-learning module addressing the Council of Europe Recommendation concerning foreign prisoners and the practical implications of managing foreign nationals in prison. The module was presented in Strasbourg at the final conference of the HELP project of the CoE in September and at the plenary meeting of the Council for Penological Cooperation in November. The module is now available on the EuroPris and HELP websites in several languages.

## Radicalisation

### **Workshop (Closed-door)**

EuroPris organised a closed-door workshop for prison experts on radicalisation on 14 and 15 March 2019. The workshop was kindly hosted by the Belgian Prison Service. 37 experts from 16 countries attended the workshop. The workshop was interactive, and combined presentations from a variety of European jurisdictions with (moderated) discussions between the participants and with the speakers. The two main topics of the workshop dealt with organizing prison regimes for radicalised offenders and mental health problems of this offender group.

In the course of 2019, a matrix was developed in cooperation with experts from the Netherlands and Sweden that contained information about the population, offender management, security (placement, intelligence, training, risk assessment), policies, visits, (electronic) communication and activities. This matrix was introduced at the workshop and completed by 9 countries. It will be further shared and completed with information from more countries in the coming year(s).

## Domestic Violence

### Expert meeting

In 2018, members of EuroPris and CEP decided to establish an expert group on domestic violence in prison and probation in order to promote better national regulation and best practices for countering domestic violence in Europe. On 7-8 March 2019, a first meeting of this expert group took place in Vilnius, Lithuania. National experiences and practices on how to deal with domestic violence issues in prison and probation settings were shared by presenters from 12 countries. There are many good programs already running in different European countries. But not much has been shared internationally and there is still a lot to be learned and developed. The first meeting of this expert group was a start for further learning and developing in this important field. At the meeting, terms of reference for the expert group and objectives for the upcoming two years were agreed upon. One output produced by the group was a collection of treatment programs for domestic violence offenders. For each program, the expert group members provided information about the main contents, methodology, evaluation, lessons learnt and transferability of the program. The collection has been published on the EuroPris website.

## Children of Prisoners

### Expert meeting

The first children of prisoners expert group meeting took place on 3-4 October 2019 in Cork and was hosted by the Irish Prison Service. This group was launched in response to the 2018 Council of Europe Recommendation on children of prisoners to support member states in the implementation of the Recommendation. COPE, who was involved in the drafting of the Recommendation, is a member of this expert group. Since this was the first meeting, all 11 experts presented the current practice concerning the children of imprisoned parents in their country. Academics from University College Cork and COPE gave presentations, focusing on the Convention on the Rights of the Child (CRC) and the CoE Recommendation. COPE also introduced the current work of its network, following the publication of the Recommendation. Terms of reference for the expert group on children of prisoners were agreed upon. The group decided to work on four areas: balance of security and normalisation, the relationship with NGO's, engagement with the wider Justice Family, allowing the child's voice to be heard and data collection on the numbers of affected children.

## Framework Decision 909 on the Transfer of Prisoners

### Expert meeting

The annual EuroPris FD909 meeting was held on 25 and 26 September 2019 at the Leuven Institute, Leuven, Belgium. The event was attended by experts from 22 Member States as well as representatives from the European Commission, and the European Council. On world café discussion tables, the experts engaged in a lively exchange on issues such as drug addiction, possibilities of appeal, data request, communication between member states and general issues related to the practical transfer of prisoners. Such discussions were continued on the second day in a plenary setting. Upon advice from the experts the prisoner transfer information sheet, previously developed by the STEPS2 project was improved and it was agreed to collect it in all EU languages for publication on the EuroPris website. EuroPris also continued with the collection of statistics from all EU member states on the incoming and outgoing transfer requests and completed transfers as well as the total number of EU nationals in EU prisons.

# Education in Prison

## Expert meeting

On 13-14 June 2019, the third and the last education in prison expert group meeting was hosted in Dublin, Ireland. The meeting was linked to the annual conference of the European Prison Education Association (EPEA). Since the group started to work in 2017 the focus was on the existing 1989 Council of Europe Recommendation on Prison Education. The aim of the group was to evaluate to what extent these Recommendations were still in line with current education practices inside and outside of prisons. Based on the feedback to the 2018 questionnaire and the expertise of the group members the existing Recommendation was reviewed. A more contemporary consideration of educational approaches and methodologies, harmonisation in types of educational programmes and the potential for utilising technological advances were amongst others presented in a comprehensive report and a draft for revised recommendations. The report was supplemented with a collection of good practices in educational approaches for each article of the recommendation and published on the EuroPris website. The expert group chair presented the work of the group to the Council for Penological Cooperation (PCCP) in February and the final report to the plenary meeting of the PCCP in November.

# Real Estate

## Expert meeting

The meeting of the expert group on real estate took place from 6-9 May 2019 in Istanbul, Turkey. During the meeting each member was provided with an opportunity to update colleagues on developments within their own jurisdictions and to raise questions for help and advice from other experts within the group. The Turkish Prison Service arranged a full day of visits to view a range of prison/complimentary prison facilities in and around Istanbul. The trip was arranged to provide examples of juvenile, men's and women's prisons. Following discussions during the expert meeting, the real estate expert group produced a report on "designing for rehabilitation". The report explores the nature of wider design evidence which should be considered in both current and future prison design. A report on designing for women is in progress.

## Workshop

On 14-16 October 2019, the first EuroPris real estate workshop took place in Ljubljana, Slovenia. The workshop was a two-day event and was hosted by the Slovenian Prison Service. Around 60 experts from 23 countries attended the workshop. The workshop provided an opportunity to share the work undertaken in the past years by the real estate expert group on prison design, public private partnerships, designing for rehabilitation and designing for women. The programme included a prison planning and design module led by the International Committee for the Red Cross (ICRC). Other topics addressed by the workshop were age appropriate solutions, energy management and sustainability, and delivering major prison construction projects through modern methods of construction, capital funding and PPP.

# ICT in Prisons

## Expert meeting

From 19-21 November 2019, the last meeting of the current expert group on ICT in prisons met in Vienna, Austria. The meeting was hosted by the Austrian Federal Ministry of Justice. Special topics that were discussed included offender management systems, offender-faced technologies, electronic monitoring in prison and probation, business intelligence and security. First steps were made towards the development of the 2020 ICT workshop in Vienna.

# Interagency Cooperation

## Workshop

At the 2018 Annual General Meeting in Estonia, the EuroPris members voted for the organisation of a workshop addressing interagency cooperation. CEP and EuroPris jointly organised this workshop in Barcelona, Catalonia, on 12-13 November 2019. The workshop focused on the interagency cooperation between prisons, probation, municipalities and NGO's when preparing offenders for their return to society. Release of the offender to the community is an important moment of transition when the person needs support in all aspects of the person's reintegration and rehabilitation (e.g., education, health, housing, employment). The aim is to establish a long-term and consistent rehabilitation process, to increase the opportunity for positive outcomes and to reduce reoffending. Experts from a variety of countries shared their cooperation approaches based on legal provisions or interagency agreements, for prisoners in general or for offender groups with special needs.

# Staff Recruitment

## Workshop

On 5-6 June 2019, EuroPris organised a workshop for prison professionals on staff recruitment in Berlin, Germany. The workshop was a 1,5-day event. It was kindly hosted by the Federal Ministry of Justice in Berlin. The workshop was interactive, combining presentations from a variety of European jurisdictions with (moderated) discussions between the participants and with the speakers. One of the experts that drafted the Council of Europe staff training guidelines (adopted in 2019), moderated the workshop and introduced and discussed the guidelines with the participants. Other topics that were discussed were the reasons why people want to work in prison, branding for recruitment, making recruitment and training of prison officers more attractive, competences and requirements in prison staff recruiting, reducing staff turnover and sickness leave and supporting long-timers.

# Conferences

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## Technology in Corrections (TIC)

EuroPris organized in cooperation with ICPA and the Czech Prison Service, the 2nd International Correctional Research Symposium in Prague, Czech Republic. The main theme of the symposium was "What is good prison research?". There were 125 professionals from over 30 countries attending the event. The conference offered a unique opportunity for an active dialogue and mutual understanding between academics and prison managers on this subject. Presentations included topics related to Management of Research, Qualitative and Quantitative Approaches in Measuring Performance, Community Corrections and Probation, Healthcare, Technology and Rehabilitation.



## Technology in Corrections

Global Corrections  
Digital Technology Conference

## Summer course

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Within the framework of the Criminal Justice Platform, EuroPris, together with CEP and the European Forum for Restorative Justice (EFRJ) organized a summer course in Barcelona for the third time in 2019. The theme chosen for this edition of the Summer Course was “Criminal Justice in a Polarised Society”. The aim was to offer a unique opportunity for criminal justice colleagues from different jurisdictions and different professional backgrounds to reflect on what impact polarisation is having upon crime. Each organisation member of CJPE addressed the main topic from a different, but complementary angle in the 3 parallel workshop sessions: EuroPris: how to manage violent extremist offenders in prison settings; CEP: how to encourage social inclusion in a polarised society; EFRJ: how to engage communities and transform conflicts in polarised societies. By sharing ideas and considering the very latest research and programmes, participants of this Summer Course engaged with the debate on polarisation with an aim to make positive contribution back home. The Summer Course offered a combination of workshops, plenary sessions and field visits to 51 participants from 20 different countries.

## Online services

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EuroPris keeps and maintains two databases, the European Prison Information System (EPIS) and the Knowledge Management System (KMS). Both databases build on the purpose of benchmarking and providing members with easily accessible information about other European Prison Services, their prison establishments and details of their operations.

## E-Learning Module on Managing Foreign National Prisoners

Working with foreign prisoners is an increasing challenge for European prisons. To assist prison staff, managers, prison trainers and others who work with and are responsible for foreign prisoners, an innovative and engaging on-line e-learning course has been created by EuroPris in conjunction with the Council of Europe HELP Programme and the University of Nottingham. The module was published at the end of 2019 and is freely available in a number of languages on the CoE and EuroPris website.

<https://www.europris.org/resources/resources-for-working-with-foreign-national-prisoners-in-europe/>

## EPIS

EPIS is a web-based digital map of Europe containing operational data of European Prison Services on the national level and on the individual establishment level. The accessibility of data is layered, with some data accessible to all website visitors and others only for registrants with a Ministry of Justice/Prison Service and EC DG Justice mail address. The agreement with the University of Lausanne to link EPIS with the Council of Europe's SPACE statistics has resulted in the exchange of data sets on 7 specified indicators (number of prisoners; average length of imprisonment; prison density, percentage of female & foreign prisoners and prisoners without final sentence; suicide rate) that are now available on the EuroPris website. With this display of 7 interactive longitudinal country-specific graphs, historical trends can be visualized. In cooperation with the European Commission and the European Council Working party on e-Law the awareness about the value of EPIS has been further promoted and shared with a wider target group. EuroPris also sent letters to the Heads of Service and EuroPris liaison to increase their commitment for the submission of data to the system. A full review of the system was recently (January – June 2019) undertaken with updates made to enhance the administrative functionalities for data management, self-service and increased engagement.

EuroPris has been actively stimulating Prison Services in the Council of Europe region to populate EPIS with data. By the end of 2019, the system contained the complete data of 29 jurisdictions and 2 jurisdictions completed it partially.

**Table: Status of completing data on EPIS**

Completed		EuroPris members, partially completed	EuroPris members, not completed
Albania	Luxembourg	Germany – Lower Saxony Switzerland	Cyprus
Austria	Montenegro		Denmark
Belgium	Netherlands		France
Bulgaria	Norway		Malta
Croatia	Republic of Moldova		Northern Ireland
Czech Republic	Romania		Portugal
England and Wales	Scotland		
Estonia	Slovakia		
Finland	Slovenia		
Germany – Mecklenburg	Spain - Catalonia		
West Pomerania	Sweden		
Germany – Hessen	Turkey		
Georgia			
Hungary			
Ireland			
Italy			
Latvia			
Lithuania			

## KMS

The EuroPris Knowledge Management System (KMS) supports inter-agency collaboration and supports European Prison Services who want to enquire or benchmark on specific topics with a wide network of European colleagues. EuroPris built a system that allows to digitally share such questions with their European network and to produce a structured report within a very short period. The report is then accessible to all respondents and others having interest in these issues.

The need for such benchmarking tools is well reflected in the number of KMS requests received from the EuroPris members. There were 39 KMS topics added to the system in 2019, comprising some 156 questions and generating 457 responses. The data collected through KMS are archived and accessible on the EuroPris website.

For a full list of KMS reports, see table 4 in Annex 3.



# Projects

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Being a partner in multilateral EU funded cooperation projects has proven to be of value for the projects, for the work of EuroPris and its members. The role of the EuroPris secretariat was mainly to source experts and to disseminate project results and activities to a wider European audience. Further, EuroPris advised on and linked outcomes to other activities or initiatives that were taking place in European prisons and corrections, specifically to the work of the expert groups and workshops organised by EuroPris. Considering the staff capacity of the secretariat and the decision to prioritize activities organized directly by EuroPris, it was decided to only accept participation in projects that are closely linked to the activities and priorities of EuroPris. In 2019 EuroPris acted as partner in two multilateral projects financed by the European Union.

The **European Penitentiary Training Academies Network (EPTA)** was founded in 2010 by heads of European penitentiary staff training academies to provide for a structure that supports sharing of training methodologies and contents across Europe. EPTA aims at developing cooperation that enhances initial and continuous training of correctional staff and at contributing to boost awareness of the correctional staff's work in prison and probation settings. From the 11 founding members in 2010, the network extended to 31 members from all regions of Europe in 2019. Since 2018, EuroPris has been full partner and member of the Steering Committee in an EC financed project to support the professionalization of the EPTA network. EuroPris was already cooperating with EPTA on an informal basis since a number of years. Within the framework of the project it was agreed that EuroPris would operate as the secretariat of EPTA starting January 2019. Part of this work is the development of the EPTA website, general EPTA administration and communication. The project will run until mid-2021.

Throughout 2019, EuroPris was an associate partner in the EC funded **"WayOut - Integrated Exit Programme for Prisons and Probation"** project. The project aims to improve and facilitate the implementation of Exit programs by building a common framework to evaluate these programs and by creating an innovative and integrated program based on approaches with proven effectiveness. Partners in this project are from Germany, Belgium, Netherlands, France and Portugal. EuroPris provides for dissemination of the project results in the newsletter and EuroPris website. The project started in 2018 and will run until 2020.



**European Penitentiary Training Academies Network (EPTA)**



**WayOut - Integrated Exit Programme for Prisons and Probation**



# Position EuroPris in a network of related organisations and European bodies

## Executive summary

EuroPris has become the central point of contact for penitentiary issues in Europe. Several organisations are active in the penitentiary field and many of them focus on a specific topic or expertise that is related to prison operations. EuroPris connects European Prison Services and cooperates with organisations active in issues that are relevant for the EuroPris members.

EuroPris is regularly approached by a wide range of experts, organisations and prison services seeking support or information. And, EuroPris is often invited to present the organisation at events that are organized by related organisations or prison services. The central role that EuroPris plays in the European penitentiary arena is essential for mutual learning and exchange, for linking and strengthening activities, and for preventing duplication of efforts.

Having the observer status at the Council for Penological Cooperation (PCCP) of the Council of Europe, EuroPris provides input to the discussions and drafting of Recommendations or guidelines at the PCCP meetings and to the development of the annual Conference of Prison and Probation Directors (CDPPS) agenda.

As the main funder of EuroPris, the priorities of the European Commission DG Justice to a certain extent determine the work program of the organisation. However, this relation is reciprocal, and EuroPris is a cooperation partner to the Commission when it comes to issues like radicalisation, transfer of prisoners and detention conditions. In 2019 further steps have been taken in positioning EuroPris vis-à-vis other organisations and deepening relations. Several events were co-arranged: with CEP the expert meetings on Foreign Nationals in Prison and Probation and domestic violence as well as the interagency cooperation workshop, with ICPA the Technology in Corrections conference, as well as the Criminal Justice Platform Summer course with CEP and EFRJ. EPEA and COPE had their representatives involved in the work of two expert groups. With EuroPris being part of the steering committee of the EPTA project and taking up the EPTA secretariat in January 2019, this partnership has become specifically strong.



## Partnerships and joint events

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### European Prison Regime Forum (EPRF)

The European Prison Regime Forum has been organised since 1996 on an annual basis. The focus of the EPRF network has always been on work in prison, vocational training and prisoners' employment after release. Since the founding of EuroPris, the organisation has been attending the EPRF annual events and stayed in close contact with the EPRF Steering group. In 2016, the Steering Group and EuroPris decided that the EPRF would continue to operate under the EuroPris umbrella and that EuroPris will continue to organize the annual EPRF conference. It was decided that after the third EPRF conference organized by EuroPris, the Forum will move to a bi-annual schedule.

### European Penitentiary Training Academies (EPTA)

EPTA is an informal network that supports sharing of training methodologies and training contents across Europe. EPTA aims at developing a cooperation that enhances initial and continuous training of correctional staff. The network also boosts awareness of the correctional staff's work in prison and probation settings. All penitentiary staff training academies in the Council of Europe region can become a member of EPTA. Membership of EPTA is free of charge. EPTA meets once a year in one of the partner countries for two days to discuss the latest developments in the sector. In the periods between the meetings, the members enter into bilateral sharing of information and mutual visits to facilitate direct exchanges.

The EPTA network is headed by an annually rotating president. For providing stability and continuity the secretariat of EPTA is managed since 2019 by the European Organisation of Prison and Correctional Services (EuroPris).

### Criminal Justice Platform (CJP)

The CJP is a collaborative effort between EuroPris, the Confederation of European Probation (CEP) and the European Forum for Restorative Justice (EFRJ). The three organisations cooperate in this informal network since 2013 and have organized a number of joint events for their networks. In 2019, the 3rd Summer course was held within the CJP framework in Barcelona; topic of the course was "Criminal Justice in a Polarised Society".

### Confederation of European Probation (CEP)

In an affiliation agreement between EuroPris and CEP, it is agreed that the two organisations will cooperate each year on at least two subjects. One constant subject is foreign nationals in prison and probation (FNPP) which was taken up from the beginning of the cooperation and will continue with expert meetings and occasional workshops. One expert meeting took place in 2019. The other subject(s) can be different every year. In 2019 a new joint expert group was started on Domestic Violence. Another joint event in 2019 was the workshop on Interagency cooperation that took place in Barcelona.

### International Corrections and Prisons Association (ICPA)

Without having a formalised relationship, EuroPris works closely with ICPA in the organisation of large-scale worldwide conferences. ICPA is a global organisation and is a valuable partner when it comes to organising events that aim at a worldwide knowledge sharing. ICPA is a partner in the Technology in Corrections conference (2015, 2017 & 2019) and the Correctional Research Symposium (2017, 2018 & 2020).

### Radicalisation Awareness Network (RAN)

The RAN Prison and Probation (P&P) working group is one of the eight thematic working groups of the Radicalisation Awareness Network (RAN), an EU-wide umbrella network which has been established by the European Commission DG Home to tackle radicalisation leading to terrorism and violent extremism. EuroPris collaborated with RAN as an associate partner and attended several practitioners' events organized by RAN.

## University of Lausanne

The Council of Europe Annual Penal Statistics (SPACE) provide data on imprisonment and penal institutions annually since 1983. These statistics are provided by a network of national correspondents and are then verified, processed and analysed by a team of researchers at the University of Lausanne, Switzerland. A Memorandum of Understanding between EuroPris and the University of Lausanne (UNIL) was formed in 2019. This has resulted in data sharing on specified indicators through the exchange of datasets and has allowed EuroPris to display interactive and country-specific longitudinal graphs on the EPIS system using data from SPACE initiative; with this, historical trends can now be visualized.

## European Prison Education Association (EPEA)

EPEA was created to support the implementation of the 1989 Council of Europe recommendation on prison education and to connect prison educators across national boundaries. Since almost 30 years EPEA organise conferences to exchange ideas and discuss education for prisoners. EPEA is an important working partner to EuroPris and contributed to the work of the expert group for prison education.

## Children of Prisoners Europe (COPE)

COPE is a pan-European network working with and on behalf of children with imprisoned parents. The network encourages innovative perspectives and practice to ensure that the rights of children with imprisoned parents are fully respected and that action is taken to secure their well-being and healthy development. They seek to boost awareness and achieve new ways of thinking, acting and interacting on issues concerning children affected by parental imprisonment. The organisation has been contributing to the work of EuroPris' expert group on Children of Prisoners.

# Networking

To establish and promote the central role in the European penitentiary field EuroPris must be visible. As a network organisation, networking is an important aspect of the work: in order to be up-to-date on developments in Europe, to know the main actors and to make them familiar with the work of EuroPris. Therefore, EuroPris' representatives are also attending events of other organisations, not only in Europe but globally.

**Table: Participation in conferences / activities of partner organisations**

Date / Place	Activity	EuroPris secretariat / Board member / Expert
30 January Bonn, Germany	Radicalisation Awareness Network, Family and Social Networks	Kirsten Hawlitschek
31 January The Hague, Netherlands	Drafting Radicalisation Matrix Meeting ICCT	Hans Meurisse
3-4 February Stockholm, Sweden	Drafting Radicalisation Matrix Meeting SPPS	Hans Meurisse
14 March Hannover, Germany	Prison Service Niedersachsen Presentation of EuroPris	Kirsten Hawlitschek
30 May - 1 June Krakow, Poland	Children of Prisoners Europe (COPE) annual meeting	Kirsten Hawlitschek
12-16 June Dublin, Ireland	European Prison Education Association (EPEA) annual conference	Kirsten Hawlitschek
18-19 September Helsinki, Finland	Radicalisation Awareness Network (RAN) Policy & Practice event	Hans Meurisse
1-2 October Vienna, Austria	United Nations Office on Drugs and Crime (UNODC) Draft handbook on classification of prisoners	Hans Meurisse
10 October Brussels, Belgium	Fair Trials International Participation conference on pre-trial detention	Hans Meurisse
27 October – 1 November Buenos Aires, Argentina	Annual Conference International Corrections and Prisons Association (ICPA)	Kirsten Hawlitschek
21-22 November, Lisbon, Portugal	Radicalisation Awareness Network (RAN) Prison Regimes	Kirsten Hawlitschek

## Council of Europe

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EuroPris has an observer status at the Council of Europe Council for Penological Cooperation (PCCP) and participates at their expert panels and annual plenary meeting. An ongoing work of relevance in 2019 was the revision of the commentary to the European Prison Rules, the drafting of the guidelines on the recruitment, selection, education and training of prison and probation staff, and the initial steps in drafting the Recommendation on the assessment, management and integration back into the community of individuals accused or convicted of sexual offences. In the course of the drafting process, EuroPris provides input from a practitioner's point of view and creates links with the work of EuroPris expert groups. Through its work EuroPris supports the CoE in the implementation of its Recommendations such as promotion of the staff training guidelines at the EuroPris staff training workshop; the implementation support for the Recommendation on the children of prisoners, the evaluation of and review of the prisoner education Recommendation, the development of an e-learning module on the management of foreign nationals in prison by the EuroPris expert groups. EuroPris also supports the development of the agenda of the CoE Prison and Probation Directors conference.

## European Commission DG Justice

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Within the new 2018-2021 Framework Partnership Agreement of the Justice Program, EuroPris received in 2019 European Commission (EC) co-financing through the Operating Grant of the Justice Program. Being financed by the EC means that the work program of EuroPris is, at least partly, aligned with the priorities of the Justice Directorate. Therefore, the secretariat keeps close contact with the Commission and provides them with reports and invitations to events and has several meetings throughout the year with EC staff to discuss the inclusion of their priorities into the EuroPris work program. The subjects related to prisons that were most relevant for the EC were the transfer of prisoners under FD 909, detention conditions and radicalisation. EuroPris has been implementing activities in all three areas. On FD 909 EuroPris makes an important contribution to the practical implementation of this instrument through its expert group, to which all 28 EU Member States are invited.

# Consolidate EuroPris as European representative organisation in the field of Correctional Services

## Executive summary

EuroPris has continued on the path of development that was initiated in 2018, shifting focus from growth to the deepening of relationships and increasing overall quality and value for the members. This also means the solidification of EuroPris' status as European representative in the field of corrections.

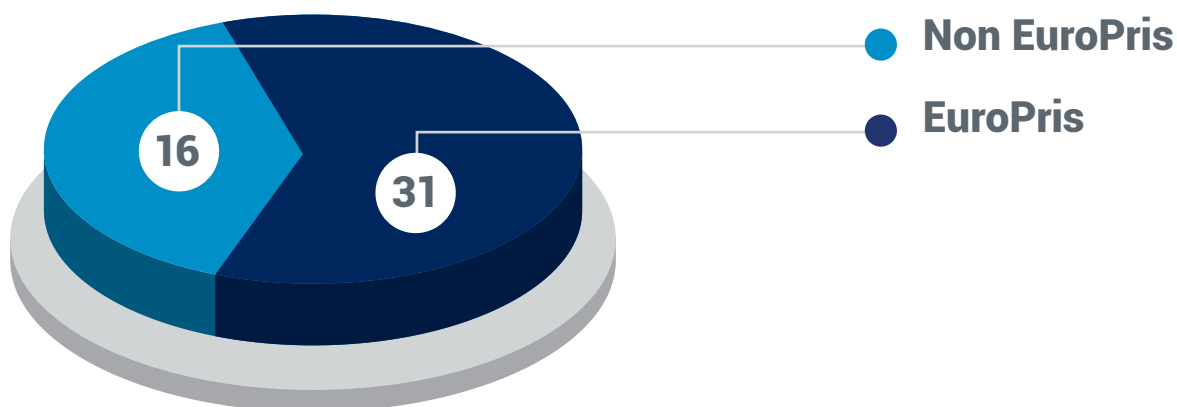
Membership numbers are stable. At the end of 2019 EuroPris had 33 member jurisdictions. Over the year Malta joined as a member and Albania returned to the network. No jurisdictions decided to leave. EU coverage is well over 90 percent.

The EuroPris board had three board meetings in 2019. At the AGM five new board members were elected. By the end of year, the board consisted of seven members.

## Membership development

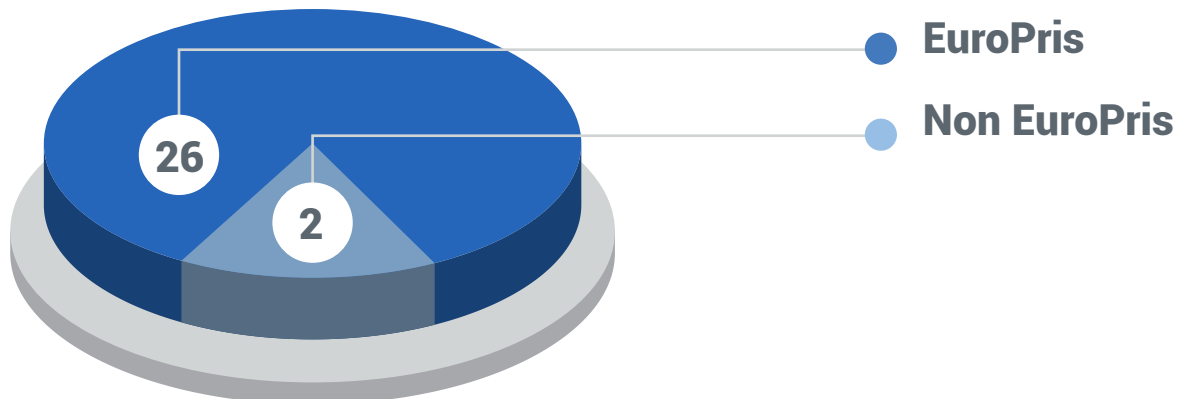
All Council of Europe jurisdictions will be accepted as members of EuroPris. Jurisdictions from 31 countries out of the 47 CoE member states are now EuroPris members (the member jurisdictions of England/Wales, Scotland and Northern Ireland make up one CoE country: United Kingdom).

### Council of Europe



In 2019, Malta and Albania joined as EuroPris members, increasing the total number of members to 33 jurisdictions. EuroPris members now cover 26 EU countries, which accounts for 93 percent of the European Union.

### European Union



## Board and Executive Committee meetings

EuroPris is headed by an international board that holds a maximum of 10 positions. There were three face-to-face board meetings conducted during 2019; in Stockholm, Cyprus and Paris.

The executive committee consists of the president, vice-presidents, treasurer and the executive director. At the board meeting of 18 October 2019, the composition of the executive committee changed, because the responsibilities of the treasurer were delegated to Derek Caldbeck, the finance director of the Irish Prison Service, who is not part of the board. There was no need to hold separate executive committee meetings in 2019.

# Annual General Meeting (AGM)

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The 8th EuroPris conference and Annual General Meeting was hosted by the Cyprus Prison Department on 20 May 2019 in Agia Napa, Cyprus. There were 69 participants attending the conference from 29 countries. 26 EuroPris members attended the event. It was decided that starting 2020, the AGM will no longer be open to potential EuroPris members or observers, but only to EuroPris members. At the conference three member jurisdictions, England & Wales, Belgium and Georgia, presented pressing issues in their prison service. In addition, the EuroPris expert groups gave presentations about their work and the reports they produced in the past year. The work of the board was presented by president Nils Öberg.

The Annual report of 2018, the work programs and budgets for 2019-2020 were presented and the members unanimously approved them during the meeting.

Subsequently board elections took place.

After the 2018 election the board consisted of the following members:

**Nils Öberg - Sweden, President**

**Ilona Spure – Latvia, Vice President**

**Santi Consolo – Italy, Board member**

**Jörg Jesse – Germany, Board member**

**Christian Plesa – Romania, Board member**

**Petr Dohnal – Czech Republic, Board Member**

**Celso Manata – Portugal, Board Member**

**Erich Meyer – Austria, Board Member**

After the election in June 2018, three Board members left the Board due to leaving the Prison Service: Santi Consolo, Italy; Celso Manata, Portugal; Erich Mayer, Austria.

Therefore, at the Board meeting on 21 March 2019, the Board appointed two Board members on an interim basis: Romain Peray, France and Romulo Mateus, Portugal.

At the 2019 Annual General Meeting, Nils Öberg, Sweden stepped down as President of the Board and as a Board member, due to leaving the Swedish Prison and Probation Service.

For the Board election in 2019, five nominations were received and elected by acclamation. As a result of the election, the Board composition was the following:

**Romain Peray - France, President**

**Ilona Spure - Latvia, Vice President**

**Jörg Jesse - Germany, Board member**

**Cristi Plesa - Romania, Board member**

**Caron McCaffrey - Ireland, Board member**

**Romulo Mateus - Portugal, Board member**

**Anna Aristotelous - Cyprus, Board member**

**Thomas Schneider - Germany, Board member**

In September 2019, Jörg Jesse, Germany and in December 2019 Cristi Plesa, Romania left the Board due to their retirement.



# Expert Group Chair Meeting

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From 26-27 February 2019, the chairs of EuroPris expert groups had for the first time in a joint meeting. The purpose of this meeting was to share the work and outcomes of the different expert groups and to find and strengthen the connections and links between the expert groups. In addition, the expert group chairs provided input to the EuroPris secretariat on how to enhance the dissemination of information to the EuroPris members and to increase knowledge and ownership of the work of the groups. As the meeting was evaluated very positive, a second meeting of expert group chairs will be organized in 2020, potentially also including the member liaisons.

## Communication

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EuroPris uses several media outlets to connect and communicate with their members and network. The first and most direct way of communication is the e-mail and direct mailing to the Heads of Service, liaisons and in some cases all contacts. In 2017, the organisations' website [www.euopris.org](http://www.euopris.org) was re-launched after being completely renewed and largely improved in many aspects. During 2019, the website had on average 1200 visitors per month.

The digital bi-monthly newsletter continued to be well received by about 2000 recipients. Next to fixed sections with contributions from Director Generals of prison services, feature articles, information about EuroPris activities, expert groups and projects, the newsletter contained information on upcoming events, on relevant documents and news articles.

The LinkedIn profile was re-activated in 2019 and used to publish news items from the correctional field and has become a well-used medium during events. On LinkedIn, the EuroPris network had 1062 followers, a 25 percent increase since 2018.

Events were documented in notes or reports and published on the website. The main outputs from the expert groups are diverse in shape and form depending on members' needs and effective dissemination. For FD 909 the statistics on the transfer of sentenced prisoners are updated annually and shared with the FD 909 experts. As the matrixes that were developed for ICT and radicalization issues cannot be published on the website, they were shared with the Director Generals at the AGM.

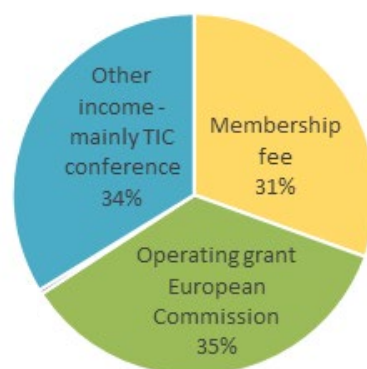
# Finance summary 2019

EuroPris ended 2019 with a positive result on ordinary Income and Expenditure of € 67.368. After deduction of the expenditures from the Special Purpose Reserve - € 23.309, a result of operations remains of € 44.059. Of this result € 2.000 is added to the staff training reserve and € 42.059 to the Special Purpose Reserve. The result was € 66.000 higher than budgeted. Mainly due to:

- Higher income of the TIC conference, and more membership fee income;
- Lower spending outside the operating grant, on staff costs and on activities;
- Less reimbursements requested from the Special Purpose Reserve.

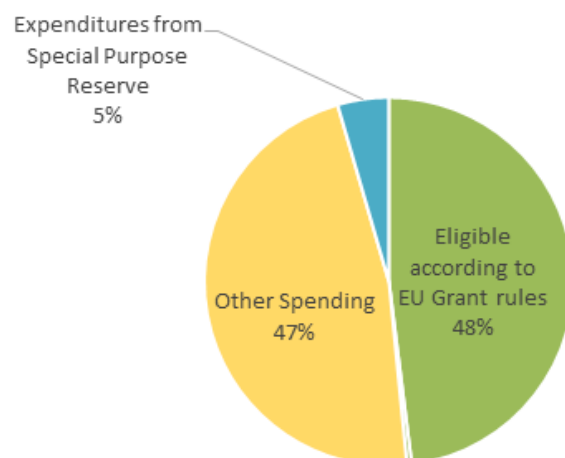
The income for 2019 was € 563.047 and composed as follows:

## Income



Expenditures, including expenditures from the Special Purpose Reserve, were € 518.988 and comprised of:

## Expenditures



The Other Spending consists of staff costs, activity costs and costs not covered by the EU grant.

EuroPris keeps a continuity reserve that serves as a financial safeguard if funding from the European Commission would stop or be less than expected. The continuity reserve is € 120.000, which is a maximum that was decided by the Board. The Board also decided to create a staff training reserve to which € 2.000 will be added annually up to a maximum of € 10.000. Additional income shall be re-invested in the organisation via the Special Purpose Reserve. The spending of this reserve has been agreed by the Board to facilitate amongst others the capacity and sustainability of the secretariat.

### **Budget 2020**

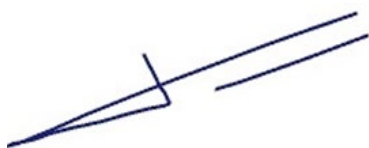
Income membership fee	€ 175.500
Income Operating Grant EC	€ 200.000
Income Conferences	€ 60.000
<b>Total income</b>	<b>€ 435.500</b>

Expenditures Operating grant	€ 250.000
Spending conferences	€ 55.000
Other spending	€ 169.000
<b>Total expenditures</b>	<b>€ 474.000</b>

**Result on ordinary activities** € 38.500 -/-

This result will be deducted from the Special Purpose Reserve. The balance of the Special Purpose Result 1st of January 2020 is € € 117.468. The balance on December 31st € 78.968.

Date: 7 October 2020



Romain Peray  
President of EuroPris



Derek Caldbeck  
Treasurer of EuroPris



# **FINANCIAL REPORT 2019**

# Balance per 31 December 2019

ASSETS	31 Dec 19	31 Dec 18
<b>Fixed Assets</b>		
Fixed Assets	€ 2.133	€ 107
<b>Current Assets</b>		
Receivables & Accruals	€ 49.989	€ 51.171
Cash & cash equivalents	€ 383.926	€ 336.847
	<b>€ 433.915</b>	<b>€ 388.018</b>
<b>Total</b>	<b>€ 436.048</b>	<b>€ 388.125</b>
<b>RESERVES AND LIABILITIES</b>		
<b>Reserves</b>		
Continuity reserve	€ 120.000	€ 120.000
Special-purpose reserve	€ 117.468	€ 75.409
Staff training reserve	€ 4.000	€ 2.000
	<b>€ 241.468</b>	<b>€ 197.409</b>
<b>Current Liabilities</b>		
Payables & Accruals	€ 194.579	€ 190.716
<b>Total</b>	<b>€ 436.048</b>	<b>€ 388.125</b>

# Statement of Income and Expenditures in 2019

INCOME	Realisation 2019	Budget 2019	Realisation 2018
Membership fee	€ 172.000	€ 165.000	€ 165.000
Governmental grants	€ 198.604	€ 199.959	€ 194.362
Project income	€ 2.173	€ 2.000	€ 13.025
Other incomes	€ 190.270	€ 164.125	€ 49.586
<b>Total Income</b>	<b>€ 563.047</b>	<b>€ 531.084</b>	<b>€ 421.972</b>
EXPENDITURES			
Eligible according to EU Grant rules	€ 249.252	€ 250.959	€ 242.982
Expenditures on projects	€ 2.183	€ 8.460	€ 11.297
Other Spending	€ 244.245	€ 259.482	€ 120.758
<b>Total expenditures on ordinary activities</b>	<b>€ 495.679</b>	<b>€ 518.900</b>	<b>€ 375.038</b>
<b>Result on ordinary Income and Expenditures</b>	<b>€ 67.368</b>	<b>€ 12.184</b>	<b>€ 46.934</b>
Expenditures from Special Purpose Reserve	€ 23.309	€ 34.400	€ 21.591
<b>Result of operations</b>	<b>€ 44.059</b>	<b>-€ 22.216</b>	<b>€ 25.343</b>

Appropriation of the result:

From the result of € 44.059, € 2.000 will be added to the Staff training reserve and € 42.059 to the Special purpose reserve.

# Cashflow Statement

	2019	2018
<b>Cash &amp; cash equivalents 1 January</b>	€ 336.847	€ 167.090
<b>Cashflow from operational activities</b>		
Result of operations	€ 44.059	€ 25.343
Decrease of current liabilities	€ 1.182	-€ 4.224
Increase of current assets	€3.863	€ 148.317
Depreciations	€ 168	€ 322
Reserves		
Provisions		
	€ 49.272	€ 169.758
<b>Cashflow from investment activities</b>		
Desinvestments	-€ 1.573	
Fixed assets	-€ 622	€ 0
	-€ 2.195	€ 0
<b>Cash &amp; cash equivalents 31 december</b>	<b>€ 383.925</b>	<b>€ 336.847</b>

# Explanatory Notes

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## General information

### Registration Chamber of Commerce

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

### Audit

The administration of the financial year 2019 and the year report are audited by HLB Den Hartog, register accountants in The Hague. The independent auditors statement is added to this report in Annex 2.

## Accounting principles

### General

The annual accounts 2019 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

According to the decision of the Board of EuroPris on 25 September 2015 the continuity reserves will be maximized at € 120.000.

The result is added for € 2.000 to the Staff training reserve - board decision 2nd October 2018 - and for € 42.059 to the special purpose reserve, that will be used for capacity and sustainability of the secretariat - board decision on 15th May 2020.

### Foundation of determining the result

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

### In-Kind

In 2019, the Europris office in the Hague was contributed in-kind by the Dienst Justitiele Inrichtingen of The Netherlands. The Senior Advisor was seconded from EPI-Belgium, as an in-kind contribution. The FD909 Expert group Manager was seconded from HMPPS (England) as an in-kind contribution. The Communication Manager was seconded from SPPS (Sweden) as partial in-kind contribution until mid-June 2019.

### Salaries/fees

Europris started as an employer at the beginning of 2019. At the end of 2019, there were 4 employees on the payroll for a total of 2,9 fte. The gross salary costs of the executive director is € 124.511.



# Explanatory Notes to the Balance Sheet Statement

ASSETS	31 Dec 19	31 Dec 18
<b>Fixed Assets</b>		
1st of January	€ 3.015	€ 3.015
Investments depreciation	-€ 2.909	-€ 2.587
<b>Bookvalue 1st of January</b>	<b>€ 107</b>	<b>€ 428</b>
Investments during the year	€ 2.195	€ 0
Desinvestments during the year	-€ 1.573	
Depreciation in the year	-€ 168	-€ 322
Depreciation on desinvestments during the year	€ 1.573	
<b>Movements</b>	<b>€ 2.027</b>	<b>-€ 322</b>
31st of December investments	€ 3.638	€ 3.015
Depreciation	-€ 1.505	-€ 2.909
<b>Bookvalue 31st of December</b>	<b>€ 2.133</b>	<b>€ 107</b>
<b>CURRENT ASSETS</b>	<b>31 Dec 19</b>	<b>31 Dec 18</b>
<b>Receivables &amp; accruals</b>		
Debtors	€ 449	€ 13.543
EU operational grant	€ 38.637	€ 34.451
Other receivables and accruals	€ 10.903	€ 3.177
	<b>€ 49.989</b>	<b>€ 51.171</b>
<b>Cash &amp; cash equivalents</b>		
Rabo Verenigingspakket	€ 171.899	€ 177.831
Rabo Bedrijfsspaarrekening	€ 212.027	€ 159.017
	<b>€ 383.926</b>	<b>€ 336.847</b>

RESERVES AND LIABILITIES	31 Dec 19	31 Dec 18
<b>Specification of reserves</b>		
<b>Continuity reserve</b>		
Balance 1st of January	€ 120.000	€ 120.000
Result of operations	€ 0	€ 0
	<b>€ 120.000</b>	<b>€ 120.000</b>
<b>Special-purpose reserve</b>		
Balance 1st of January	€ 75.409	€ 52.067
Expenditures from Special Purpose Reserve	-€ 23.309	-€ 21.591
Dotation	€ 65.368	€ 44.934
	<b>€ 117.468</b>	<b>€ 75.409</b>
<b>Staff training reserve</b>		
Balance 1st of January	€ 2.000	€ 0.00
Expenditures from staff training reserve	€ 0.00	€ 0.00
Dotation	€ 2.000	€ 2.000
	<b>€ 4.000</b>	<b>€ 2.000</b>
<b>Current liabilities - payables &amp; accruals</b>		
Tentoo Payroll		€ 3.959
Other creditors	€ 4.119	€ 2.289
Accounts payables	<b>€ 4.119</b>	<b>€ 6.248</b>
Pre-financing on projects	€ 9.827	€ 3.821
European Commission	€ 159.987	€ 159.966
Technology in Corrections conference (TIC)		€ 10.392
Membership fee 2019		€ 3.500
HLB Den Hartog auditors	€ 6.534	€ 6.353
Wage tax	€ 6.074	
Other payroll related	€ 6.175	
Others	€ 1.864	€ 435
Other accruals	<b>€ 190.460</b>	<b>€ 184.468</b>
<b>Total current liabilities</b>	<b>€ 194.579</b>	<b>€ 190.716</b>

# Explanatory Notes to the Statement of Income and Expenditure

INCOME	Realisation 2019	Budget 2019	Realisation 2018
<b>Membership fee</b>			
Membership fee	€ 172.000	€ 165.000	€ 165.000
<b>Governmental grants</b>			
European Commission	€ 198.604	€ 199.959	€ 194.362
<b>Project Income</b>	€ 2.173	€ 2.000	€ 13.025
<b>Other income</b>			
Technology in Corrections conference (TIC)	€ 168.632	€ 140.000	
Summer course Criminal Justice Platform	€ 19.600	€ 24.125	€ 19.825
Correctional Research Symposium (CRS)			€ 29.761
Interest			
Other	€ 2.038		
	€ 190.270	€ 164.125	€ 49.586

EXPENDITURES	Realisation 2019	Budget 2019	Realisation 2018
<b>Eligible according to EU Grant rules</b>			
<b>A-Staff</b>			
Executive director	€ 120.252	€ 102.580	€ 101.687
Office manager	€ 39.622	€ 46.000	€ 39.040
	<b>€ 159.875</b>	<b>€ 148.580</b>	<b>€ 140.728</b>
<b>B- Travel</b>			
	<b>€ 80.267</b>	<b>€ 94.235</b>	<b>€ 92.923</b>
<b>C- Equipment</b>			
	<b>€ 482</b>	<b>€ 996</b>	<b>€ 1.082</b>
<b>D- Consumables</b>			
	<b>€ 2.210</b>	<b>€ 2.712</b>	<b>€ 3.222</b>
<b>E- Other direct costs</b>			
Catering workshops			
Publications	€ 792	€ 1.300	€ 1.156
Digital Services	€ 4.462	€ 2.536	€ 3.261
Other	€ 1.164	€ 600	€ 610
	<b>€ 6.418</b>	<b>€ 4.436</b>	<b>€ 5.028</b>
	<b>€ 249.252</b>	<b>€ 250.959</b>	<b>€ 242.982</b>

<b>Expenditures on projects</b>	<b>Realisation 2019</b>	<b>Budget 2019</b>	<b>Realisation 2018</b>
Staff costs		€ 6.460	€ 6.148
Other costs	€ 2.183	€ 2.000	€ 5.149
	<b>€ 2.183</b>	<b>€ 8.460</b>	<b>€ 11.297</b>
<b>Other Spending</b>			
<b>Staff costs</b>			
Financial management	€ 19.601	€ 22.239	€ 20.594
Systems manager	€ 7.336	€ 9.405	€ 8.093
Office manager	€ 10.504	€ 19.400	
Communication manager	€ 17.102	€ 25.000	
Policy Officer	€ 5.881		
CRS/TIC Staff fees	€ 6.894	€ 4.577	€ 4.988
	<b>€ 67.318</b>	<b>€ 80.621</b>	<b>€ 33.674</b>
<b>Activities</b>			
Travel cost outside EU (participation ICPA)	€ 2.756	€ 2.500	3.154
3 international conferences + 2 meetings network members	€ 1.316	€ 1.720	€ 965
Catering/meeting rooms EuroPris workshops	€ 9.861	€ 12.700	€ 15.581
Catering/meeting rooms EuroPris expert meeting	€ 6.535	€ 7.540	2.775
Catering/meeting rooms AGM	€ 4.757	€ 7.000	
	<b>€ 25.224</b>	<b>€ 31.460</b>	<b>€ 22.476</b>
<b>Other expenses</b>			
Financial audit	€ 6.534	€ 7.260	€ 6.353
Technology in Corrections Conference (TIC)	€ 112.425	€ 100.000	
Summer course Criminal Justice Platform	€ 16.842	€ 21.625	€ 16.935
Correctional Research Symposium (CRS)			€ 33.155
EPIS development/website development		€ 5.000	
CDPPS Oslo			
Staff training		€ 2.000	
Other	€ 5.649	€ 1.516	€ 8.164
Contingencies	€ 10.252	€ 10.000	
	<b>€ 151.702</b>	<b>€ 147.401</b>	<b>€ 64.608</b>
	<b>€ 244.245</b>	<b>€ 259.482</b>	<b>€ 120.758</b>

# Special Purpose Reserve

SPENDING SPECIAL PURPOSE RESERVE	Realisation 2019	Budget 2019	Realisation 2018
Reimbursement registration fee TIC conference	€ 4.290	€ 3.900	
Reimbursement registration fee CRS			€ 195
Support travel costs family relations workshop			€ 998
Support travel costs radicalisation workshop	€ 1.395	€ 5.500	
Support travel costs municipalities workshop	€ 1.289	€ 5.000	
Support travel costs staff recruitment workshop	€ 3.118	€ 5.000	
Support travel costs real estate workshop	€ 2.401	€ 5.000	
Secretariat additional staff time			€ 13.481
EPIS development	€ 10.816	€ 10.000	
Support travel costs ICT workshop			€ 3.481
Support travel costs FNPP workshop			€ 1.993
Support travel costs EPRF workshop			€ 1.444
	<b>€ 23.309</b>	<b>€ 34.400</b>	<b>€ 21.591</b>

# Annex 1

## Budget & execution summary Operating Grant European Commission

Ref.	Budget heading	Estimated expenditure	%	Declared expenditure	Change %
A	Staff	€ 148.580,00		€ 159.874,87	7,60 %
B	Travel	€ 94.235,00		€ 80.266,85	-14,82 %
C	Equipment	€ 996,00		€ 482,15	-51,59 %
D	Consumables	€ 2.172,00		€ 2.210,44	-18,49 %
E	Other direct costs	€ 4.435,00		€ 6.417,72	44,69 %
	<b>Total Eligible Costs</b>	<b>€ 250.958,60</b>		<b>€ 249.252,03</b>	
G	Contribution in kind/non eligible	€ 6.000,00		€ 0,00	
	<b>Total Costs</b>	<b>€ 256.958,60</b>		<b>€249.252,03</b>	

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	€ 0,00	0 %	0,00	0 %
K	Other income, including own contribution from the beneficiary	€ 51.000,00	20,32%	51.000,00	20,46%
	EU Contribution	€ 199.958,60	79,68%		
	<b>Total</b>	<b>€ 250.958,60</b>			
	Contribution in kind/non eligible	€ 6.000,00			
	<b>Total Income</b>	<b>€ 256.958,60</b>			

FINAL PAYMENT CALCULATION		Beneficiary request
A (Total Eligible Costs x % EU Contribution)		€ 198.604,02
B (Max. amount of EU Contribution)		€ 199.958,60
<b>Base of final payment request (lowest amount of A/B)</b>		<b>€ 198.604,02</b>
Profit = (Lowest amount of A/B + "I") - Total Eligible Costs		NA
Reimbursement % of the total direct eligible costs adjusted for the non-profit rule		NA
<b>Final EU Contribution after application of the no-profit rule =</b>		<b>€ 198.604,02</b>
J	Pre-financing paid	€ 159.966,40
	<b>Final payment</b>	<b>€ 38.637,62</b>

# Staff Costs

Position	Part time %	Amount	Budget
Executive Director	90 %	€ 120.252	Operating Grant
		€ 4.259	Technology in Corrections conference (TIC)
		<b>€ 124.511</b>	
Secretariat	80 %	€ 39.622	Operating Grant
		€ 1.611	Technology in Corrections conference (TIC)
		<b>€ 41.234</b>	
Administrative assistant/ Secretariat	40 %	€ 10.504	Membership fee
		€ 1.024	Technology in Corrections conference (TIC)
		<b>€ 11.528</b>	
Policy officer (per December 1st)	80 %	€ 5.881	Membership fee
Communication officer (until July)	50 %	€ 17.102	Membership fee
Business manager	10 %	€ 7.336	Membership fee
Financial manager	20 %	€ 19.601	Membership fee
<b>Total staff costs</b>		<b>€ 227.193</b>	



## Projects and events 2019 outside Operating Grant

Projects	Income	Expenditures	Balance
European Penitentiary Training Academies (EPTA)	€ 2.173	€ 2.183	€ -9
<b>Total Result</b>	<b>€ 2.173</b>	<b>€ 2.183</b>	<b>€ -9</b>

Events	Income	Expenditures	Balance
Technology in Corrections conference (TIC)	€ 168.632	€ 112.425	€56.207
CJP Summer School	€ 19.600	€ 16.842	€ 2.758
<b>Total Result</b>	<b>€ 188.232</b>	<b>€ 129.267</b>	<b>€ 58.965</b>

## Auditor's Report

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### INDEPENDENT AUDITOR'S REPORT

To: the Board of Vereniging Europris, The Hague

#### A. Report on the audit of the financial statements 2019 included in the annual report

##### Our opinion

We have audited the financial statements 2019 of Vereniging Europris, based in The Hague.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Vereniging Europris as at 31 December 2019, and of its result for 2019 in accordance with the Guidelines for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2019;
2. the statement of income and expenditures for 2019;
3. Cash flow statement for 2019; and
4. the notes comprising a summary of the accounting policies and other explanatory information.

##### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Vereniging Europris in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- Report of the board of directors;
- Budget & execution summary Operating Grant of European Commission;
- Staff costs; and
- Projects and events 2019 outside Operating Grant.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, in accordance with the Guidelines for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

### **C. Description of responsibilities regarding the financial statements**

#### **Responsibilities of management for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Guidelines for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

#### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

The Hague, 24 June 2020

HLB Den Hartog  
Accountants & Consultants

Signed on original by:  
S.T.M. ten Hagen RA

# Annex 3

**Table 1. Expert meetings, workshops and conferences**

Date / Place	Activity	EuroPris secretariat
3-5 February / Brussels	Radicalisation matrix group meeting	Hans Meurisse
26-27 February / The Hague	Expert group chair meeting	Kirsten Hawlitschek Hans Meurisse Gustav Tallving
7-8 March / Vilnius	Domestic violence, expert meeting	Kirsten Hawlitschek
12-13 March / Utrecht	CJP meeting	Kirsten Hawlitschek Hans Meurisse
14-15 March / Brussels	Radicalisation workshop	Hans Meurisses Tatjana Laius
26-27 March / Netherlands	FNPP expert meeting	Kirsten Hawlitschek Nick Hammond
2-4 April / Lisbon	Technology in Corrections Conference	Kirsten Hawlitschek Hans Meurisse Tatjana Laius
6-9 May / Istanbul	Real estate expert meeting	Hans Meurisse
20 May / Ayia Napa	EuroPris AGM and Conference	All staff
5-6 June / Berlin	Staff recruitment & Employer branding workshop	Kirsten Hawlitschek Gustav Tallving Tatjana Laius
14-15 June / Dublin	Prisoner education expert meeting	Kirsten Hawlitschek
2-5 July / Barcelona	Criminal Justice Platform Summer Course	Kirsten Hawlitschek
25-26 September / Leuven	FD 909 expert meeting	Kirsten Hawlitschek Nalini Hussein Tatjana Laius
2-4 October / Cork	Children of prisoners expert meeting	Kirsten Hawlitschek
14-16 October / Ljubljana	Real Estate workshop	Kirsten Hawlitschek Hans Meurisse Tatjana Laius Kirsten Hawlitschek
2-4 October / Cork	Workshop cooperation municipalities	Kirsten Hawlitschek Friederycke Haier
19-21 November / Vienna	ICT expert group meeting	Hans Meurisse

**Table 2. Project meetings**

Date / Place	Activity	EuroPris secretariat
6-7 February / The Hague	EPTA project, steering committee meeting	Kirsten Hawlitschek
12 March / Strasbourg	HELP project training	Tatjana Laius Nick Hammond
20 June / Bacau	EPTA project, EPTA Annual conference and steering committee meeting	Kirsten Hawlitschek
23 September / Strasbourg	HELP project final conference	Kirsten Hawlitschek Nick Hammond
2-3 December / The Hague	EPTA project, steering committee meeting	Kirsten Hawlitschek Julia Ilyina

**Table 3. Council of Europe and European Commission events**

Date / Place	Activity	EuroPris secretariat
1 February / Brussels	Meeting eJustice working group	Hans Meurisse
4-6 February / Strasbourg	PC-CP (Penological Council) plenary meeting	Kirsten Hawlitschek
11 February / Brussels	Meeting eJustice working group	Hans Meurisse Fraser Bryans
1 March / Brussels	Meeting eJustice working group	Hans Meurisse Fraser Bryans
29 March / Brussels	Meeting eJustice working group	Hans Meurisse Fraser Bryans
1-3 April / Strasbourg	PC-CP (Penological Council) plenary meeting	Gustav Tallving
24-25 April / Strasbourg	Conference on Prison Overcrowding	Kirsten Hawlitschek Hans Meurisse
20-22 May / Ayia Napa	Council of Europe conference of Directors of Prison and Probation Services (CDPPS)	Hans Meurisse Kirsten Hawlitschek
24-25 September / Strasbourg	PC-CP (Penological Council) plenary meeting	Hans Meurisse
5-7 November / Strasbourg	PC-CP (Penological Council) plenary meeting Presentation FNPP/Education expert group	Kirsten Hawlitschek Nick Hammond

**Table 4. List of KMS reports in 2019**

Topic of the question	Requested by	Number of responses
Resocialisation Programmes for Suicide Prevention	Latvian Prison Administration	10
Workforce Measures	Hungarian Prison Service	9
Facial Recognition System	French Ministry of Justice: Department of Prisons	15
Safety Standards for Safety Elements in Prison	Belgian Prison Service	7
Drug Tests	Northern Ireland Prison Service	10
Drug Testing	Northern Ireland Prison Service	15
Razors in Prison	Her Majesty's Prison and Probation Service	12
Prison Staff Education	Latvian Prison Administration	9
Smartwatch Gadgets	Prison Service of the Czech Republic	11
Inmates Labour and Salary	National Administration of Penitentiaries (RO)	8
The Confiscation and Destruction of Contraband	Dutch Custodial Institutions Agency	12
Sentence planning and rehabilitation programmes for organised crime, white collar crime and fraud offenders	Ministry of Justice: Department of Prisons (EE)	11
Radicalisation risk assessment	Irish Prison Service	13
Drones	Slovakian General Directorate of the Corps of Prison and Court Guard	12
Recidivism of sentenced prisoners	Slovakian General Directorate of the Corps of Prison and Court Guard and Resources	10
Built-in Radio Terminals	French Ministry of Justice: Department of Prisons	15
Medical Prison Staff	National Administration of Penitentiaries (RO)	10
Detention Policy	Belgian Prison Service	10

Topic of the question	Requested by	Response rate
Risk Screening	Dutch Custodial Institutions Agency	11
Operation and Payment of Income to Prisoners for Externally-Funded Employment	Irish Prison Service	5
Incentives for Employers of (Ex)Offenders	Her Majesty's Prison and Probation Service	12
Medical, Psychological and Physical Examination Systems for Prison Staff	Hungarian Prison Service	13
Control of inmate correspondence	Latvian Prison Administration	11
Specialised Systems	Hungarian Prison Service	10
Impact Assessment of Changes in Legislation and/or Policy	Irish Prison Service	9
Prison Governance	Irish Prison Service	11
Behavior Modification Programs	Prison Department of the Republic of Lithuania	13
Dynamic Security - Teaching and Implementation	Swiss Centre of Expertise in Prison and Probation SCEPP	11
Technological Developments and Tools	Hungarian Prison Service	13
Chronic Drug Use for Incarcerated Women	Irish Prison Service	8
Use of Mobile Phones by Prison	General Directorate of Prisons and Detention Houses (TR)	12
Legal Regulations on Release of Life Sentenced Inmates in the EU member states	Lithuanian Ministry of Justice: Prison Department	15
Organisations Supporting Foreign Nationals in Prison and on Probation	EuroPris/CEP	20
Body Scanners and Counter-Drone Technologies	Prison Service of the Czech Republic	14
Joint Premises With the Police	Criminal Sanctions Agency (RISE) Finland	14
Granting Leave to Detainees	Dutch Custodial Institutions Agency	13
Cash-free prisons	Swedish Prison and Probation Service	14
Health and Fitness for Prison Staff	Her Majesty's Prison and Probation Service	14



Topic of the question	Requested by	Response rate
Cooking and Dining	General Directorate of Prison Regime and Resources (CAT)	14
Walking Yards	National Administration of Penitentiaries (RO)	14

**Table 5. Expert groups with member representation in 2019**

Member \ Group	ICT	Real Estate	Foreign Nationals*	Children of Prisoners	Prisoner Education	Domestic Violence*
Albania						
Austria	Hubert Unger					
Belgium	Patrick Franssen	Els van Herk	Isabelle Storm		Kathleen van de Vijver	
Bulgaria						
Catalonia	Luis Nunez Pineda					
Czech Republic						Vaclav Jiricka
Croatia	Marjan Lukavecki					
Cyprus				Athena Demetriou	Stylianou Iakovos	
Denmark	Anne-Birgitte Bagge Barsballe		Henrik Bonde Marker			
England & Wales		Lynda Rawsthorne				Sarah Henfrey
Estonia						
Finland	Riku Pammo	Kauko Niemela				Tuija Muurinen
France						
Georgia					Tamar Lisaki	
Germany				Justina Dzienko	Tanja Klee	
Hungary				Tibor Zakhar		
Ireland	George Jackson			Pat Dawson	Kieran Moylan	Anne McQuaid

Member\ Group	ICT	Real Estate	Foreign Nationals*	Children of Prisoners	Prisoner Education	Domestic Violence*
Italy	Gerardo Palmieri					
Latvia				Liga Nenaseva		
Lithuania						
Luxembourg	Jaques Hensen					
Malta						Anna Maria Vella
Netherlands		Diederik Leusink	Tijs Bagchus	Marjan Wijn		
Northern Ireland		Tony McDonnell				
Norway		Rune Trahaug		Kristin Tandberg		
Portugal						
Romania				Ioana Morar	Ioana Morar	
Scotland				Gill Robinson	James King	
Slovakia				Jan Tutoky		Juraj Zajac
Slovenia	Stojan Klancar	Miran Candellari			Petra Prijatelj	
Switzerland						
Sweden	Håkan Klarin	Maria Hilltorp		Maya Wolinder Lind		
Turkey		Tahsin Mutlu, Yilmaz Cifti				

\* Joint EuroPris/CEP expert group. Only EuroPris representatives in the table.

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[www.europris.org](http://www.europris.org)



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