Delegation of the European Union to Tajikistan

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A guarantee of safeguarding mechanism towards detainees, prison, and public safety.

Development through an A.D.A /

Acknowledge Develop Adapt
Tajikistan

Focusing on raising awareness of staffs' impact on daily security is crucial. Having this focus will allow for staff to recognize situations that could be prevented or/and handled in a way that benefits the inmates; the prison institution; and themselves, the staff. Preventing conflicts and promote security basted on dialog / understanding of mechanism, in turn improves working conditions. Conflict level decreased as well as stress level among both the staff and inmates.

If an awareness is developed of the desired goal and security in the execution of sentences, this will be able to provide a desired working environment and execution of sentences in line with human rights and satisfactory reintegration as a contribution to a safer society.

A possible development may be happening through the following process:
#acknowledge #develop #adapt // A.D.A

CONTEXT

Acknowledge
an
EFFECTIVE PRISON SYSTEM

Developing a satisfactory prison system in terms of security takes time, requires commitment and understanding. Conditional for this development is that the authorities commit based on experience and the desired goal in the execution of sentences.

- ➢ **The legislation** constitutes the framework
- ➢ **Strategies** make the goal visible
- ➢ **The system** announces the tools
- ➢ **Employees** implement

Security is the sum of the instruments aiming at preventing and handling situations where the safety of society, the safety of employees and the safety of convicts may be threatened. I recommend establishing the following security understanding:

Dynamic security // describes interpersonal relationships, systematic forms of interaction between employees and convicts that increase the security of society, employees, and inmates. An example could be a presence in a community during daily life in prison, such as through joint work, structured conversations, activities and/or natural presence.

Static security // is described as material measures, prison wall, lattice, camera, alarms, and regular control measures such as static supervision, visitation and counting.

Organizational security // describes as the organization of labour, responsibility, and authority. It can be recognized in local instructions, training, and crew plans. Crisis management is also included.

The security work that is carried out aims to contribute to increased security for the convicted person, prison employees, and society. Then through a common understanding of how security work is used as a tool for this. Most actions in a prison has some sort of security consequence. It thus becomes important that the safety work is a foundation for the development of daily routines, internal instructions, analysis, and further training of the employees.

METHODES

Develop
an
EFFECTIVE PRISON SYSTEM

A strategy is of importance as a national sector policy document, a catalyser of development of the prison system by setting the priorities for the institution and increasing efficiency and effectiveness of the operational management.

General objectives are needed for developing a system and a common culture, highlighting long-term goals based on mission, vison, and values –

➢ **Mission** describes our reasons; what we were established to do.
➢ **Vision** are what we are striving to achieve.
➢ **Values** express the approach we want to take in everything we do.

Long-term goals could be the following general objectives:

o Improving efficiency in the *administrations* of the prison system.
o Efficient *organizations and human resources management* of the penitentiary system.
o *Modernizations* of the prison systems` infrastructure in order to improve detention conditions.
o Instituting a *progressive system* of punishment enforcement.
o Ensuring the *safety* of the prison system.
o Developing quality *healthcare* service for inmates, equivalent to what is provided in the public health care system.

Based on priority each objective need
1. description
2. results wanted
3. final impact.

Values express the fundament in the wanted approach in every action. Values should be in accordance with the human rights, human rights should characterize and enhance our behaviour towards offenders, partners, and colleagues.

If among others the following values seem of importance in the field of corrections:

- o Openness | welcoming involvement and sharing knowledge.
  To be open to new ideas and the opinions of others and invite society in
- o Respect | acknowledge each other's expertise and roles being generous and inclusive implement our decisions
- o Commitment | to be proud of the work done; to be curious and development oriented; to take initiative and responsibility
- o Professionalism | carrying out the mission with a high degree of ethical awareness | having professional integrity based on knowledge and to be reliable and honest

Recommendation

- ➢ Mission, Vision and Values to be identified or and developed internally in the system of correction work deriving from both from central leadership and local staff, a common understanding.
- ➢ Ownership is to be established within.
- ➢ Seminars promoting a common understanding and further implementations of overall goals.

Keywords // ownership // theory of change

IMPLEMENTETION

Adapt
an
EFFECTIVE PRISON SYSTEM

Based on internal processes joint by staff members and partners, described strategic, priorities and specific actions to be undertaken in order to achieve the goals and objectives established based on the conclusions and recommendations done of internal working.

An actions plan aims at helping the change makers turn to the reality of the vision provided in the Strategy developed or/and the mandate/order promoting an effective prison system.

HOW TO ASSESS // Acknowledge Develop Adapt

Who //
Basing central authorities` common desire and understanding of change, it becomes possible for a local pilot to be implemented and evaluated for further implementation in other units. Managers and employees are the target group
What //
The order contains a direct order from the authorities. It provides access to pilot(s) and a desired cooperation between the parties.

How //
Methods & Implementation

Interaction that strengthens security and development
- ➢ Group process; large and small with clear goal achievement
- ➢ Individual commitment with clear goal achievement

> ➢ Joint working document is established

Phase 1
- o Definition of goal achievement
- o Time frame
- o Concept Note written and approved
- o Monitoring system identified | baseline and indicators
- o Resources needed identified
- o Orders are written and approved
- o Pilot institution(s) are identified

Phase 2
- o Information for partners
- o Coaches are engaged

Phase 3
- o Initiation
- o Implementation
- o Evaluation
- o Report
- o Recommendation

Recommendations

The recommended method is a combination of teaching and interaction between coach and staff - development through process. Interaction that triggers commitment and understanding. Teaching that triggers knowledge and further learning. Interaction through process in groups of different sizes.

Methods based on own efforts and dissemination through given assignments. Growth identified through/between the collections via a diary kept during the execution of work.

Teaching uses already developed tools under the ownership of PRI within Human Rights Focus / staff obligations and rights

Pre-conditions

Framework //
The legal and political framework of Tajikistan
Human Rights & International standards
Guidance Document on the Nelson Mandela Rules produced by the OSCE Office for Democratic Institutions and Human Rights (ODIHR) and Penal Reform International (PRI), this document provides guidance for implementing the revised UN Standard Minimum Rules for the Treatment of Prisoners, known as the UN Nelson Mandela Rules & "A Human Rights Approach to Prison Management": Handbook for Prison Staff

Implementation //
Alternate between teaching and process work based on own practice and added learning.

Objective //
Create security and commitment within the group between instructors and employees.

Outcome //
Strategies that ensure implementation and change in everyday work

Instructions //
Approved by managers / authorities

Mentors //
Peer guidance
Follow-up on leaders

Keywords // theory of change

BASLINE / INDICATORS as.

Staff | Stress level //
- o quantitative assessment
- o qualitative assessment

Staff | Turnover //
- o statistic

Staff |
Inmates | Conflicts level //
- o quantitative assessment
- o qualitative assessment

Inmates | Daily life; visible changes inside the prison facilities //
- o qualitative assessment

SUSTAINEBILITY

Possible outcome of the training;
- ➤ Staff feel confident and safe to raise concerns.
- ➤ Staff awareness of their personal and professional responsibility to protect adults at risk.
- ➤ Staff undergo appropriate training.
- ➤ Safe recruitment practice and vetting procedures which comply with necessary legislation.

RISKS

- ➤ Lack of political support
- ➤ Lack of understanding among colleagues
- ➤ Opposition from convicts
- ➤ Lack of implementation developed strategy and tools

RECOMENDATIONS

1) define the target audience

2) communication plan
3) concept notes
4) theory of change methodology:
    #Impact |
    what long term change are aiming at?
    #Outcome |
    what kind of behavioural change wish to achieve?
    #Intermediary outcome |
    what steps will lead to this outcome?
    #Outputs
    what will be produced / delivered.
5) activity plan
6) risk analysis
7) order signed | secure support from the authorities
8) process as a work tool | **KISS keep it simple and smart!**

Keywords; drivers of change / result management / theory of change

BEFORE	PROCESS	PROCESS	ACTION	ACTION	AFTER
Prepare	Clarify	Planning	Implement	Evalation	Replication
Before starting the project	Needs and Requirement	Involment of partners	Starting the training according the plan	Summerazing work done with recomendations	Political decitons