



REHABILITATIVE PRISONS

Ton Daans

International expert on prisons

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Contact number: +7 7172 23 70 21

“THE DEGREE OF CIVILISATION IN A SOCIETY CAN BE JUDGED BY ENTERING ITS PRISONS” (Fyodor Dostoyevsky, 1862)

Frequently in presentations I'm using the quote of the world famous Russian author and philosopher Fyodor Dostoyevsky. Also he has written that a society should be judged not by how it treats its outstanding citizens but how it treats its criminals.

In the context of this assignment I prefer to serve this quote as a metaphorical appetiser. Why? Because in this few simple words the outstanding Dostoyevsky touches the core of the debate on civilisation. The civilisation of all countries, not only of the Republic of Kazakhstan, in fact of all countries, also of my home country The Netherlands.

As the main course of this metaphorical menu I will serve a 'prescription' how to establish a "rehab prison". Not a very specific prescription, but a prescription in general terms. Moreover in this note I want to underline the fundament upon which a new model of a prison has to be established. For sure there does not exist a kind of theoretical and architectural blue print of a rehab prison. Else it would be a very simple assignment. In that case I was able to copy and paste the universal blue print and I would advise you to implement it. However that is not possible. Every society creates its own tailor made system of corrections. I have never seen or even heard about the fact that one country had copied and adopted a correctional system of another country. The reason for developing their own unique correctional system is related to the history of a state, but also interacts with the ideological, political, economic, cultural and social conditions. In each country these conditions vary, sometimes there are minor differences, but most of the times the differences are rather big. After all, all countries, all governments in practice will choose for a different approach. All solutions are coloured by national, cultural and political opinions. Even in the European Union there does not exist equal systems. Moreover there exist very existential differences. Mutatis mutandis, I also have observed significant differences between the correctional systems within the United States and even also within the federal state of Germany.

Therefore the one joint solution strategy would be wishful thinking. A standard model does not exist. Nevertheless, I can present to you some considerations that can be useful for your own situation and can be a (not *thé*) starting point in the actual process of reforming the correctional system.

The development of the penitentiary system in the Republic of Kazakhstan is an important segment of the reform of the penal system, which is one of the priorities of the government policies.

Such as in many countries, during my visits and during my discussions I observed that also in the Republic of Kazakhstan the state has formulated a double task for the national prison service. Firstly the incapacitation by incarceration and secondly the rehabilitation by re-socialisation of prisoners. In practice the government, politicians, policy makers and operational managers have to work hard to keep these almost antagonist tasks in balance and I recognise the complexities of this. However, this is an unconditional obligation that must be met. My discussions during my first mission confirm that my conversation partners are aware of this.

According to the results of the conversation during my visits I noted the positive work of the administration on creation of a positive attitude for the future. In this context it is paramount to note that all participants of the working visits unanimously agreed that the reintegration of detainees is not only a compulsory and exclusive task for the governmental organisations and that the pledge of successful re-socialisation and



rehabilitation of citizens released from prisons is a productive interaction between the interested state bodies and the non-governmental sector. I want to underline this fundamental issue and in relation to this subject I want to launch the following slogan: *“Bring prison in the society and the society in to the prison. Imprisonment and re-socialization are complementary elements”*.

In this context I want to stipulate that it is a prerequisite that the prisoner during his incarceration participates in an active way in the process of re-socialization and that the incarcerated citizens have their own responsibility for their own future. In fact the prison system has the main task to facilitate this process. And the conclusion I draw is the fact that the staff of the prison is not working in the prison system to punish, but that they are in function to help detainees during the punishment. In this context I note that is a substantial task of the prison system to minimize the collateral damage that in an intended and in unintended way is connected with the process of incarceration.

I am convinced that the process of re-socialization is a process that is inextricably bound up with the total process of incarceration. The process of re-socialization is a concept that has to fit within the total process of imprisonment. Of course in that process of re-socialization there are different stages, all with their own dimension, dynamics and their own unique character.

In this context nobody will be surprised that in my humble opinion every penitentiary facility has to be a “Rehabilitation Prison”, that inseparable has to be connected with society. This issue is fully in line with the basic principle that a detained person is a citizen and remains a citizen and cannot be 'downgraded' from a legal entity with all its dignity, from a respected subject to a -logistics interesting- object.



A BASIC PRINCIPLE

In the past I have written a speech, in which I delivered a consideration of the American author/Judge Dennis Challeen.

Once he wrote the following words:

'We want prisoners to be responsible. So we take away all their responsibilities. We want them to be a part of our communities. So we isolate them from our communities. We want them to be positive and constructive. So we degrade them and make them useless. We want them to be trustworthy. So we put them where there is no trust. We want them to be non-violent. So we put them where there is violence all around them. We want them to be kind and loving people. So we subject them to hatred and cruelty. We want them to quit being tough guys. So we put them where the tough guy is respected. We want them to stop hanging around losers. So we put all the losers in the state under one roof. We want them to quit exploiting us. So we put them where they exploit us. We want them to take control of their lives, own their own problems and quit being a parasite. So we make them totally dependent on us.'

In the core Dennis Challeen criticises the social and judicial response to deviant or abnormal behaviour. In general the social reaction is to individualise the detected problem, on basis of which we, the society, are capable to identify and to seclude the fellow citizens. And in many situations, in many countries, citizens are excluded by the criminal justice system. Often they use the criminal justice system to solve social, psychological and psychiatric problems. Penal institutions are often used as shelters for rooted social problems. The massive presence of addicted persons in penal institutions is a typical example. The social drugs problem is incriminated while health organisations, such as the World Health Organisation, qualify addiction as a disease. Two worlds, two ideologies are conflicting, they interfere with each other. And another obvious example is the presence of large groups of psychiatric patients or mentally disabled in penitentiary institutions. And every expert in the field of corrections knows that in some way the criminal justice system has the aim of a certain social exclusion of not law abiding citizens and moreover corrections practitioners are fully aware that *'thinking inside the cell'* does not have an social inclusion effect.

Precisely the absolute opposite is taken place. The inevitable consequence of *'thinking inside the cell'* is a social exclusion. And this social exclusion can have a fatal impact on the rehabilitation of detainees. In fact this judicial system 'in close up is not normal'. It is not in accordance with a prominent (international adopted) value that societies have to use imprisonment only as a last resort (ultimum remedium).

I am aware that each country has its own prison system. A method of problem solving, which may be outdated, but certainly it is a leading principle in most countries all over the world. However, the most fundamental question is not asked. Do we achieve our goal of creating law abiding citizens by this way of punishing people and do we ultimately achieve a more secure society? The rates of recidivism are unprecedentedly high. Therefore the key questions are: *'are we doing well? Could it be better or could it be different?'* Based on true facts and figures, based on scientific knowledge, it is



recommended of thinking ‘*outside the cell*’ instead of thinking ‘*inside the cell*’? Why would we want to stick to inactive ingredients of a failing system?

We need reform, but it must result in genuine change. And let me bear one fundamental element in our mind. One universal issue must be clear to all of us in this context of change. I am “preaching” this everywhere. And I keep repeating it, today, tomorrow, the day after tomorrow, it’s my strong conviction that there is one very important precondition in the process of change.

The respect for human rights is a prerequisite for change rather than change a condition for the respect of human rights.

The staff of the correctional service in the Kazakhstan correctional service are the professionals en they have to give the example in order that the clients take example by them, the professional practitioners .

Why? Because scientific research has shown that a climate with positive, supportive treatment contributes to a positive behaviour and reduces the risk of recidivism, as opposed to a repressive treatment. Here I want to highlight: it is so obvious, the quality of prison staff is of paramount importance, because staff-prisoner relationships are key to prison quality. In fact staff members in the primary process of a prison system have a very significant key role. In scientific literature the contact between detainees and members of staff is called “the moment of truth” (Norman R. 2002, Service Management ; Strategy and leadership in service business). A real investment in staff therefore is a paramount prerequisite.

However I’ve observed that respect for human dignity is free of charge. Respect the detainee as an appreciated and full citizen and as a normal human being, because the aims of criminal justice can be best achieved as a result of normal human encounters and normal relationships with society. The best ‘antidote’ to prevent recidivism is an approach, on the one hand based on a balanced combination of safety, care, fairness, dignified human treatment, and on the other hand based on the attention given by the society for the return of the inmate into a free society.

It is my strong conviction, that

- A) the interconnectedness of community and the correctional institutions
- B) a good balanced daily programmatically approach based on the respect of the incarcerated civilian and
- C) a well trained and educated team of members of staff

are the very important preconditions to reduce recidivism and to create a safer community. Or formulated in stronger terms, I believe that –besides a respectful approach, an effective collaboration between the correctional service and the society is a prerequisite for an effective reintegration and therefore an effective way to protect the community. I repeat: “*Bring prison in the society and the society in to the prison. Imprisonment and re-socialization are complementary elements*”.



The programme of the pilot project and the approach of the detainees in the new prison model also have to rest on a sustainable fundament, on principles. Of course these principles are not limited, but the principles that I will present are for sure of an eminent and paramount value. The general considerations, I've presented in an earlier stage, are the basis of the following principles.

1. NORMALISATION

The daily activities of the prison shall in general, and whenever specific agreements are reached, be related to normal life in the general community.

2. OPENNESS

The prison shall be organised so that the offender is offered good opportunities to make and maintain contact with the ongoing life of the community. Similarly, contact between the various parts of the prison and society shall be strengthened to the greatest possible extent.

3. EXERCISE OF RESPONSIBILITY

The prison shall be organised in a way that the offender has the opportunity to develop a sense of responsibility, self-respect and self-confidence and become motivated to actively strive for a crime-free life.

4. SECURITY

The prison shall ensure that the sentence of the court is carried out with due attention paid to the protection of the community from crime as well as protecting the inmate from aggression or damaging influences emanating from other persons

5. LEAST POSSIBLE INTERVENTION

The prison shall choose the least intervenient means for dealing with any particular task.

The responsible authorities have to be aware that these principles are fundamental conditions for a success of the project. And so they should be considered integral and should be applied constantly and everywhere.

Moreover the responsible authorities have to be aware that prisoners that are entering the project should not be damaged in the closed phase of their incarceration. In fact also the closed phase of detention should be based on the same principles. In fact, presenting the concept of a new "rehab prison" is an equivalent of the presentation of a broad new concept of the prison system. Of course the authorities can start in the first stage with creating and establishing the new "rehab prison", but unconditional they have to start with a fundamental reconsideration of the total field of incarceration.

But I underline again that implementing the concept of the rehab prison is a wonderful and very positive step forward in the process of transforming the penitentiary organisation in the Republic of Kazakhstan.



First of all the prison service has to create an environment that can be characterised by order and safety. Order and safety for the detainees (but also for the members of staff) are the most important elements for the fundament of the process of detention. Based on this sustainable fundament “space” is created for a decent interpretation of the detention, based on a respectful and honest approach and treatment of the detainees without any unnecessary degradation of the individual and personal integrity of the detainee. This safe and decent detention climate enables constructively contacts between detainees and members of staff. And these constructive contacts will lead into a detention climate that can be characterised as a environment with an ambience, an atmosphere of trust, in which detainees are supported and encouraged to develop responsibilities, in a way that they are accountable for their behaviour. And based on the results of this phase a process of recovery, a process of restorative detention can be developed in which all kind of activities can be offered concerning all fields related to the integration of the detainee (contacts with the free society, housing, work and income, health issues etc).

Every detainee is unique with his unique problems. Programmes has to be established and based on a good risk and need assessment. In the core the reintegration plan is an important chapter of a broader detention plan. The detention plan, including that reintegration plan, is a prerequisite for an effective and efficient course of the period of imprisonment.

From my point of view the prison system has not only the moral duty, but also a legal mandatory commitment/assignment to offer the detainee (remanded or convicted) an individual customised detention and re-socialisation program so that the detainee is enabled to participate in a constructive, active and participating way in that program that finally leads to an effective reintegration in society. An investment in this kind of operational processes has probably the effect that we achieve our goal of creating law abiding citizens. In that way ultimately we achieve a more secure society. This solution will result in lower operating costs for the prison administration in particular and for the judicial chain in general and in the long run in a safer society, because of the reduction of recidivism. There are some researches, for instance of the Home Office in the UK, but also in the Netherlands (Peter Nelissen), that prove that effective investments in the correctional services can lead to substantial cuts in the crime related governmental budget.

You have to change with a purpose, namely to create a new mindset how to solve the problems in the field of criminality. Let me be clear, I am not advocating the absolute abolition of imprisonment, because I want to ensure that those who are engaged in crime do not go unpunished. As I have noted in an earlier stage, during my first mission in October 2017, roughly you can divide all prisoners in three groups: the BAD, the MAD and the SAD. In my opinion you have to reserve the incarceration especially for the first group, the BAD. Based on my international experience I underline again that this group of prisoners is the smallest part of the total group of incarcerated fellow citizens. This group “deserves” a tight programme, however also based on a detention and reintegration plan (also founded on the principals). Nobody, no citizen, is thrown away. Human beings, what crime they committed, are disposables. Also this group has to be offered a challenging programme, because



there is always a possibility that also these detainees want to change for the better. Continuously they must be challenged. It's a long walk, and it's the moral duty to keep walking.

But for sure for both other groups there are better and more efficient and effective methods. I'm convinced that specially for these groups the principles (as described above) have to be adopted to create a humane correctional process that is focused more on addressing offender need for reintegration rather than only short-sighted, punitive responses to crime. Based on an effective need and risk assessment the focus of the program for the MAD has to be aimed on a effective treatment. The programme for the SAD has to be focussed on solving especially the social problems. In this context moreover I underline that the main task of the members of the staff of the penitentiary facilities is not to punish during the process of imprisonment, but to help the detainees during the punishment.

And again: virtually all detainees will return one day into the 'free society', and therefore they have to stay connected with that society. The best 'antidote' to prevent recidivism is an approach, on the one hand based on a balanced combination of safety, care, fairness, dignified human treatment, and on the other hand based on the attention given by the society for the return of the inmate into a free society. A reform of the prison system in a isolated position is not possible. The correctional system in a state where the Rule of Law is respected, is not an absolute independent entity and does not exist in a social vacuum. There exists an unmistakable interaction between the correctional system and many facets of total society. In that way the prison system has to change with this purpose, the transformation from a classic 'lock them up system' to a more contemporary and modern penal rehabilitation institution. At the same time the penal institution also has to offer the detainee the chance to change with a purpose.

It takes two to tango. The correctional services and the total society, we all have a responsibility. Let everybody know that detainees do not go to prison FOR punishment, yet being in prison is the punishment. Getting out.... means that they have served their sentence. It's as simple as that.

I have no impressions on how closed prisons function the total system. However from my conversations and visits, it appears likely that there is an imbalance between the 2 primary tasks (incarceration and re-socialisation). In my opinion the focus is on the security of the prison and we I have my doubts on the efficiency of this. At this moment I have noticed that there is also too less focus on the living conditions and rehabilitation activities within the semi closed prisons. My initial impressions are that prisons are being used to 'warehouse' prisoners with too little constructive activities for prisoners to engage in, and there appears to be an overkill on security processes. Especially the overkill on the security processes worries me. First of all, because scientific research has shown that ultimately an overkill on security can have un upward effect on recidivism (Gaes and Camp 1998/1999; Journal of Experimental Criminology; research conducted in California USA). It's a fundamental essential task for the responsible authorities to find a balance between on the one hand a (also very expensive) overkill on security and on the other hand a shortage ('an underkill') on security, because of the risks for society. Therefore from this point of view a good triage, a good risk assessment, is a prerequisite.



I am optimistic and confident that the Kazakh authorities will succeed in further improving the prison system, and the creation of "rehabilitation prisons" will further bring Kazakhstan closer to international standards in this area.

According to the results of my visits in October 2017, some conversations with the convicts, I noted the positive work of the administration on creation of a positive attitude for the future. And for sure that's a very important observation.

RECOMMENDATIONS

- 1) you can establish a prison with, what in scientific literature is called a "prison semi liberté" in every building.
- 2) I'm not fully informed about the explanation, the legal exegesis, of the legal term "semi closed". Anyway you have to determine if this term is related to level of security or to the degree of movement of a detainee. My advice is to decouple both issues. In that way you can create a system where some detainees have a free movement inside and outside the premises of the facilities and the other ones are mandatory to stay within the facility. Compare with principle # 4. In that way you create a flexible organisation.
- 3) Based on the recommendation sub 2, you can create a growth model. The model is related to the tailor made detention plan and the tailor made reintegration plan. In the detention plan appointments are made about the degree of movements.
The starting position and the way, the road a detainee successfully has to follow for an extension of the degree of movement. Nevertheless it's possible that a new prisoner, for instance because there exists no risk for society, becomes the highest degree of movement. In the detention plan tailored made appointments also have to be made in case of violating the individual or general appointments.
- 4) The authorities have to be aware that the process of reintegration has the character of a "trial and error". The reaction on a violation of a prison rule is necessary, but has to be adequate and proportional. Compare with basic principle #5: choose for the least possible intervention.
- 5) The authorities have to determine what is de minimum or maximum period that a detainee can stay in these new facilities. My urgent advice is to decide that in the long term every detainee has to stay in the rehab prison before the date of release. However it's not possible to implement this general consideration during the period of piloting the project. Nevertheless during the pilot project a definition of a minimum and maximum is required. My urgent advice, also in connection with the length of sentences, is to fix the maximum period of stay on 2, or even 3 years and the minimum period on 12 months. Compare with basic principles # 2 and #4.
- 6) If detainees are authorised to participate in programs outside the premises they have to travel if possible by public transport. It is their own responsibility that they comply with the tailor made appointments in the re-socialisation plan. Compare with basic principles # 1, # 2, # 3.



- 7) As in free society it's compulsory for detainees to work. It's preferable that they work outside the premises. But if that is not possible in case of the degree of movement a detainee has to be fully employed within the penitentiary facilities. The number of the working hours is in line with the traditions in free society. Compare with principle # 1, 2 and 3.
- 8) Remuneration of the detainees is in line with the habits, traditions and regulations in free society. However it's required that (a substantial part of the) wages is reserved for the last phase of the reintegration process (the actual return in society). Compare with principle # 3. And if the wages are in line with normal wages in free society the detainee has to pay for board and lodging. Compare with principle # 1.
- 9) In the closed prison the selection process of the detainees, that will be transferred to the pilot project, has to be carried out. The selection process has to be based on an objective basic risk and need assessment. This assessment is necessarily recommended, moreover this assessment is an unconditional condition. Based on this assessment a multi disciplinary team (including the probation officer) in the "rehab prison" will establish a detention and reintegration plan. A personal mentor will be appointed. Also a substitute. The personal mentor, together with the probation officer, in an official way will evaluate (together with the detainee) the plan, the content of the plan, the progress, possible proposals for adjustments. The evaluation is on a regular base. For instance once a month. The results of the evaluations are subject of discussions within the multidisciplinary team.

The chair of the multidisciplinary team is the head of the department for reintegration of the "rehab prison".

All possible official decisions that have to be taken are the responsibility of the (deputy) governor.

- 11) All members of staff that have direct face to face contact with the detainee, including all mentors, are selected (by competition) and have to be trained.
- 12) It is my urgent advice that all members of staff (including probation officers) with the exception of the security guards are not wearing the uniform, that can be connected or related to the police or the military organisation. Prison work is a specialty and has no direct relation with the police or the military organisation. And this requires also a other way of identification. This in line with basic principle # 1 and #3. In this way the staff of the prison tries to create a positive detention climate.
- 13) It is widely recognised that working on successful reintegration of prisoners is less fruitful in a climate in which personnel sees inmates from an unequal perspective, so training with the aim of seeing and dealing with inmates in a humane way is necessary. Starting from this the action's overall objective is to improve preparedness of inmates for proper functioning in society, by improving the vocational training and labour opportunities during imprisonment.
- 14) The need to focus on successful reintegration and rehabilitation of prisoners is underlined by the authorities. Main assignments/tasks are to develop skills of prisoners, to create a healthy work atmosphere/mentality within the work shops on the premises and to select employers in society who can guarantee a healthy work atmosphere, to improve the access to a variety of educational and vocational programs
- 15) Prerequisites such as a repetitive daily program and creating motivating incentives will be dealt with as they make the action more sustainable.



- 16) Besides the vocational training other programs will be offered. These programs are connected with the result of the need assessment. I have mentioned this issue several times during my first mission.
- 17) It is necessary to bring into practice staff training in professional and general work-related skills, attitudes and knowledge. Training in business plan development will be offered to management of both institutions, including how to obtain analysis of desired skills in the labour market and opportunities to link with the local economy as well as on options for income generation by the prison system. Vocational educational experts from Kazakhstan will be involved to define minimum learning standards and how these can be integrated. As scientific research proves that the involvement of society during detention improves the effectiveness of the re-socialisation process, public-private cooperation by involvement of private companies in the labour activities will benefit the prisoners.
- 18) Separately, trainings of prison staff in general humanisation of attitude towards inmates will be provided. As mentioned earlier, the prison service should create an environment which is characterised by order and security. Order and security are the foundations of detention. However it does not stop there. Providing vocational training and labour is not sufficient for proper rehabilitation and re-socialisation; the general treatment of inmates should reflect principles of human dignity, which is a boundary condition for successful reintegration.
- 19) It is recommended that on behalf of the government a scientific research is conducted by a social demographic researcher and a criminology researcher to do research on hampering conditions in society including employers in the rehabilitation and re-socialisation process of ex-detainees and on current and future work possibilities for ex-detainees. The research reports they will produce will provide the authorities with necessary input for policy discussions. In western countries often prison administration make the basic mistake that they offer vocational training to detainees, while in society there is no actual need for such trained employees. You do not need a special master degree to understand that such an approach is not effective, not efficient and even (based on scientific research) contra productive. It will frustrate the detainee and the risk for recidivism will increase.
- 20) In the current system a lot of decisions related to the execution of the sentence are taking by the court. These decisions by the magistrates are unavoidable connected with the initial phase of the penal procedure, namely the conviction of the suspect. However in the core the phase of conviction differs substantially with the phase of execution. I have observed that many countries with a Soviet heritage still have adopted this model. The execution of a sentence, moreover the process of re-socialisation and reintegration, is a specialty.
And in my opinion it's a necessity that a special trained and educated department of the prison administration has to be in charge of this special process.

International practice

Moreover best practices are often anchored in historical heritage of a country. For instance, in Denmark there exists a quite “open door approach” that came into practice since World War II. In the Netherlands we have seen a same (but not identical) development after this war. The reformation



of the Dutch Detention system is directly connected with the fact that a lot of politicians were incarcerated by the German occupiers. Their own negative experiences were the very important pillars for the reform process.

However, I want to present some best practices in Western Europe.

1) first of all the semi open prisons in Belgium, in Hoogstraten and in Ruiselede. In Ruiselede in fact the prison is the combination of a farm house with dairy cattle and an institution with all kind of programs that are directly related to the criminogenic factors that are identified (such as programs for addictions). The farmhouse is in the province the biggest supplier of cow milk and the prison has a contract with the milk factory.

A lot of long sentenced prisoners are working in the farm house. The prisoners are not locked up in the evening or night, because some of them have to work in a night shift. Thus, work on the farm helps to develop responsibility among inmates.

2) Hoogstraten is a semi closed prison. In fact the prison is housed in a former castle. Most important elements in the program is the vocational training outside the prison in regular schools in free society. Some of the detainees are offered a vocational training in the prison. Especially that detainees that are not allowed to leave the premises of the prison.

3) Givenich in Luxembourg. Is also farming, but the work is not associated with animals. Detainees are involved in the fruit nursery. And from some fruits alcoholics (liqueurs) are produced. Prisoners are also involved in this process, but alcohol is strictly prohibited.

4) Bastoy Fengsel (Fensel is the Norwegian word for prison). Bastoy Fengsel is situated on the isle Bastoy in the Oslo fjord. 115 detainees have (together with the staff) a complete ecological farm house. In fact it's an ecological project (broder than a farmhouse). Every detainee has an own responsibility in the project all detainees are long sentenced but carefully selected (based on risk and need assessment). The slogan of the prison is that "Bastoy is an arena to develop responsibilities". It's very easy to escape from Bastoy, but nobody does. The principle of normalisation and openness are the fundamental pillars of this project. It's fully accepted in Norway.

5) a project in the neighbourhood of Arhus in Danmark. Arhus is the second largest city of the country and this Olsen city has a own university. Outside Arhus there exist a very famous prison project we're students and detainees are living together. The idea of the project is that students receive free accommodation for themselves, and for their part participate in the mentoring of prisoners, teaching them various skills and sharing knowledge. It's an open system. Normalisation and openness are the main pillars of this model. Name of the project is Skejby Halfway House.

For sure there a more examples. All projects are based on the principles as I've described earlier. Prisons are used to teach the detainees and to create an environment where the can learn to be accountable. The prisons are focussed on creating a detention climate where detainees can also develop responsibilities. They are respected as fellow citizens. Members of staff are helping the detainees during the punishment and they are not punishing.

Road map of the project "Rehabilitative prisons" in 25 steps.

1) Determine the principles on which the project is based.



- 2) Determine definitely the locations of the project
- 3) Determine the type of prison during the project: semi open or semi closed or open prison? See the recommendation to decouple the level of security and the degree of movement of a detainee.
- 4) determine the target group: male, female, adult, juveniles, length of sentence, length of remainder of the sentence at the moment of entering the project, all offences are acceptable or are some offences excluded?
- 5) determine the maximum and minimum period of stay in the project
- 6) determine the house rules of the penitentiary institution (project)
- 7) determine the consequences of a regime violation (see principle number 5 and also the 4th recommendation about the character of “trial and error”)
- 8) determine the competences and skills required (members of staff; writing new job descriptions of all jobs in the project, including a TRA = an overview of the Tasks, Responsibilities and Authorities of a member of staff); determine what are the special tasks of the mentor.
- 9) determine the primary and secondary terms/conditions of employment for the members of staff (including remuneration, training, coaching, uniform, vocational training)
- 10) determine the process of selection of the staff (including procedures, competition)
- 11) To develop a “simple” risk and need assessment and to establish a course for members of staff (prison administration or probation service) who will be involved in the assessment procedure. Determine the structure (and content) of cooperation between the prison administration and the probation service. Describe what are the responsibilities of both organisations.
- 12) Develop training programs that are focused on the needs and risks (such as anger management, treatment of addiction, budget training, housing programs etc)
- 13) To conduct the scientific social demographic and criminological research: research on hampering conditions in society.
- 14) Create a model for a detention plan including a re-socialisation plan
- 15) Establish a model for a daily program (the activities offered). Is it mandatory for detainees to participate in their own individualised daily program (tailor made).
- 16) Determine how many hours detainees have to work or/and how many hours they have to participate in vocational training. Are hours of training/school identical as working hours (related to remuneration)?
- 17) Create incentives for detainees (remuneration, discount of sentence, extra visiting hours, temporary leave of the prison).
- 18) Determine how prisoners can (have to) travel outside the premises of the prison
- 19) Establish workshops on the premises for detainees who do not have the permission to leave the prison.
- 20) Determine if the court or the prison administration take decisions on the steps of the process of re-socialisation and reintegration (see recommendation # 20)
- 21) Identify project risks and how can these risks be managed?
- 22) Create a management structure for rehab prison including a communication- and information structure
- 23) Create a management structure for the project (cooperation between the two pilots and the authorities on HQ); appoint a project leader and describe in a formal way his or her tasks, responsibilities and authorities.
- 24) Create a model of cooperation with NGO's and determine which NGO's will participate in the project.
- 25) Create a public relation plan and a (external) communication plan. Be prepared with the success but also with a possible failure of the reintegration process of one of the (or more) detainees.



Finally as mentioned in the first part of the report: establishing a rehab prison project must be attended with a fundamental reconsideration of the total field of incarceration. To avoid waste of money and window dressing.

Ton Daans - international expert on prisons