Standard Summary Project Fiche for the Transition Facility

1. Basic Information
   1.1 CRIS Number: 2004/006-270.04.02
      Twinning EE04-IB-JH-02
   1.2 Title: Drug Prevention in Prisons and rehabilitation of inmates.
   1.3 Sector: Justice and Home affairs
   1.4 Location: Estonia

2. Objectives

2.1 Overall Objective(s):
   Safer and more harmonious Estonian society through reduced recidivism of ex-prisoners in Estonian society.

2.2 Project purpose (s):

2.2.1. Reduced drug abuse of offenders through the development of drug-treatment and the implementation of rehabilitation programmes in prisons and probation service.

2.2.2 Improved social reintegration of ex-offenders through the development of the coping skills of offenders.

2.3 Justification


Chapter 24. Justice and Home Affairs: ‘On the fight against drugs, Estonia has largely completed its legislative measures. The new multidisciplinary national drug strategy still needs to be adopted by the Government. The alcohol and drug abuse prevention programme 1997-2007 continues to be implemented. Implementation, however, needs further improvement, including the necessary arrangements for connection of databases, collection and exchange of information and the allocation of sufficient financial resources.’

Chapter 13. Social Policy and Employment: ‘The Commission and Estonia are finalising the Joint Memorandum on Social Inclusion (JIM), which identifies key challenges and possible policy orientations for promoting social inclusion. On this basis, an integrated strategy and a National Action Plan on social inclusion will have to be developed. Analytical work and social statistics systems on poverty and social exclusion should continue to be developed in line with the EU commonly agreed indicators on social inclusion.

In the field of social protection, sustained efforts are required to implement the reforms that have been introduced, including the health care reform and pension
reform, which will further help improve the level and efficiency of social protection.’

National Programme for the Adoption of the Acquis 2002-2003
24.6 Drugs ‘In 2002, the priorities of the programme are development of national prevention strategy and establishment of treatment and rehabilitation network for adolescents as well as adults with addiction disturbance […] Work regarding prevention of drug addiction will be carried on at schools and treatment of rehabilitation network of drug addiction will be established on the basis of psychiatric institutions and possibilities of in-patient medical treatment of addicts of eighteen years of age and younger will be expanded.’

Health Policy:
‘6. Persistent fight against drug and alcohol abuse. Activities of drug prevention in prisons: - to prevent the possibility of drugs being brought into prisons (drug detectors, procuring drug tests), to create drug-free departments in prisons, to implement rehabilitation programmes.’

Council of Europe Committee of Ministers, Recommendation No. R(87)3
European Prison Rules

17.1 Work in prison should be seen as positive element in treatment, training and institutional management.
87. All prisoners should have the benefit of arrangements designed to assist them in returning to society, family life and employment after release. Procedures and special courses should be devised to this end.

Development plan of the employment of inmates and arrested persons 2004-2007 (to be approved in 2004)

Abstract - According to the data of the Labour Market Board, as of 1 July 2003, the number of former inmates registered as unemployed was 1,240. Former inmates belong to the risk-group of the unemployed according to the Employment Service Act. In the 2003 employment action plan of the Republic of Estonia, the need to implement employment needs-oriented services for people belonging to the risk groups on the employment market is emphasised. Employers who hire a less competitive unemployed person are eligible for employment subsidy. However, regardless of such benefits, only a few former inmates are able to find employment after release (reasons for this include the absence of documentation, low qualifications, absence of living space, alcohol- and drug addiction, low self-confidence, prejudices of employers etc.)

3 Description

3.1 Background and justification:

As of 1 January 2003, the total number of prisoners in Estonian prisons was 4,352 –
3,059 convicted prisoners and 1,293 pre-trial prisoners. Out of the total prison population in Estonia, 74% had been in prison either once or several times before. At the moment, there are eight closed prisons and one open prison in Estonia. There are 340 prisoners per every 100,000 inhabitants, a figure six times higher than the corresponding figure in Nordic countries. This number is increased by the continuously high level of criminality and society’s expectations of harder punishments, but also the increasing effectiveness of the work of the police, the prosecutor’s office and the court system.

The implementation of custodial sentence is divided into three phases: the reception phase, the basic phase, and the release phase. The reception phase starts with the arrival of a prisoner in prison and its objective is to help the prisoner integrate and adapt to prison life, as well as to elaborate an individual re-socialisation programme. This is followed by the basic phase, in the course of which the measures designed in the individual sentence plan will be carried out. The main task of the release phase is to prepare the prisoner for life after release from prison.

**Drug prevention in prison**

A major problem of is the rapid spread of drug dependency and, consequently, of infectious diseases (HIV, different forms of hepatitis B and C) in Estonian prisons. As of 1 January 2003, there were 450 HIV-positive persons in prisons, 99% (447) of them (a claim based on prisoners’ statements) have been infected through injection. The doctors of the Prisons Central Hospital estimate that the number of drug addicts known forms about 25% of the total number of prisoners. But the reality may be twice as much.

The systematic drug prevention related activity in the Estonian prison system began in 1998. The fight against drug addiction in prisons has strengthened. Before that, the focus was mainly on the reduction of supply (e.g. preventing and discovering drugs entering prison, ascertaining and punishing drug dealers) and less on the reduction of demand (e.g. counselling drug addicted prisoners, weaning treatment). More and more prisoners who have used narcotic substances have been identified every year. In 2003 331 criminal proceedings were commenced in prisons, out of this total 242, ie 73% were related to drugs. Out of all inmates 14% were convicted of drug-related crime. However this still reflects only the final result of the crime. There are still difficulties in identifying the channels through which drugs and other illegal objects are brought into prisons and the persons participating in those channels (both prisoners and prison officials). Continuously the perimeters of prisons have been modernised together with the technical surveillance systems to help prevent drugs supply into prisons. However, in 2003 38 drug-instructors were trained, out of them 13 were trained as trainers. Each year more and more drug-tests are being taken and sniffer-dogs used in prisons to identify inmates, who have used drugs and to identify drug channels. Today and in the near future the point of concentration will be more than before on the reduction of demand for drugs.

All new prisoners pass initial medical examination which is done in Tartu or in Tallinn Prison, for juveniles in Maardu Prison. The medical examination is conducted by the psychiatrist together with the medical assistant. During the medical examination prisoner’s state of health upon arrival to prison is evaluated, possible
diseases (including infectious diseases like tuberculosis, hepatitis and HIV) and the dependence on narcotic substances are identified and treatment is appointed. Prisoners who have developed severe weaning symptoms, which are combined with somatic or neurological pathology, will be sent for treatment in the Tallinn Prison Prisons Central Hospital psychiatric department.

In the Prisons Central Hospital, short detoxification treatment with methadone is used. It is possible to offer detoxification treatment at the same time for 15 prisoners. Treatment has been provided only for those prisoners who have been found motivated enough to give up drugs.

After the successful detoxification it is essential to offer the inmate the possibility for long-term supportive medical treatment and a chance to participate in rehabilitation programmes. Without an adequate supportive medical treatment the failure of process is highly possible, therefore in order to achieve positive outcome it is essential to emphasize the psychosocial methods in treatment.

Also individual psychotherapy is conducted. The doctors conduct explanatory work in small groups about how to act in order not to spread hepatitis, HI-virus and venereal diseases, how to disinfect the instruments that have been in contact with blood (tattoo equipment, needles). Disinfecting solutions and condoms are given into cells.

Today, it is understood that it is imperative to deal with drug addiction in prisons whilst taking into account the whole picture, meaning more attention needs to be paid to the activities that prevent drug abuse. Every inmate must have the choice to live a drug-free life. Currently, there is only one drug-free department (10 places) in Viljandi Youth Prison, but no special programmes have been implemented. The need for such departments exists in all prisons. The primary aim of drug-free departments is the estrangement of inmates from drugs. The main principle is to support the estrangement of inmates from drugs in the framework of conventional prison activity and order. The task of the inmate in a drug-free department is to concentrate on thinking about drug-free lifestyle and to learn the skills necessary for everyday activities. According to National Drug Strategy it is planned to establish by year 2007 drug-free departments in 4 prisons (Tartu, Harku, Murru and Tallinn) and by year 2012 all prison should be furnished with drug-free department.

It is therefore important to implement different social programmes that target drug addicts directly, in order to guarantee coping with physical and psychological drug addiction. Social skills training is a common component of substance abuse treatment programmes and is intended to assist drug/alcohol users to function more effectively in social situations.

Within this project ready-to-implement long term action plan is developed in the field of drug addiction and drug supply prevention in Estonian prisons based on a detailed analysis of the current situation and training programme for drug-addicts implemented.

*Need for basic training on coping skills in prison*
It is important to develop the coping skills of inmates, in order to enable them to adapt to society more quickly and easily after release. It is also necessary to strengthen the inmates’ ability/skills to take responsibility for themselves and to support them in coping with their problems in a healthier manner.

The fact that 74% of all prisoners in Estonian prisons have been in prison twice or more demonstrates that prisoners often leave prison with very poor coping skills. Because of this, they have a large risk of becoming socially excluded, thus resorting back to familiar criminal behaviour. Ex-prisoners have poor chances of getting a job, because they lack the necessary competencies, work experience and knowledge of what it takes to get a job. It also shows that there is an urgent need for implementing rehabilitation programmes with appropriate training.

According to the Imprisonment Act a prisoner is obligated to work. The obligation to work does not include pre-trial prisoners, prisoners over the age 63, studying prisoners or prisoners who are not allowed to work due to medical reasons. With the purpose to increase prisoners employment and improve the management of the production resources of prisons a Public Limited Company Eesti Vanglatööstus (Estonian Prison Industries) with 100% state ownership was created in 2001. In December 2003 883 (29% of convicted) prisoners were employed, 444 of them by Estonian Prison Industries, 431 were working for different prisons as maintenance workers, 8 prisoners worked outside of prison. According to the development plan of the employment of inmates the percentage of inmates occupied with work will be 50% in 2007.

General and vocational education courses are offered in all closed prisons. The same curricula are used as in general in Estonian educational system. Prisoners have the possibility to take state exams. On an average 26% of convicted inmates and juveniles under preliminary investigation (approx 850 persons) are occupied with studies in prison. In general education it is possible to take classes in basic education and in gymnasium level. As well as in general and in vocational education it is possible to study in both Estonian and Russian language. In vocational education, courses of different specialties are provided, ie. carpentry, welding, sewing, small-entrepreneurship etc. Vocational education practice is arranged in co-operation with AS Eesti Vanglatööstus. Ministry of Education and Science is responsible for providing the inmates with possibility to study. The prison education reform is undergoing. The reform was initiated in the framework of PHARE 2000 Twinning Project EE00/IB-JH-03B "Crime Prevention". The aim of the reform is to modify the system of the prison education, to make it more flexible and efficient, to raise the system of prison education to the same level with the general school education and also raise the percentage of inmates occupied with studies to 30%. It is intended that the main activities of the reform will be completed during 2004-2006.

As a complement to general and vocational training currently delivered in prison, there is a need for development of a general training programme on coping skills. To date, there have been several activities related to the rehabilitation of offenders in Estonian prisons, but they have lacked consistency and regularity. Having no central guidelines or programmes, social workers and psychologists have developed some courses on their own in the past, but it is difficult to evaluate their effectiveness as they are unsystematic and not based on research. The need for a more systematic and
general approach was also demonstrated by the PHARE project ES0007.03.01 ‘Crime Prevention’, in the course of which support was received to implement two social programmes in the Estonian prison system – Aggression Replacement Training (ART) and Motivational Interviewing (MI). 10 prison social workers and psychologists were trained in delivering ART and 12 social workers and psychologists studied the MI technique. The ART programme is executed successfully in four prisons – Tallinn, Tartu, Viljandi and Murr. MI is practiced in 6 prisons - Tallinn, Amari, Murr, Tartu, Maardu and Harku. The same programmes should also be taught to other prison personnel and probation officers, so that it would become a part of routine rehabilitation work in the system.

The current project aims to develop the main social skills of inmates, such as job readiness, the skills of leading a drug and alcohol free life, anger management skills, and social skills to cope in society and become motivated, law-abiding citizens. In addition to rehabilitation programmes for alcohol and drug addicts and additional ART and MI training of prison workers, it is also necessary to focus on two target groups: 1) young offenders - as the number of young offenders (15-29) in prisons is increasing rapidly and constitutes the most vulnerable age group in terms of drug abuse. As many young offenders are in prison for the first time, it is important to offer immediate help to prevent them from committing future crimes, especially since young age makes them more susceptible to being influenced positively to change their criminal attitudes; 2) sex offenders – this group has been largely neglected in prison settings and has not received any rehabilitation. Presently, there are about 170 offenders in Estonian prisons who are sentenced for sexual crimes (incl. rape, child abuse, etc.), with the average sentence of five years. Given the failure of more traditional remedies (deterrence and incapacitation) to reduce the level of sexual violence, other interventions must be actively sought. As demonstrated by the established practices of the European Union countries, it is essential to promote the re-socialisation of sex offenders before they are released, in order to avoid future crimes and increase the security in society. The programmes developed through this project would be the first of this kind in the field of working with sexual offenders in Estonia. Unfortunately there are no programmes at the moment provided by the Ministry of Social Affairs for sex offenders after the imprisonment, which therefore makes the rehabilitation programme in prisons extremely important.

Therefore it is essential to train prison staff thoroughly to rehabilitate sex offenders. The co-operation with the Ministry of Social Affairs is of great importance in order to unify the work with sex offenders and share experiences. In a near future more attention should be paid in including more NGO-s to the work of rehabilitation of sex-offenders. At the moment there are no such NGO-s in Estonia.

In addition to the central governmental level NGO Convictus Eesti will be involved in the project. Convictus Eesti is a non-governmental organization offering psychosocial help and consultation for HIV-positive drug addicts in Estonia. Through this cooperation Estonian prison system has learned how essential this is to include NGO-s to the rehabilitation work, how much they can contribute to to prison system by using their knowledge and experiences. Convictus is a good example of well managing NGO, offering its services both in prison and in open society.
This project by its nature is complementary to the national strategy which aims to reduce the demand of drugs in prison by raising the awareness of inmates about the consequences of drug abuse and rehabilitation. The emphasis of this project is on training prison staff, because it is essential that prisoners get professional treatment and training while being incarcerated.

3.2 Linked activities:

ES0007.03.01 ‘Crime Prevention’ (Phare: 666,980 EUR) – As part of the project, support was received to implement two social programmes in the Estonian prison system – ART and MI. 10 prison social workers and psychologists were trained in delivering ART and 12 social workers and psychologists studied the MI technique. The ART programme is executed successfully in four prisons – Tallinn, Tartu, Viljandi and Murru. The successful work in these areas should continue and more programmes to different target groups should be implemented.

“Action Plan of the Prison Health Care System Reform“ (Jan-Dec 2002, Norway: 55,000 NOK). The project assisted in preparing the reform of the prison health care system, so as to integrate prison health care into the national health care system, in order to guarantee the equal availability and quality of treatment (incl. treatment of drug addicts).

“Strengthening screening and early diagnosis of tuberculosis in prisons” (2002-2004, Norway: 101,000 EUR). Compliance within the prison system with international and national recommendations for the strategy for prevention and control of TB, including training of personnel and healthcare authorities in prisons, screening of all prisoners for TB upon entry to prison, coordination between prison and civilian TB services. Drug addicts belong to the heightened risk group.

“Prevention, Risk Reduction and Control of HIV Infections in Prisons in Estonia.” (2002-2004, Norway: 64,712 EUR). The project is in co-operation with the Norwegian company BIONOR and involves taking into use HIV-rapid tests. The project involves the training and supervision of medical personnel.

“Short versus standard schedule Hepatitis B vaccination to Injecting Drug Users in Prisons and Drug Treatment Centres”. (20,000 EUR European Commission). To compare compliance and seroprotection among injecting drug users (IDUs) and non-IDU prisoners vaccinated against hepatitis B with an accelerated Engerix B vaccination schedule.
“HIV/AIDS Prevention in Estonian Prisons“. (2002-2004, USA: 25,353 EUR ). The project is in cooperation with the non-profit association Social Rehabilitation Centre, Association Anti-AIDS and the Family Planning Union and involves the education of inmates in sexual health and behaviour, with the aim to reduce risk behaviour and the spread of HIV/AIDS and STD-s.

“HIV/AIDS Prevention, Control and Harm Reduction in Estonian Prisons“ (Norway: 56,410 EUR ) The project is meant to reduce the risk behaviour and spread of HIV in prisons through the training of inmates and prisons personnel.

"The Global Fund to Fight AIDS, Tuberculosis and Malaria“. (10 000 000 USD) The project is mainly geared to financing the treatment of HIV-positive persons, providing methadone-weaning treatment among drug addicts, including the relevant training for prison personnel and inmates.

The projects financed in the previous years have mainly been focused on the prevention of infectious diseases (HIV, hepatitis B and C) and the spread of such diseases, through the training of prison personnel and inmates. However, it is estimated that 99% of inmates carrying an infectious disease are injecting drug addicts. At the moment, the biggest gap has become the lack of rehabilitation activities and social programmes for drug addicts as well as the absence of drug-free departments in Estonian prisons. The non-existence of drug-free departments is not an obstacle to implementing social programmes per se, but their existence would facilitate the inmates' giving up addictive substances.

CEENDSP stands for Central and Eastern European Network of Drug Services in Prison.
(2003-2004, PHARE project funded by the European Commission: 233088.8 EUR) The main aim of the project is to enable more effective strategies to be adopted in preventing drug dependence and the risks related to it among prisoners and drug users within the criminal justice systems throughout CEECs. This will be achieved by facilitating the exchange and dissemination of information about effective drug and health promoting services in prisons, through research and publications, by improving the understanding and cooperation between CEECs, NGOs and policy makers, through the creation of a structure for dialogue such as a Network, and by integrating both CEECs, NGOs and policy makers into the activities of the well established European Network of Drug Services in Prison, through their participation to meetings and events organized by ENDSP. The direct target groups of the project are its own partners but its final beneficiaries are all drug dependent offenders in CEECs and societies at large. Participants: CEECs NGOs (Sdruzeni Podane Ruce and Sananim, Cezch Republic; MONAR, Poland; ARAS, Romania; AIDS Foundation Robert, Slovenia; Better Mental Health Foundation (Bulgaria), Prison Services (Czech, Polish, Latvian, Lithuanian, Hungarian, Estonian) and other CEECs statutory partners (i.e., the Slovenian Government Office for Drugs)

ES00/IB/JH/01 "EU Phare Support to Develop and Implement the National Drug Strategies and Programmes" (2001-2003, 780 000 EUR Phare support + 60 000 EUR Estonian co-financing). The project aimed at conducting multi-disciplinary national strategy and recommendations for the action plans and the implementation mechanisms for the strategy. 3 new treatment/rehabilitation centers (in Tallinn, Tartu and Ida-
Virumaa) are operational. The guidelines for the early intervention and aftercare were worked out. Working against drug-related problems in prisons will be based on the “Conception of Drug prevention in prisons” which is based on the principles noted in the “National Drug Strategy”.

2003/005-026.06.01: “Implementation and Further Development of National Drug Strategy” (Phare 532 400 EUR)

The project aims to improve the availability of drug-aid through a network of health care and social support services for drug treatment and rehabilitation. An outreach system will be established through NGOs active in this sector with Phare support. Phare funds will be used to develop two treatment centres (for children in Ida-Virumaa and for adults in Harju), to establish a network of outreach work linked to the treatment and rehabilitation centres, and to procure equipment for the centres.

3.3. Results1:

3.3.1. Ready-to-implement long term action plan in the field of drug addiction and drug supply prevention in Estonian prisons based on a detailed analysis of the current situation.
3.3.2. Improved possibilities of drug treatment and rehabilitation in prisons.
3.3.3. Improved coping skills of offenders, including:
   3.3.3.1. Improved quality of offender rehabilitation and system sustainability through the training of prison staff and probation officers;
   3.3.3.2. Implementation of different rehabilitation programmes;
   3.3.3.3. Increased number of inmates who have completed rehabilitation programmes;

3.4 Activities:

3.4.1. Twinning Contract (26 months, TF 604,000 EUR)

Covenant preparation 15,000 EUR

- **Long-term expert (RTA)** – (12 man-months, 180,000 EUR, Result: 3.3.1-3.3.3)

Tasks:
- Providing support to the STE 1 in conducting the research
- Based on a detailed analyses of STE 1 developing the ready-to-implement long term action plan in the field of drug addiction and drug supply prevention in Estonian prisons
- Advising in implementing the strategy
- Make recommendations to STEs
- Make proposals for the content and selection of the rehabilitation programme for drug addicts
- Make proposals for the content and selection of rehabilitation programmes
- Organize the training activities, advising in selecting the participants to the training activities

---

1 For the indicators please see Annex 1 – Logical Framework Matrix
Profile:
- Experience in the field of offender rehabilitation programmes, including drug-rehabilitation, at least 5 years
- Excellent knowledge of criminology
- Previous experience in and knowledge of organising research in the prison system is an advantage
- Good analytical skills
- Management skills
- Network of relevant contacts available across Europe
- Good command of English
- Computer literacy

- **RTA Assistant** (12 man-months, 12,000 EUR)

Tasks:
- Organises the activities of the RTA
- Carries out general administrative and secretarial duties within the project
- Translation of project documents and interpretation of activities

Profile:
- Secretarial or administrative experience
- Excellent command of Estonian and English
- Computer skills
- Good communication and organisational skills

- **MS Project Leader** (2 days per month during the implementation of the project, 12,000 EUR)

Tasks:
- Co-ordination of the project
- Composition of the reports
- Project financial management

Profile:
- Expert in the field of offender rehabilitation programmes, at least 10 years experience in the field.
- Substantial project management experience
- Good command of English
- Good computer skills

**Short-term experts (STEs)**

3.4.1.1. Alcohol and drug-treatment and rehabilitation

- **STE 1 in research for alcohol and drug treatment and rehabilitation** (6 man-months, 102,000 EUR, Result 3.3.1)

Tasks:
- Identifies the attitudes and knowledge of inmates and prison personnel regarding narcotic substances with the use of appropriate methodology;
- Analyses and interpretation of research data;
- Mapping of problems of drug abuse and drug supply to prisons and involved players;
- Make proposals to the Steering Committee for the longer-term planning of activities in the field of drug abuse prevention in prisons and possibilities of reduction of drug supply, including suggestions for the development of appropriate rehabilitation programmes;
- Suggest measures to reduce drug supply and drug use in prisons;
- Report to the Steering Committee;
- Make proposals for the content and selection of the rehabilitation programme for drug addicts.

Profile:
- 5-10 years practical experience in organising large scale social science research (compiling questionnaires, carrying out surveys, analysing and interpreting results);
- excellent knowledge of criminology
- previous experience in and knowledge of organising similar research in the prison system is an advantage;
- excellent analytical skills
- good computing skills;
- good English

The research target group is divided into two components: prison personnel/probation officers and offenders. The potential numbers of people surveyed and the method will be decided by expert in cooperation with MOJ.

- STE 2 and STE 3 for training on rehabilitation programmes for drug-addicts (6 man-weeks over 2 calendar months each, 48,000 EUR, Result: 3.3.2.)

Tasks:
On the basis of recommendation from the research, prison psychologists, social workers and probation officers (approximately 24 persons) will be trained on the drug addicts according to the research-based and effective programme for drug addicts. Translation and application of the programme and periodical supervision of trainers after the application is needed.

Profile:
- at least 5 years of experience in implementing the programme
- licence to teach the programme.
- good English
- computer skills.

3.4.1.2. Implementation of rehabilitation programmes

STE 4 and STE 5 on training on general coping skills programme (5 man-weeks over 5 calendar months each, 41,000 EUR, Result: 3.3.3.1. and 3.3.3.2.)

The programme has to be used in donor country at least for 2 years.
Tasks:
Training of prison- and probation staff (approximately 40 persons) on general coping skills, and provide supervision after the training. Programme is research-based, effective and licensed.

Profile:
- at least 3 years of experience in implementing the programme
- licence to teach the programme
- good English
- computer skills

The programme for offenders should consist of following activities:
- Social Welfare Presentation
- Information about the employment office and the possibilities it offers
- Short Job readiness training with video training
- Training, Job seeking, Applying
- Effective work relationship
- Basic domestic skills
- Men’s/Woman’s health
- Parenting skills (Developmental psychology)
- Basic computer skills training
- Preventive strategies: debts, rent, allowances
- Coping and thinking skills – relapse prevention
- Stress Management

STE 6 and STE 7 on training of prison and probation officers, NGO staff, Local government social workers on rehabilitation programme for sex offenders (5 man-weeks over 6 calendar months each, 41,000 EUR, Result: 3.3.3.2.)

Tasks:
Training of psychologists, prison staff, probation officers and other relevant staff (approximately 24 persons) on the basis of research-based and effective training programme for sex-offenders adapted to local needs. Application of the programme and periodical supervision of trainers after the application.

The programme for sex offenders should consist of the following activities
- social skills training
- sexual education
- victim empathy training
- stress management
- relapse prevention
- cognitive restructuring
- sexual fantasy modification (aversive therapy)
- impulsivity management and self-control training.

Profile:
- at least 5 years of experience in implementing the sex offender programme
- licence to teach the programme
- good English
STE 8 and STE 9 on training of prison and probation officers on a rehabilitation programme for young offenders (3 man-weeks over 5 calendar months each, 25,000 EUR, Result: 3.3.3.2)

Tasks:
Training of psychologists, social workers and probation officers on the basis of research-based and effective training programme for young offenders adapted to local needs. Application of the programme and periodical supervision of trainers after the application.

Profile:
- at least 5 years of experience in implementing the programme
- licence to teach the programme
- good English
- computer skills.

STE 10 and STE 11 on evaluation and training of MI practitioners to become trainers (8 man-days over 3 calendar months each, 12,000 EUR, Results: 3.3.3.1. and 3.3.3.3.)

Tasks:
Evaluation followed by the training of Motivational Interviewing (MI) trainers. There have been increasing calls on the prisons and probation service to demonstrate effectiveness. One way in which this can be done is to evaluate interventions in practice.

Profile:
- at least 5 years of experience in training the MI trainers
- accepted licence to train MI trainers.
- good English
- computer skills

12 MI practitioners will be evaluated in terms of how well they have integrated MI into practice. 4 members of the initial MI trainees who have practiced their skills successfully will be trained as trainers for the Estonian prison and probation system. Duration of training is approximately 5 calendar days. The trainees will be supervised during a period after the training.

STE 12 and STE 13 on training of ART practitioners to become trainers (5 man-days over 5 calendar months each, 8,000 EUR, Results: 3.3.3.1. and 3.3.3.3.)

Tasks:
Further training of Aggression Replacement Training (ART) trainers. 4 members of current ART practitioners will be trained to become trainers of ART. Duration of training is approximately 5 calendar days. The trainees will be supervised for a period after the training.

Profile:
- at least 5 years of experience in training the ART trainers
- accepted licence to train ART trainers
- good English
- computer skills.

3.4.1.3. Translation and interpretation of research for alcohol and drug abuse in prisons, rehabilitation programme for drug addicts and other rehabilitation programmes (Results 3.3.1. -3.3.3.) (TF: 99 000 EUR)

Approximately 2800 pages of training programmes and research materials have to be translated (cost per page is ca 16 EUR), in addition interpretation for 116 training days is needed (cost per day is ca 460 EUR).

3.5 Lessons learned:

In order to ensure effective co-operation, the MoJ has negotiated with all involved authorities during the course of programming this project.

During the monitoring exercise of previous projects in the JHA field, it has been noted that the MoJ and the MOIA should regard monitoring as an essential management tool for their own use and introduce a continuous in house monitoring system including regular written updating of programme information for ongoing programmes. In-house monitoring of programme activity will be organised throughout the duration of the project and regular written updating requested from the project leader. Regular meetings and briefings will be organised between project counterparts.

During the Phare 2000 “Crime Prevention” project it was found that there is a strong need for co-operation between different parts of judicial system and authorities outside prison system in order to achieve social action aiming both at the time spent in prison and the situation post-release. Currently, discussions between the MoJ and the MoSA regarding this matter are ongoing.

Under the Phare 2000 project, MI and ART training was only provided to prison social workers and psychologists and no probation officers were included. As offender rehabilitation is the main task of both prison and probation, probation officers should have been included. They are included in the training sessions of this project.

Also- many people who were trained to deliver ART and MI have left the prison system after the training was over. No contract was made between them and the MOJ prior the training to ensure they will deliver the programs in prisons in the future. That mistake should be avoided in the current project. Selection of the trainees should be more thorough, so that the trained personnel will be more responsible and continue the practice of the programme in prisons. We are planning to sign contracts with all the persons receiving the training.

Support from the prison managers is also extremely important in implementing the programs effectively. Therefore we have included social rehabilitation programs into
the "Balanced Score-card", which is a strategic management tool used in prisons from 2003.

3. Institutional Framework

A prison is a governmental agency in the area of jurisdiction of the Estonian Ministry of Justice and its task is to implement imprisonment and pre-trial imprisonment. There are 8 closed prisons and 1 open prison in Estonia. The role of the MoJ is the development of penal policy. The Prisons Department carries out the strategic development of the prison system as well as supervision over prisons.

The Imprisonment Act, in force since 1 December 2000, stipulates the order and regulation of the implementation of custodial sentence and custody pending trial. The Act concentrates on the re-socialisation of prisoners. The Act follows the principles acknowledged by developed countries, the implementation of which requires highly qualified employees and modern punishment conditions. In cooperation with the Ministry of Social Affairs and the Ministry of Education, the MoJ is responsible for integrating prison education into the national education system.

The process of rehabilitation of offenders involves several authorities in different fields of jurisdiction which cooperate closely. For example, according to the ‘Alcoholism and drug abuse prevention programme of Estonia 1997-2007’, the ministries of Social Affairs and Education are responsible for periodically carrying out alcohol and drug related social and medical studies; the MoSA and the MoJ are responsible for offering further training to the medical staff of primary health care institutions and prisons; the MoJ is responsible for starting the ‘Drug-free’ programme in juvenile prison.

Other cooperation partners involved in the fight against drug abuse and HIV include
- NGO “CONVICTUS” (7 staff members)- Conducts support groups for people with HIV and drug abuse problems. It is also devoted to supporting HIV-positive individuals with the drug abuse problems in Estonian prisons.
- Estonian Drug Monitoring Centre/ Estonian National Focal Point - monitoring of drug situation, responses, drug strategy and policy and their impact to the drug situation.
- The Ministry of Internal Affairs (Internal Security Analysis Department, 4 staff members) - drug related offences, prevention of drug related crime, national drug legislation, availability of illicit drugs at street level. Training seminars for drug-inspectors of prisons in cooperation with the MoJ.
- National Programme for Drug and Alcohol Prevention - Advice on and funding of projects aimed at drug prevention and alcohol abuse; training and seminars for various groups, publication of educational materials and related support.
- National HIV/AIDS Prevention programme - monitoring, drug addiction treatment for drug addicts living with HIV, research work.

The Ministry of Social Affairs (Welfare Department, 12 staff members) has the authority to conduct provisional supervision of social work in prisons. The obligation
lies with the Minister of Social Affairs. The Ministry of Social Affairs is also working out new multi-disciplinary national drug strategy, the strategy will be approved by the Government in 2004.

- The Ministry of Justice (Prison department, 28 staff members) has been working out the The development plan of the employment of inmates and arrested persons 2004-2007 in cooperation with the Ministry of Social Affairs. The development plan will be ready in the May of 2004. The Strategy describes the process of development of employment in prisons.

- Estonian Prison Industry (9 staff members) is the organization which has the authority to organize the employment of inmates and detainees. Prison Industry has contracts with private sector enterprises to offer work in prisons.

The beneficiary of the project is the Ministry of Justice. The Ministry of Justice is responsible for the coordination of the project. The prison and probation authorities are responsible for ensuring the active participation of prison and probation personnel. All prisons (directors, deputy directors, heads of social divisions) in prisons have been consulted repeatedly during the preparations of this project.

4. Detailed Budget

<table>
<thead>
<tr>
<th>Transition Facility</th>
<th>Support</th>
<th>Total TF(=I+I B)</th>
<th>National Cofinancing *</th>
<th>IFI *</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twinning Contract</td>
<td></td>
<td>595,000</td>
<td>68,000</td>
<td></td>
<td>663,000</td>
</tr>
<tr>
<td>Long Term expert (RTA)</td>
<td>180,000</td>
<td>180,000</td>
<td></td>
<td></td>
<td>180,000</td>
</tr>
<tr>
<td>Covenant preparation</td>
<td>15,000</td>
<td>15,000</td>
<td></td>
<td></td>
<td>15,000</td>
</tr>
<tr>
<td>RTA Assistant</td>
<td>12,000</td>
<td>12,000</td>
<td></td>
<td></td>
<td>12,000</td>
</tr>
<tr>
<td>MS Project Leader</td>
<td>12,000</td>
<td>12,000</td>
<td></td>
<td></td>
<td>12,000</td>
</tr>
<tr>
<td>STE 1 (research)</td>
<td>1020,000</td>
<td>102,000</td>
<td>15,000</td>
<td></td>
<td>117,000</td>
</tr>
<tr>
<td>STE 2 and STE 3 (training for drug addicts)</td>
<td>48,000</td>
<td>45,000</td>
<td>10,000</td>
<td></td>
<td>58,000</td>
</tr>
<tr>
<td>STE 4 and STE 5 (training on general coping skills)</td>
<td>41,000</td>
<td>41,000</td>
<td>10,000</td>
<td></td>
<td>51,000</td>
</tr>
<tr>
<td>STE 6 and STE 7 (rehabilitation programme for sex offenders)</td>
<td>41,000</td>
<td>41,000</td>
<td>10,000</td>
<td></td>
<td>51,000</td>
</tr>
<tr>
<td>Project Description</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>STE 8 and STE 9 (rehabilitation programme for young offenders)</td>
<td>25,000</td>
<td>22,000</td>
<td>10,000</td>
<td>35,000</td>
<td></td>
</tr>
<tr>
<td>STE 10 and STE 11 (MI)</td>
<td>12,000</td>
<td>12,000</td>
<td>5,000</td>
<td>17,000</td>
<td></td>
</tr>
<tr>
<td>STE 12 and STE 13 (ART)</td>
<td>8,000</td>
<td>8,000</td>
<td>8,000</td>
<td>16,000</td>
<td></td>
</tr>
<tr>
<td>Translation and interpretation of research for alcohol and drug abuse in prisons, rehabilitation programme for drug addicts and other rehabilitation programmes</td>
<td>99,000</td>
<td>99,000</td>
<td>99,000</td>
<td>99,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>595,000</td>
<td>595,000</td>
<td>68,000</td>
<td>663,000</td>
<td></td>
</tr>
</tbody>
</table>

The joint co-financing to be provided from national sources will be earmarked in the national budget of 2005-2006. In 2005, the co-financing will be 35,000 EUR; in 2006 it will be 33,000 EUR.

The co-financing costs will be used for the rent of training rooms, for covering the travel, accommodation and catering costs of the participants, and for covering the cost of translation and interpretation, but also for financing the elaboration of study and auxiliary materials.

The amounts for co-financing indicated in the table correspond to cash joint co-financing.

The co-financing expenses will be monitored by the beneficiary and the NAO. For the earmarked co-finance, a clear and verifiable set of costs will be provided. The beneficiary will define which budget lines are the source for co-financing. Flow and stock data on co-finance will be submitted quarterly for steering committees, twice a year to the Sector Monitoring Working Group. The beneficiary, together with the NAO commits to sound financial management and financial control.

5. **Implementation Arrangements**

6.1. **Implementing Agency**

The Implementing Agency is the CFCU. The CFCU will be responsible for tendering and contracting. The responsibility for project preparation, implementation and control will remain in the Ministry of Justice.
The Programming Authorising Officer/PAO is:
Mr. Renaldo Mändmets
Deputy Secretary General
Ministry of Finance,
Suur-Ameerika 1, 15006 Tallinn
Phone: (+372)6 113 545
Fax: (+372)6 966 810
E-mail: renaldo.mandmets@fin.ee

The Programme Officer/PO is:
Hr Peeter Näks
Deputy Secretary General on Prisons´ Matters
Ministry of Justice
Tõnismägi 5a, 15191 Tallinn
Phone: (+372)6 208 200
Fax: (+372) 6 208 272
E-mail: peeter.naks@just.ee

The PO is responsible for the overall implementation and monitoring of this project.

The Project Leader is:
Ms Piret Kasemets
Head of Social Care Division, Prisons Department
Ministry of Justice
Tõnismägi 5a, 15191 Tallinn
Phone: (+372)6 208 216
Fax: (+372) 6 208 272
E-mail: piret.kasemets@just.ee

The Project Leader is responsible for the overall management of project implementation.

The Project Leader will be assisted by Project Managers: Klarika Kallikorm, Monika Sarapuu (drug related components) and Kersti Jakobi (rehabilitation components), Advisers of the Social Care Division and they are responsible for the daily management and all technical aspects of the implementation of their project components.

The contact person from NGO Convictus is:
Ms Julia Vinckler
The member of the board of NGO Convictus Eesti.
Merivälja tee 1-K102
11911 Tallinn
Phone: (+372) 6 410 133,
E-mail: julia.vinckler@convictus.org

A steering committee will be set up to oversee the project implementation. The steering committee will meet once in a quarter and will include the
representatives of Ministry of Justice, Ministry of Social Affairs, Ministry of Education and Research, NGO Convictus, Murru prison, a representative from the European Commission as appropriate and the Ministry of Finance.

6.2. Twinning
The contact person is Monika Sarapuu, adviser of the Social Care Division, Prisons Department, Ministry of Justice. Phone +372 6208 287, e-mail: monika.sarapuu@just.ee

6.3. Non-standard aspects
No non-standard aspects are foreseen.

6.4. Contracts
Twinning Contract; 595,000 EUR (+68,000 EUR co-financing)

7. Implementation Schedule

7.3. Start of tendering/call for proposals
August 2004
7.4. Start of project activity
February 2005
7.3. Project Completion
July 2007

8. Sustainability
In order to ensure sustainability of the institution building, all efforts will be made to ensure that the people who are trained stay in the system and are motivated to pass their knowledge on to other staff-members. In addition to signing a contract with every trainee prior to the training, each training programme will be followed by periodic supervision to ensure continuity and sustainability.

MoSA has currently very few services to offer ex-offenders, however the service of support-persons is offered to those with coping (physical as well as social) difficulties. There are state measures which provide support for ex-offenders after the release from prisons. Local employment offices provide help in finding a job as well there are social benefits and financial support, which are provided for registered unemployed people. New strategy for social welfare system in Estonia is being conducted, which also dedicates more attention to services suitable for ex-offenders. There are also some rehabilitation centers (NGO-s funded yearly by MOSA) for ex-offenders which offer bed & breakfast services as well as social- and psychological counselling. MOJ is working closely with NGO "Social Rehabilitation Center" with project "Volunteers in prison" NGO Convictus is involved in the steering committee. This project is still in an early phase but the cooperation has started well.

9. Conditionality and sequencing
The ‘Drug Prevention in Prisons’ conception will be ready by the start of the project; The Development Plan of the employment of inmates and arrested
persons 2004-2007 will be approved before the start of the relevant training component;
The new multidisciplinary national drug strategy will be ready by the start of the project.

**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)
### LOGFRAME PLANNING MATRIX FOR Project

| Programme name and number: Drug Prevention in Prisons and rehabilitation of inmates |
| Contracting period expires 15/12/2006 |
| Disbursement period expires 15/12/2007 |
| Total budget: 663,000 EUR |
| Transition Facility budget: 595,000 EUR |

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced recidivism of ex-prisoners in Estonian society</td>
<td>Decline in the proportion of ex-offenders returning to prison by 2009-2010</td>
<td>Statistics, MoJ reports</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project purpose</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced drug abuse of offenders through the development of drug treatment and implementation of rehabilitation programmes in prisons and probation service. Improved social re-integration of ex-offenders through the development of the coping skills of offenders.</td>
<td>Decline in the proportion of drug abusing offenders by the end of 2005. Prison and probation staff have been trained in rehabilitation programmes/techniques by the end of 2006</td>
<td>Research report; Training reports; supervision reports; Contracts with prison staff to deliver the programme(s) in prison</td>
<td>Overall criminality in society does not worsen Wider drug rehabilitation opportunities continue to be created in society generally Inmates are motivated to</td>
</tr>
<tr>
<td>Results</td>
<td>Objectively Verifiable Indicators</td>
<td>Sources of Verification</td>
<td>Assumptions</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>3.3.1. Ready-to-implement long term action plan in the field of drug addiction and drug supply prevention in Estonian prisons based on a detailed analysis of the current situation.</td>
<td>The number of drug-related offences inside prisons declines by 3% by 2008. Currently, 78% of criminal procedures started in prisons are drug-related. Prison and probation staff have been trained in rehabilitation programmes/techniques by the end of 2006 Preventive programmes for inmates are implemented. By the end of 2007. More former inmates find employment by the end of 2008.</td>
<td>Prison reports, statistics, training reports</td>
<td>Professional staff positions in the prison system have been filled. Prison and probation staff attend training and remain in the service. More drug rehabilitation opportunities are created in society. Inmates attend and complete training Necessary expertise is found to carry out the training</td>
</tr>
<tr>
<td>3.3.2. Improved possibilities of drug treatment and rehabilitation in prisons.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3.3. Improved coping skills of offenders, including:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3.3.1 Improved quality of offender rehabilitation and system sustainability through the training of prison staff and probation officers; 3.3.3.2. Implementation of different rehabilitation programmes; 3.3.3.3 Increased number of inmates who have completed rehabilitation programmes;</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The overall unemployment level in Estonia does not decline. Former inmates are included in employment programmes.

Social services are more available to offenders and ex-offenders.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Cost (EUR)</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long Term expert (RTA)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Providing support to the STE 1 in conducting the research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Based on a detailed analyses of STE 1 developing the ready-to-implement long term action plan in the field of drug addiction and drug supply prevention in Estonian prisons</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Advising in implementing the strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Make recommendations to STEs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Make proposals for the content and selection of the rehabilitation programme for drug addicts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TWINNING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>180,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>15,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>12,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>12,000</td>
<td></td>
</tr>
</tbody>
</table>
- Make proposals for the content and selection of rehabilitation programmes
- Organize the training activities, advising in selecting the participants to the training activities

Covenant preparation

RTA Assistant
Tasks:
- Organises the activities of the **RTA**
- Carries out general administrative and secretarial duties within the project
- Translation of project documents and interpretation of activities

MS Project Leader
- Coordination of the project
- Composition of the reports
- Project financial management
### 3.4.1.1. Alcohol and drug treatment and rehabilitation

Research into the problems of alcohol and drug abuse in prisons (Result: 3.3.1)

<table>
<thead>
<tr>
<th>Activity</th>
<th>STE Duration</th>
<th>Cost</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STE 1, 6 man-months</td>
<td>102,000</td>
<td>15,000</td>
<td>Appropriate expertise is found to conduct the research;</td>
</tr>
</tbody>
</table>

Training of prison and probation staff on rehabilitation programmes for drug addicts (Result: 3.3.2.)

<table>
<thead>
<tr>
<th>Activity</th>
<th>STE Duration</th>
<th>Cost</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STE 2 and STE 3, 6 man-weeks</td>
<td>48,000</td>
<td>10,000</td>
<td>Appropriate rehabilitation programmes are found that meet the needs of Estonian prison and probation system;</td>
</tr>
</tbody>
</table>

### 3.4.1.2. Implementation of rehabilitation programmes

General coping skills programme training (Results: 3.3.3.1 and 3.3.3.2)

<table>
<thead>
<tr>
<th>Activity</th>
<th>STE Duration</th>
<th>Cost</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STE 4 and STE 5, 5 man-weeks</td>
<td>41,000</td>
<td>10,000</td>
<td>Prison and probation staff are motivated to learn</td>
</tr>
</tbody>
</table>

Training of prison and probation officers, NGO staff, local government social workers on rehabilitation programme for sex offenders (Result: 3.3.3.2)

<table>
<thead>
<tr>
<th>Activity</th>
<th>STE Duration</th>
<th>Cost</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STE 6 and STE 7, 5 man-weeks</td>
<td>41,000</td>
<td>10,000</td>
<td>Offenders are motivated to learn and change their behaviour</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity</th>
<th>STE Duration</th>
<th>Cost</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STE 8 and STE 9, 3 man-weeks</td>
<td>25,000</td>
<td>10,000</td>
<td>Trained staff-members will stay in the system;</td>
</tr>
</tbody>
</table>
Training of prison and probation officers on rehabilitation programme for young offenders (Result: 3.3.3.2)

Evaluation and training of MI practitioners to become trainers (Results: 3.3.3.1. and 3.3.3.3.)

Training of ART practitioners to become trainers (Results: 3.3.3.1. and 3.3.3.3.)

<table>
<thead>
<tr>
<th>3.4.1.3. Translation and interpretation of research for alcohol and drug abuse in prisons, rehabilitation programme for drug addicts and other rehabilitation programmes (Results 3.3.1. -3.3.3.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>STE 10 and STE 11, 8 man-days</td>
</tr>
<tr>
<td>STE 12 and STE 13, 5 man-days</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
<tr>
<td>Preconditions</td>
</tr>
<tr>
<td>-------------------------------</td>
</tr>
<tr>
<td>The Drug Prevention in Prisons conception is ready</td>
</tr>
<tr>
<td>The Development Plan of the employment of inmates and arrested persons 2004-2007 is approved before the start of the relevant training component</td>
</tr>
<tr>
<td>The new multidisciplinary national drug strategy is ready</td>
</tr>
</tbody>
</table>
# TIME IMPLEMENTATION CHART

**Project N°:**
**Project Title:** Drug Prevention in Prisons and rehabilitation of inmates

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contract</strong></td>
<td>J F M A M J J A S O N D</td>
<td>T T T C C</td>
<td>I I I I I I I I I I</td>
<td>I I I I I I I I I I</td>
</tr>
<tr>
<td><strong>Twinning Package</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RTA</strong></td>
<td></td>
<td>I I I</td>
<td>I I I</td>
<td>I I I</td>
</tr>
<tr>
<td><strong>RTA Assistant</strong></td>
<td></td>
<td>I I I</td>
<td>I I I</td>
<td>I I I</td>
</tr>
<tr>
<td><strong>MS Project Leader</strong></td>
<td>I I I</td>
<td>I I I</td>
<td>I I I</td>
<td>I I I</td>
</tr>
<tr>
<td><strong>STE 1 (research)</strong></td>
<td>I I I</td>
<td>I I I</td>
<td>I I I</td>
<td>I I I</td>
</tr>
<tr>
<td><strong>STE 2 and STE 3</strong></td>
<td></td>
<td></td>
<td></td>
<td>I I I</td>
</tr>
<tr>
<td>(rehabilitation programme for drug addicts)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STE 4 and STE 5</strong></td>
<td></td>
<td></td>
<td>I I I</td>
<td>I I I</td>
</tr>
<tr>
<td>(coping skills)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STE 6 and STE 7</strong></td>
<td></td>
<td></td>
<td></td>
<td>I I I I I</td>
</tr>
<tr>
<td>(rehabilitation programme for sex offenders)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STE 8 and STE 9</strong></td>
<td></td>
<td></td>
<td>I I I</td>
<td>I I I I</td>
</tr>
<tr>
<td>(rehabilitation programme for young offenders)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STE 10 and STE 11</strong></td>
<td></td>
<td></td>
<td>I I I</td>
<td>I I I</td>
</tr>
<tr>
<td>(evaluation and training of MI tainers)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STE 12 and STE 13 (training of ART practitioners)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Translation and interpretation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## CUMULATIVE CONTRACTING SCHEDULE (by quarters)

**ANNEX 3a**

Project N°:  
Project Title: Drug Prevention in Prisons and rehabilitation of inmates

<table>
<thead>
<tr>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>II</td>
<td>III</td>
<td>IV</td>
<td>I</td>
</tr>
<tr>
<td>Twinning Contract</td>
<td>595,000</td>
<td>595,000</td>
<td>595,000</td>
<td>595,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>595,000</td>
<td>595,000</td>
<td>595,000</td>
<td>595,000</td>
</tr>
</tbody>
</table>
# CUMULATIVE DISBURSEMENT SCHEDULE (by quarters)

**Annex 3B**

**Project N°:**

**Project Title:** Drug Prevention in Prisons and rehabilitation of inmates

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>II</td>
<td>III</td>
<td>IV</td>
<td>I</td>
</tr>
<tr>
<td>Twinning Contract</td>
<td>226,500</td>
<td>273,500</td>
<td>320,500</td>
<td>367,500</td>
<td>414,500</td>
</tr>
<tr>
<td>TOTAL</td>
<td>226,500</td>
<td>273,500</td>
<td>320,500</td>
<td>367,500</td>
<td>414,500</td>
</tr>
</tbody>
</table>