STANDARD SUMMARY PROJECT FICHE
FOR THE TRANSITION FACILITY

1. BASIC INFORMATION
1.1. CRIS Number: BG-2007/019-303.05.13
     Twinning contract BG/07/IB/JH/12
1.2. Title: Strengthening the Role of the Bulgarian Prison Service
1.3. Sector: Justice and Home Affairs
     Sub-sector: Justice
1.4. Location: Republic of Bulgaria, Ministry of Justice (MoJ) - General Directorate
     "Execution of Penalties" (GDEP)

2. OBJECTIVES
2.1. Overall objective(s): To contribute to the successful Judicial and Justice Reform in
     Bulgaria by:
     2.1.1. Increasing the quality of the activities on management, security and resettlement in
            the penitentiary establishments in standard and extreme situations.
     2.1.2. Stimulation of the public-private partnerships (PPP) in the penitentiary sphere.
2.2. Project purpose
     2.2.1. Adapting and implementing the system for performance management in all
            penitentiary establishments of the GDEP.
     2.2.2. Optimization of procedures and practices for the provision of security and
            resettlement of prisoners.
     2.2.3. Provision of support, information and training of staff for the development of PPP
            at the establishment of new prisons.
2.3. Justification
     Overall, some progress was made in Bulgaria in addressing ill-treatment in custody and
     with regard to prison conditions. In some localities the number of incidents of ill-
     treatment by law enforcement officials has been successfully reduced. There has been
     some improvement in living conditions of prisoners in certain detention centres.
     However, certain outstanding issues remain to be addressed.

ill-treatment in custody and prison conditions:

The consistent abiding of the human rights of prisoners and their normal humane
 treatment can be done only after a full implementation of performance management of the
 penitentiary activities. This system will set up the necessary standards for carrying out the
 professional activities in establishments and also be the generally valid criteria for the
 assessment of the performance of all categories of penitentiary staff. This is the way to
 address the recommendations, expressed by the European Commission in 2006 The
 Comprehensive Monitoring Reports on the State of Preparedness for EU Membership of
 Bulgaria (published on 16 May 2006 and on 26 September 2006) where in reference to
 the ill-treatment in custody and prison conditions it is stated that "... there continue to be
 cases of ill-treatment of detainees by law enforcement staff, including excessive use of
 force and firearms. Torture under the meaning of the UN Convention against Torture and
Inhumane or Degrading Treatment or Punishment is not evenly defined. There are still cases where the appropriate post-mortem and inquest procedures have not been fully respected. (May 2006 Monitoring Report). In the September 2006 Monitoring Report it is also pointed out that "... the issues outlined in the May Report in the areas of prison conditions, treatment and respect of obligations under international conventions in detention centres and prisons, remain to be addressed."

The implementation of the System for Performance Management of the penitentiary activities will also address the recommendations of the European Committee for the Prevention of Torture and Inhumane or Degrading Treatment or Punishment (CPT) with regard to prisons and detention centres where it is said that the humane treatment of prisoners is a complex process the sustainability of which should be guaranteed. This could be done most effectively through appropriate management which will provide for an European quality of the penitentiary system.

Nowadays, it is more frequent to have massive and destructive prisoner protests. This asks for a more precise and efficient development of strategies, procedures and practices for neutralising such events. It is necessary to synchronise the activities in the centre with those locally, to undertake a successful approach to briefing ministers, working with the media and specifying a scheme for training the different categories in a normal environment.

Following control activities by the CPT in the Bulgarian penitentiary system, it was stated a couple of times that the effective treatment of prisoners asks for a full engagement throughout the day. This can be achieved following a wider implementation of educational, training and other kinds of programmes. A good step in this context can be achieved by the accreditation of the already working programme for drug-addict prisoners. At the same time, the educational-training programmes with which the Bulgarian personnel was acquainted need to be tested, developed and the different components to be consecutively implemented.

The accreditation will provide for the full use of the already implemented programmes, but this could happen through an intensive partnership with the twinning partner.

3. DESCRIPTION

3.1. Background and justification

The development of the penitentiary reform and the sustainability of the innovations introduced recently in the Bulgarian Prison Service call for planning the acquisition and development of a more effective system for the management of the penitentiary activities.

At the moment each penitentiary establishment is managing many activities. It is necessary for them to be more structured, purposeful and to be measured in an appropriate way when being compared with the European standards for the treatment of offenders.

The willingness of Bulgarian prisoner population to resort to protesting is growing. It is provoked by a wider circle of factors influenced by the contemporary information society and the need for general improvement of the conditions within the prisons. This project is designed to ensure that a safe environment is maintained for staff and prisoners that will allow reducing tension and developing more efficient methods for treatment. This determines the need of preparing flexible and effective strategies that are naturally connected to procedures and practices allowing for the successful overcome of situations
with hostages taken, barricading, mass hunger-strikes, restoring order to different areas and premises, etc.

A Short-Duration Programme (SDP) and a 12-Step Programme for drug-addict prisoners have already been implemented. Some educational and training programmes have been developed and should be accredited and widened, that will ensure the specialized treatment of prisoners and more reasonable usage of extra time.

The implementation of a Performance Management System as well as incident management will naturally become a part of any developed penitentiary activities implemented because they are basic requirements, in order to carry out the process of reform and provide for its sustainability. In this respect it is absolutely necessary to continue to support those activities that have already been introduced.

The accreditation and further development of educational, training and correctional programmes for drug-addicts is also required that is a necessary step forward in the development of a specialized treatment of prisoners and its sustainability.

3.2. Linked Activities

The five components of the proposed twinning project are directly linked to management in standard and extreme situations, work on resettlement treatment and on the development of PPP. All these topics were thoroughly presented during the PHARE twinning project BG/04/IB/JH/06 “Strengthening of the Penitentiary System in Bulgaria”, that was implemented in the period 2005-2007.

In reference to the achieved results by the project, the following issues should be pointed out:

- Establishment of an integrated Human Resources Strategy for the Prison Service that provides direction and development for the service and matches the expectations of the European Union;
- Expansion and development of offending behaviour and rehabilitation programmes, including training for those delivering the programmes at the present time;
- Improvement in the work undertaken with the prisoners suffering from drug or alcohol dependency, including the development of a drug strategy that can be employed by each prison establishment;
- Development and improvement of the vocational training delivered in the prison system.

Based on the above-mentioned, it needs to be pointed out that the components of the proposed project will be a natural continuation and is going to support further the development of the Bulgarian Prison Service. Moreover, the accreditation of the programmes for working with drug-addict prisoners will finalize many years of activities in this sphere that were accomplished by a series of projects with the Open Society Institute in Sofia.

The project should be structured to ensure that it builds on the results achieved over the past two years. All activities should focus on effective delivery and sustainability after the project’s completion.

3.3. Results:
Component 1. Twinning

SUB-PROJECT 1. Introduction of a System of Performance Management for the Bulgarian Prison Service

1.1. Establishment of a training centre with the capacity to deliver professional development of staff including both pre- and in-service courses for:
   ➢ Comprehensive training strategy, curriculum and materials for managers in performance management;
   ➢ Trained team of trainers;
   ➢ Identified and trained group of staff in the on-going development in reference to a performance management system in places of detention;
   ➢ Identification of 23 performance management targets;
   ➢ Established coordination with the Probation Service in reference to the performance management of the penitentiary activities;
   ➢ Established procedure for collection and communication of data.


2.1. Introduction of a System for Incident Management

2.2. Accreditation in the Bulgarian system of the Short-Duration Programme (SDP) and the 12-Step Programme for drug-addict prisoners with the assistance of short-term experts

2.3. Programmes, training materials and manuals for the realization of key educational and professional qualification courses for illiterate prisoners elaborated

SUB-PROJECT 3. Implementation of a Partnership Agenda within the Prison Delivery

3.1. A wider support for the PPP Agenda by the engagement of a wider circle of penitentiary staff and representatives of other institutions and organizations provided

3.2. Elaborated Action Plan for the PPP

3.3. Established business links with European and multinational companies in the area of the PPP

Component 2. Investment

SUB-PROJECT 4. Software Management of the Quality of the Penitentiary Activities and the Educational Programmes for Prisoners

4.1. Software supplied

4.2. Software installed

4.3. Training courses provided

3.4. Activities
Component 1. Twinning

SUB-PROJECT 1. Introduction of a System of Performance Management for the Bulgarian Prison Service

- **Activity 1.1.** Establishment of premises, selection of personnel and elaboration of a schedule for the functioning of the training centre:
  - Elaboration of a comprehensive training strategy, curriculum and materials for managers in performance management by research of best EU practices in the delivery of performance management in Prison Service;
  - Realization of the theoretical and practical part of education in performance management for 4 GDEP staff;
  - Provision of methodological support and control of the penitentiary staff in places, engaged with the performance management;
  - Deliver discussions in the framework of trainings on establishing the 23 performance targets;
  - Analyses and planning of the coordination between the Prison and Probation Services in reference to the training system, connected to the performance management;
  - Development and testing of a procedure for collection and communication of data in reference to the performance management of the penitentiary activities.


- **Activity 2.1.** Elaboration of legislative acts, standards, training materials and manuals, concerning the incident management, as well as conducting training of 100 officials in places and organizing a study-visit to the partner-state for 10 penitentiary staff

- **Activity 2.2.** Survey of the practices on the implementation of the programmes for drug-addicts and preparation of manuals for the implementation and management of these programmes, as well as conducting of training courses for 60 penitentiary staff and organizing a study-visit to the partner-state for 5 penitentiary staff

- **Activity 2.3.** Research the educational practices in the partner-state and adapt them to the Bulgarian experience. Elaboration of programmes, training materials, manuals and organization of workshops for 40 penitentiary staff. Carry out a study-visit to the partner-state for 5 penitentiary staff.

SUB-PROJECT 3. Implementation of a Partnership Agenda within the Prison Delivery

- **Activity 3.1.** Organization of a Conference, aiming at the popularization of PPP

- **Activity 3.2.** Hold workshops with MoJ and MoF on the elaboration of an Action Plan for PPP

- **Activity 3.3.** Create links with European and multi-national companies in the field of PPP prisons

Component 2. Investment
SUB-PROJECT 4. Software Management of the Quality of the Penitentiary Activities and the Educational Programmes for Prisoners

- Activity 4.1. Supply of software
- Activity 4.2. Installation of software
- Activity 4.3. Organization of training courses

3.5. Lessons learned

The assessment and recommendations coming out from the twinning project BG/04/IB/JH/06 “Strengthening of the Penitentiary System in Bulgaria” have been put in writing in a series of reports. They all spoke of the need to continue the management reform and reach the point of sustainability in the newly introduced activities. Due to that, in the proposed twinning project the first two sub-projects have to do with performance management and with the work in incident situations, as well as on the implementation of different resettlement programmes.

In the framework of the developed Interim and Final Reports of the finalized twinning project, concrete recommendation have also been made in regard to the establishment of a private prison in Bulgaria.

4. INSTITUTIONAL FRAMEWORK

The twinning project will be implemented by the General Directorate “Execution of Penalties” (GDEP) and by the International Programmes Department within the Ministry of Justice.

The following staff will take part in project’s implementation:
- Mr. Petar Vassilev - General Director of GDEP
- Mr. Emil Madjarov - Head of Sector in GDEP
- Ms. Daniela Yordanova - Inspector at GDEP
- Ms. Toni Toncheva - Chief Inspector at the “Penitentiary Centre” Sector, GDEP
- Ms. Neli Georgieva - Senior Inspector at the “Penitentiary Centre” Sector, GDEP
- Mr. Kostantin Kostantinov - Head of Sector in GDEP

The listed participants in the project have a high professional engagement due to which they will be sitting in for each when necessary and will be flexible in working as a mobile team that will be doing the overall coordination of the work under the different sub-projects. At the same time, each sub-project will have its own coordinator who will be responsible for the normal way of carrying out the activities.

The Project Steering Committee, chaired by the Deputy Minister of Justice Mr. Dimitar Bongalov, and including representatives from GDEP, from the International Cooperation and European Integration Directorate and from other Directorates at the Ministry of Justice on ad-hoc basis, from the CFPU and from the Management of the EU Funds Directorate at the Ministry of Finance will gather and report every three months, and/or in case of need.

Performance management and incident management concern all structures in the Prison Service and cover two key spheres of activities of the Beneficiary - security and treatment.

The educational, training and correctional programmes for working with prisoners will cover over 800 prisoners and will call for the participation of over 70 staff-members.
The project will contribute to the establishment of two new prisons and will lead to a serious change in the process of planning of the penitentiary system in Bulgaria.

All documents, programmes, manuals and software developed will be public and owned by GDEP at the Ministry of Justice.

5. **DETAILED BUDGET** (*in M€*)

<table>
<thead>
<tr>
<th></th>
<th>Transition Facility support</th>
<th>Co-financing</th>
<th>Total cost</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Investment (I)</td>
<td>Institution Building (IB)</td>
<td>Total Transition Facility (=I+IB)</td>
</tr>
<tr>
<td><strong>Contract 1. Twinning</strong></td>
<td>0.800</td>
<td>0.800</td>
<td>0.800</td>
</tr>
<tr>
<td><strong>Contract 2. Investment</strong></td>
<td>0.050</td>
<td>0.050</td>
<td>0.0167</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0.050</td>
<td>0.800</td>
<td>0.850</td>
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(*) Up to 10% of the contracted value of the twinning project will be ensured by the “National Fund" Directorate at the Ministry of Finance. VAT is not eligible to be included in the national co-financing.

(*) Contributions from National, Regional, Local, and Municipal authorities, FIs’ loans to public entities, funds from public enterprises. All the co-financing is joint co-financing and will be provided from the state budget. The requested sum will be earmarked for the beneficiary institution in its budgetary appropriations for the years 2008-2009. In the case where the final overall cost is lower than foreseen in the project fiche, the national public and Transition Facility co-financing shall be reduced proportionally so as to maintain the agreed rate of co-financing.

(**) Private funds, FIs’ loans to private entities.

Contributions from the Bulgarian administration for effective implementation of the twinning/twinning light/TA may be further detailed in the twinning contract/terms of reference.

To ensure smooth implementation of the project, the Beneficiary will provide adequately equipped office space with telephone, PC (Internet) and fax. Photocopier and access to the necessary information as well as secretarial support will be ensured during the project life-time. In addition the Beneficiary will provide space and facilities for workshops (training), consultations and seminars. The national co-financing will be specified in the twinning contract.

6. **IMPLEMENTATION ARRANGEMENTS**

6.1. Implementing Agency

The Implementing Agency will be the Central Financing and Contracting Unit (CFCU) at the Ministry of Finance. It will be in charge of contracting, payments and preparation of financial reports. It will be closely cooperating with the Beneficiary.

**Programme Authorising Officer (PAO):**
Ms. Gergana Beremska
State Treasurer of the Ministry of Finance
102, Rakovski Str,
1040 Sofia, Bulgaria
Tel.: (+359 2) 9859 2495
E-mail: g.beremska@minfin.bg

Deputy PAO:
Mr. Lubomir Tushanov - Director
Central Financing and Contracting Unit, Ministry of Finance
102, Rakovski Str.
1040 Sofia, Bulgaria
Tel: (+359 2) 9859 2772
Fax: (+359 2) 9859 2773
E-mail: ltushanov@minfin.bg

Beneficiary Institution - Ministry of Justice, General Directorate “Execution of Penalties”:

Ministry of Justice
1, Slavyanska Str.
1040 Sofia, Bulgaria

General Directorate “Execution of Penalties”
21, General Stoletov Blvd.
1309 Sofia, Bulgaria

Project Leader:
Mr. Petar Vassilev - General Director
General Directorate “Execution of Penalties”
Ministry of Justice
21, General Stoletov Blvd.
1309 Sofia, Bulgaria
Tel.: (+359 2) 8139 190
Fax: (+359 2) 8322 184
E-mail: gumls@abv.bg

The Bulgarian Project Leader shall direct the implementation of the project and shall be responsible for the substance and the progress of the project.

The Ministry of Justice is obliged to observe the implementation of the project and its realization at every stage. It is also in charge of fulfilling representative functions.

The technical preparation, the fulfilment of the 4 sub-projects and the effectiveness of their realization are a direct responsibility of the General Directorate “Execution of Penalties”.

Senior Programme Officer (SPO):
Mr. Dimitar Bongalov - Deputy Minister of Justice
Ministry of Justice
1, Slavyanska Str.
1040 Sofia, Bulgaria
Tel.: (+359 2) 9237 316
Fax: (+359 2) 987 99 60

Project Implementation Unit (PIU) will be the International Programmes Department within the International Cooperation and European Integration Directorate, Ministry of Justice:
Tel.: (+359 2) 9237 513
Fax: (+359 2) 980 92 23
E-mail: Eurointegration@justice.government.bg
6.2. **Twinning:** The Twinning manual will apply for twinning component of this project.

### Member State Project Leader:

**Responsibility:**
- Control the quality of the project’s activities implementation;
- Keep direct communication with the members of the team, responsible for the implementation of the project;
- Supervise and coordinate the activities of the Resident Twinning Adviser;
- Control the quality of Short-Term Experts’ work;
- Offer suggestions for the efficient use of the project’s budget.

**Position Requirements:**
- Considerable experience in the penitentiary system;
- Experience as a high public manager;
- Developed skills for strategic planning and performance of coordination and control;
- Abilities to manage the projects’ budget;
- Fluency in English;
- Computer literacy;
- Ability to communicate at all levels, up to Ministerial level inclusive.

### Resident Twinning Adviser (RTA):

**Working place:** Sofia, Ministry of Justice

**Duration of the RTA secondment:** 18 months

**Responsibility:**
- Delivery of the projects’ identified results;
- Support and coordinate activities;
- Assist in the implementation of activities;
- Organize study-visits;
- Coordinate activities of the short- and medium-term experts.

**Position Requirements:**
- High educational and vocational attainment in the sphere of criminal justice and the prison system;
- Public Sector expert;
- High level of experience in the field of execution of penalties;
- Senior management experience in the field of execution of penalties;
- Proven project management experience;
- Fluency in English;
- Computer literacy;
- Ability to communicate at all levels, up to Ministerial level inclusive.

### Short-term experts:

**Responsibility:**
- Assessment of the actual situation on concrete directions of project’s activities;
- Development of concrete measures aiming to solve existing problems and to renovate activities;
- Carrying out of direct trainings of Bulgarian managers and experts’ certain group;
- Direct participation in the development of Bulgarian standards for concrete penitentiary activities and programmes.
Position Requirements:
• Leading specialists in the area in which they are invited;
• Possess both practical and expert-managerial experience in this field;
• Possess developed training skills;
• Adapt quickly to a certain team;
• Fluency in English;
• Computer literacy;
• Communicative abilities.

6.3. Non standard procedures - N/A

6.4. Contracts

Contract 1. Twinning: 0.800 M€

Contract 2. Investment: 0.0667 M€. If the supply is tendered in lots, there might be more than one contract signed covering the different lots.

7. IMPLEMENTATION SCHEDULE

7.1. Start of tendering/call for proposals

Contract 1. Twinning: 4th Quarter 2007


7.2. Start of project activity

Contract 1. Twinning: June 2008

Contract 2. Investment: June 2008

7.3. Project completion

Contract 1. Twinning: November 2009

Contract 2. Investment: December 2008

8. SUSTAINABILITY

During the implementation of the different activities under the twinning project 230 staff-members from the GDEP that work in the headquarters or in local units will take part, due to which the innovations under the different sub-projects will be circulated throughout all prisons and will become a part of their everyday activities. Manuals and training materials should be developed and the Training-of-Trainers approach will be used in order to ensure the sustainability of the project.

Certain expenses have been planned and will be used in order to support the local staff that will carry out the new activities under the different sub-projects. These are training, supervision, local visits by the RTA. This also includes costs for maintenance and up-date of the necessary equipment.

9. CONDITIONALITY AND SEQUENCING
The coordination under the separate sub-projects will include:
- getting acquainted with the real situation on the Bulgarian Penitentiary System;
- outlining and formulating concrete changes;
- creating documents, methodology materials and manuals;
- adapting materials for the Bulgarian users;
- carrying out training with Bulgarian penitentiary staff on the basis of the prepared materials.
ANNEXES TO PROJECT FICHE

1. Logical Framework Matrix (in standard format)
2. Detailed Implementation Chart
3. Contracting and Disbursement Schedule by Quarter for Full Duration of Programme (including disbursement period)
4. Needs Assessment
5. List of Relevant Laws and Regulations
## Logical Framework Matrix

**LOGFRAME PLANNING MATRIX**
for Project: Strengthening the Role of the Bulgarian Prison Service

<table>
<thead>
<tr>
<th>Programme:</th>
<th>Transition Facility - 2007</th>
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<tbody>
<tr>
<td>Contracting period expires:</td>
<td>15 December 2009</td>
</tr>
<tr>
<td>End of execution of contracts period expires:</td>
<td>15 December 2010</td>
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<tr>
<td>Total budget:</td>
<td>0.8667 Meuro</td>
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<tr>
<td>TF Budget:</td>
<td>0.850 Meuro</td>
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<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
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<tbody>
<tr>
<td>1. Increasing the quality of the activities on management, security and resettlement in the penitentiary establishments in standard and extreme situations</td>
<td>1. Ranged prisons and their leaders in compliance with the quality of the implemented penitentiary activities 2. Identified strengths and weaknesses in the work of each prison and its leaders 3. Defined sectors in penitentiary system where the most serious intervention and innovations are needed 4. More detailed regulation of the activities, implemented in standard and extreme situations by elaboration of 5 ordinances, concerning the work in these situations 5. Enhanced preparation of 156 warders who will have major responsibilities in extreme situations 6. Developed and carried out specialized course for training of staff for work in crises situations 7. Elaborated standards for a new regulation of managerial activities, regulation of crisis situations, of drug-oriented and educational</td>
<td>Progress Reports, General Comparative Tables, problem analyses. Minutes from the meetings of GDEP. Regulations and orders, maintained trainings, passed exams and acquired certificates, prepared educational documentation, plans and designs of different kinds of educational trainings.</td>
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</table>
### Project Purpose

<table>
<thead>
<tr>
<th>1. Adapting and implementing the system for performance management in all penitentiary establishments of the GDEP</th>
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<tbody>
<tr>
<td><strong>Objectively Verifiable Indicators</strong></td>
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<tr>
<td>1. Availability of an electronic version for processing of results.</td>
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<tr>
<td>2. Trained personnel that can practically implement the system.</td>
</tr>
<tr>
<td><strong>Sources of Verification</strong></td>
</tr>
<tr>
<td>Annual reports, electronic tables, training reports, designs of training courses and trainings.</td>
</tr>
<tr>
<td><strong>Assumptions</strong></td>
</tr>
<tr>
<td>Motivated managerial staff. An overall knowledge of the system on behalf of the executive staff.</td>
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<table>
<thead>
<tr>
<th>2. Optimization of procedures and practices for the provision of security and resettlement of prisoners</th>
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<tbody>
<tr>
<td><strong>Objectively Verifiable Indicators</strong></td>
</tr>
<tr>
<td>1. Developed and published strategy</td>
</tr>
<tr>
<td>2. In-depth described procedures for acting in crisis/incidents</td>
</tr>
<tr>
<td>3. Developed courses and modules for staff training</td>
</tr>
<tr>
<td><strong>Sources of Verification</strong></td>
</tr>
<tr>
<td>Annual reports, specialized analyses of situations, methodological instructions, working plans, training designs of courses and trainings.</td>
</tr>
<tr>
<td><strong>Assumptions</strong></td>
</tr>
<tr>
<td>Support on behalf of GDEP. Putting together a creative development team. Efficient carrying out of trainings. Highly motivated group of key...</td>
</tr>
<tr>
<td>3. Provision of support, information and training of staff for the development of PPP at the establishment of new prisons</td>
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<tr>
<td>1. Provided consultations and consultants for different procedures and stages of the PPP 2. Regular introduction of information, methodical brochures and publications about the PPP in the penitentiary 3. Trained managers and executives from the first private prison on the issues of security and treatment of the persons deprived of liberty</td>
</tr>
</tbody>
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### Results

#### Component 1. Twinning

**SUB-PROJECT 1. Introduce a System of Performance Management of Delivery for the Bulgarian Prison Service**

Establishment of a training centre with the capacity to deliver professional development of staff including both pre- and in-service courses for:

- Comprehensive training strategy, curriculum and materials for managers in performance management;
- Trained team of trainers;
- Identified and trained group of staff in the on-going development in reference to a performance management system in places;
- Identification of 23 performance management targets;
- Established coordination with the Probation Service in reference to the performance management of the penitentiary activities;
- Established procedure for collection and communication of data.

<table>
<thead>
<tr>
<th>Objective Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Trained personnel on the new 23 performance management indicators 2. Planning and control of the 23 newly introduced indicators 3. Measured results of the 23 indicators in 2 prisons for the duration of 8 months 4. Ranged prisons and correctional house as per their effectiveness 5. Providing all the staff with information on the achievements in reality and the existing foibles 6. Determined measures for the best penitentiary practices</td>
<td>Plans and designs for training plans, information, reports and checks. Software programme for processing the results. Presenting the results in text and tables. Reports, information, publications. Standards for carrying out concrete penitentiary activities.</td>
<td>Motivated managerial team. Skilful participation of the managerial team in experimenting. Timely consulting with the managerial team. Stated willingness on behalf of the managerial staff to go public on its reports. An aim among the executive staff in acquiring and implementing the good penitentiary practices.</td>
</tr>
</tbody>
</table>

#### 2.1. Introduction of a System of Incident Management

- Published strategy
- Enough copies circulated throughout the prisons
- Summary of the Bulgarian experience
- Summary of the West European experience
- Recommendations based on the Bulgarian and West European experience
- Training plan for managers
- Training plan for executive staff
- Contents of the training course for managers
- Contents of the training course of executive staff
- Delivering on the 12-Step Programme to 10 groups with approx. 100 participants
- Delivering on the Short-Duration Programme to 15 groups with addicts in prisons
- Manuals for selection procedure for participants
- Manuals for programme management
- Manuals for planning and carrying out group sessions
- Manuals for training of trainers
- Planned training courses
- Organized and held 4 courses
- Number of certificates presented for the right to train in the correctional programmes for addict prisoners

#### 2.2. Accreditation in the Bulgarian system of the Short-Duration Programme and the 12-Step Programme for drug-addict prisoners with the assistance of short-term experts

- Brochure, reports, and information.
- Methodological materials, plans, lectures, workshops, seminars, demonstrations, publications.

#### 2.3. Programmes, training materials and manuals for the realization of key educational and professional qualification courses for illiterate prisoners elaborated

- Willingness on behalf of management to reaching a clear large-scale vision.
- Creative team of experts writing texts on the separate procedures.
- Well prepared training team in command of interactive techniques.
- Motivated teams working on the 12-Step Programme and the Short-Duration Programme.
- Putting together a creative team that can write manuals in consultation with experts of the twinning partner.
- Competent training team that will prepare and carry out training courses on a consecutive basis.

### SUB-PROJECT 3. Implementation of a Partnership Agenda within the Prison Delivery

#### 3.1. A wider support for the PPP Agenda by the engagement of a wider circle of penitentiary staff

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<tbody>
<tr>
<td>2. Number of recommendations received and used</td>
<td>A team of creative and sensitive towards the West European experience managers and experts. High motivation of the managers and experts for using the information-</td>
</tr>
<tr>
<td>3. Number of information materials</td>
<td></td>
</tr>
<tr>
<td>4. Number of presented specialized</td>
<td></td>
</tr>
</tbody>
</table>
and representatives of other institutions and organizations provided

3.2. Elaborated Action Plan for the PPP

3.3. Established business links with European and multinational companies in the area of the PPP

### Component 2: Investment

**SUB-PROJECT 4. Software Management of the Quality of the Penitentiary Activities and the Educational Programmes for Prisoners**

4.1. Software supplied

4.2. Software installed

4.3. Training courses provided

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 1.1. Establishment of premises, selection of personnel and elaboration of a schedule for the functioning of the training centre:</strong></td>
<td>1. Premises, schedule and personnel</td>
<td>Creative team for document research, manual preparation and results summary.</td>
</tr>
<tr>
<td>- Elaboration of a comprehensive training strategy, curriculum and materials for managers in performance management by research of best EU practices in the delivery of performance management in Prison Service Delivery;</td>
<td>2. Brochures, manuals, educational programmes and plans</td>
<td>High quality training team, that uses interactive training forms.</td>
</tr>
<tr>
<td>- Realization of the theoretical and practical part of 4 GDEP staff education in performance management;</td>
<td>3. Control in places and seminars, concerning the methodological support</td>
<td>Motivated prison directors.</td>
</tr>
<tr>
<td>- Provision of methodological support and control of the penitentiary staff in places, engaged with the performance management;</td>
<td>4. Control techniques for discussions and role-plays</td>
<td></td>
</tr>
<tr>
<td>- Deliver discussions in the framework of trainings on establishing the 23 performance targets;</td>
<td>5. Plans, schedules, events for coordination between penitentiary and probation service</td>
<td></td>
</tr>
<tr>
<td>- Analyses and planning of the coordination between the Prison and Probation Services in reference to the</td>
<td>6. References, reports, analyses for the establishment of the procedure</td>
<td></td>
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<tr>
<td>---</td>
<td></td>
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</tr>
<tr>
<td><strong>Activity 2.1.</strong> Elaboration of legislative acts, standards, training materials and manuals, concerning the incident management, as well as conducting training of 100 officials in places and organizing a study-visit to the partner-state for 10 penitentiary staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activity 2.2.</strong> Survey of the practices on the implementation of the programmes for drug-addicts and preparation of manuals for the implementation and management of these programmes, as well as conducting training courses for 60 penitentiary staff and organizing a study-visit to the partner-state for 5 penitentiary staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activity 2.3.</strong> Carrying out a study-visit to the partner-state for 5 penitentiary staff, aiming to research the educational practices in the partner-state and to adapt them to the Bulgarian experience; elaboration of programmes, training materials, manuals and organization of workshops for 40 penitentiary staff.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1. Training programmes and schedules  
2. Discussions, role-plays  
3. Work groups  
4. Trainers  
5. Information, reports  
6. Educational programmes |
| Creative team for document study and produce of documents and manuals in Bulgarian.  
Well-prepared training team with their own experience of incident/crisis situations, which have acquired new knowledge and will use it in the training that will be entirely practically oriented.  
Trainers with their own experience on delivering programmes that know well the manuals and can deliver them to the trainees. |

<table>
<thead>
<tr>
<th>SUB-PROJECT 3. Implementation of a Partnership Agenda within the Prison Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 3.1.</strong> Organization of a Conference, aiming at the popularization of PPP</td>
</tr>
<tr>
<td><strong>Activity 3.2.</strong> Hold workshops with MoJ and MoF on the elaboration of an Action Plan for PPP</td>
</tr>
<tr>
<td><strong>Activity 3.3.</strong> Create links with European and multinational companies in the field of PPP prisons</td>
</tr>
</tbody>
</table>
| 1. Consultants, work groups and schedules for the implementation  
2. Contacts with experts and managers in the realization of the project  
3. Information materials |
| Finding renowned consultants that are sensitive to the Bulgarian context.  
Appropriate and professional translation/interpretation team.  
Trainers that are well acquainted with the materials and are capable of adequately presenting them into Bulgarian. |
<table>
<thead>
<tr>
<th><strong>SUB-PROJECT 4. Software Management of the Quality of the Penitentiary Activities and the Educational Programmes for Prisoners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 4.1. Supply of software</strong></td>
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<table>
<thead>
<tr>
<th><strong>Preconditions</strong></th>
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<td>-</td>
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</tbody>
</table>
# ANNEX 2

## Detailed Implementation Chart

<table>
<thead>
<tr>
<th>Component/Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Month</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract 1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twinning</td>
<td>T</td>
<td>T</td>
<td>T</td>
</tr>
<tr>
<td>Contract 2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment</td>
<td>T</td>
<td>T</td>
<td>T</td>
</tr>
</tbody>
</table>

D: Design  
T: Tendering/Call for proposals and contracting  
I: Implementation
**ANNEX 3**

**Contracting and Disbursement Schedule by Quarter for Full Duration of Programme** (including disbursement period)

*in M€*

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Contract 1. Twinning</strong></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Contracted *</td>
<td>0.800</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td>0.300</td>
<td>0.400</td>
<td>0.500</td>
<td>0.600</td>
<td>0.700</td>
<td>0.750</td>
<td>0.800</td>
<td></td>
</tr>
<tr>
<td><strong>Contract 2. Investment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Contracted</td>
<td>0.067</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td>0.045</td>
<td>0.060</td>
<td>0.067</td>
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</tbody>
</table>

* For the Twinning component there will be up to 10 % of the sum of EU Support as National co-financing. It will be covered by the State budget through the National Fund Directorate within the Ministry of Finance.
ANNEX 4

Needs Assessment

Component 2. Investment

“Software Management of the Quality of the Penitentiary Activities and the Educational Programmes for Prisoners”

The software supply provides for the introduction of the necessary data-base and its systematisation, so that the qualitative level of the implementing penitentiary activities could be fixed. Only this way of information processing ensures the work with the enormous volume of various data, its analysis and interpretation in the necessary deadlines. The use of the software provides for the opportunity that the correct comparison of the level of different prisons' activities will be guaranteed. It also ensures that the assignment of prisons possessing leading indicators and prisons lagging behind is properly made.

The supply of software for the realization of general educational activities with the prisoners ensures the efficient acquisition of knowledge, as well as the testing of the achieved educational level. The computer programmes need to be bound with the concrete content of labour activity of the taught prisoner, that motivates one to learn and does not provoke one's negative attitudes towards the class work. The computer educational programmes contain to a maximum extent the principles of transparency, individual working rate and the implementation of the module approach in the educational activity.
ANNEX 5

List of Relevant Laws and Regulations

1. Constitution of the Republic of Bulgaria
2. Law for Execution of the Penalties
3. Law on the Ministry of Interior
4. Law for the Public Education
5. Law for the Vocational Education and Training
6. Law on the Management of Crises
7. Law on Protection in Case of Disasters
8. Law for Control over the Narcotic Substances and Precursors
9. Regulation on the Implementation of the Law for Execution of the Penalties
10. Ethical Code on Conduct of Civil Servants in General Directorate “Execution of Penalties”