





# Penal Reform International (PRI)

## PRI's objectives and methods of working

PRI promotes penal reform worldwide. Its objectives are:

- The development and implementation of international human rights instruments in relation to law enforcement and prison conditions
- The elimination of unfair and unethical discrimination in all penal measures
- The abolition of the death penalty
- The reduction of the use of imprisonment throughout the world
- The use of constructive non-custodial sanctions, which support the social reintegration of offenders whilst taking into account the interests of victims.

PRI works with penal reform activists, non-governmental organisations (NGOs), and governments, as well as inter-governmental institutions. Working with civil society is central to PRI's programme activities and it actively supports the greater involvement of civil society in criminal justice reform.

PRI has Consultative Status with the United Nations Economic and Social Council (ECOSOC) and the Council of Europe, and Observer Status with the African Commission on Human and Peoples' Rights (ACHPR).

It has a staff of eighty, mainly employed in the head office in London and five regional offices (Georgia, Jordan, Kazakhstan, Russia, and Rwanda). Donor funds enable PRI to deliver its penal reform programmes.

PRI has three thematic priorities for programme and advocacy work and a business plan for delivering its objectives. Progress on the thematic priorities and business plan is reported regularly to the Executive Board and Board. A new strategic plan is being finalised for the period 2010 – 2015 which will guide its work over the next few years. An outline for plans for 2010 is set out at the end of this report.

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PRI has an international advocacy strategy that identifies a number of target organisations, including the United Nations (UN) Human Rights Council, the UN Commission on Crime Prevention and Criminal Justice, the Organisation for Security and Co-operation in Europe (OSCE) and the ACHPR.

It seeks to persuade these intergovernmental institutions and related bodies of the need for penal reform so they in turn encourage implementation of human rights standards and promote reform internationally. On a national and regional level, the regional offices also advocate for change and support practical programmes for reform.

Although PRI works in partnership with governments, it only seeks and accepts funds from governments to undertake work in accordance with its agreed programme. As an independent NGO, PRI does not accept any funds which threaten its autonomy or require it to depart from its mandate or programme of work.

Its key working methods are through:

- Providing guidance and support to non-governmental organisations and governments seeking to reform their penal systems
- Assisting penal reform activists and specialists in setting up organisations within their own countries
- Assessing prison conditions at the request of governments and NGOs, recommending sustainable improvements and developing projects to bring those improvements about
- Developing alternatives to custody, and other penal reform projects that are culturally relevant
- Producing training resources and training criminal justice officials and NGO staff on international standards in human rights
- Organising national, regional and worldwide conferences, seminars and exchange visits, bringing together penal reform activists, specialists and government representatives
- Publishing newsletters that cover developments in penal reform, reporting on penal conditions worldwide
- Developing and maintaining relationships with the UN and its agencies, the Council of Europe, the ACHPR, and other inter-governmental organisations.

## PRI's 20th anniversary

In December 2009 PRI launched its twentieth anniversary year. To mark this occasion an event was held in Geneva to coincide with the Board meeting and general meeting of members. A panel of expert speakers, including Sir Nigel Rodley (member of the UN Human Rights Committee), Bryan Stevenson (PRI Board Member and Executive Director of the Equal Justice Initiative) and Commissioner Catherine Dupe Atoki (Special Rapporteur on Prisons and Conditions of Detention in Africa for the ACHPR), reviewed penal reform over the past twenty years and looked ahead to potential developments over the next twenty.

Introducing PRI's anniversary brochure published for this event, Baroness Vivien Stern, PRI's co-founder and Honorary President, highlighted four particular achievements from the last twenty years:

- Raising the profile of international human rights instruments for the treatment of prisoners so they are known in all regions of the world and their validity is accepted
- Putting the health of prisoners on the public health agenda
- Placing penal reform in the context of the fight against poverty, good governance, safety and security, within a human rights context
- Bringing together penal reformers in Africa to draft a framework for the reform of penal systems which remains a guide to this day.

Credit: PRI



PRI held an event in Geneva to mark its anniversary. The past and the future of penal reform was discussed by expert speakers.

Credit: PRI

# 20

years of  
Penal Reform International  
1989 – 2009



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

PRI's anniversary brochure summarises the organisation's work over the last twenty years.

*"In every country it is possible to find some organisation or someone who sees that treating prisoners decently is worth fighting for, and who is prepared – often at great personal cost – to try to change things for the better."*

Baroness Vivien Stern reflects on what she has learnt from working with PRI over the last 20 years, extract from an interview with PRI, 2009.



Baroness Vivien Stern, co-founder and Honorary President of PRI.

*"We are facing new challenges as spheres of influence change, the security agenda takes a firm hold, and state economies suffer, having a negative impact on the welfare budgets which underpin alternative approaches to crime and punishment. Can we afford to be defeated by those huge challenges? No! On the contrary, we need to take heart and redouble our commitment to the preservation of human dignity."*

Baroness Vivien Stern comments on what she thinks are the biggest challenges that penal reform activists will face over the next 20 years, extract from an interview with PRI, 2009.

PRI remains committed to its role as a catalyst for change through advocacy and practical programmes for penal reform. Over the next five years it seeks to build on the solid foundations of the previous twenty years and to expand its influence for reform into new areas, thematically and geographically. In particular, it seeks to develop its role as an international advocate for reform. PRI brings to the reform process a number of strengths and competences, firmly grounded in the expert knowledge acquired from long experience and utilising the skills of its staff, members and Board members. It develops the skills of local partners and NGOs to ensure sustainability of reforms. It uses its knowledge of international standards for criminal, penal and prison systems to implement them in practice; and makes best use of its expert status to promote reform at the international institutional level.

## Objectives and activities for 2009

### PRI works on three levels:

- Practical programmes delivered through regional offices, promoting and implementing human rights and international standards
- Developing and disseminating information resources through publications and the PRI website
- Advocating for prison and penal reform at an international level.

### It has three current thematic priorities for activities:

- Reducing the unnecessary use of imprisonment
- Implementing human rights standards in criminal justice and penal systems
- Respecting the special needs of vulnerable groups such as children, women prisoners (particularly mothers with babies), and people with mental or physical health problems.

# Reducing the unnecessary use of imprisonment

Many people in prison are awaiting trial, often for years on end, and this contributes to overcrowding in the prison system worldwide. Periods of **pre-trial detention** sometimes exceed the length of the likely prison sentence on conviction, as inefficient court procedures or lack of legal aid and advice cause long delays in cases coming to trial. Most prisoners are poor and lack funds for bail or a timely and fair trial through legal representation. Reducing pre-trial detention is one of PRI's major concerns. Over the year it continued to initiate discussions at meetings and conferences; supported the Open Society Justice Initiative for pre-trial justice, contributed to research papers on the impact of pre-trial detention on health and the family, and its relation to torture and corruption. It explored ways to support the work of the Special Rapporteur on Prisons and Conditions of Detention in Africa for the ACHPR at a meeting organised by PRI in Kampala, bringing together key actors in penal and prison reform in Africa to discuss how best to pursue reform. The Special Rapporteur identified reduction of pre-trial detention rates as one of her key priorities and PRI is developing tools and information resources to support her work in this area.

PRI's Executive and Policy Directors also promoted the use of a restorative approach to criminal justice, probation and early release schemes and **alternatives to incarceration**. Evidence demonstrating the effectiveness of alternative sentencing was presented at meetings, conferences, roundtables and at training events.

## Reducing prison overcrowding

The Great Lakes office implemented a major programme in Rwanda, funded by the Belgian government, to reduce overcrowding; improve access to justice for detainees, and enhance prisoners' case files management. Most detainees are not aware of their rights, cannot prepare their cases in prison or represent themselves in court. Many do not have access to legal services as they are too expensive or inaccessible being mostly concentrated in urban areas. Through regular educational sessions inside prisons on a variety of legal issues, paralegals empower detainees to represent themselves in court and prepare their own cases. In addition, paralegals follow up detainees' cases with the prison, prosecution and court authorities.

Starting the programme in August, a team of ten paralegals, who work closely with Rwanda Correctional Services staffs, was intensively trained to advise juveniles, women and people with HIV and AIDS held awaiting trial in five pilot prisons.

## Global facts about pre-trial detention

In the course of a single year, over nine million people will be held in pre-trial detention.

One out of every three people in detention is awaiting trial and has not been found guilty of a crime.

In some countries, over three quarters of all prisoners are pre-trial detainees. This includes Liberia (97 percent), Mali (89 percent), Haiti (84 percent), Andorra (77 percent), Niger (c.76 percent), and Bolivia (75 percent).

Source: Open Society Justice Initiative, September 2009.

# Reducing the unnecessary use of imprisonment

Credit: PRI



Commissioner Catherine Dupe Atoki, Special Rapporteur on Prisons and Conditions of Detention in Africa for the ACHPR, speaks about prison overcrowding at PRI's 20th anniversary event, December 2009.

*"Overcrowding in Africa is different than in other parts of the world and due largely to the high number of pre-trial detainees. This figure is inflated due to the number of inmates who can't pay bail fees and outdated colonial legislation on vagrancy, loitering and idleness."*

Commissioner Catherine Dupe Atoki, Special Rapporteur on Prisons and Conditions of Detention in Africa, December 2009.

In January 2009, the Prison Watch Software for tracking prisoners' files, was installed in all fourteen prisons of **Rwanda**. The software speeds up the trial process by ensuring that all cases have complete information and gaps are noted and corrected. This is an ambitious project to facilitate the work of prisons clerks and improve the management of prisoners' files.

Initially, the programme experienced some problems in gaining support from the prison administration. Yet by the end of the year it was strongly supported and a review of all prisons was under way to ensure case file information was up to date.

The programme has already proved to be very effective, significant numbers of detainees are being bailed, released or having trial dates fixed in a more timely manner.

In September, the Great Lakes region established a new office in Bujumbura **Burundi**, to facilitate the implementation of a new paralegal programme there, co-funded by the European Commission (EC) and the Belgian government. The situation in **Burundi** prisons is dramatic; overcrowding in October reached an historic peak of 11,006 prisoners despite a capacity of only 4,050. To tackle this urgent problem, the Ministry of Justice set up a steering committee of which PRI was a member to discuss how they could use their expertise to address this overcrowding. An action plan was adopted and a Project Manager and support staff were recruited, in addition to eight paralegals. PRI organised an intensive training for the paralegals. The programme is planned for piloting in four prisons in collaboration with APRODH (Association Burundaise pour la Protection des Droits Humains et des Personnes Détenues), a local partner.

PRI conducted two short exploratory missions to **Tanzania** to assess the possibility of implementing a paralegal programme in the country. There are approximately 45,000 prisoners incarcerated in more than 100 prisons and cells, and half of them are pre-trial detainees.

Prison officials, potential donors and a local NGO were met and Tanzania's prison authorities expressed a great interest in the programme.

## Alternatives to imprisonment

In **Georgia**, the PRI regional office encouraged and strengthened community service as an alternative to imprisonment. Working groups brought together a wide range of stakeholders responsible for implementing and monitoring community service. As a result of PRI's

# Reducing the unnecessary use of imprisonment

Credit: PRI



In July 2009 PRI trained paralegals to advise women, children and people with HIV and AIDS in five Rwandan prisons. Paralegals provide a much needed service in Rwanda and help to reduce prison overcrowding in the country.

work the number of probationers performing community service in Kutaisi region has increased. The regional office promoted the use of community service through the media, including newspapers and radio broadcasts.

Meetings with international experts working on alternatives to imprisonment in the **Russian Federation** were organised by PRI's Moscow office. Outcomes included proposals for new Probation Rules, an assessment system for offenders, guidelines for inspections of non-custodial measures by the Department for Execution of Punishments and publicity for the new proposals. In addition an expert seminar was held to discuss implementing an Offenders Assessment System (OASys) in Russian, along the lines of the system in the UK, to improve the weak system of risk assessment currently in place.

## Reintegration programmes

The South Caucasus office runs a small grants initiative programme which will end in January 2010. The programme institutionalises NGO involvement in the penal reform process by providing support for rehabilitation as an integral part of the Georgian penal system and highlighting the needs of juveniles and women. By working in partnership with local civil society organisations, the skills of local partners are strengthened along with the prospects for long term sustainability of reintegration programmes.

## Global facts about pre-trial detention

The average time spent in pre-trial detention in the European Union is estimated to be 167 days. In Nigeria, the average time is estimated to be 3.7 years.

The United States has one of the highest rates of pre-trial detention ranking 4th in the world (158 per 100,000 of the population).

Most developing countries have a dearth of trained lawyers, with just one lawyer for every 50,000 people in some places. In Sierra Leone, just seven lawyers work in the rural areas, where 80 percent of the population lives.

Source: Open Society Justice Initiative, September 2009.

## Reducing the unnecessary use of imprisonment

The importance of successful reintegration of offenders to prevent re-offending is now better understood by the public. Community service programmes in Kutaisi and Tbilisi have been successfully delivered. Skills development classes are now available in a number of prisons, including computer training for juveniles and women as well as a range of vocational skills training such as enamel working, tapestry, and massage. Drug rehabilitation programmes and library resources are also at hand for prisoners.



As part of its small grants initiative programme, PRI has set up a working group to bring together different organisations and institutions working on community service in Georgia. The working group contributes to policy discussions and informs the government of its findings.

# Implementing human rights standards

PRI Central Asia office submitted PRI's first report and recommendations to the UN Human Rights Council under the **Universal Periodic Review** (on Kazakhstan), as well as contributing to a more extensive joint NGO submission. PRI raised issues of juvenile justice, torture and other cruel, inhuman or degrading treatment, access to justice and the treatment of long-term and life sentenced prisoners. In 2010, PRI will call for specific commitments for reform and will monitor the implementation of such commitments.

At the **Human Rights Council**, PRI participated in a number of side meetings to complement reports being submitted to the Council in plenary. These related to the needs of women offenders and prisoners, health in prison, and the treatment of juveniles in conflict with the law. PRI also contributed to drafting resolutions adopted by the Council to remind states of their obligations under the Convention on the Rights of the Child and other standards to encourage enhanced implementation. These resolutions are subject to follow up reporting at the Council.

Assistance was given to Manfred Nowak, the UN **Special Rapporteur on Torture and other Cruel, Inhuman or Degrading Treatment or Punishment** (hereafter the UN Special Rapporteur on Torture), particularly in relation to his visit to Kazakhstan and to the UN Sub-Committee on the Prevention of Torture and other Inhuman or Degrading Treatment or Punishment (SPT) and Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT). PRI's membership of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman Degrading Treatment or Punishment (OPCAT) Contact Group enables it to disseminate and promote good models for torture prevention through PRI's regional offices, its website resources and participation in events.

PRI worked with the UN Crime Commission and United Nations Office on Drugs and Crime (UNODC) to formulate and promote draft new **United Nation Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders**, which will go to the UN Crime Congress in 2010.

During the year, PRI contributed to regional preparatory meetings for the UN Crime Congress in 2010. These meetings influenced the agenda, and PRI together with other organisations, ensured the inclusion of a number of themes such as reducing the use of pre-trial detention and guaranteeing legal aid for juveniles. PRI proposed that the draft Recommendations to Governments from the Congress not merely call for them to 'reaffirm their commitment to international standards' but more explicitly to examine their legislation, policies, budget provisions and practices in order to identify why such wide gaps remain between

*"One of the key-requirements of international human rights law is that penitentiary systems put the rehabilitation and reintegration rather than the punishment of the individual offender at their core."*

Extracts from Manfred Nowak's speech following his nine day visit to Kazakhstan, May 2009. Manfred Nowak is the UN Human Rights Council's Special Rapporteur on Torture and other Cruel, Inhuman or Degrading Treatment or Punishment.

Credit: Enhancing the Lives of Female Inmates (ELFI)



Mary Murphy, Policy Director of PRI, was among a group of experts invited to Bangkok by the Government of the Kingdom of Thailand to develop the United Nation Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders.

# Implementing human rights standards

standards and reality; and firmly place responsibility for the needs of prisoners within all relevant ministries.

PRI advised on draft indicators to measure progress made towards the rule of law, focusing on post-conflict societies. It also contributed to an expert meeting to comment on draft Principles and Guidelines for access to legal aid in criminal justice systems. This initiative, led by the UNODC, aims to articulate the basic rules and standards for access to legal aid, and set out guidelines for national legal aid systems, access to legal aid at the pre-trial, hearing and post-trial stages and maximise the impact of legal aid in the criminal justice process.

PRI used the Human Dimension Implementation Meeting of the **OSCE** as an opportunity to raise thematic and country issues, in particular working with Amnesty International to raise the issue of death penalty abolition in the USA, Belarus and Russia, calling on all member states actively and publicly to promote abolition in order to guard against reinstatement of the death penalty and ensure broad support for abolition in law. It also held a side event on OPCAT with Bristol University at the Human Dimension Implementation Meeting.

Work with the **Council of Europe** principally focused on promoting and disseminating, through relevant regional offices and the website, the new Rules on Young Offenders and draft Probation Rules, and maintaining links with the Office of the Commissioner for Human Rights, the Council for Penological Cooperation and the European Court.

PRI's secretariat participated in **European Union** (EU) human rights dialogues in Kyrgyzstan and Kazakhstan, and delivered training in gender and penal reform for EU officials based both in Brussels and in missions.

Credit: Theodora Krumov



At an EU-funded event on gender and penal reform, trainers and participants (including PRI's Policy Director) present the Gender and Security Sector Reform Training Resource. It is published by the Geneva Centre for the Democratic Control of the Armed Forces (DCAF). PRI contributed to the resource.

## Implementing human rights standards

Credit: FHRI



PRI and the Foundation for Human Rights Initiative (FHRI) organised a roundtable meeting of regional experts in Kampala, Uganda. Participants discussed local good practice that has developed in the treatment of prisoners and in tackling prison overcrowding.

To explore potential new initiatives for penal reform in Africa, PRI organised a meeting in Kampala with the participation of the **Special Rapporteur on Prisons and Conditions of Detention in Africa for the ACHPR**. This was the first time in some years that PRI and other key regional penal reform actors had the opportunity to discuss the Special Rapporteur's mandate and specific commitments. The participants agreed a list of specific actions for penal reform in Africa which the Special Rapporteur agreed to take forward to governments at the next Commission meeting.

The same list of concerns was presented by PRI at the African Regional Preparatory Meeting for the UN Crime Congress, with paralegal assistance in particular promoted as a tool to reduce the worst manifestations of overcrowding. Together with a number of other influential international NGOs a strategy was designed to ensure that the UN Crime Congress recommendations will reflect Africa's needs and proposed solutions. The outcome will depend on government commitment to penal reform in Africa, using national and international resources. PRI supports the ACHPR in raising the profile of penal issues, to publicise tried and tested solutions, to use its own mandate to open up Africa's prisons to independent scrutiny and the possibility of systemic change, and to urge African governments to take steps in particular to reduce overcrowding at pre-trial stage. PRI also calls for more widespread ratification and implementation of the OPCAT.

# Implementing human rights standards

*"I conclude that the use of torture and ill-treatment certainly goes beyond isolated instances...I was told of kicking, asphyxiation through plastic bags and gas masks used to obtain confessions from suspects. In several cases, these allegations were supported by forensic medical evidence."*

Extract from Manfred Nowak's speech following his nine day visit to Kazakhstan, May 2009

## Monitoring places of detention

In August a nine month monitoring programme funded by the EC was launched in **Rwanda**. Its aim is to monitor prison and community work conditions and, through practical and constructive recommendations and capacity building activities, improve those conditions and staff management skills. PRI is the first organisation that has been allowed to conduct monitoring visits of this kind.

PRI is working in close collaboration with a local partner organisation, LIPRODHOR (Ligue Rwandaise pour la Promotion et la Defense des Droits de l'homme), to deliver the project. The first round of visits conducted by the team ended in October. At that point there were 62, 831 prisoners for a capacity of 43, 400 (144%).

Observations made by PRI indicated there was a serious problem of malnutrition: two juveniles died in September, and prisoners organised protests in two other prisons to complain about their diet. Hygiene was also a concern due to poor sanitary conditions. PRI reported their findings to the prison authorities and remedial action was taken.

People who confessed to genocide-related crimes are eligible to participate in community work (hereafter TIG) in Rwanda. PRI's TIG monitoring visits started in October and since then 21 community service camps were visited on a weekly basis in all parts of Rwanda. Findings have revealed that work conditions of community service workers are poor (for example, with inadequate working tools/equipment, lack of security, long distances between TIG camps and working places, poor diet). Meetings with TIG authorities were organised by PRI to discuss recommendations that will be forwarded to the TIG National Services through two periodic reports, the first one of which was prepared in December.

## Torture prevention

Membership of the OPCAT Contact Group continued to provide PRI with the opportunity to influence the priorities and methodology of the SPT and to integrate this approach into the work of regional offices. PRI supported a broad interpretation of 'prevention of torture', and an interpretation of the SPT's mandate that places high priority on communication and oversight to ensure compliance between OPCAT and National Preventive Mechanisms (NPMs).

In Central Asia, work continued on the anti-torture programme to establish an effective NPM in **Kazakhstan**. In February, an influential international conference on torture prevention was held with over 75

# Implementing human rights standards

Credit: PRI



PRI organised a two day regional conference in Tbilisi where national and international speakers set out the next steps for implementing NPMs.

participants, including public officials, NGOs and all public monitoring commissions operating in the country. International experts from a number of other countries also participated. Recommendations were made to establish the NPM in Kazakhstan and ensure the accountability of the government for compliance with the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment and OPCAT.

Seminars and roundtables held during the year also made recommendations for the appropriate model for the NPM on torture in Kazakhstan and possibilities for broadening public control over places of detention and correction facilities.

Credit: PRI



Over 75 participants, including public officials, NGOs and all public monitoring commissions operating in Kazakhstan, attended an international conference on torture prevention organised by PRI.

# Implementing human rights standards

Credit: PRI



On 25-26 November 2009 PRI trained staff of law enforcement bodies in Kazakhstan on UN standards and instruments for the prevention of torture.

As a result of PRI's events:

- The Government was encouraged to implement the OPCAT and establish an NPM
- Local organisations and human rights defenders improved the proposed model for the NPM
- The National Council on Torture Prevention under the Ombudsman Office was established
- Legislation on public monitoring and a national action plan on torture prevention were adopted
- The system of public monitoring of places of detention under the Ministry of Justice was enhanced, and public monitoring of closed facilities under other ministries piloted.

The working group established under the Ministry of Justice developed a draft law for the Ombudsman model of NPM. The National Council on

Torture Prevention tested this model through monitoring visits throughout the country. PRI Central Asia commissioned independent research from the Legal Policy Research Centre on the best models of NPMs and their advantages and disadvantages in the countries which have already ratified OPCAT. The main research conclusions were sent to decision makers, NGOs and the media and influenced the debate on the appropriate model and role of civil society in public monitoring of places of detention.

During the year, the Central Asia office trained law-enforcement bodies and employers of the criminal justice system of Kazakhstan on UN standards on human rights and torture prevention. Public awareness of these issues was raised through advocacy and use of the media.

At the Second Eastern European Conference on NPMs in **Ukraine** in October, PRI delivered a presentation about the development and implementation of NPMs in Russia and Belarus. It also raised awareness of torture prevention at a conference on independent monitoring in places of confinement held in Kyiv.

The South Caucasus office's torture prevention programme, funded by the EU, ended in December 2009. Its aim was to raise awareness and support effective implementation of OPCAT to prevent torture, and to identify and correct the conditions that make people vulnerable to torture. PRI organised events to publicise Georgia's obligations under OPCAT and promote torture prevention measures. During a two day conference organised by PRI, national and international speakers took part to set out the next steps for implementing the NPM.

Results of PRI's work included:

- Wide discussion on the draft Code of Imprisonment and the inclusion of sections on the use of disciplinary sanctions and complaints mechanisms
- 60 people were trained how to comply with international and local standards and mechanisms for the prevention and prohibition of torture
- Following effective lobbying by PRI, relevant legislation was adopted and the NPM in Georgia was finally designated
- Increased public awareness in Georgia on OPCAT and its requirements, the NPM mandate and its functions
- Publication of an analysis of torture-related legislation
- Public monitoring of psychiatric institutions and social care homes is established, reports are prepared and made publicly available.

# Implementing human rights standards

Through membership of a working group to reform the Code of Imprisonment, PRI ensured that proper safeguards from ill-treatment and violations were included in the legislation. It also co-organised and supported roundtable discussions on the draft Code with civil society, organisations, scholars and international organisations.

In February Ukrainian representatives of state institutions took part in a study tour organised by PRI. Organisations in the UK that carry out independent prison inspections were visited and their different methods observed. The group's findings were widely reported in the Ukrainian media.

Training sessions for human rights activists in ten regions of **Ukraine** on public monitoring in prisons were also organised by the Moscow office. Consequently, the efficiency of independent visitors and members of monitoring commissions was increased. Participants were provided with checklists and guidelines for visits resulting in a greater understanding of the value of and priorities for public control.

*Guidelines on Public Assessment of Prisoners' Behaviour* were printed and distributed to independent prison visitors, monitoring commissions and NGOs in Ukraine by PRI's office in Moscow. The guidelines are based on international standards and good practice and enable prison monitors to carry out their roles more effectively.

## Training and advocacy for human rights

In **Georgia**, PRI jointly with the Penitentiary and Probation Training Centre trained prison officials to understand why torture should be prohibited and how to prevent it. Their knowledge of the role of international conventions, oversight mechanisms, standards and relevant national legislation, procedures and mechanisms for safeguarding prisoners from torture increased as a result of the training.

An evaluation of PRI's pilot training programme on good prison management in **Sudan** was completed. However, although the programme had been successful and highly valued by the prison staff, for political reasons not related to PRI, the authorities withdrew co-operation and the final activities were not completed as planned.

In September, PRI's Middle East and North Africa (MENA) office supported human rights defenders in Tripoli, Lebanon, by contributing to a regional training course on the UN mechanisms for the protection of human rights, focusing on torture, arbitrary detention and extra-judicial killings.

# Implementing human rights standards

In **Ukraine** a major new project for penitentiary reform funded by the Swiss Agency for Development and Cooperation (SDC) was initiated; administrative formalities were completed and meetings held with key partners and stakeholders to agree implementation steps.

The Moscow office also raised public awareness of prisoners' rights through the media. Press interviews were given about the Ukraine programme for penitentiary reform; newspapers reported an increase in prisoners' payment rates for work in prison; and German newspaper articles appeared on penal and prison reforms in Russia, the Russian prison system, living conditions, and the difficulties faced by former prisoners on release.

Credit: SDC



PRI and the SDC publish regular updates about their programmes via their website and newsletter.

# Respecting special needs

*"The mentally ill are one of the categories that, in very many cases, should be managed outside the prison system. It is unacceptable that minor offenders, whose inadequacy and persistent petty offending is due to mental illness, should be imprisoned because of starvation of mental health resources in communities. Imprisonment is an expensive and ineffectual way of dealing with these people and so not in the interest of either the individuals or the public."*

Paul Tidball, president of the Prison Governor's Association in the UK, comments on a Prison Reform Trust report which drew on evidence from the Independent Monitoring Boards of 57 prisons in England and Wales.

## Health in places of detention

PRI co-edited an issue on **mental health** of the International Journal of Prisoner Health, an academic journal with a wide readership among health professionals. For the journal, PRI obtained an article by the UN Special Rapporteur on Torture interpreting the newest UN Convention (on the rights of disabled persons) in relation to the rights of detainees to freedom from torture and degrading treatment. The issue was published in autumn 2009. At a meeting of the World Forum for Men's Health PRI's Executive Director spoke about prisoners' health. PRI's Policy Director participated in a key international health conference in Madrid organised by the World Health Organisation Health in Prison Project and contributed to its draft Declaration. She discussed possible joint health initiatives with Amnesty International, the Sainsbury Centre and the Open Society Justice Initiative (OSJI).



35 participants from six Iraqi Ministries gather in Jordan for the 'Health and Human Rights Training Workshop', organised by the Iraqi Ministry of Health and the Ministry of Human Rights in collaboration with the World Health Organisation Iraq Country Office and PRI.

## Juvenile Justice

PRI used its membership of the **Inter-agency Panel for Juvenile Justice**, which unites UN bodies and NGOs, to promote practical initiatives addressing the rights and needs of children in conflict with the law in the Middle East and North Africa. It co-hosted the Annual General Meeting of the panel with UNODC in Amman, Jordan, inviting the Minister of Social Development to preside. This meeting successfully raised the profile of juvenile justice initiatives in Jordan and other countries of the region that protect the best interests of the child while avoiding deprivation of liberty and criminalisation. PRI also used its access to leading players in juvenile justice reform to support regional offices with information about good practice and the latest standards.

In **Georgia**, PRI worked with United Nations Children's Fund (UNICEF) to establish rehabilitation schemes for juveniles through probation services.

## Respecting special needs

Credit: UNODC



PRI co-hosted the Annual General Meeting of the Inter-agency Panel on Juvenile Justice in Amman.

The programme provides access to social services and vocational training courses; psycho-social programmes of rehabilitation techniques; reintegration of children into the formal education system and material support (clothing, meals, books etc) to juvenile offenders and their families. A variety of social integration activities for juvenile offenders, family counselling and family care programmes support their reintegration into family life. Results to date include:

- Establishing pilot schemes providing intensive community based rehabilitation and social work programmes for children
- Improving the understanding of the juvenile justice legal framework and policy issues

Credit: PRI



As part of PRI's juvenile justice training participants play games on the subject of child protection.

*"Prisons and lock-ups I have been to were overcrowded, filthy and rife with disease. Among the most vulnerable in detention are children, some of whom were thrown in detention centres while as young as 9 or 10 years old. They are prone to fall victim to corporal punishment or abuse by fellow detainees, which includes rape."*

Manfred Nowak UN Special Rapporteur on Torture reports on his visits to places of detention at the UN General Assembly's Third Committee, October 2009.

## Respecting special needs

Credit: PRI



PRI and the SDC organised an exhibition in Moscow to raise awareness among the public of the difficulties facing children in the criminal justice system.

- Establishing the Juvenile Justice Support Service, improving the quality of social reintegration and developing an effective alternative to detention. It addresses the needs of children and their offending behaviour in accordance with international standards. This will reduce the frequency of re-offending and strengthen the government's capacity to deal with juvenile offenders, demonstrated by the fact that among the project beneficiaries there were only two cases of reoffending.

PRI's was among the NGOs responsible for reinstating the minimum age of criminal responsibility in Georgia from twelve years of age to fourteen.

PRI's Moscow office co-organised a series of events for an international literature fair in **Russia**. Awareness of the difficulties facing children in the criminal justice system (including juvenile offenders and babies accompanying their parents in places of detention) was raised through these events.

PRI MENA continued its juvenile justice programme in five countries of the region: **Algeria, Egypt, Jordan, Morocco and Yemen**. In **Algeria** the capacity of the specialised judiciary was enhanced by training courses. Using the juvenile justice training manual previously produced, the training covered juvenile police centres, arrest, detention, management of juvenile cases, diversion and alternative measures. It was widely covered by the Algerian press. Training courses were carried out in **Yemen** for probation officers, judges, prosecutors and police officers.

## Respecting special needs

Credit: PRI



PRI brought together organisations, government members and bodies and civil society groups across Jordan for a national conference on juvenile justice. A one-week training course on protecting children's rights for judges, prosecutors, police, social and probation officers followed the conference.

The training introduced the international and national legal framework for juvenile rights, explained some psychological techniques for dealing with juveniles and introduced restorative justice concepts and methods.

In **Jordan** two juvenile justice training courses and a national conference were held. PRI MENA delivered specialised training for probation officers and social workers from all areas of the country. The national conference assessed the system of juvenile justice, mapped out the current

Credit: PRI



PRI delivered juvenile justice training across the Middle East and North Africa.

## Respecting special needs

initiatives and drew up an action plan for future activities. It strengthened the links between government and civil society stakeholders working on juvenile justice. A second training course targeted judges, prosecutors, police, probation officers, and social workers working in juvenile care institutions. As a consequence, participants now take account of international standards and Jordanian law on juveniles and children's rights. They are more sensitive to the psychological aspects of dealing with children in conflict with the law through better understanding the reasons behind juvenile delinquency and the role of education and aftercare programmes.

A study visit to Canada on restorative justice with six senior Jordanian officials demonstrated the value of this approach as an alternative to imprisonment. The knowledge and skills gained will improve policies and procedures in the Jordanian juvenile institutions.

In **Egypt** lawyers were trained on the provisions of the new Child Law of 2008 and international standards. The training highlighted the social factors leading to juvenile delinquency, its psychological effects, behaviour changes and aftercare integration.

A visit for journalists to one of the Jordanian juvenile care institutions on International Children's Day was organised by PRI. They were taken to see the various services and programmes and speak with a number of detained children. As a direct result of the visit, a number of press articles appeared in support of detention of children only as a last resort.

Credit: PRI



Mothers play with their children in a women's colony for mothers and their babies, Krasnodar region, Russia.

Credit: ELFI



Senior prison officials and 15 international, regional and local non-governmental organisations (NGOs) from across the Middle East and North Africa, gathered on 13 August 2009 in Amman, Jordan. They were joined by the UNODC and members of the Thai group Enhancing Lives of Female Inmates which leads the international drafting process of the United Nation Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders.

### Women in prison

PRI played an active role in drafting and promoting the new **United Nation Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders** to supplement the UN Standard Minimum Rules, which when drafted in 1955 had little to say about the special needs of women and girls. The rules also refer to the need to apply non-custodial measures wherever possible. PRI Board and staff members participated in two drafting meetings held in Bangkok, Thailand, and supported the draft rules at UN Crime Congress preparatory meetings in Nairobi, Doha and Helsinki. A regional roundtable reviewed the draft in Amman, **Jordan**, to apply a regional perspective, and comments were submitted for the expert meeting in Thailand in November 2009 to finalise the draft rules before their adoption by the UN. The **Moscow** office translated the draft rules into Russian, and distributed them to UNODC and the Russian prison authorities. The **Central Asia** office disseminated the text of the rules in Russian among

## Respecting special needs

all prison authorities of the region. The draft rules and the accompanying commentary were translated and shared in Arabic and Chinese by PRI. In its contribution to the draft rules PRI drew upon its experience from practical projects involving women prisoners (including those accompanied by children) and girls. If adopted, the rules will become a reference point for states in devising new policies for the treatment of women and girls which should deliver a more proportionate response, sensitive to their needs and taking into account the best interests of dependent children.

In 2009, five women's colonies in **Russia** were visited for research purposes and almost 100 prisoners and representatives of prison staff in each colony interviewed. The main goal was to evaluate changes that have taken place in the Russian prison system, the influence of imprisonment on women, and women's ability to reintegrate into society after release. A brief report was sent to the head of the Russian Prison Department with recommendations for change. Although much has changed over the past ten years, many problems still exist. There are few colonies for women and those that do exist are overcrowded. Women are usually imprisoned far away from their families. Their biggest concerns are lack of contact with relatives, especially children, forced interaction with other prisoners, lack of privacy and excessively long sentences. Research visits were carried out in eight colonies with mother and baby units. Staff members were also surveyed and the research results used to improve prison practice.

Credit: PRI



PRI visited Chernigiv correctional colony as part of its research to better understand the problems of women and their children.

# Transitional justice

The **Rwandan** government announced the end of the *Gacaca* process for dealing with cases of genocide-related crimes in December, thus concluding the PRI monitoring programme. Over the course of the year PRI monitored *Gacaca* courts at Cell and District levels, and prepared two reports. The first was published in August on the *settlement of property offences committed during the genocide*. The final and last report entitled *Apports et limites du processus Gacaca dans le cadre du règlement du contentieux du genocide*, presented an overall assessment of the process, published in December in French, to be followed by the English version in January 2010.

Since 2001 PRI has looked closely at the process and decisions taken by *Gacaca* courts through research in the field, observations and interviews. Thousands of people – survivors, defendants, officials and others involved in the proceedings as well as members of the general public – were interviewed.

As a result of the research, recommendations were made to the relevant Rwandan authorities. Since 2002, a total of 19 reports have been published by PRI. With the publication in 2010 of a one volume consolidated book summarising the *Gacaca* process, PRI will turn the page over a decade of research. Its research makes a significant contribution to assessment of the reconciliation process undertaken over the last 15 years.

The *Gacaca* jurisdictions didn't reveal the whole truth but did contribute to it. They didn't really plumb the depths of things but they did play an important part in the search for truth.

**Genocide survivor, 2009.**

The confessions have been very useful in the *Gacaca* process. They encouraged those who had opted for *Ceceka* (to stay silent) to own up. *Gacaca* have worked well because of those who were in prison: their confessions influenced those still on the outside.

**Genocide survivor, 2009.**

In truth if the *Gacaca* process hadn't been there, people wouldn't even have asked for water from their fellow Rwandans. We feel that the *Gacaca* allowed the truth about the genocide to come out. It allowed us to exhume and find our killed loved ones who had been left in the hills so that we could bury them in the memorial sites for genocide victims in our sector.

**Genocide survivor, 2009.**

Extracts from PRI interviews with genocide survivors as part of the organisation's *Gacaca* monitoring work.

# Campaign against the death penalty

## Abolitionist and non-abolitionist countries

More than two thirds of the world's countries have abolished the death penalty in law or practice.

- 94 countries have abolished the death penalty for all crimes;
- 10 countries have abolished the death penalty for all crimes except extraordinary crimes such as those committed in times of war;
- 35 countries are de facto abolitionists: the death penalty is still provided for in legislation but no executions have been carried out for at least ten years.

Therefore, 139 countries have abolished the death penalty de jure or de facto.

However, 58 countries and territories still uphold the death penalty and use this punishment. That said, 'only' 25 countries carried out executions in 2008.

Source: World Coalition Against the Death Penalty

The final activities of PRI's EU-funded multi-regional programme took place at the beginning of 2009. The programme contributed to the global campaign for abolition of the death penalty and its replacement with humane alternatives. Even after the programme ended, many regional offices continued to campaign for death penalty abolition.

In **Kazakhstan**, a panel of media, legal experts and civil society representatives judged a student essay competition on death penalty abolition. It received much media publicity and the PRI film (in Russian and Kazakh) *No to the death penalty* was broadcast on national television.

PRI MENA organised a regional conference in **Algeria** on the implementation of a moratorium on the death penalty and progressive moves towards abolition. About 120 participants attended, including parliamentarians, journalists and human rights activists. Participants submitted papers reflecting their national experiences in challenging the death penalty in **Egypt, Jordan, Morocco, Palestine, Qatar, Saudi Arabia** and **Tunisia**. The conference concluded with the 'Algiers Declaration' calling for the implementation of UN Resolutions 62/149 and 63/430 on moratoriums and abolition of the death penalty; and amendment of Article 7 of the Arab Charter on Human Rights to introduce an absolute ban on death penalty for those under 18. The conference opened up a debate which led to intensive media coverage – over 40 articles were published the following week. Some months later an orientation session for Parliamentarians in **Jordan** debated the proposed amendment to the 1960 Penal Code to abolish the death penalty relating to six crimes.



PRI attended the Annual General Meeting of the World Coalition Against the Death Penalty, of which it is a member.

# Campaign against the death penalty

In September, PRI MENA contributed to a preparatory meeting in Paris for the 4th World Congress Against the Death Penalty to be held in 2010 and proposed a parallel workshop on strategies for abolition of the death penalty in MENA to coincide with the Congress.

The Moscow office published a book *Prisoners sentenced to life imprisonment and ways of providing psychological support* and distributed it through educational establishments of the Department for Execution of Punishments and to students in **Russia**. It also translated the World Coalition Against the Death Penalty Educational Guide for Teachers for distribution throughout Russian-speaking countries to help teachers organise events for World Day Against the Death Penalty 2009.

Credit: Robert Priseman



The electric chair kills people by passing 500 to 2,000 volts through the victim's body.

## Progress made towards world abolition of the death penalty

Since 1990 more than 54 countries have abolished capital punishment for all crimes: in Africa (recent examples include Togo and Burundi); the Americas (Canada, Mexico, Paraguay and Argentina); Asia-Pacific (Bhutan, the Philippines and Samoa); and Europe and the South Caucasus (Armenia, Bosnia-Herzegovina, Cyprus, Montenegro, Turkey and Uzbekistan).

Source: World Coalition Against the Death Penalty

## Death sentences and executions

During 2008 at least 2,390 prisoners were executed in 25 countries and 8,864 people were sentenced to death in 52 countries. These figures only reflect cases of which Amnesty International was aware and the actual number is certainly higher.

In 2008 93% of executions registered took place in China, Iran, Pakistan, Saudi Arabia and the United States.

Source: World Coalition Against the Death Penalty

Credit: Robert Priseman



This painting is of a firing squad restraint chair. A pan collects bodily fluids at the base of the chair. The victim of this method of execution is hooded and then shot in the heart.

*“The time has come to adopt a United Nations convention on rights of detainees...in so many countries States are not living up to their obligations to respect the basic dignity of human beings in detention.”*

Manfred Nowak, UN Special Rapporteur on Torture speaks at a UN press conference, November 2009.

## Developing partnerships

Much of the work towards **developing partnerships to achieve PRI's policy objectives** is set out in previous sections, where reference is made to the key groups with whom PRI works. The meeting in Kampala to discuss potential work in Africa and ways to assist the Special Rapporteur is a good example of the way PRI can call together key individuals and organisations to share information and discuss future collaboration.

Important international NGO partners throughout the year were the Quaker UN Office, the Association for the Prevention of Torture (APT) and the International Committee of the Red Cross (ICRC), with whom PRI maintained regular communication and collaboration on specific issues. Three initiatives were discussed for raising the profile of detainees' rights: a proposal for an annual Day of the Prisoner; a proposal for a Convention on Prisoners' Rights (proposed by the UN Special Rapporteur on Torture) which would enshrine the various recommendations in law; and the proposal for a Special Rapporteur on the Rights of Detainees. These suggestions will be taken forward in 2010 through debate with the different bodies involved on where best to focus activities to impact on the rights of detainees in the short and long term.

PRI developed its partnership with Bristol University, with whom it collaborated on torture prevention work in South Caucasus and Central Asia. A joint public event was held at the OSCE Human Dimension Implementation Meeting in Warsaw and PRI joined in a bid for funding torture prevention work in Africa. Other academic links were maintained with Nottingham University, where Professor van Zyl Smit approached PRI for collaboration on future work on life sentences, the University of Bradford, where the Executive Director presented a session to an international group of Chevening scholars on the over-use of incarceration; and with the University of Westminster Centre for Capital Punishment Studies, who conducted an evaluation of PRI's death penalty programme. Academic partnerships will increasingly be seen as essential in all PRI's project and publications work.

## Promoting PRI as a leading international authority and resource for penal reform

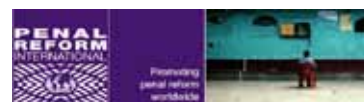
PRI identifies and collects relevant information and research and disseminates them through its own activity and information resources, including the website. While staffing resources limited its publications programme, a draft text for a new **penal reform handbook** was prepared and sent out for consultation. Providing a practical guide to drafting legislation to implement international standards, it will fill a gap in the range of existing publications and will be published in 2010.

Regular **email bulletins and digests** are sent out to report on latest events and developments in penal reform as well as news of PRI's work. Draft briefings on prison monitoring and oversight and an updated briefing on life imprisonment are being finalised.

The **website** is the most important information resource for PRI, and aims to provide an international resource for everyone interested in prison and penal reform. All its publications, some in translation, appear on the website and are freely available. Over the year the website was improved and developed to conform to guidelines widely regarded as the international standard for web accessibility. This will enable people with disabilities to perceive, understand, navigate, and interact with the web. All multi-lingual content features on the site are now in one location. This improves access to publications and resources which in turn increases the amount of people using and sharing translated publications and resources, such as international standards and norms.

The MENA office regularly updates Arabic information resources on its website [www.nour-atfal.org](http://www.nour-atfal.org). This provides information such as training manuals, and resources for legal, social and psychological counselling services and programmes, as well as national, regional and international mechanisms relating to juvenile justice. It attracts substantial visitors from across the world – a total of 186,476 visits were recorded from December 2008 to November 2009. In the month of November 2009 alone 13,585 people visited the website.

Credit: PRI



### Penal Reform International E-News Bulletin (8)

Reporting Period: 5 March - 19 March 2010

Welcome to PRI's E-News Bulletin - a round-up of penal reform news from around the world. Please note that the views expressed in the news items below do not necessarily represent the views of Penal Reform International. PRI is not responsible for the content of external sources.

North Korea: Government rejects UN recommendations on human rights

Tonlap News 19 March 2010

"North Korea rejected an array of UN recommendations on how to improve its human rights conditions, including putting an end to public executions, claiming the suggestions are aimed at undermining the communist regime and sullying its image." [Read more](#)

UK: British Government can't guarantee allies don't torture detainees

The Associated Press 18 March 2010

"Britain's government can't completely rule out that its allies torture detainees while seeking to tackle the threat from terrorism, according to an official report released Wednesday..." [Read more](#)

South Korea: Justice minister reignites debate on death sentence

The Korea Herald 17 March 2010

"Amid public rage over a rape and murder case in Busan, the justice minister has reignited the controversial debate over the death penalty by breaking the government's silence on the matter on Tuesday..." [Read more](#)

USA: Report finds states holding fewer prisoners

The New York Times 16 March 2010

"State prison populations, which have grown for nearly four decades, have begun to dip, according to a new report, largely because of recent efforts to keep parolees out of prison and reduce prison time for nonviolent offenders..." [Read more](#)

Caribbean: Region's youth worry about galloping crime

The Jamaica Gleaner 15 March 2010

"Crime and violence has been identified as the number one concern among adolescents and youth in the Caribbean Community (CARICOM), according to a report from the CARICOM Commission on Youth Development..." [Read more](#)

Subscribers receive regular updates from PRI.

## Establishing systems which support PRI's work

### Systems

Over the last year or so, PRI has moved towards greater integration of internal procedures and communication systems (including development of an intranet) between all offices, improving its efficiency and consistency.

### Internships

PRI has increased its use of internships over the last two years, and for the second year running has benefitted greatly from an Open Society Institute (OSI)-funded twelve-month internship to support policy work, particularly by assisting with research and publications. A number of other interns completed placements lasting a few weeks or months, carrying out a range of activities to further PRI's work.

### Membership

The Board previously agreed that PRI should seek to increase and re-activate its membership base, and a new membership leaflet was produced to facilitate this. As resources permit, members' support will be enlisted to improve PRI's information about penal reform developments, support current activities and give a worldwide voice on justice reform.

### Ensuring sustainable funding

Two of PRI's big successes for 2009 were securing the contract with the SDC for penitentiary reform in Ukraine; and the European Instrument for Democracy and Human Rights (EIDHR) funding for a global programme on abolition of the death penalty (developing its previous multi-regional work in this field).

Lessons learnt over the year and plans for future improvements include the following:

*Building fundraising capacity at regional office level:* training has been given to regional offices in the preparation and management of logframes, now commonly required by donors.



PRI and the SDC launch their joint programme in Kyiv to an audience of local NGOs, national and international media, and members of government institutions.

*Documenting good practice:* It is proposed that a number of papers be written in 2010 to draw out lessons learnt from key PRI programmes and to make these widely available as inputs during global discussions on different aspects of penal reform. Topics for the first round of papers will include torture prevention and civil society monitoring places of detention; and improving conditions for women with babies in prisons.

*Developing new project proposals:* In addition to building fundraising capacity at regional office level, and documenting better the work being done in different countries, PRI will also prepare a number of thematic applications with global and/or regional coverage initiated from London. These include the treatment of women and particularly mothers with babies in prisons; health (including mental health) in prisons; and reduction of numbers of children in prison through promoting effective diversion models.

PRI is exploring the possibility of applying for registration as an international UK charity.



## EIGHT YEARS ON ... A RECORD OF *GACACA* MONITORING IN RWANDA



## HUIT ANS APRÈS... LE POINT SUR LE MONITORING DE LA *GACACA* AU RWANDA

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

## Making Law and Policy that Work

A Handbook for Law and Policy Makers on Reforming  
Criminal Justice and Penal Legislation, Policy and Practice



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

## Plans for the future

Towards the end of 2009, PRI began a strategic planning process, involving all staff and Board members to agree objectives for the next five years. Building on the achievements of the previous twenty years, it remains committed to its role as a catalyst for change through advocacy and practical programmes of reform. The specific objectives agreed are to pursue:

- Reduction in the use of imprisonment
- Prevention of torture and other cruel, inhuman or degrading treatment or punishment
- Incarceration of children as the last resort
- A proportionate and sensitive response to women offending
- PRI as a leading international resource for penal reform
- Exploration of new ways and locations to promote penal reform.

PRI will launch two major publications in 2010. The first is its one-volume report on the *Gacaca* trials for genocide cases in Rwanda, based on its previous research and reports. This will contribute to the ongoing debate on models of transitional justice for post-conflict societies through giving the views of the participants themselves. In mid-2010, a new handbook for policy and lawmakers, *Making Law and Policy that Work*, will be launched. This provides a straightforward and accessible guide to drafting legislation that incorporates international standards and good practice in penal policy, encouraging an evidence-based approach. PRI plans to expand its information resources through its website as well as publications. Funds permitting, these will be available in a number of languages. It will also be exploring new areas for penal reform through working jointly with local partners to develop initiatives for change.

Other plans for 2010 include specific advocacy and programme activities to reduce the rate of pre-trial detention through support for the Special Rapporteur for the ACHPR and the Open Society Justice Initiative (OSJI) global campaign for pre-trial justice, in addition to its paralegal programmes. It will continue to promote torture prevention measures and abolition of the death penalty, regionally and internationally. Its focus on protecting the special needs of women and children will continue. This includes promoting a restorative approach to offending behaviour for these two groups, and diversion from the formal criminal justice system is key to preventing offending behaviour for juveniles.

# Structure, governance, management and finance

Penal Reform International is an international non-governmental organisation established in 1989 and registered in the Netherlands.

<b>Registration Number</b>	40025979
<b>Registered office</b>	1st Floor, 60-62 Commercial Street, London E1 6LT, England
<b>Honorary Presidents</b>	Al Bronstein, USA Dr Rani Shankardass, India Baroness Vivien Stern, UK Hans Tulkens, Netherlands
<b>Acting Chair</b>	David Daubney, Canada (from December 2009) Dr Shankardass (retired from Board December 2009)
<b>Treasurer</b>	Livingstone Sewanyana, Uganda
<b>Deputy Treasurer</b>	Anthony Tang, Hong Kong Special Administrative Region, China
<b>Secretary General</b>	Juliet Lyon, UK
<b>Deputy Secretary General</b>	Vera Tkachenko, Kazakhstan
<b>Board Members</b>	Olawale Fapohunda, Nigeria Maria Eugenia Hofer Denecken, Chile Angela Melo, Mozambique Amin Mekki Medani, Sudan Simone Othmani-Lellouche, Tunisia and France Bryan Stevenson, USA
<b>Executive Director</b>	Alison Hannah

## Governing document

PRI's governing document is its Constitution, which sets out its objectives, mission and powers as a registered association. It is a membership organisation, with members electing the Board at its general meeting, currently held every five years. The most recent meeting took place on 11 December 2009.

# Structure, governance, management and finance

Credit: PRI



Dr Rani Shankardass retired from PRI's Board as Chairperson in December 2009.



David Daubney became PRI's Acting Chairperson in December 2009.

## The Board

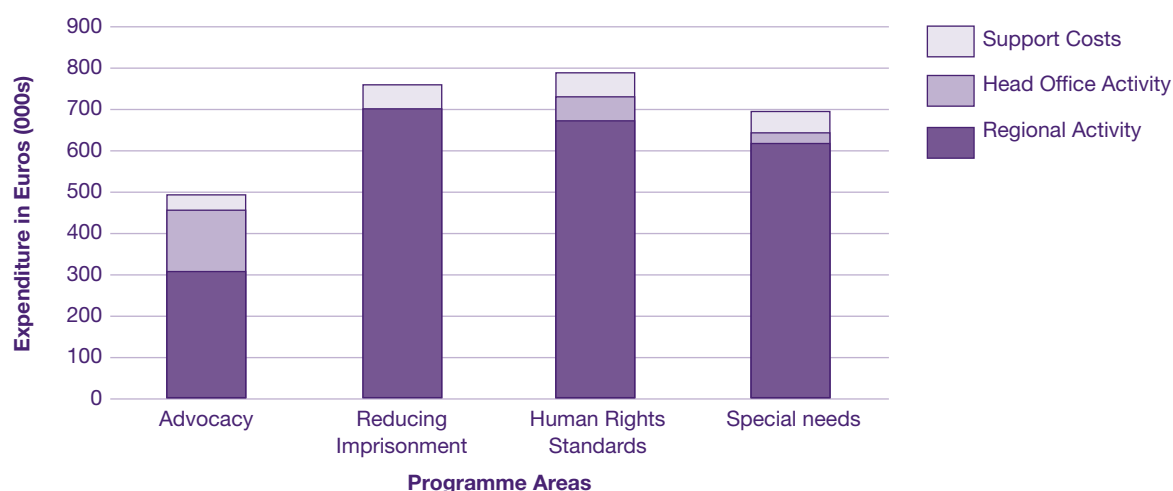
PRI aims for a Board membership that represents all the major regions of the world. Dr Rani Shankardass, former Chairperson of PRI, retired from the Board at the general meeting in December 2009 and was replaced by David Daubney, previously the deputy Chair, who took over as Acting Chair from the date of the meeting. The position of deputy Chair is currently vacant.

Prospective new Board members are members of PRI and expected to be active and expert in the field of penal reform. They may attend a Board meeting as an observer and meet other Board members before putting their name forward for election. The Board or Executive Board can appoint new members in between general meetings (subject to election at the general meeting). There is an informal induction process for new Board members.

The Board meets annually and agrees the strategic direction of the organisation. In between meetings it delegates authority to the Executive Board, comprising the Chairperson, Treasurer and Secretary General, and their deputies. The Executive Board meets quarterly and exercises guidance and direction of ongoing activities. It also advises on operational issues where appropriate. The decisions of the Board and Executive Board are implemented by the Executive Director, who reports directly to the Board and Executive Board to set out progress on agreed priorities with reference to PRI's business plan.

## Finance and Administration

2009 expenditure by activity



	Regional Activity	Head Office Activity	Support Costs	2009 Total
	€	€	€	€
Advocacy	309,854	145,856	37,403	<b>493,113</b>
Reducing Imprisonment	700,994	1,358	57,647	<b>759,999</b>
Human Rights Standards	672,469	52,015	59,463	<b>783,947</b>
Responding to Special Needs	616,257	25,308	52,658	<b>694,223</b>
<b>Total</b>	<b>2,299,574</b>	<b>224,537</b>	<b>207,171</b>	<b>2,731,282</b>
	84%	8%	8%	

The presentation of figures in 2009 is in keeping with the SORP presentation required of UK Charities. The comparative figures for 2008 were:

**Total expenditure in 2008** €2,704,837

**Programme and Policy Expenditure** €2,250,177 (83%)

**Administrative Expenditure** €454,660 (17%)

## Income by donor

### PRI is grateful to its donors for their support

	Euro
Belgian Ministry of Foreign Affairs	597,180
Swedish International Development Cooperation Agency	580,069
Open Society Institute	380,027
European Union	348,352
Swiss Agency for Development and Cooperation	172,461
Foreign Commonwealth Office	151,253
Development Cooperation Ireland	149,778
UNICEF	146,688
Sigrid Rausing Trust	88,599
Norwegian Mission of Rule of Law Advisers to Georgia	68,432
University of Oxford	20,625
UN Development Programme	17,482
RCT/Empathy	6,169
United Nations Office of the High Commissioner for Human Rights	722

Bankers	HSBC 512 Brixton Road London SW9 8ER
Solicitors	Russell-Cooke Solicitors 2 Putney Hill London SW15 6AB
Auditors	Tudor John Chartered Accountants Nightingale House 46-48 East Street Epsom Surrey KT17 1HQ

## Risk Management

A risk register has been prepared and agreed with the Executive Board of PRI.



