

# ANNUAL REPORT 2021

## About EuroPris

The European Organisation of Prison and Correctional Services (EuroPris) is a non-political, non-governmental organisation that was founded at the end of 2011 and is registered in the Netherlands.

Membership is open to public institutions or organisations in the Council of Europe region, which provide prison or correctional services on a legal or statutory basis.

EuroPris brings together prison practitioners with the specific intention of promoting ethical and rights-based imprisonment, exchanging information and providing expert assistance to support this agenda. The organisation exists to improve co-operation among European Prison and Correctional Services, with the aim of improving the lives of prisoners and their families, enhancing public safety and security; reducing reoffending; and advancing professionalism in the corrections' field.

EuroPris  
Bezuidenhoutseweg 20  
2594 AV, The Hague  
Netherlands

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

Application to reuse, reproduce or republish material in this publication should be sent to EuroPris.

The opinions expressed by the expert group do not necessarily represent the views of the European Commission.



Funded by  
the European Union

# Foreword

---



**Dear EuroPris Members,  
Dear colleagues,**

2021 was another challenging year for prison services across Europe as we continued to manage the threat that a pandemic brings for our vulnerable, congregated settings. Demonstrating our agility and responsiveness as services, we continued adapting to sudden outbreaks and changing restrictions with the twin aim of keeping both those in our care and our staff safe. This pandemic has shown us how to adapt to a crisis and how to establish new working methods to maintain operations. Thanks to innovation and creative solutions, EuroPris continued connecting prison services to exchange knowledge and practices and supporting prison services with updates and information. Learning from each other as we navigated previously through uncharted waters has been critical to informing national responses. I want to sincerely thank all members for your willingness to share best practice so that others could have the benefit of your experience. I look forward to building on this cooperation and support into 2022.

As the new President of EuroPris, I want to thank my predecessor Romain Peray for his contribution to EuroPris during his tenure as President. Within the EuroPris team the Executive Director, Kirsten Hawlitschek also left EuroPris during 2021 and handed over the organisation to Gustav Tallving, former employee of the Swedish Prison and Probation Service. Many of you will have known Kirsten as a passionate champion of EuroPris during her long tenure and we wish her well in her new endeavours. Additionally, a new position as Deputy Director was created for the upcoming year to provide stability and continuity to the organisation and to allow us to expand our horizons even further.

With the new executive team and new members of the Board of Directors we are eager to further explore and innovate EuroPris activities. While we have worked hard to maintain and grow our connections with members online during the course of the pandemic, we really look forward to reconnecting with our members in person in 2022, deepening our relationships, understanding and responding to your needs and continuing to develop new ways of promoting professional prison practice through the implementation of our ambitious strategic plan.

Best wishes,

Caron McCaffrey

# Index

---

|   |    |
|---|----|
| <b>Foreword</b> .....                                     | 3  |
| <b>REPORT OF THE BOARD OF DIRECTORS</b> .....             | 5  |
| <b>2021 – A year of renewal and persistence</b> .....     | 6  |
| <b>Members and Organisation</b> .....                     | 8  |
| Membership.....   | 8  |
| Registration.....   | 9  |
| <b>Activities and Results</b> .....                       | 10 |
| Expert meetings and workshop.....                         | 11 |
| Technology in Corrections Conference.....                 | 13 |
| Summer Course.....  | 14 |
| Webinars.....   | 14 |
| Online services.....                                      | 14 |
| <b>Communication</b> .....                                | 16 |
| <b>Projects</b> .....                                     | 19 |
| <b>Partnerships and Cooperation</b> .....                 | 20 |
| Council of Europe.....                                    | 22 |
| European Commission DG Justice.....                       | 22 |
| <b>Networking</b> .....                                   | 22 |
| <b>Management</b> .....                                   | 23 |
| Board.....  | 23 |
| Board Meetings.....                                       | 23 |
| Annual General Meeting (AGM).....                         | 23 |
| Secretariat.....  | 24 |
| <b>Finance Summary</b> .....                              | 25 |
| <b>FINANCIAL REPORT 2021</b> .....                        | 27 |
| <b>Balance per 31 December 2021</b> .....                 | 28 |
| <b>Statement of Income and Expenditures in 2021</b> ..... | 29 |
| <b>Cashflow Statement</b> .....                           | 30 |
| Explanatory Notes.....                                    | 31 |
| <b>Annex 1 – Auditor’s Report</b> .....                   | 38 |
| <b>Annex 2 – Expert Group Members</b> .....               | 41 |



# **REPORT OF THE BOARD OF DIRECTORS**

# 2021 – A year of renewal and persistence

---

Slowly coming out of the Covid-19 pandemic, 2021 was a year of renewal and modernisation for EuroPris. After the emergency phase of the pandemic, EuroPris established effective substitutes to in-person events and increased its online presence. The Secretariat in The Hague was transformed with several new team members, including a new Executive Director. At the AGM, a new Board was elected, and Caron McCaffrey was later appointed as the new President.

The new strategic plan for 2021-2024 entails four strategic objectives:

1

## **European expertise centre and central point of contact for prison services and related organisations**

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. As such, we will provide the network with high quality information and maintain a collection of statistical and operational data. To facilitate comparisons we will provide tools for benchmarking in different areas. We will initiate new partnerships, aiming at delivering relevant outcomes for the members.

2

## **Representative network for cooperation, exchange of knowledge and best practice among European Prison Services**

With 33 members, whereof 25 represent EU countries, EuroPris has a high credibility in the European arena. This broad membership will be maintained, and we will keep organising events for exchange of knowledge, networking, and inspiration. Communications will be of greater priority and new ways of interacting with members will be established. Post-covid, EuroPris will provide a platform for study visits and staff exchanges.

3

## **Advisory, practice-based resource to policy makers in Europe**

In connection with its membership, EuroPris is having access to a wide range of information about developments in European prisons. With this knowledge and contacts, EuroPris provides feedback on European legal initiatives and supports the European Commission in the implementation of legislation. As observer to the Council for Penological Cooperation, EuroPris contributes to the development and implementation of Council of Europe Recommendations.

4

## **Self-sustaining / self-financing future-proof entity with a consolidated secretariat**

EuroPris will ensure its long-term existence and stability by installing a number of sustainability measures, all within the framework of a business continuity plan. This plan will include policies for HR, privacy and environment, and a strategy for finance and organisational capacity.

In 2021, EuroPris moved towards all these objectives.

1. Since the onset of the pandemic, EuroPris took its role as centre for expertise and sharing of knowledge by building a webpage dedicated to measures and regulations taken by European Prison Service in managing Covid-19 in prison settings. Next to that, EuroPris managed a mailing group providing for a direct and immediate exchange on pressing questions in relation the prevention of infections in prisons. In 2021, this support turned out to be even more important as the vaccination campaigns differed a lot between countries, as did the adaptation of prison regimes to the new pandemic normality.

2. Although 2021 was impacted strongly by the Covid-19 pandemic, EuroPris continued its operations, mainly online. Up until November, all activities were organised as online events. At the end of the year, a few in-person events could be organised – two workshops, one on Domestic Violence and another on Children of Prisoners, including in-person meetings with the Domestic Violence and the Children of Prisoners expert groups. Additionally, the ICT expert group met in The Hague and a Board meeting was successfully organised in Dublin.

3. The European Commission was informed about the state in European prisons, specifically regarding Covid-19 and overcrowding, the use of alternative measures during the pre- and post-trial phase, as well as the use of technology for visits, education, and health. In 2021 the Children of Prisoners expert group contributed to the implementation of the CoE recommendation on Children with imprisoned parents, providing feedback about the state of play around Europe.

4. A new Sustainability policy was drafted and approved in 2021, as was a Process description for financial administration. Several office related measures were taken to ensure sustainable management of EuroPris' IT systems and data storage.



Photo: Christian Wangberg/Studio Wangberg

# Members and organisation

## Membership

Members of EuroPris are 33 national prison agencies across Europe. In accordance with the statutes, national prison agencies from all European countries in the Council of Europe region can join EuroPris.

### Member country (as per 31 December 2021):



**Austria**  
Federal Ministry of Constitutional Affairs,  
Reforms, Deregulation and Justice



**Belgium**  
Belgian Prison Service



**Bulgaria**  
General Directorate Execution of  
Sentences



**Catalonia**  
Secretariat of Criminal Sanctions, Rehabilitation  
and Victim Support



**Croatia**  
Ministry of Justice: Directorate of the Prison  
System and Probation



**Cyprus**  
Ministry of Justice and Public Order:  
Department of Prisons



**Czech Republic**  
Prison Service of the Czech Republic



**Denmark**  
Department of Prisons and Probation



**Estonia**  
Ministry of Justice: Department of Prison



**England/Wales**  
Her Majesty's Prison & Probation Service



**Finland**  
Criminal Sanctions Agency



**France**  
Ministry of Justice: Department of Prisons



**Georgia**  
Special Penitentiary Service of the Ministry  
of Justice



**Germany**  
Federal Ministry of Justice and Consumer  
Protection



**Hungary**  
Hungarian Prison Service



**Italy**  
Ministry of Justice: Department of Penitentiary  
Administration



**Ireland**  
Irish Prison Service



**Latvia**  
Latvian Prison Administration



**Lithuania**  
Ministry of Justice Prison Department



**Luxembourg**  
Ministry of Justice: Department of  
Prisons



**Netherlands**  
Dutch Custodial Institutions Agency



**Malta**  
Department of Correctional Services



**Northern Ireland**  
Northern Ireland Prison Service



**Norway**  
Directorate of Norwegian Correctional Service



**Portugal**  
Directorate-General of Reintegration and  
Prison Services



**Romania**  
National Administration of Penitentiaries



**Slovakia**  
General Directorate of the Corps of Prison and  
Court Guard



**Scotland**  
Scottish Prison Service



**Slovenia**  
Prison Administration of the Republic  
of Slovenia



**Spain**  
General Directorate of Prison  
Administration



**Sweden**  
Swedish Prison and Probation Service



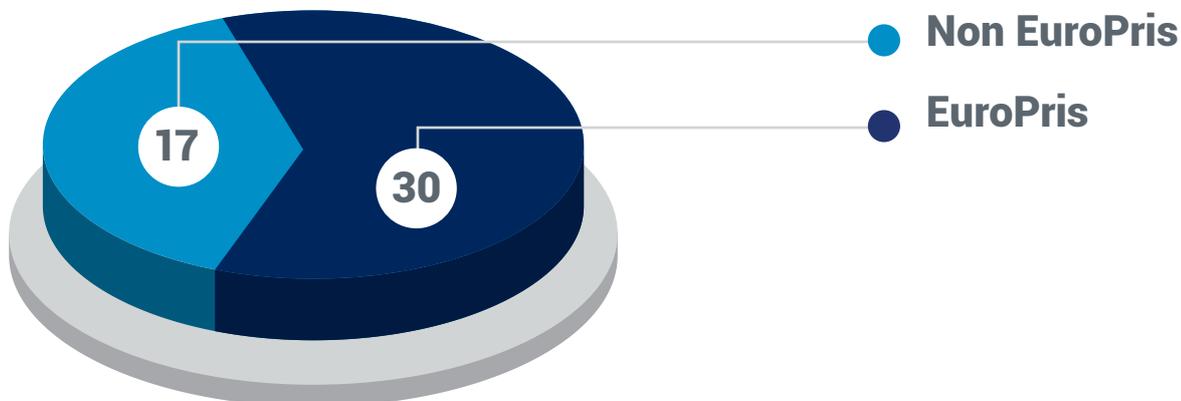
**Switzerland**  
Federal Office of Justice: Execution of Sentences  
and Measures Unit



**Turkey**  
General Directorate of Prisons and Detention  
Houses

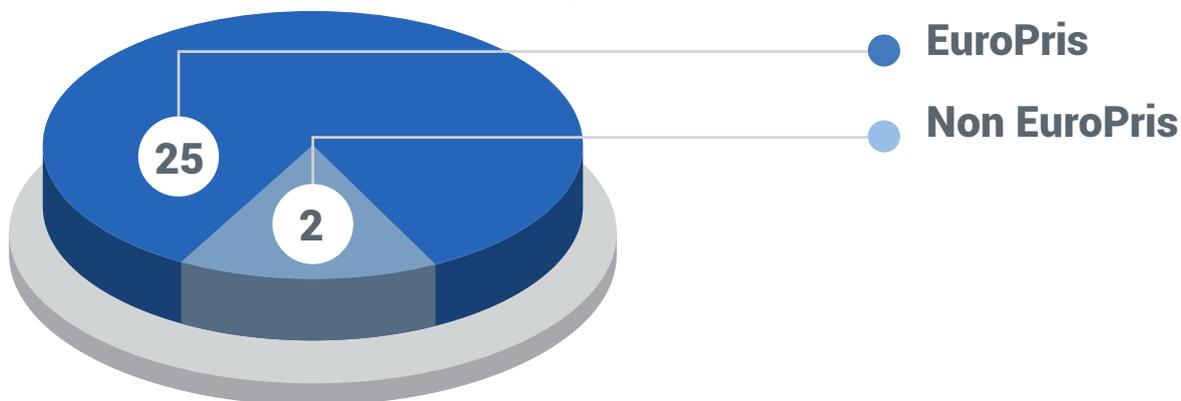
Jurisdictions from 30 countries out of the 47 CoE member states are now EuroPris members (the three member jurisdictions of England/Wales, Scotland and Northern Ireland make up one CoE country: United Kingdom; similar for the two jurisdictions within one country: Spain and Catalonia).

### Council of Europe



EuroPris members now cover 25 EU countries, which accounts for 93 percent of the European Union.

### European Union



## 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.

# Activities and Results

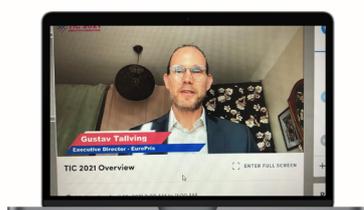
552

Active professional participants at all events



12

Online events



TIC Conference

2

Physical events



Leuven, Belgium

3

Cancelled events due to Covid

Expert Group meetings

18

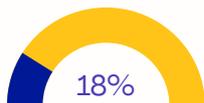


EC and CoE Meetings



## Communication Tools

LinkedIn



Increase of followers



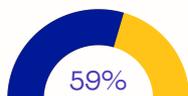
35

Number KMS reports

14

Number of members using KMS

Website



Amount of visitors on EuroPris website increased



3410

Newsletter subscribers

# Expert meetings and workshops

---

In the light of the Covid-19 pandemic, EuroPris wished for the best but prepared for the worst in 2021. Most events were organised online due to travel restrictions. Up until November all activities were organised as online events. At the end of the year, a few in-person events could be organized – two workshops, one on Domestic Violence and another on Children of Prisoners, including in-person meetings with the Domestic Violence and the Children of Prisoners expert groups. Additionally, the ICT expert group met in The Hague and a Board meeting was successfully organised in Dublin.

## Foreign Nationals in Prison and Probation

### Expert meeting

EuroPris and CEP hosted meetings 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 their nationals in other countries or foreign nationals in their country. The expert group coordinator, Nick Hammond, stepped down at the end of the year, being replaced by Petra Pavlas from Austria.

A planned meeting in The Netherlands, alongside a conference with the Dutch prison for foreign nationals in Ter Apel, which would have been the first physical meeting for the new members of the group, had to be cancelled. Instead of this, three online meetings were organized.

The expert group's e-learning module, 'Managing Foreign National Prisoners', developed in conjunction with the Council of Europe HELP Programme, was further promoted and continued to provide a useful and engaging training programme for prison staff; particularly useful during the pandemic with in-person staff training opportunities being restricted, online learning presents a useful alternative.

In July, three group members and three members of the EuroPris team contributed to a seminar, organised by the European Academy of Law (ERA), focusing on Framework Decision 909 and its impact on the transfer of prisoners. The seminar is part of a project to which EuroPris is an associate partner.

### Webinar

In May, the expert group organised a webinar about how statistics can inform policy and practice. The webinar was jointly organised with University of Lausanne, responsible for SPACE statistics (European statistics on prison and probation) which include statistics on foreign nationals.

## Framework Decision 909 on the Transfer of Prisoners

### Expert meeting

The annual EuroPris FD909 meeting was held online for a half-day meeting in September. The event was attended by experts from 19 EU Member States. The European Judicial Network (EJN) gave an overview of the EJN structure and highlighted tools and support functions in relation to mutual recognition instruments and specifically, FD909. It was also discussed how to find contact details to competent authorities.

The EC provided recent updates in relation to FD909 and to Commission policy developments in the field and a discussion was held on the need for translation of judgements.

A major part of the meeting was designated to a research project conducted by Adriano Martufi at Leiden University. He made an introduction to the project and explained the vignette methodology. Later the group worked on vignettes in break-out rooms. Feedback from these sessions will be used as qualitative data in the research study. It was equally a good learning opportunity for the experts.

EuroPris also continued with the collection of statistics from all EU member states on the incoming and outgoing transfer requests and on actual completed transfers, as well as the total number of EU nationals in EU prisons.

## Real Estate

### Expert meeting

For the third time, EuroPris started in 2020 an expert group on Real Estate and Logistics. Due to Covid-19, the new expert group was not able to meet as planned in 2020, neither in 2021. The group met once online in the course of 2021. The group started piloting a Real Estate Matrix that would allow the generation of some comparative data from European Prison Services, particularly on construction costs and key design information. This matrix served its purpose, however, the group agreed to continue with the matrix format but in a more focused way, engaging in benchmarking of sustainability solutions in prison operations and construction.

## Domestic Violence

### Expert meeting

In 2018, EuroPris and CEP started an expert group on domestic violence in prison and probation in order to promote better national regulations and promising treatment and programmes for countering domestic violence in Europe. In the course of 2021, the group met two times online, discussing rehabilitation programmes and planning for the workshop that was organised in December.

### Workshop

A 1,5 day in-person event was organised in Leuven, Belgium. The agenda consisted of a variety of presentations and workshop sessions. This year Virtual Reality was one of the main themes. A Catalonian team was there demonstrating the technology. A second presentation on VR was held from Sweden via Zoom. On day 2, the main theme was Multi-agency cooperation with a full team of police, prosecutors and probation officers presenting the Family Justice Centre concept in Limburg, Belgium.

## Children of Prisoners

### Expert meeting

Four online meetings were held in 2021. During each of the meetings, the experts shared their experiences on the impact of Covid-19. Since the main focus of the group is on the implementation of the Council of Europe Recommendation on Children of imprisoned parents, the group progressed its work on finalising three documents to support member states in the implementation of the Recommendation:

- Report addressing four areas in relation to the Recommendation: Security and normalization; Relation with NGO's; Engagement with the justice family; Childs voice & data collection.
- Table of Recommendations that contains concrete good practice examples for each article of the Recommendation.
- Collection of data on the number of children affected by imprisonment of their parents is an issue of high interest and addressed very differently throughout Europe. To collect and present this data, a matrix has been developed. It reflects the current data collection practice in the member states.

These tools and reports were published before summer and the last online meeting was focusing on preparing the workshop in November.

## Workshop

The event took place in Leiden, Netherlands and was organised back-to-back with the Children of Prisoners Europe Annual Conference. During the workshop, the previously mentioned report and tools were presented. The agenda also contained presentations on the implementation of the CoE recommendation in Germany, Switzerland and Scotland.

# ICT in Prisons

## Expert group

A new ICT expert group was started for the fourth time in 2020. In 2021, the group met four times online. In these meetings the group shared experiences related to the increased use and the demand for ICT solutions during the pandemic. An additional topic on the agenda was the redesign of the ICT Matrix that was initially prepared in 2018 in cooperation with the Swedish Prison and Probation Service. The redesign aimed at providing better practical information and data on ICT solutions and technology providers in three different areas: Global technology facilities; Digital tools for staff; and Digital tools for inmates.

In November, the group met in person for the first time. During this meeting, the main focus was to prepare the ICT workshop that will be organised in spring 2022. Another topic was to give feedback on the new questionnaire used for data collection in EPIS, more specifically on the ICT questions.

# European Prison Regime Forum (EPRF)

## Webinar

At the half-day online webinar of the European Prison Regime Forum in April, the value of sports was the central topic and good practices were presented on how sport initiatives and contacts with sport clubs have brought positive results for (ex) prisoners. Presentations were delivered on Yellow ribbon run, giving a second chance for persons with a criminal past in the Czech Republic; Inmates acquiring skills for a better return to society by organizing and participating in races in Catalonia; Playing football with a professional football club in the Netherlands to learn core values and Twinning 62 prisons with their nearest Premier League and English Football League clubs to improve opportunities to gain employment upon release.

# Technology in Corrections Conference

---

In April, the fourth global Technology in Corrections Conference (TIC) was organised in partnership with the International Corrections and Prisons Association (ICPA). Under the title Disrupting Corrections, a three-day online event was organised in three different time zones. 255 participants attended.

Disruptive technology is an innovation that significantly alters the way that consumers, public service, or businesses operate. At the conference recent examples of disruptive technologies were presented, including Artificial Intelligence (AI), the Internet of Things, 3D Printing, Virtual Reality, Blockchain, Cloud solutions, Robotic Process Automation, but also Social Media and online communications systems.

In this joint event, EuroPris was coordinating the Programme Committee, provided financial expertise for budgeting and conducted the post-event evaluation.

## Summer course

---

For 2021, the fourth Summer course in Barcelona was planned by the Criminal Justice Platform Europe, a joint initiative by EuroPris, CEP and the European Forum for Restorative Justice (EFRJ) and in cooperation with the Centre for Legal Education in Barcelona. Due to Covid-19, the Summer course had to be first postponed and later cancelled. To fill the space and interest for the topic – Sexual violence – a webinar was jointly organised between the three organisations. The webinar had over 100 participants and served the purpose of bridging to the next summer course in July 2022, with the intention to finally conclude the training.

## Webinars

---

In 2021, EuroPris made the management of the pandemic in prisons to the highest priority and organised two webinars with heads of services to exchange solutions and discuss countermeasures and effects of the pandemic. One webinar was organised in February with Director Generals and their Deputies on the topic Reduction of Overcrowding and alternatives to detention in pre-trial and post-trial stage during Covid. A second webinar with the same target group was organised in June with the focus on Innovation and Covid. During this webinar it was proposed that EuroPris should collect and analyse the learnings from the pandemic. A working group was later formed and will conclude its work in 2022.

In July, the CJPE organised a webinar on the topic intersections between victims' rights and offender reintegration, and how these fields can mutually support each other. The European Commission launched its first-ever Victims' Rights Strategy in 2020. The webinar addressed the important elements of this strategy and the implications for probation, prison, and restorative justice. Questions discussed were: How could these fields support victims' rights and make their work more informed on victims' needs? What about vulnerable victims, such as victims in detention?

## Online services

---

### Covid Information

In response to the Covid crisis, EuroPris started to build a webpage dedicated exclusively to information collected from national Prison Services and international organisations on the management of Covid-19 in prisons. At the onset of the pandemic, EuroPris started to manage a daily mailing group of about 90 European prison practitioners that provided for a quick response to pressing questions on dealing with the Covid-19 crisis in prisons. Part of this was also the collection of statistics on infected staff members and prisoners. A collection of these responses was published daily on the dedicated webpage. The intensity in requests and reports in this mailing group clearly correlated with the development of Covid and the four pandemic waves.

## EPIS

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 of the network with easily accessible information about other European Prison Services, their prison establishments and details of their operations. 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.

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 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:

1. number of prisoners
2. average length of imprisonment
3. prison density
4. percentage of female & foreign prisoners
5. prisoners without final sentence
6. suicide rate

Since 2019 these graphs are available on the EuroPris website. With this display of 7 interactive longitudinal country-specific graphics historical trends can be visualized.

In 2021, a focus group of researchers from European Prison Services conducted a revision of the current questions in the EPIS system and developed a definitions index. This work resulted in a report with changes which will be implemented in early 2022.

EuroPris has been actively stimulating Prison Services in the Council of Europe region to populate EPIS with data. By the end of 2021, the system contained the complete data of 30 jurisdictions and 3 jurisdictions completed it partially.

**Table 1: Status of completing data on EPIS**

| Completed                               |             | EuroPris members,<br>partially completed | EuroPris members,<br>not completed |
|---|-------------|--|------------------------------------|
| Albania                                 | Luxembourg  | Bulgaria                                 | Cyprus                             |
| Austria                                 | Netherlands | Georgia                                  | Denmark                            |
| Belgium                                 | Norway      | Turkey                                   | Malta                              |
| Bulgaria                                | Moldova     |  | Northern Ireland                   |
| Catalonia                               | Romania     |  | Portugal                           |
| Croatia                                 | Scotland    |  |                                    |
| Czech Republic                          | Slovakia    |  |                                    |
| England and Wales                       | Slovenia    |  |                                    |
| Estonia                                 | Spain       |  |                                    |
| Finland                                 | Sweden      |  |                                    |
| France                                  | Switzerland |  |                                    |
| Germany – Mecklenburg<br>West Pomerania |             |  |                                    |
| Germany – Hessen                        |             |  |                                    |
| 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. In 2021, 14 jurisdictions requested reports, as a result of which produced 35 KMS reports and received a response on each questionnaire from an average of 12 Prison Services. The data collected through KMS are archived and accessible on the EuroPris website.

For a full list of KMS reports in 2021, see Table 2 on the next page.

## Communication

---

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. During 2021, the website had on average 3,460 visitors per month.

The digital bi-monthly newsletter continued to be well received by about 3,410 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 contains information on upcoming events, on relevant documents and news articles. One special edition newsletters on Children of Prisoners was published in 2021, compiled by the EuroPris expert group.

The LinkedIn profile was more actively used to publish news items from the correctional field and to raise attention for EuroPris activities. On LinkedIn, the EuroPris network had 1,688 followers, an 18 percent increase since 2020.

Most of the events took place online. The recordings and presentations were published on the website and promoted in the newsletter. The ICT expert group has worked on updating the Matrix reflecting the technological development in the various countries. In 2021, all EuroPris members were invited a direct mailing to contribute to the Matrix. Since it is a confidential document it will not be shared on the website.

The Children of Prisoners expert group completed its work on a report with a focus on the implementation of the Council of Europe Recommendation and a Table of Recommendations and Practices for each of the Articles of the Recommendation. Both documents are published on the website. For FD 909 the statistics on the Transfer of Sentenced Prisoners are updated annually and shared with the FD 909 experts and the European Commission.

With taking up the Secretariat of EPTA, EuroPris has taken the responsibility for the communication for this network, including the EPTA website. Throughout the year, there was progress in further development of the website. On a bi-monthly basis, a newsflash is produced for the EPTA network.

**Table 2. List of KMS reports in 2021**

| Topic of the question   | Requested by   | Number of responses |
|---|--|---------------------|
| Restorative programs in prison systems  | General Directorate of the Corps of Prison and Court Guard (SK)            | 16                  |
| Disciplinary rewards and disciplinary punishments for persons serving prison sentence                     | General Directorate of the Corps of Prison and Court Guard (SK)            | 15                  |
| Evaluation of the Measures Taken in the Different Member States During the Ongoing COVID-19 Crisis        | EuroPris on behalf of EC   | 17                  |
| Prevention of self-harm and the behaviour of harm to someone else in crisis                               | General Directorate of Prisons and Detention Houses (TR)                   | 16                  |
| Health Care in Prisons  | Prison Service of the Czech Republic                                       | 19                  |
| Interventions to Change Values and Attitudes  | Ministry of Justice: Department of Prisons (EE)                            | 15                  |
| Padded Cells  | Secretariat of Criminal Sanctions, Rehabilitation and Victim Support (CAT) | 4                   |
| Restrictions on Detainees' Phone Calls and Correspondence   | Ministry of Justice: Department of Prisons (EE)                            | 8                   |
| Regime of persons on remand and activities carried out outside cells                                      | General Directorate of the Corps of Prison and Court Guard (SK)            | 11                  |
| Risk Assessment Tools for Young Adult Offenders and its Consistency with the Conditions of Their Sentence | Ministry of Justice: Prison Department (LT)                                | 15                  |
| Rehabilitative Environment in Prison - In-Possession Medication   | Her Majesty's Prison and Probation Service (England and Wales)             | 13                  |
| Victims of Crime  | EuroPris   | 8                   |
| Vaccination Strategies to Influence Willingness   | Her Majesty's Prison and Probation Service (England and Wales)             | 8                   |
| Devices for searching illegal substances  | Hungarian Prison Service   | 17                  |
| Devices capable of detecting/locating mobile phones in prisons  | General Directorate of the Corps of Prison and Court Guard (SK)            | 17                  |
| Prison Governors Accountability   | Her Majesty's Prison and Probation Service (England & Wales)               | 8                   |

| <b>Topic of the question</b>  | <b>Requested by</b>  | <b>Number of responses</b> |
|---|--|----------------------------|
| Studies of prison population recidivism   | Secretariat of Criminal Sanctions, Rehabilitation and Victim Support (CAT) | 7                          |
| System for recycling beverage packaging   | Latvian Prison Administration  | 8                          |
| Men and Women in the Same Prison  | Belgian Prison Service   | 14                         |
| European Prison Training Centre Construction Practices and Educational Programmes | General Directorate Execution of Sentences (BG)                            | 9                          |
| Prison Inspections Bodies and Entities  | Directorate-General of Reintegration and Prison Services (PT)              | 15                         |
| Suicide Prevention and Intervention   | Secretariat of Criminal Sanctions, Rehabilitation and Victim Support (CAT) | 12                         |
| Use of SCRAs in prison  | Her Majesty's Prison and Probation Service (England & Wales)               | 8                          |
| Safety Issues of Prisons in Built-up areas  | The Corps of Prison and Court Guard (SK)                                   | 9                          |
| Right of Prisoners for Education  | General Directorate of Prisons and Detention Houses (TR)                   | 16                         |
| Psychological Interventions to People in Custody                                  | Irish Prison Service (IE)  | 11                         |
| Daily Leaves from Closed Type Prisons   | General Directorate of Prisons and Detention Houses (TR)                   | 13                         |
| Financial Management of Prisoners Personal Funds                                  | Latvian Prison Administration  | 11                         |
| Conditional Release   | Secretariat of Criminal Sanctions, Rehabilitation and Victim Support (CAT) | 11                         |
| Personal Strip-Searches Performance   | The Corps of Prison and Court Guard (SK)                                   | 9                          |
| Service Structures  | Prison Service of the Czech Republic (CZ)                                  | 14                         |
| Game Consoles Security Concerns   | Her Majesty's Prison and Probation Service (England & Wales)               | 17                         |

# Projects

---

Being a partner in multilateral EU funded cooperation projects has proven to be of value for the projects, for the work of EuroPris and for 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. Furthermore, 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 or related organisations. 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 2021, EuroPris acted as partner in four multilateral projects financed by the European Commission and was co-applicant for two new projects.

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 33 members from all regions of Europe in 2021. Since 2018, EuroPris has been full partner and member of the Steering Committee in the EC financed project "Tackling gaps in Cross-border Cooperation for Penitentiary Training Academies" to support the professionalization of the EPTA network. Before that EuroPris was already cooperating with EPTA on an informal basis for several years. Within the framework of the project, EuroPris started to act as the secretariat of EPTA in January 2019. As secretariat, it is responsible for the development of the EPTA website, general EPTA administration and communication. In 2021 the project was extended with two years to further reinforce and consolidate EPTA as an organisation. The new project is planned to end in 2023.

The main objectives of the project "Prison officer of the 21st century (PO21)" are to identify existing and emerging skills needs; strengthen the exchange of knowledge and practices; promote relevant qualifications and supporting their recognition; adapt vocational education and training to skills needs; promote qualification standards for work-based learning; and plan the progressive roll-out of the project at a sectoral level. The project partners that joined to develop the PO21 proposal include prison administrations, trade unions, vocational education and training and research organisations from Portugal, Germany, Belgium and Romania. EuroPris participates as associate partner in the project advisory committee. The project started at the end of 2019 and will run until the end of 2022.

The project "Enhancing Cross Border Mutual Legal Assistance and Recognition of Decisions within the Context of Detention" is managed by the European Academy of Law (ERA) and EuroPris is an associate partner. The project was co-financed by the Justice Programme of the European Union and consists of five seminars that took place in the course of 2020 and 2021. Each seminar focused on a different aspect of enhancing cross-border mutual legal assistance and recognition of decisions within the context of detention, with the aim to provide practical training for judges, prosecutors and lawyers in private practice, as well as prison and probation staff, in the field of detention. EuroPris is supporting the project by sourcing experts from its network to present at the seminars, in 2021 with experts on foreign nationals and Framework decision 909.



# Partnerships and Cooperation

---



## 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. A workshop was organised in 2021 on the role of sports in reintegration and improved employability.

## 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. In 2021, EPTA had 33 members. 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 bilateral sharing of information and mutual visits to facilitate direct exchanges.

The EPTA network is headed by an annually rotating Presidency. For providing stability and continuity, the Secretariat of EPTA is managed since 2019 by EuroPris.

## Criminal Justice Platform (CJP)

The CJPE 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 2021, the CJPE organised two webinars. One was a replacement of the originally planned Summer course on the topic 'Sexual Violence' in Barcelona. The second webinar was on Victims' rights.

## 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 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. The other subject(s) can vary every year. Since 2019, the CEP and EuroPris coordinate a joint expert group that deals with 'Domestic Violence'. The 2021 a joint workshop was organised on this topic.

## **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 2021) and the Correctional Research Symposium (2017 & 2018). The third Correctional Research Symposium, that was scheduled for 2020 in Portugal, had to be cancelled due to Covid-19 and is still to be scheduled.

## **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 to tackle radicalisation leading to terrorism and violent extremism. EuroPris collaborated with RAN as an associate partner in this group.

## **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 visualised.

## **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 and in 2021 the two organisations cooperated in organising the Children of Prisoners workshop in Leiden, Netherlands.

## **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.

# Council of Europe

---

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. In 2021, the PCCP continued the drafting of the Recommendation on the assessment, management and integration back into the community of individuals accused or convicted of sexual offences and examined the problems with mental health in prison and probation to advise on the need of drafting a Recommendation. In the course of the drafting processes, EuroPris provides input from a practitioner's point of view and creates links with the work of EuroPris expert groups.

Through its work and the work of its expert groups EuroPris supports the CoE in the implementation of its Recommendations such as the promotion of Guidelines regarding recruitment, selection, education, training and professional development of prison and probation staff through the EPTA network; the implementation support for the Recommendation CM/Rec (2018)5 on Children of Prisoners, the review of the Recommendation Rec. R (89)12 on Prisoner Education and the promotion of an e-learning module on the management of foreign nationals in prison in relation to the Recommendation CM/Rec (2012)12 on Foreign Prisoners. EuroPris also supports the development of the agenda of the annual CoE Prison and Probation Directors conference. In 2021 EuroPris participated in two meetings of the PCCP and presented at the annual Conference of Prison and Probation Directors.

## European Commission DG Justice

---

Within the 2018-2021 Framework Partnership Agreement of the Justice Programme, EuroPris received in 2021 European Commission (EC) co-financing through an Operating Grant. Being financed by the EC means that the work program of EuroPris is aligned with the priorities of the Justice Directorate. Therefore, the secretariat keeps close contact with the Commission and provides them with reports and updates of our activities.

It was agreed that EuroPris would support the Commission in the evaluation of the measures taken during Covid-19, with specific focus on reduction of overcrowding and the use of alternative measures during the pre- and post-trial phase, as well as the use of technology for visits, education and health. In January 2021 this report was delivered to Justice Commissioner Reynders. Furthermore, EuroPris makes an important contribution to the practical implementation of the EU Framework Decision 2008/909/JHA on the transfer of prisoners through its expert group, to which all 27 EU Member States are invited.

## 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. In 2021 such attendance was limited to online representation.

Departing Executive Director, Kirsten Hawlitschek participated in an online conference in March organised by the Council of Europe regarding crime and criminal justice statistics. At the conference, presentations were delivered from University of Lausanne (SPACE), UNODC and European Commission (EUROSTAT).

In May, the newly appointed Executive Director, Gustav Tallving participated in a seminar organised by the European Parliament on harmonisation of pre-trial detention in the European Union. He also took part in the CERV Civil Dialogue Week Conference taking place virtually from 25 to 28 May.

In November, ED Gustav Tallving participated in an online conference organised by University of Nottingham and the UK Prison and Probation Ombudsman Office. The topic was Prisoner Death Investigations and how to improving safety in prisons and societies.

## Management

---

### 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 consists of the following members (as per 31 December 2021):

- **Caron McCaffrey – Ireland, President**
- **Rómulo Mateus – Portugal, Vice President**
- **Anna Aristotelous – Cyprus, Board member**
- **Phil Copple – England & Wales, Board member**
- **Roberto Tartaglia – Italy, Board member**
- **Jan-Erik Sandlie – Norway, Board member**
- **Thomas Schneider – Germany, Board member**

Since October 2019, the composition of the Board no longer contains a treasurer. Since 2019, the responsibilities of the treasurer are delegated to Derek Caldbeck, Director of Finance and Estates at the Irish Prison Service.

### Board meetings

---

There were four online Board meetings during 2021. For the first time in two years, an in-person Board meeting was organised in November in Dublin, Ireland.

The Executive Committee consists of the President, Vice-Presidents, Treasurer and the Executive Director. There was no need to hold separate Executive Committee Meetings in 2021.

The President, Vice President and other Board members were involved in the interviews conducted for the position of Executive Director of EuroPris.

### Annual General Meeting (AGM)

---

The 10th EuroPris Conference and Annual General Meeting was organised in an online format on 29 September. There were 50 participants attending the AGM from 22 member jurisdictions.

At the event, the Annual report of 2020 and the Work programs and Budgets for 2020-2021 were presented and approved. A discussion about priority investments was organised and at the end of the meeting a panel was organised with three Director Generals presenting learnings and innovations from the Covid pandemic. Subsequently the Board elections took place. For the two vacant positions, the Secretariat received one nomination from Italy, Roberto Tartaglia. The candidate was elected by acclamation. The first term for newly elected Board members is three years, being in this position until the Annual General Meeting in 2024.

# Secretariat

The EuroPris secretariat is based in The Hague, the Netherlands and consisted at the end of 2021 of an Executive Director, (G. Tallving), Office and Event Manager (A. Arabadzhiev), Communication Manager (J. Ilyina) and a Financial Manager (C. Huisman). All other staff members worked part time from different locations. Those were FD 909 Coordinator N. Hussein (seconded, London), FNPP Coordinator P. Pavlas (seconded, Vienna) and F. Bryans (contracted, Brussels), responsible for EPIS and for providing technical support to the staff.

In the course of 2021, a number of staff changes took place in the Secretariat. In June, the previous Executive Director, Kirsten Hawlitschek left the organisation. The contract with George Jackson as ICT coordinator was ended in December. Nick Hammond handed over the coordination role for FNPP in December. In the course of 2021, a contract was signed with new Deputy Director Justina Dzienko, to start working in the Secretariat from 1 January 2022.

In-kind staff support was received from Her Majesty's Prison and Probation Service (N. Hussein) and Federal Ministry of Justice Austria (P. Pavlas).

**Table 3: Employment structure of the Secretariat**

| Name                | Function                        | Employer                             | Contract         | Employment              |
|---------------------|---------------------------------|--------------------------------------|------------------|-------------------------|
| Gustav Tallving     | Executive Director              | EuroPris                             | 36 hours/week    | 15.04.2021 – 31.12.2021 |
| Kirsten Hawlitschek | Executive Director              | EuroPris                             | 36 hours/week    | 01.01.2021 – 31.05.2020 |
| Anton Arabadzhiev   | Event/Office Manager            | EuroPris                             | 32 hours/week    | 01.01.2021 – 31.12.2021 |
| Julia Ilyina        | Communication Manager           | EuroPris                             | 24/32 hours/week | 01.01.2021 – 31.12.2021 |
| Carla Huisman       | Financial Manager               | Self employed                        | 8 hours/week     | 01.01.2021 – 31.12.2021 |
| Nalini Hussein      | FD 909 Expert Group Coordinator | HMPPS, seconded In-kind contribution | 8 hours/week     | 01.01.2021 – 31.12.2021 |
| Nick Hammond        | FNPP Expert Group Coordinator   | Volunteer, retired                   | 8 hours/week     | 01.01.2021 – 31.12.2021 |
| George Jackson      | ICT Expert Group coordinator    | Self-employed                        | 8 hours/week     | 01.01.2021 – 31.12.2021 |
| Fraser Bryans       | IT & EPIS                       | Self-employed                        | 8 hours/week     | 01.01.2021 – 31.12.2021 |

# Finance Summary 2021

EuroPris ended 2021 with a positive result on ordinary Income and Expenditure of € 61.714. This result is added for € 2.000 to the staff training reserve and for € 59.714 to the Special Purpose Reserve. The result was more positive than budget, mainly due to two reasons.

1. The intended Deputy Director, could not start earlier than January 1st 2022, while it was budgeted for the whole year of 2021.

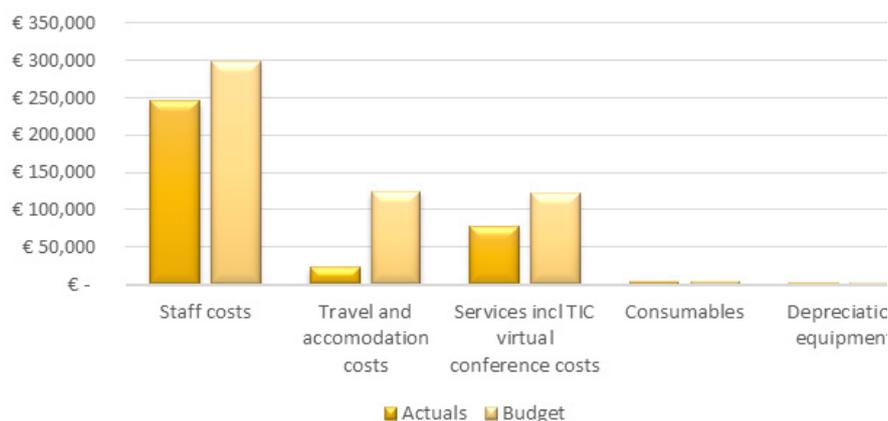
2. Secondly, because of the Covid 19 crisis, the EuroPris meetings, conferences and workshops have been organized mainly online. There has been a minimal spending on travel-, accommodation-, venue-rent and catering costs. This resulted in less costs paid out from the Operating Grant budget, as well as less costs paid outside the Operating Grant. The final amount of the Operating Grant is a maximum of 80% of the costs spend under the Operating Grant, so less spendings under the Operating Grant also results in less income.

The income for 2021 - € 409.821, and expenditures - € 350.467, comprise as follows:

## Income



## Expenditures



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 € 150.000 which is the maximum value decided by the Board. The Board also decided for a staff training reserve. € 2.000 will be added annually up to a maximum of € 10.000. A new reserve is created in 2021 to cover the consequences of the 30% tax reduction that the Executive Director and Deputy Director are able to use and which impacts on the payment in case of longer term illness (up to half a year) of the Executive Director and Deputy Director, for the amount of € 25.000. Additional income shall be reinvested in the organisation via the Special Purpose Reserve. The spending of this reserve has been agreed by the Board and facilitates amongst others the capacity and sustainability of the secretariat.

## Budget 2022

|                           |                  |
|---------------------------|------------------|
| Income membership fee     | € 176.000        |
| Income Operating Grant EC | € 200.000        |
| Income Conferences        | € 4.800          |
| Event Income              | € 3.000          |
| <b>Total income</b>       | <b>€ 383.800</b> |

|  |                  |
|--|------------------|
| Expenditures Operating grant           | € 250.000        |
| Staff costs outside Operating Grant    | € 138.706        |
| Activity costs outside Operating Grant | € 25.290         |
| Other costs                            | € 12.916         |
| <b>Total expenditures</b>              | <b>€ 426.912</b> |

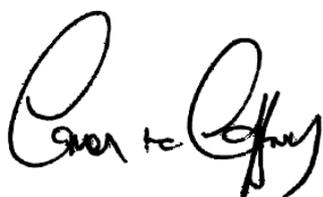
**Result on ordinary activities** € 43.112 -/-

EuroPris requested a grant of € 241.488 for 2022. The European Commission granted € 200.000. This budget is after the implementation of the deduction of the European Commission.

This result will be deducted from the Special Purpose Reserve. The balance of the Special Purpose Reserve 1st of January 2022 is € 157.285. The balance on 31st of December 2022 will be € 114.173.

Date: 25/03/2022

Place: Lisbon, Portugal



Caron McCaffrey  
President of EuroPris



Derek Caldbeck  
Treasurer of EuroPris



# **FINANCIAL REPORT 2021**

# Balance per 31 December 2021

| ASSETS                          | 31 Dec 21        | 31 Dec 20        |
|---------------------------------|------------------|------------------|
| <b>Fixed Assets</b>             |                  |                  |
| Fixed Assets                    | € 2.291          | € 1.552          |
| <b>Current Assets</b>           |                  |                  |
| Receivables & Accruals          | € 10.094         | € 7.559          |
| Cash & cash equivalents         | € 515.124        | € 452.693        |
|                                 | <b>€ 525.218</b> | <b>€ 460.252</b> |
| <b>Total</b>                    | <b>€ 527.509</b> | <b>€ 461.804</b> |
| <b>RESERVES AND LIABILITIES</b> |                  |                  |
| <b>Reserves</b>                 |                  |                  |
| Continuity reserve              | € 150.000        | € 120.000        |
| Special-purpose reserve         | € 157.285        | € 154.931        |
| Staff training reserve          | € 6.484          | € 4.484          |
| Reserve illness risk employees  | € 25.000         |                  |
|                                 | <b>€ 338.769</b> | <b>€ 279.415</b> |
| <b>Current Liabilities</b>      |                  |                  |
| Payables & Accruals             | € 188.740        | € 182.389        |
| <b>Total</b>                    | <b>€ 527.509</b> | <b>€ 461.804</b> |

# Statement of Income and Expenditures in 2021

| INCOME  | Realisation 2021 | Budget 2021      | Realisation 2020 |
|---|------------------|------------------|------------------|
| Membership fee                                    | € 183.500        | € 175.500        | € 176.000        |
| Governmental grants - EC                          | € 153.261        | € 199.742        | € 158.682        |
| Project income - EPTA                             | € 8.349          | € 9.750          | € 15.963         |
| Technology in Corrections (TIC)                   | € 64.401         | € 150.000        | € 0              |
| Other income                                      | € 310            | € 3.000          | € 396            |
| <b>Total Income</b>                               | <b>€ 409.821</b> | <b>€ 537.992</b> | <b>€ 351.041</b> |
| <b>EXPENDITURES</b>                               |                  |                  |                  |
| Expenditures on the Operating Grant               | € 191.624        | € 249.742        | € 198.353        |
| Staff costs outside Operating Grant               | € 87.248         | € 153.277        | € 90.631         |
| Activities outside Operating Grant                | € 11.524         | € 31.015         | € 917            |
| Expenditures on projects (incl. staff costs)      | € 8.451          | € 9.750          | € 16.647         |
| Technology in Corrections (TIC)                   | € 44.792         | € 105.000        |                  |
| Other Spending                                    | € 4.468          | € 5.936          | € 5.030          |
| <b>Total expenditures on ordinary activities</b>  | <b>€ 348.107</b> | <b>€ 554.720</b> | <b>€ 311.578</b> |
| <b>Result on ordinary Income and Expenditures</b> | <b>€ 61.714</b>  | <b>-€ 16.728</b> | <b>€ 39.463</b>  |
| Expenditures from Special Purpose Reserve         | € 2.360          | € 0              | € 0              |
| Expenditures from Staff Training Reserve          | € 0              | € 2.000          | € 1.516          |
| <b>Result of operations</b>                       | <b>€ 59.354</b>  | <b>-€ 18.728</b> | <b>€ 37.947</b>  |

Appropriation of the result:

From the result on ordinary income and expenditure € 2.000 will be added to the staff training reserve and € 59.714 will be added to the special purpose reserve.

# Cashflow Statement

|  | 2021                         | 2020                         |
|--|------------------------------|------------------------------|
| <b>Cash &amp; cash equivalents 1 January</b>   | €452.693                     | € 383.925                    |
| <b>Cashflow from operational activities</b>    |                              |                              |
| Result of operations                           | €59.354                      | € 37.947                     |
| Increase/Decrease of current assets            | -€ 2.535                     | € 42.430                     |
| Increase/Decrease of current liabilities       | € 6.351                      | -€ 12.190                    |
| Depreciations                                  | € 711                        | € 644                        |
|  | <hr/>                        | <hr/>                        |
|  | € 63.881                     | €68.831                      |
| <b>Cashflow from investment activities</b>     |                              |                              |
| Investments                                    | -€ 2.297                     | -€ 847                       |
| Desinvestments                                 | € 847                        | € 784                        |
|  | <hr/>                        | <hr/>                        |
|  | -€ 1.450                     | -€ 63                        |
| <b>Cash &amp; cash equivalents 31 december</b> | <hr/> <b>€ 515.124</b> <hr/> | <hr/> <b>€ 452.693</b> <hr/> |

# Explanatory Notes

---

## 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 2021 and the Annual Report is audited by HLB Den Hartog, Accountants and Consultants in The Hague. The independent auditors statement is added to this report.

## Accounting principles

### General

The annual accounts 2021 have been drawn up according to generally accepted accounting principles in the Netherlands. The financial year is the same as a calendar year.

### 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 28 May 2021, the continuity reserves will be maximized at € 150.000.

A new reserve is created to cover the consequences of the 30% tax reduction that the Executive Director and Deputy Director are able to use and which impacts on the payment in case of longer term illness (up to half a year) of the Executive Director and Deputy Director, for the amount of € 25.000 - board decision 28 May 2021. The result is added for € 2.000 to the Staff training reserve - board decision 2nd October 2018 - and for € 59.714 to the special purpose reserve.

### Foundation of determining the result

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

### In-Kind

In 2021, the Europris office in the Hague was contributed in-kind by the Dutch Custodial Institutions Agency of The Netherlands. The office space was closed for the secretariat from January up until August because of policy restrictions due to Covid-19. The FD909 Expert Group Coordinator was seconded from HMPPS (England) as an in-kind contribution.

### Salaries/fees

EuroPris started as an employer at the beginning of 2019. At the end of 2021, there were 3 employees on the payroll for a total of 2,5 fte. The gross salary cost of the Executive Director in the period January - June was € 61.102, the gross salary cost of the Executive Director April 15th - December was € 66.318.

# Explanatory Notes to the Balance Sheet Statement

| ASSETS   | 31 Dec 21        | 31 Dec 20        |
|--|------------------|------------------|
| <b>Fixed Assets</b>                            |                  |                  |
| 1st of January                                 | € 3.701          | € 3.638          |
| Investments depreciation                       | -€ 2.149         | -€ 1.505         |
| <b>Bookvalue 1st of January</b>                | <b>€ 1.552</b>   | <b>€ 2.133</b>   |
| Investments during the year                    | € 2.297          | € 847            |
| Desinvestments during the year                 | -€ 847           | -€ 784           |
| Depreciation in the year                       | -€ 911           | -€ 644           |
| Depreciation on desinvestments during the year | € 200            | € 0              |
| <b>Movements</b>                               | <b>€ 739</b>     | <b>-€ 581</b>    |
| 31st of December investments                   | € 5.151          | € 3.701          |
| Depreciation                                   | -€ 2.860         | -€ 2.149         |
| <b>Bookvalue 31st of December</b>              | <b>€ 2.291</b>   | <b>€ 1.552</b>   |
| <b>CURRENT ASSETS</b>                          |                  |                  |
| <b>Receivables &amp; accruals</b>              |                  |                  |
| Debtors  | € 4.000          | € 0              |
| Receivables on projects                        | € 3.900          | € 6.136          |
| Other receivables and accruals                 | € 2.194          | € 1.423          |
|  | <b>€ 10.094</b>  | <b>€ 7.559</b>   |
| <b>Cash &amp; cash equivalents</b>             |                  |                  |
| Rabo Verenigingspakket                         | € 17.078         | € 170.656        |
| Rabo Bedrijfspaarrekening                      | € 498.046        | € 282.037        |
|  | <b>€ 515.124</b> | <b>€ 452.693</b> |

| RESERVES AND LIABILITIES                                     | 31 Dec 21        | 31 Dec 20        |
|--|------------------|------------------|
| <b>Specification of reserves</b>                             |                  |                  |
| <b>Continuity reserve</b>                                    |                  |                  |
| Balance 1st of January                                       | € 120.000        | € 120.000        |
| Transfer from SPR (board decision 28-5-2021)                 | € 30.000         |                  |
|  | <b>€ 150.000</b> | <b>€ 120.000</b> |
| <b>Special-purpose reserve</b>                               |                  |                  |
| Balance 1st of January                                       | € 154.930        | € 117.469        |
| Expenditures from Special Purpose Reserve                    | -€ 2.360         | € 0              |
| Transfer to continuity reserve<br>(board decision 28-5-2021) | -€ 30.000        | € 0              |
| Transfer to reserve illness risk employees                   | -€ 25.000        | € 0              |
| Dotation from result   | € 59.714         | € 37.462         |
|  | <b>€ 157.285</b> | <b>€ 154.931</b> |
| <b>Staff training reserve</b>                                |                  |                  |
| Balance 1st of January                                       | € 4.484          | € 4.000          |
| Expenditures from staff training reserve                     | € 0              | -€ 1.516         |
| Dotation   | € 2.000          | € 2.000          |
|  | <b>€ 6.484</b>   | <b>€ 4.484</b>   |
| <b>Reserve illness risk employees</b>                        |                  |                  |
| Transfer from SPR (board decision 28-5-2021)                 | € 25.000         | € 0              |
| <b>Current liabilities - payables &amp; accruals</b>         |                  |                  |
| Accounts payables  | € 3.394          | € 3.733          |
| European Commission  | € 166.532        | € 161.098        |
| HLB Den Hartog auditors                                      | € 6.837          | € 6.655          |
| Wage tax   | € 3.412          | € 4.765          |
| Other payroll related  | € 5.597          | € 5.153          |
| Others   | € 2.968          | € 985            |
| <b>Total current liabilities</b>                             | <b>€ 188.740</b> | <b>€ 182.389</b> |

# Explanatory Notes to the Statement of Income and Expenditure

| EXPENDITURES                                     | Realisation 2021 | Budget 2021      | Realisation 2020 |
|--|------------------|------------------|------------------|
| <b>Eligible according to EU Grant rules</b>      |                  |                  |                  |
| <b>A-Staff</b>                                   |                  |                  |                  |
| Executive director                               | € 112.738        | € 102.200        | € 115.599        |
| Office manager                                   | € 38.166         | € 33.673         | € 38.603         |
|  | <b>€ 150.904</b> | <b>€ 135.873</b> | <b>€ 154.202</b> |
| <b>B- Travel</b>                                 | <b>€ 18.976</b>  | <b>€ 93.974</b>  | <b>€ 13.611</b>  |
| <b>C- Equipment</b>                              | <b>€ 911</b>     | <b>€ 1.020</b>   | <b>€ 939</b>     |
| <b>D- Consumables</b>                            | <b>€ 2.126</b>   | <b>€ 4.420</b>   | <b>€ 1.428</b>   |
| <b>E- Other direct costs</b>                     |                  |                  |                  |
| Financial audit                                  | € 6.837          | € 7.260          | € 6.655          |
| Publications                                     | € 685            | € 1.175          | € 150            |
| Digital Services                                 | € 6.711          | € 5.360          | € 4.763          |
| Other  | € 4.473          | € 660            | € 16.605         |
|  | <b>€ 18.706</b>  | <b>€ 14.455</b>  | <b>€ 28.173</b>  |
| <b>Total expenditures on the Operating Grant</b> | <b>€ 191.623</b> | <b>€ 249.742</b> | <b>€ 198.353</b> |
| <b>Staff costs outside Operating Grant</b>       |                  |                  |                  |
| Financial management                             | € 24.290         | € 23.110         | € 16.315         |
| Systems manager                                  | € 3.885          | € 6.960          | € 2.558          |
| Office manager                                   | € 0              | € 0              | € 12.996         |
| Communication manager                            | € 24.826         | € 19.500         | € 0              |
| ICT advisory service                             | € 17.468         | € 6.292          | € 8.503          |
| Policy Officer/Policy officer                    | € 11.807         | € 73.380         | € 48.560         |
| CRS/TIC staff costs                              | € 4.098          | € 21.904         | € 1.699          |
| General staff expenses                           | € 874            | € 2.131          | € 0              |
| <b>Total staff costs outside Operating Grant</b> | <b>€ 87.248</b>  | <b>€ 153.277</b> | <b>€ 90.631</b>  |

| EXPENDITURES   | Realisation 2021 | Budget 2021     | Realisation 2020 |
|--|------------------|-----------------|------------------|
| <b>Activities</b>  |                  |                 |                  |
| Travel cost outside EU (participation ICPA)              | € 0              | € 3.000         | € 0              |
| 3 international conferences + 2 meetings network members | € 0              | € 1.720         | € 0              |
| Catering/meeting rooms EuroPris workshops                | € 9.409          | € 13.225        | € 0              |
| Catering/meeting rooms EuroPris expert meeting           | € 2.115          | € 6.070         | € 0              |
| Catering/meeting rooms AGM                               |                  | € 7.000         | € 917            |
| <b>Total activities outside Operating Grant</b>          | <b>€ 11.524</b>  | <b>€ 31.015</b> | <b>€ 917</b>     |
| <b>Expenditures on projects</b>                          |                  |                 |                  |
| Staff costs  | € 8.002          | € 9.750         | € 11.806         |
| Other costs  | € 449            | € 0             | € 4.841          |
| <b>Total expenditures on projects</b>                    | <b>€ 8.451</b>   | <b>€ 9.750</b>  | <b>€ 16.647</b>  |
| <b>Other Spending</b>                                    |                  |                 |                  |
| Summer course Criminal Justice Platform                  | € 0              | € 0             | € 105            |
| Correctional Research Symposium (CRS)                    | - € 433          | € 0             | € 767            |
| EPIS / website development                               | € 3.060          | € 500           | € 1.020          |
| Contingencies / Other                                    | € 1.841          | € 5.436         | € 3.139          |
| <b>Total other spending</b>                              | <b>€ 4.468</b>   | <b>€ 5.936</b>  | <b>€ 5.031</b>   |

# Budget & Execution Summary

## Operating Grant European Commission

| Ref. | Budget heading                    | Estimated expenditure | % | Declared expenditure | Change % |
|------|-----------------------------------|-----------------------|---|----------------------|----------|
| A    | Staff                             | € 135.872,76          |   | € 150.904,61         | 11,06%   |
| B    | Travel                            | € 93.975,00           |   | € 18.976,34          | -79,81%  |
| C    | Equipment                         | € 1.020,00            |   | € 911,17             | -10,67%  |
| D    | Consumables                       | € 4.420,00            |   | € 2.125,96           | -51,90%  |
| E    | Other direct costs                | € 14.454,60           |   | € 18.705,98          | 29,41%   |
|      | <b>Total Eligible Costs</b>       | <b>€ 249.742,36</b>   |   | <b>€ 191.624,06</b>  |          |
| G    | Contribution in kind/non eligible | € 6.000,00            |   | € 0,00               |          |
|      | <b>Total Costs</b>                | <b>€ 255.742,36</b>   |   | <b>€ 191.624,06</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          | 0,00 % |
| K    | Other income, including own contribution from the beneficiary  | € 50.000,00         | 20,02%  | € 38.363,14     | 20,02% |
|      | EU Contribution  | € 199.984,36        | 79,98 % |                 |        |
|      | <b>Total</b>   | <b>€ 249.742,36</b> |         |                 |        |
|      | Contribution in kind/non eligible  | € 6.000,00          |         |                 |        |
|      | <b>Total Income</b>  | <b>€ 255.742,36</b> |         |                 |        |

| FINAL PAYMENT CALCULATION |   | Beneficiary request |
|---------------------------|---|---------------------|
|                           | A (Total Eligible Costs x % EU Contribution)  | € 153.260,92        |
|                           | B (Max. amount of EU Contribution)  | € 199.742,36        |
|                           | <b>Base of final payment request (lowest amount of A/B)</b>                         | <b>€ 153.260,92</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 Contribution after application of the non-profit rule =</b>                | <b>153.260,92</b>   |
| J                         | Pre-financing paid  | 159.792,80          |
|                           | <b>Final payment</b>  | <b>-6.531,88</b>    |

# Staff Costs

| Position                 | Part time % | Period             | Amount           | Budget  |
|--------------------------|-------------|--------------------|------------------|---|
| Executive Director       | 90 %        | January-June       | € 46.934         | Operating Grant                               |
|                          |             |                    | € 11.807         | Membership fee                                |
|                          |             |                    | € 236            | CRS conference                                |
|                          |             |                    | € 2.125          | TIC conference                                |
|                          |             |                    | <b>€ 61.102</b>  |   |
| Executive Director       | 90 %        | 15 April-December  | € 65.805         | Operating Grant                               |
|                          |             |                    | € 102            | PO21  |
|                          |             |                    | € 53             | CRS conference                                |
|                          |             |                    | € 359            | TIC conference                                |
|                          |             |                    | <b>€ 66.319</b>  |   |
| Office Manager           | 80 %        | January-December   | € 38.166         | Operating Grant                               |
|                          |             |                    | € 498            | TIC Conference                                |
|                          |             |                    | <b>€ 38.664</b>  |   |
| Communication Manager    | 40 %<br>60% | January-August     | € 24.826         | Membership fee                                |
|                          |             |                    | € 7.900          | European Penitentiary Training Academy (EPTA) |
|                          |             | September-December | € 827            | TIC Conference                                |
|                          |             |                    | <b>€ 33.553</b>  |   |
| Financial Manager        | 21 %        |                    | € 24.290         | Membership fee                                |
| ICT advisory service     | 9 %         |                    | € 17.468         | Membership fee                                |
| Business manager         | 4 %         |                    | € 3.885          | Membership fee                                |
| <b>Total staff costs</b> |             |                    | <b>€ 245.281</b> |   |

# Annex 1

## Auditor's Report



### INDEPENDENT AUDITOR'S REPORT

To: the Board of Vereniging Europris, The Hague

#### A. Report on the audit of the financial statements 2021 included in the annual report

##### Our opinion

We have audited the financial statements 2021 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 2021, and of its result for 2021 in accordance with the Guidelines for annual reporting 640 'Not-for-profit organizations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2021;
2. the statement of income and expenditures for 2021;
3. Cash flow statement for 2021; 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 2021 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 organizations' 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 organizations' 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;

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, 11 May 2022

HLB Den Hartog  
Accountants & Consultants

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

# Annex 2

**Table: Expert groups with member representation in 2021**

| Member \ Group  | ICT                         | Real Estate       | Foreign Nationals* | Children of Prisoners | Domestic Violence* |
|-----------------|-----------------------------|-------------------|--------------------|-----------------------|--------------------|
| Austria         | Hubert Unger                |                   | Petra Pavlas       |                       |                    |
| Belgium         |                             | Els van Herk      |                    | Anne-Gaelle Fabry     |                    |
| Bulgaria        |                             |                   |                    |                       |                    |
| Catalonia       | Antonio Pastor Peral        | Miguel Ardiaca    | Toni Jiménez       |                       |                    |
| Czech Republic  |                             |                   |                    |                       | Vaclav Jiricka     |
| Croatia         | Marjan Lukavecki            |                   |                    |                       |                    |
| Cyprus          |                             |                   | Athena Demetriou   | Athena Demetriou      |                    |
| Denmark         |                             | Lars Rau Brysting |                    |                       |                    |
| England & Wales |                             | Suky Atwal        | Carina Heckroodt   |                       | Sarah Henfrey      |
| Estonia         | Iren Irbe                   |                   |                    |                       |                    |
| Finland         | Pia Puolakka                | Kauko Niemela     |                    |                       | Tuija Muurinen     |
| France          | Alexandre Huyghues-Beaufond | Eric Besson       |                    |                       |                    |
| Georgia         |                             |                   |                    |                       |                    |
| Germany         |                             | Dirk Becker       |                    | Justina Dzienko       |                    |
| Hungary         |                             |                   |                    | Tibor Zakhar          |                    |
| Ireland         |                             |                   |                    | Pat Dawson            | Anne McQuaid       |
| Italy           |                             |                   |                    |                       |                    |
| Latvia          |                             | Dmitrijs Kaļins   |                    |                       |                    |
| Lithuania       |                             |                   | Audrei Miseikiene  | Liga Nenaseva         |                    |

| Member\ Group        | ICT                | Real Estate                             | Foreign Nationals* | Children of Prisoners                    | Domestic Violence*                       |
|----------------------|--------------------|---|--------------------|--|--|
| Luxembourg           | Jaques Hensen      |   |                    |  |  |
| Malta                |                    |   |                    |  | Anna Maria Vella                         |
| Netherlands          |                    |   | Tijs Bagchus       |  |  |
| Northern Ireland     |                    | Tony McDonnell                          |                    |  |  |
| Norway               |                    |   |                    | Kristin Tandberg                         |  |
| Portugal             |                    |   |                    |  |  |
| Romania              |                    |   |                    | Ioana Morar                              |  |
| Scotland             |                    |   |                    | Gill Robinson                            |  |
| Slovakia             |                    |   |                    | Jan Tutoky                               | Juraj Zajac                              |
| Slovenia             |                    |   |                    |  |  |
| Spain                | Puerto Solar Calvo | Miguel Ardiaca                          |                    |  |  |
| Switzerland          |                    |   |                    |  |  |
| Sweden               | Håkan Klarin       |   |                    | Maya Wolinder Lind                       |  |
| Turkey               | Berker Küçükçetin  |   |                    |  |  |
| EuroPris Coordinator | George Jackson     | Kirsten Hawlitschek/<br>Gustav Tallving | Nick Hammond       | Kirsten Hawlitschek /<br>Gustav Tallving | Kirsten Hawlitschek /<br>Gustav Tallving |

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



Funded by the  
European Union



European Organisation  
of Prison and Correctional  
Services (EuroPris)



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



Bezuidenhoutseweg 20  
2594 AV, The Hague  
Netherlands