

ANNUAL REPORT 2016

Our impact and
achievements



**Penal Reform International
Annual Report 2016**

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accounts and accompanying report
for the year 2016 can be found on
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MESSAGE FROM THE CHAIR

Dirk van Zyl Smit

Penal reformers are optimists by nature. Our special expertise is in making the system that deals with those who are convicted of criminal offences not only more effective but more humane. We share a commitment with other human rights groups to ensuring that people are not drawn into the net of crime by poverty or other social circumstances. We believe in evolving standards of decency that ensure that the punishment of criminal offences is not cruel, inhuman or degrading. We also believe that punishment does not need to be harsh for it to have an impact. On the contrary, we are experts in devising systems of imposing and implementing criminal sanctions that do as little harm as possible but seek to uplift those who are subject to them.

Astute penal reformers realise that not everyone shares their optimistic vision. Progress is not unilineal. In times of uncertainty and social instability there is a tendency to reach back to harsher remedies, even though they have been proven to be ineffective. In some parts of the world, 2016 was such a time. 2016 saw the revival of the

death penalty and of executions in countries where they had not been carried out for some time. It saw an increase in the number of whole life sentences imposed worldwide. It saw penal systems worldwide that

“In times of uncertainty and social instability there is a tendency to reach back to harsher remedies, even though they have been proven to be ineffective... In such times, the work of PRI is more important than ever.”

abused human rights by punishing people more harshly and for longer periods than they deserved.

In such times, the work of PRI is more important than ever. I am happy to say that this report is an account of the recent work of an organisation that has remained true to its optimistic, reformist vision for more than a quarter of a century. Importantly, the Report is also an account of practical steps taken, often in countries such as Yemen, where many would despair of any improvement. Where necessary, PRI is not afraid to innovate, as in the development of community service orders specially designed to meet the needs of women in Kenya.

There are many more such examples, described in this report, of which we can justly be proud.

On behalf of the Board of PRI, I wish to thank our permanent staff, both in Head Office and the regions,

for working tirelessly for better criminal justice around the world. I also wish to thank our donors who fund our work. Finally, thank you to all our collaborators and supporters, who share our vision of justice and inspire us to continue our work in bad times as well as good.



ABOUT US

Penal Reform International (PRI) is an independent non-governmental organisation that develops and promotes fair, effective and proportionate responses to criminal justice problems worldwide.

We believe in criminal justice systems that are fit for purpose: offenders are held to account, sentences are proportionate, and the primary purpose of prison is rehabilitation, not retribution.

Over 10 million men, women and children are in prison around the world, a large proportion for minor, non-violent offences. Around 3.2 million people in detention are awaiting trial. We advocate for the rights of defendants to a fair trial without delay, and an end to the unnecessary use of imprisonment. We promote alternatives to prison which support the rehabilitation of offenders and reduce the likelihood of re-offending.

We promote the rights of detainees to fair and humane treatment. We campaign for the prevention of torture and the abolition of the death penalty, and we work to ensure just and appropriate responses to children and women who come into contact with the law.

We work with inter-governmental organisations to bring about reforms that balance the rights of offenders

and of victims, and we provide practical assistance to national policymakers, criminal justice authorities and civil society to reform legislation, policy and practice.

Our Head Office is in London. It leads and coordinates cross-regional programmes, international policy and advocacy activities, and is responsible for organisational and financial management. Our regional offices in the Middle East and North Africa, Sub-Saharan Africa, Eastern Europe, Central Asia and the South Caucasus implement practical programmes and provide technical assistance at a national and regional level. We also work with partner organisations in South Asia.

We have consultative status at the United Nations (ECOSOC), the Inter-Parliamentary Union, the African Commission on Human and Peoples' Rights, the African Committee of Experts on the Rights and Welfare of the Child, and the Council of Europe.

PRI is an independent organisation, with no religious, political or governmental affiliations.

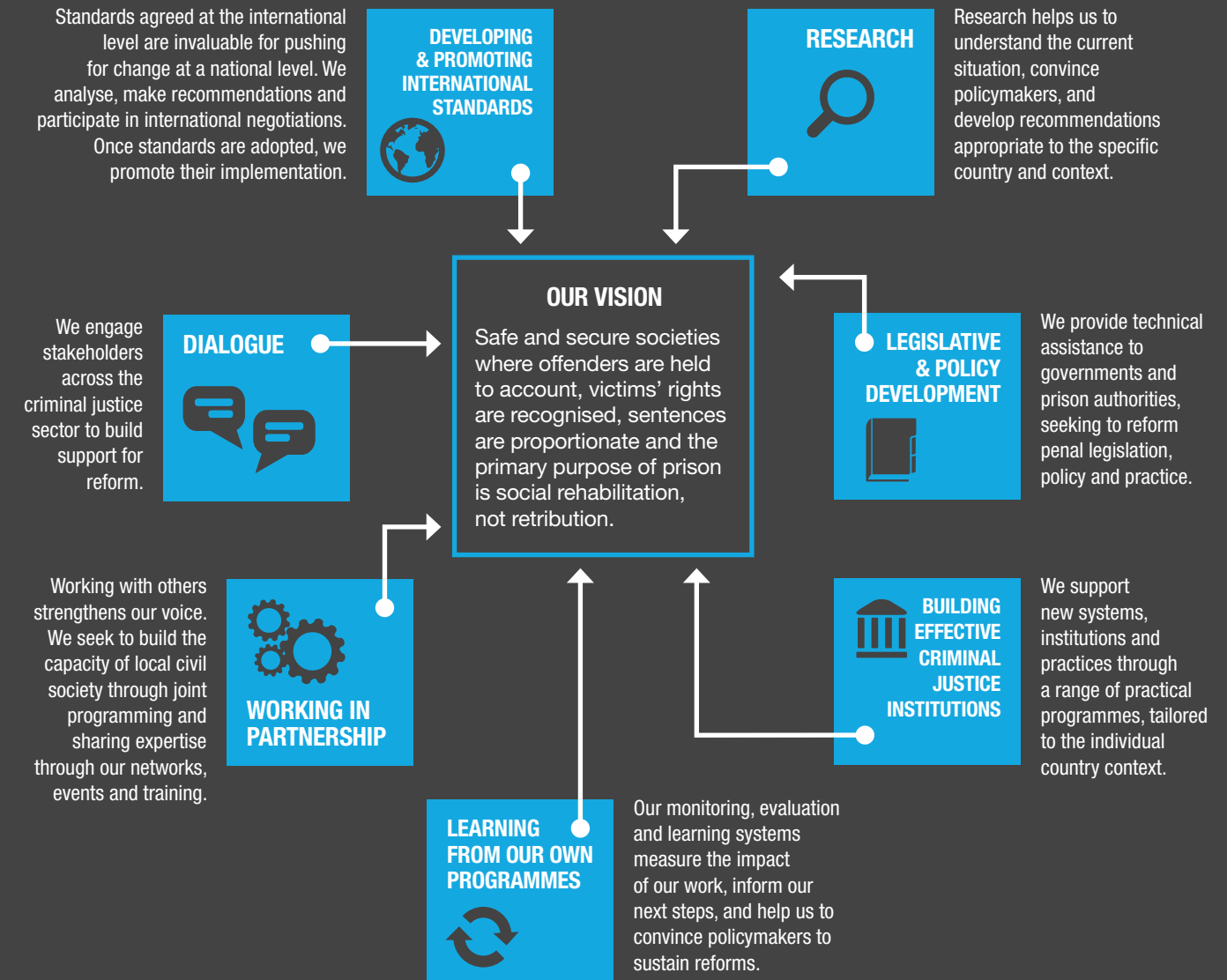
OUR THEMES

Our work encompasses the rights and treatment of suspects, offenders and prisoners throughout the criminal justice process.

JUSTICE FOR CHILDREN	SOLITARY CONFINEMENT	LEGAL AID
WOMEN IN THE CRIMINAL JUSTICE SYSTEM	PRE-TRIAL JUSTICE	
VULNERABLE GROUPS	ENDING THE USE OF THE DEATH PENALTY	
LIFE AND LONG-TERM IMPRISONMENT	PREVENTING RADICALISATION	
OVERCROWDING	NON-CUSTODIAL ALTERNATIVES TO IMPRISONMENT	
REHABILITATION AND REINTEGRATION	THE PREVENTION OF TORTURE	
PRISON CONDITIONS	GLOBAL ADVOCACY	HEALTH IN PRISONS

HOW WE WORK

We work as a catalyst for change through a smart mix of advocacy and practical programmes for reform. We work nationally, regionally and internationally.



OUR STRATEGY 2015-2020

PRI's strategic plan for the period 2015–2020 sets out the framework for all our work. What we can deliver towards achieving it depends on available funding and the political will to bring about reform – both of which vary from time to time and country to country.

Outcome 1

A criminal justice system that respects the rule of law, upholds the rights of suspects and defendants and prevents the unnecessary use of pre-trial detention.

To promote peaceful and inclusive societies, and provide access to justice for all (Goal 16 of the UN Sustainable Development Agenda), people must have faith that the law and the justice system will treat people fairly and equally. Laws themselves must be seen to be fair and non-discriminatory and people should not be subject to arbitrary arrest and detention. Fair trial procedures and access to legal aid and advice are essential to protect suspects' and defendants' rights.

“Most prisoners are poor and marginalised, with few resources and life skills. Unless prison can help them to change, they are likely to return to the same situation that led to crime in the first place.”

Outcome 2

Fair and proportionate sentencing that takes account of the circumstances of both the offence and the offender.

Prisons have no choice about who comes through their gates; it is the courts that make these decisions. However, there is wide variation between countries in the extent and nature of behaviour subject to criminal law, and in the length of sentences similar offences may attract. While the concept of proportionality is often a key principle of sentencing, there is in practice great scope for states to take very minor offences out of the criminal law altogether, to be dealt with as administrative matters or through some other means.

Outcome 3

Humane treatment and conditions for prisoners and prevention of torture in all places of detention.

Torture and ill-treatment are most likely to occur in places that are closed to public scrutiny. For this reason, public oversight and

inspection of places of detention is necessary to ensure humane treatment and conditions for prisoners. This is also why it is extremely important for police and prison personnel to be carefully recruited and trained and to work to professional standards. Pay should be sufficient to attract and retain suitable staff. Clear guidance for prison staff to support them in carrying out a highly stressful job is essential.

Outcome 4

Safer communities through rehabilitation, reintegration interventions and interventions to reduce re-offending.

Most prisoners are poor and marginalised, with few resources and life skills. Unless prison can help them to change, they are likely to return to the same situation that led to crime in the first place. This is why it is good practice to start planning for rehabilitation of the offender from the sentencing stage, to deal with the problems that led to criminal behaviour, and support the offender to turn their life around.

MESSAGE FROM THE EXECUTIVE DIRECTOR

Alison Hannah

“This combination of theory and practice is one of PRI's greatest success factors, enabling us to bring about effective change in partnership with governmental and non-governmental bodies.”

2016 has been another successful year for PRI, and we are very appreciative of our donors' support in making this possible. We have benefitted enormously over the year from grants towards core and institutional funding. Our grant from the Open Society Foundation contributes substantially towards our institutional costs and overheads, which are otherwise difficult to recover. Our Programme Partnership Arrangement grant from the UK Department of International Development, which came to an end in December 2016, has also been invaluable. Over the past five years it enabled us to invest in innovative projects, such as our community service programme in East Africa and our international advocacy work on the Nelson Mandela Rules and the Bangkok Rules for women offenders. We have also produced – and tested – many tools and capacity-building resources to help put our principles into practice.

This combination of theory and practice is one of PRI's greatest success factors, enabling us to bring about effective change in partnership with governmental and

non-governmental bodies. We hope other organisations and individuals will also use the tools and publications we produce, all of which can be downloaded free from our website.

We have many examples of effective programmes putting international standards into practice and improving criminal justice systems in specific countries, as shown in this report. They are only possible where there is political will on the part of government and policymakers to bring about change and we are very pleased to have the high-level support of key stakeholders in the countries where we work. This is largely due to our regional office structure that allows us to build long-term relationships with national and regional policymakers and professional organisations, enabling changes to be strengthened and improved over time.

However, looking ahead, there is increasing uncertainty about the future of our work. Changes in the political and economic direction of governments (for example, the UK's decision to leave the European Union and the election of a new President in the USA) may have an impact on PRI; we do not yet know what difference they may make.

There is growing intolerance in some countries towards NGOs playing a role in public and civil life – particularly those NGOs that promote human rights or act as watchdog organisations. In Russia, there is less and less space for NGOs to operate, and most international donors have withdrawn from the country. However, it is not the only country where this is the case and it is not possible for us to help bring about systemic change without official support. The changes in the context in which PRI operates are ones that we will be carefully monitoring and will make our work in future years more challenging (yet more necessary) than ever.



Right: Alison Hannah, PRI Executive Director.

A LOOK AT KEY MOMENTS IN 2016



PRI established a pilot office in Kampala, Uganda, to explore the potential for sustainable funding for penitentiary reform in sub-Saharan Africa. Financial support for the office was provided for an initial 12-month period from UK Aid.

The Africa office held workshops in Kampala on the Bangkok Rules for women offenders and the Nelson Mandela Rules for the treatment of prisoners. The Special Rapporteur for Prisons in Africa gave the keynote address to Ugandan prison personnel attending the Nelson Mandela Rules training.



The *Global Prison Trends Report 2016* was launched at the Crime Commission in May with a Special Focus section on prison staff. Positive feedback from a wide range of stakeholders was received, and the 2015 and 2016 versions were quoted and cited in many other publications during the year. Throughout the year, the 2016 report was downloaded from PRI's website 762 times.



PRI Central Asia (PRI CA) and the Penal Committee, Ministry of Interior, Kazakhstan, jointly organised a roundtable to discuss strategies for preventing radicalisation of prisoners. In Kazakhstan, more than 120 people are serving sentences for crimes related to violent extremism and terrorism. Prison is a place where the process of radicalisation can either be strengthened or prevented.



PRI's Middle East and North Africa office (PRI MENA) held a roundtable in Tunis to exchange information between national and international experts on countering violent extremism in prison. Drivers of radicalisation, risk assessment and classification methods were all under discussion and the need for a human rights approach to managing these prisoners was agreed by all participants.

JANUARY

PRI's two-year programme to promote the use of non-custodial sanctions in Armenia, Azerbaijan and Georgia ended this month. PRI worked with partner organisations to promote greater use of probation, and developed the skills of probation officers to supervise probation orders. As a result, probation systems were strengthened and public and professional support for probation increased.

FEBRUARY

MARCH

PRI participated in the UN General Assembly Special Session (UNGASS) on the world drug problem. We co-organised the only NGO side event approved during the Session, on the human rights impact of drug policies. PRI and the International Drug Policy Consortium jointly published a *Ten-point plan to reform criminal justice responses to drugs*. Also in April, PRI and the University of Essex's Human Rights Centre gathered input on questions regarding the interpretation and implementation of the Nelson Mandela Rules. The resulting guidance is published on PRI's website.



APRIL

MAY

During May and June, PRI worked with the Prison Department in Morocco to redraft the Prison Code in line with the Nelson Mandela Rules. A series of national consultation events with all stakeholders took place, following which a draft was prepared to go before Parliament in October. A series of workshops was organised in Morocco for prison staff, introducing the Nelson Mandela Rules.

JUNE

JULY

As part of a cross-regional project to abolish violence against children in detention, PRI CA and partner organisations from three countries completed interviews of children in closed facilities in Kazakhstan, Kyrgyzstan and Tajikistan. The results were published in the third volume of PRI's *Voice of the Child* report. The project ended later in the year, with many of PRI's recommendations being taken up by policymakers, leading to legislative reform.



AUGUST

SEPTEMBER

After many years of promoting better conditions for women prisoners with babies in Russia, the law was finally changed. As a result, mother and baby units will be established in all 13 colonies for women. There are currently about 600 babies in prison, who will now be cared for by their mothers rather than prison staff.

OCTOBER

A research report on gender-sensitive community service was published and launched in Nairobi. This was part of a pilot project implemented with the Kenya Probation Service. The report showed that many women struggled to pay for travel to the probation office or work placements, and the distance involved affected their caretaking responsibilities. Changes have been made to improve their situation, following the report.



NOVEMBER

PRI's five-year Programme Partnership Arrangement (PPA) with the Department for International Development (DFID) ended this month. PRI's work as part of the PPA included providing guidance and training to implement the Nelson Mandela Rules; contributing towards changing the law and practice in over seven countries to align them with the Rules; implementing six programmes to provide gender-sensitive responses and treatment for women offenders, in line with the Bangkok Rules; and strengthening torture prevention mechanisms and practice in more than seven countries.

DECEMBER

CASE STUDY

Community Service Orders in East Africa

In 2016, we completed a two-year pilot project to test ways of increasing the effectiveness of Community Service Orders (CSOs) in Kenya, Tanzania and Uganda. The project's aim was to provide a valid and humane alternative

to prison sentences, and so reduce the overcrowding and unnecessary use of imprisonment in East Africa.

CSOs are community-based sentences in which offenders do not go to prison but instead carry out unpaid work of benefit to the local community over a specified period of time. They are sentences imposed by courts and overseen by probation or community service departments.

Our final evaluation demonstrated the success of the pilot project. Tanzania saw a 104 per cent increase in the number of CSOs given, and Uganda a 58 per cent increase. Compliance levels were generally high, although the evaluation also indicated that staff capacity must be increased to manage a greater number of orders, as there may otherwise be a rise in the number of orders not completed.

Prison is not the only answer

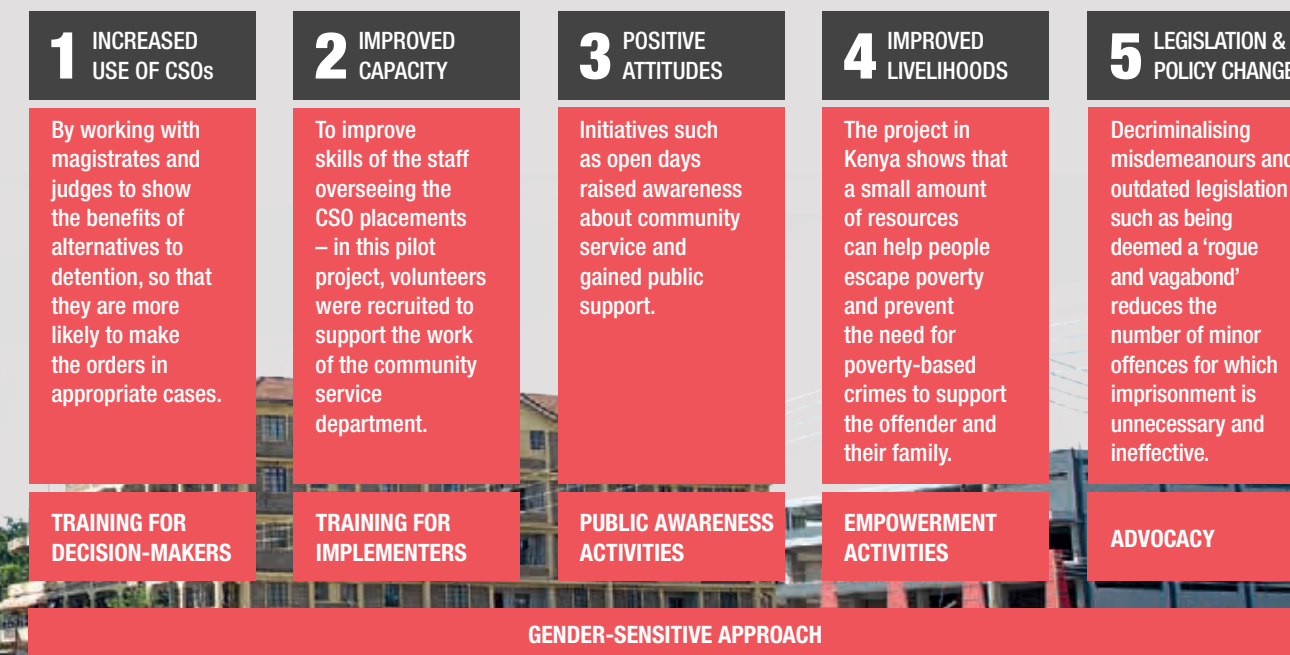
In Kenya, a number of former offenders who performed well during the CSOs were given the opportunity to attend entrepreneurial training and receive a small grant to enable them to set up a business. Of the 54 empowerment grants awarded, 44 (82 per cent) of the former offenders were successfully running their own businesses at the end of the project.

PRI learnt valuable lessons on how to scale up and adapt the model for other countries. These lessons were set out as a five-pillar model for effective community service (see below).

This model is underpinned by a gender-sensitive approach. Placements for CSOs that are suitable for men are not always appropriate for women, as they

may expose women to risk of discrimination, harassment or abuse. They may not allow for women's health needs or child-caring and other responsibilities. From this experience, we developed a further project with the Kenyan Probation Service, to design and implement a gender-specific CSO system. This is currently being tested in practice and results will be assessed in 2017.

Five-pillar model for effective community service





STRATEGIC OUTCOME 1 HIGHLIGHTS FROM 2016

A criminal justice system that respects the rule of law, upholds the rights of suspects and defendants and prevents the unnecessary use of pre-trial detention.

GLOBAL LEVEL

This outcome includes activities to develop and strengthen fair and efficient criminal justice systems, in line with international standards and recognised good practice. We promote change to expand access to justice and fair trials and reduce the unnecessary use of pre-trial detention.

We launched the 2016 Global Prison Trends report in May of last year, covering major changes and developments in prison populations, practice and policy. It provides a benchmark for developing trends in policy and practice. Our 10-point plan to reduce pre-trial detention, guidance on the Bangkok Rules for women offenders, and the Nelson Mandela Rules all contribute towards this outcome.

“The excellent Guidance and Index of Implementation documents which form part of PRI’s implementation toolkit demonstrate how best to [influence change] and assess progress as well.”

Children of Prisoners Europe report, commenting on the Bangkok Rules guidance documents.

Drug policies

Harsh drug policies lead to high rates of pre-trial detention, disproportionate prison sentences (including the death penalty), and prison overcrowding; women are often treated particularly harshly.

The UN General Assembly Special Session (UNGASS) on the world drug problem, held in April 2016, provided an opportunity for PRI and other NGOs to feed into the discussion at an international level.

In collaboration with the International Drug Policy Consortium (IDPC), we jointly published the *10-point plan on reforming criminal justice*



Opposite: Juvenile Colony, Kyrgyzstan
© Eleonora Sharshenalieva.

Right: UN General Assembly Special Session (UNGASS), New York, 2016 © Marie Nougier.

responses to drugs, which was disseminated in the run-up to and during the UNGASS. We held a side event on the human rights impact of drug policies with the UN Office of the High Commissioner for Human Rights (OHCHR), and acted as a focal point on the thematic issue of criminal justice in the UNGASS Civil Society Task Force, the official NGO coordinating group.

NATIONAL POLICY AND PRACTICE

Our Middle East and North Africa (MENA) office is implementing a programme in Algeria to increase the use of bail, reduce the use of pre-trial detention and promote legal aid to improve access to justice in criminal cases. Workshops for the police, public prosecutors, judges, prison authorities and NGOs raised awareness of the rights of accused people, encouraged the use of bail and promoted the UN Guidelines on legal aid in the criminal justice system. Child-friendly justice systems were developed in Yemen and implemented where the war situation permitted. In Tunisia, we worked with UNICEF to improve the juvenile justice system through implementation of the international standards.

In Belarus, we strengthened independent monitoring of places of pre-trial detention, and NGOs took part in training to improve their monitoring skills. A second round of monitoring police units took place in two regions of the country.



25 police units were monitored, and the reports highlighted their unhygienic conditions, a lack of general information for people held in detention and a lack of facilities for disabled people. The police departments accepted the recommendations and indicated a readiness to improve. A second international public forum on *Citizens and the Police: Interaction based on Trust*, was attended by 60 participants to discuss ways to improve transparency and accountability of law enforcement bodies in Belarus.

PRI developed a system for pre-sentence reports for children in Georgia who are in conflict with the law, enabling the court to make evidence-based decisions. We completed a one-year project promoting women's gender-specific needs and priorities in the criminal justice system. The project recommended that greater use of non-custodial sentences for women

be included in legislation, policy and practice. It also raised awareness among the public of women's gender-specific needs and the negative impact of imprisonment. A collection of stories told by women prisoners and former prisoners about their years in prison and the negative impact this had on their families and children was published under the title *Women Behind Bars*. Some cases refer to women's experience of domestic violence as a factor leading to their criminal behaviour.

In Kazakhstan, we developed a new university course on human rights for students (a Capstone project), and provided training for the professors teaching the course at the national university of Kazakhstan.

Above: University Human Rights students (Capstone project), Kazakhstan, 2016.
Opposite: Women's Prison N5, Georgia
© Antonio di Vico.





STRATEGIC OUTCOME 2 HIGHLIGHTS FROM 2016

Fair and proportionate sentencing that takes account of the circumstances of both the offence and offender.

GLOBAL LEVEL

Alternatives to detention

One of the key publications produced in 2016 was PRI's briefing on model probation services. We consistently seek to reduce the unnecessary use of imprisonment for both pre-trial detainees and convicted offenders. We promote non-custodial sanctions for minor or non-violent offenders and implement practical programmes to establish and develop probation systems and community service sanctions. This briefing provides guidance for establishing non-custodial sanctions and probation systems in countries which do not have them, and extending them in countries that do. It draws both on the available academic and other literature available, plus PRI's experience and that of its partners in Eastern Europe, Central Asia, East Africa and Middle East and North Africa (MENA) regions.

At all levels, PRI promotes the use of non-custodial sanctions and the implementation of the Bangkok Rules for women offenders. Examples of practical programmes are set out below.

NATIONAL POLICY AND PRACTICE

Proportionate sentencing: taking the circumstances of the offender into account

In Ukraine, we work with local NGO partner Public Advocate to strengthen the role of civil society in protecting the rights of vulnerable groups of offenders. The project raises awareness of the special needs of women, children and disabled people caught up in the criminal justice system. By raising awareness among stakeholders

of the problems faced by vulnerable groups, a more integrated approach and commitment to supporting them has been developed.

In Georgia, monitoring visits were conducted to the women's prison to observe the extent of compliance with the Bangkok Rules. The subsequent report included recommendations to judges and parole board members based on articles 57–63 of the Rules.

Opposite: Community Service Projects, Kiambu County, Kenya © Allan Gichigi.

Right: Training on the Bangkok Rules for Kenyan Probation Officers, Nairobi, 2016.



Abolition of the death penalty and promoting humane alternatives

This is one of PRI's longstanding aims and we continue to advocate for the abolition of the death penalty. At the international level, a resolution at the UN General Assembly for a moratorium was supported by 117 of the 193 member states, showing growing support for a moratorium.

In Kazakhstan, the death penalty remains in the Criminal Code as an exceptional measure for grave crimes, including terrorism. There has been an indefinite moratorium against executions since 2003, and 133 people are serving life sentences. Their conditions are often more restricted and harsh than for other prisoners, and while they have a right to apply for early release after 25 years, they are not provided with any support for reintegration or rehabilitation such as education, training or work. During 2016, our research project on prisoners serving life sentences led to greater awareness of the social and psychological difficulties they face, and an interest in improving their conditions.

In June, our MENA office presented PRI's report, *Sharia Law and the death penalty*, at a World Congress side event, attended by over



150 people. The report is a useful advocacy tool to demonstrate that there is a valid interpretation of Islamic law in which the death penalty is not mandatory in all circumstances.

Alternatives to detention

In Kenya, we are delivering a pilot project in partnership with the Kenya Probation Service to develop gender-sensitive probation and community service orders. After publication of the research report, the government announced that steps would be taken to decongest prisons and specifically to decriminalise illegal alcohol brewing and collection of firewood, offences which penalise very poor people – and often women – disproportionately. Lessons learned are being shared within the region

and globally; one lesson already identified is the need for pre-sentence reporting to indicate appropriate conditions and sentences. Also in East Africa, our pilot programme to expand the use of probation and community service orders in Kenya, Tanzania and Uganda came to an end.

Our MENA office is working with the probation service in Sousse, Tunisia to create more placements for community-based sanctions and raise awareness of the benefits of non-custodial sentences. Policies and guidelines for probation officers, judges and institutions were produced and disseminated. We published a research paper on the benefits of alternatives to detention at pre-trial and conviction. A study visit for Tunisian probation officers, judges and prison officials enabled them to share their experience with their counterparts in Algeria. Later in the year we held four workshops for judges and lawyers on alternatives to detention to promote this sanction. At the same time, the MENA office is developing a similar pilot in Morocco, so that by the end of the programme both countries will have established community service sanctions that the courts and stakeholders can use effectively. In Algeria, a programme is under way to

“This will be extremely helpful as we develop our thinking on policy development on abolition of the death penalty.”

Annik Lussier Rez, Deputy Director, Human Rights and Indigenous Affairs, on PRI's report on Sharia Law.

Above: Launch of Community Service and Probation for Women Report, Kenya, 2016.
Opposite: Women's jail in Jaipur, India
© Sylvie Fraissard.



promote alternatives to detention, particularly for minor and first-time offenders. This enables offenders to maintain their family relationships and work or education commitments while serving a sentence.

Our Central Asia office also promotes the use of alternatives to detention. The Parliamentary working group in Kazakhstan, of which PRI is a member, recommended a new law on probation, which was adopted in December 2016. This is the first free-standing law on probation in

“ While the concept of proportionality is often a key principle of sentencing, there is in practice great scope for states to take very minor offences out of the criminal law altogether, to be dealt with as administrative matters or through some other means.”

Alison Hannah, Executive Director, Penal Reform International.

Central Asia. It includes special reference to women and children, following PRI's recommendation to Parliamentarians. We also delivered a pilot project for UNICEF on probation for children. Child-friendly probation

offices were established and a gender-sensitive perspective was included in all activities. The results will be presented to the government for potential replication on a national scale.

PRI's South Caucasus office completed its programme to develop and strengthen probation services in three countries: Georgia, Armenia and Azerbaijan. Georgia has the most established probation service and its experience provided a model for the others to work towards. With input from Dutch experts, we organised workshops for probation staff (social workers and psychologists) to improve their knowledge and skills in preparing pre-sentence reports for children, in order to improve the practice and quality of reports. In December, a meeting with 10 judges discussed the findings of the study on pre-sentence reporting to develop a more proportionate approach to sentencing. In Moldova, we provided experts to support the national programme to improve probation services.



Left: Expert meeting on pilot probation for children project, Kazakhstan, 2016.

Opposite: Prison No. 19, Kyrgyzstan
© Eleonora Sharshenaliyeva.





Humane treatment and conditions for prisoners and prevention of torture in all places of detention.

GLOBAL LEVEL

Nelson Mandela Rules: promoting implementation

One of our main priorities throughout the year was to promote the revised Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules) and support their implementation in practice.

As an international standard with universal application, the Rules are described in quite general terms. To facilitate their implementation, we worked with the Human Rights Centre at the University of Essex and international experts

(the 'Essex group') to produce guidance for prison administrations and policymakers. We also produced a Short Guide on the Nelson Mandela Rules, which has been translated into French, Swahili, Georgian, Kinyarwanda, Amharic and Thai.

We held many events – internationally, regionally and nationally – to raise awareness about the adoption and content of the revised Rules.

NATIONAL POLICY AND PRACTICE

In Morocco, we redrafted the prison code in line with the Nelson Mandela Rules and held a series of national events to raise awareness of them. All training for prison personnel in

the Middle East and North Africa (MENA) refers to the Nelson Mandela Rules and the Bangkok Rules for women offenders too.

In Russia, we helped develop the professional skills of prison staff, with 70 participants attending training to implement the Nelson Mandela Rules.

Opposite: Juvenile Rehabilitation Establishment N11, Georgia © Ministry of Corrections of Georgia.

Below: Southeast Asia Regional Consultation on the Mandela Rules, Thailand, 2016.



“Your recent guidance on the Mandela Rules, which you co-authored with Essex University, [is] a really great resource and I’ve shared it widely amongst colleagues in my team at the FCO and Prisoners Abroad.”

Vicki Prais, Human Rights Adviser, Prisoner Policy and Human Rights Team, Foreign & Commonwealth Office.

Women offenders and the Bangkok Rules

Our MENA office promotes gender-sensitive systems and child-friendly justice in Algeria, Morocco, Tunisia and Yemen. In Yemen, four new mother and baby units were opened and health clinics for women were upgraded to provide medicine and supplies needed by women and their children. A vegetable garden was created in the women's section of Sanaa prison, to benefit the women prisoners.

In Georgia, the results of our research on women offenders were presented at a roundtable event in November. 12 monitoring visits to the women's prison identified concerns over family visits, phone calls, arrangements for mothers with babies in prison, and preparation for release. They also showed there was a serious problem with invasive body searches of women, during which they were completely naked. Responding to our report, the Ministry of Corrections installed two X-ray body scanners



“The SPT profited greatly from the very helpful workshop organised for it by PRI on the Nelson Mandela Rules during its meeting in Geneva. It provided an excellent opportunity to both learn and reflect on how to better incorporate the Rules into our work.”

Sir Malcolm Evans, Chair of the UN Subcommittee for the Prevention of Torture (SPT).

and improved their procedures, so that strip searches are no longer routinely performed. If invasive searches are considered necessary they are now carried out by a female doctor from outside the prison medical service. In the latter half of the year, the Ministry of Corrections drafted a law to grant occasional short leave for women prisoners to facilitate contact with their children.

In Russia, PRI's membership of two Working Groups allowed us to contribute to changing legislation for women prisoners with children. This will give some prisoners the right to live and work outside for the final six months of their sentence. Women with a child under 14 (or a child who is disabled) and single fathers will gain the right to four meetings a year with their children, to take place outside the prison. In December, the State Duma adopted amendments to the Criminal Executive Code to provide 'parent days' for prisoners with children up to the age of 14. Parents can leave the colony to visit their children so long as they stay inside the district.

Left: Roundtable meeting on the results of the gender-specific criminal justice system research in Georgia, 2016.

These changes in legislation, which are very important for prisoners, took place because of the activities of the Working Group, of which PRI was a member.

Torture prevention

All regional offices support the role of monitoring bodies – both public oversight bodies and national preventive mechanisms (NPMs) – in reducing torture and abuse.

In Central Asia, we obtained a grant to support torture prevention measures in five countries. It will improve the work of the NPMs in Kazakhstan and Kyrgyzstan, strengthen law and practice to prevent torture and provide greater oversight in closed facilities in Tajikistan, Turkmenistan and Uzbekistan.

We launched the Nelson Mandela Rules at a roundtable event in Astana (Kazakhstan) with government and official bodies as well as human rights organisations and NGOs.

We carried out a review of the Criminal and Criminal Executive Codes in Kazakhstan and Kyrgyzstan to identify areas in conflict with the Rules for the treatment of prisoners, and we supported the Kazakh Parliamentary working group amending the Criminal Executive Code.

A visit was made to the lifers' prison in Kostanay in Kazakhstan, and consent was obtained for PRI's experts to carry out an anonymous survey of prisoners, to assess their situation and conditions in the light of the new Criminal Executive Code. Interviews were held with staff as well as prisoners. The research report has been prepared (in Russian only) and recommendations presented to the authorities. Copies of the Nelson Mandela Rules were disseminated to prison staff and several publications were donated to the prisoners' library.

A three-year programme to end violence against children in detention in Kazakhstan, Kyrgyzstan and Tajikistan has been completed. Over 300 staff in places of detention in all three countries received training on international standards, laws and good practice on the rights of children. The results of the third *Voice of the Child* survey were presented at an international symposium in September. They again showed that most abuse occurred at the hands of the police, although ill treatment also occurred in children's closed institutions. Legislative change has been drafted in these countries to improve the situation for children in detention.



Above: Training on National Preventive Mechanisms for preventing torture, Armenia, 2016.

In Jordan, PRI supports the independent inspection team that monitors child care centres (including children in conflict with the law). We provided training for the team and for employees of the Ministry of Social Development. In Algeria, we delivered a training workshop for the National Centre for Human Rights, which is responsible for monitoring

places of detention; it included an update on the Nelson Mandela and Bangkok Rules. After the training, PRI developed a specialist monitoring toolkit, with reference to the Algerian law as well as international standards.

Our South Caucasus office has two torture prevention projects, covering Georgia and Armenia. In Armenia, we are strengthening the NPM through civil society engagement, enhancing its professional capacity through targeted training and increasing its

visibility and outreach. We aim to develop effective complaints and external monitoring systems for people in detention. We brought Prison and Police Monitoring Groups and NPM representatives around one table, along with other civil society groups, to discuss these issues. In the working meetings, a new Draft Law on the Human Rights Defender was discussed and NGO representatives provided recommendations, most of which were taken into consideration.

In Russia, a PRI staff member carried out around 20 visits to pre-trial detention centres, as a member of the Moscow Public Oversight Commission. Reports were sent to the prison authorities on the situation inside the centres, including cases of violation of people's rights.

Managing violent extremist and radicalised prisoners

Over the past year or so, this has become an issue of great interest in many countries. We have developed an extensive body of knowledge from our national, regional and international activities, networks and partners; we have organised and participated in many events to share this learning and discuss good practice. We are frequently invited to share our knowledge, and we took part in the expert group helping to draft the recently published UNODC handbook on the *Management*

“It is expected that this training will help the administration staff to deal effectively with this growing phenomena at the Tunisian prisons, and help the staff to deal with the stress they face when dealing with this group, we thank PRI for picking up on this work.”

General Al-Zalaq, Director General of the General Administration for Prisons and Rehabilitation, on training provided for prison staff working with violent extremist prisoners.

of Violent Extremist Prisoners and the Prevention of Radicalization to Violence in Prisons.

We organised a roundtable in Kazakhstan to discuss strategies for preventing radicalisation in prisons; currently there are over 120 prisoners serving sentences for extremist offences and there is a worry that more will become radicalised while inside prison. In Morocco, we launched a new project in December 2016 to combat violent extremism in prisons, including for women prisoners. There are 49 women prisoners in Morocco convicted of terrorist crimes.

As part of our work in Algeria, Morocco, Tunisia and Yemen, we develop training and teaching curriculums for prison staff on violent extremism and radicalisation and share best practice and country experiences. The project in Morocco will draw on this expertise and develop tools that can be used throughout the region, including a risk assessment tool that can be adapted to different national systems.

In Tunisia, PRI joined with the Office of the High Commissioner for Human Rights and the General Administration for Prisons and Rehabilitation in Tunisia to organise an expert roundtable titled *Violent Extremism in Prisons: Effective Countering Strategies and Containment Mechanisms*, which was held in November 2016. 12 international experts and 50 officers from Tunisian prisons shared experiences to help the Tunisian authorities develop appropriate interventions, working procedures and rehabilitation programmes for violent extremist prisoners. We provided a series of workshops for 250 prison officers who deal directly with violent extremist prisoners. A training manual was developed for staff working with this group of prisoners, and a training of trainers was provided for 16 officers to pass on their skills to colleagues at the local level.



Opposite: Roundtable on preventing radicalisation in prisons, Kazakhstan, 2016.



STRATEGIC OUTCOME 4 HIGHLIGHTS FROM 2016

Safer communities through rehabilitation, reintegration and interventions to reduce reoffending.

GLOBAL LEVEL

Many studies show that people are less likely to commit further crimes after release from prison if they have jobs, homes and family ties. We work with civil society partners to promote healthcare services, psychological support and educational and vocational training to help people become self-supporting and law-abiding citizens.

NATIONAL POLICY AND PRACTICE

The health of women and children in two Kazakh prisons has been improved through a donor-funded project, with the provision of medical and social services, vocational and educational classes and socio-psychological support. The government recognises the importance of effective social rehabilitation programmes and is committed to improving them. In Kyrgyzstan, PRI is working with the prison service to improve the employment prospects of

“PRI’s work is unique because it provides concrete proposals for penal reform, not shying away from the really difficult questions. It draws on international standards and good practice to promote reform around the world.”

Dr Catherine Appleton, Senior Research Fellow, School of Law, University of Nottingham.

ex-prisoners. A two-day training was given for penitentiary staff, which included a session on mediation as a mechanism to help with resocialisation.

In Ukraine, our programme to protect vulnerable groups of offenders strengthened the role of local NGOs in providing support services for former offenders. A training of trainers was given to social workers, local activists and volunteers from the Kiev region, and trainings were also given to probation officers. An inter-regional seminar was held for local authorities, civil society organisations and law enforcement bodies, who shared their experiences of working with vulnerable offenders and their families, and ways to improve services for them. Our project partners took part in meetings of the Working Group to discuss amendments to local legislation.

In Tunisia, through a small grants programme with local NGOs, we are piloting open prisons in Sousse and

enhancing contact between prisoners and the outside world. In one prison, mental health services have been provided, as well as vocational training. The prison guidelines are being revised in line with the Bangkok and Nelson Mandela Rules and we work with lawyers and the Bar Association to ensure prisoners have access to legal advice. In Algeria, vocational training programmes were delivered to enhance the rehabilitation and reintegration of prisoners.



Opposite: Women’s prison in Karaganda region, Kazakhstan © Karla Nur.

Right: Training for social workers, Kiev region, Ukraine.

CASE STUDY

Yemen

This project was launched in January 2015. Almost immediately, the country found itself at war and the situation has deteriorated ever since, with famine now threatening to add to the country's serious difficulties. However, despite this, PRI's Middle East and North Africa (MENA) office has been able to deliver reform to the criminal justice and penal systems, thanks to the support of our partners and the local NGO implementing programme activities. Through them, we provided technical support to the Prison Department to establish a new

working structure, and recommended revised laws, procedures, guidelines, bylaws and resources to regulate and standardise their daily work in line with internationally accepted justice standards and practices. In the first year we were not able to deliver training in Yemen for the prison staff because of the security situation; our regional experts could not travel to present workshops there. However, the local team was able to conduct roundtables and other workshops that did not require the presence of regional and international experts.

The same challenge of getting experts to Yemen continued during the second year, leading to discussions to agree terms with OHCHR to enable us to send experts to Yemen and deliver workshops in Amman or Addis Ababa.

The project was originally designed to work in six prisons, but has now expanded to seven – and by the end of the third year it will cover nine out of the existing 16 prisons.

Implementing human rights standards in a conflict-affected country

Achievements in Yemen include:

16 by-laws and instructions that govern the administration of prisons, in line with international standards and best practices, were developed.

One comprehensive operational manual for managing prisons was produced. It includes guidelines on many aspects of dealing with prisoners, from when they enter prisons until their release.

16 detailed operational manuals were developed, covering particular groups of prisoners; for example, women, children, dangerous prisoners and sick prisoners.

Eight specialised training manuals were developed, to be taught at the Prison training centre. They included anti-corruption and treatment of violent extremist prisoners.

A child protection policy was developed.

A new prisons law that meets international standards was drafted.

Case management and filing systems were developed and the process of data entry is on-going at Sanaa prisons. It will be introduced in all prisons in the third year.

Three educational programmes for prisoners about hygiene and health care, including HIV and TB infections and other diseases, were developed.

Three rehabilitation and education programmes, including vocational educational programmes, were developed in Emran, Damar and Al-Hodeida prisons.

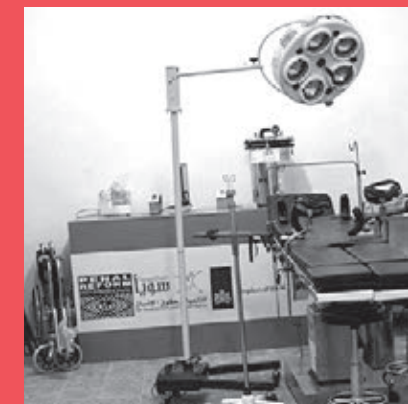
Improvements to prison infrastructure included establishing five clinics, three mother and baby units and one vocational training workshop for juveniles at Sanaa prison.

The project originally planned to establish alternative sanctions and diversion mechanisms at community and police level. However, this was not possible because of the war situation. It would require legislative amendments, working with the parliament and judges, and these bodies are not functioning in full capacity and have other priorities. More work on juvenile care facilities will be carried out in place of the original plans.

The programme also included increasing the capacity of civil society groups to support those going through the criminal justice system and to protect the rights of prisoners by providing:

Three training workshops for 60 local NGOs on the rights of prisoners and ways to get involved in the reform process.

In the third year, **small grants** will be given to local NGOs to provide legal aid services for poor prisoners, women and children, and to develop pilot programmes providing services for prisoners to help with their reintegration after release.



Opposite: Rada prison, Yemen © Andrea Magugliani / Alamy Stock Photo.

Above: The opening of a minor surgery room at Sanaa Prison, Yemen, 2016.

WORKING IN PARTNERSHIP

PRI works with partners in different ways. Its informal relationships are often long-standing and resource-light; they operate internationally, regionally and nationally.

We also have a number of formal partnerships, and sometimes the terms of these relationships are set out in a Memorandum of Understanding (MOU) with payment for contractual services. At the end of 2016, PRI had formal partnerships with civil society organisations in over 15 countries, as well as many working relationships with governments, intergovernmental organisations and expert bodies.

Feedback from a partnership review in spring 2016 showed how partners and participants at PRI's events highly valued the role that PRI plays.



These are a few examples of the different ways in which partners add value to our work.

In Ukraine, our long-standing NGO partner Public Advocate delivers practical activities to promote the rights of vulnerable groups of prisoners. PRI's partner, Kyiv is the Native Home, also provided services to women offenders to support their rehabilitation, and facilitated collaboration between relevant agencies for more effective and interlinked psychological, social and legal support for women.

// PRI, as an international NGO, has access to high-level officials, which Credo was able to then engage with.

Kazakhstan partner.

// PRI was able to bring its regional and international expertise.

Armenian partner.

In Georgia, Women in Business helps women find jobs and employment after release, through vocational training and developing life skills so they can more easily find a job. In Morocco, PRI and the Adaleh Center for Human Rights organised joint meetings to advocate for juvenile justice reforms. Leading the debate, the Adalah Centre facilitated dialogue with the Prime Minister's office and senior officials.

Partnerships are not only with NGOs: our East Africa programme on expanding community service orders was implemented with the commitment and participation of the probation and community service departments in three countries. In Central Asia, the support of the Ombudsman services has been key to successfully improving treatment of children in detention in Kazakhstan, Kyrgyzstan and Tajikistan.

A helpline for children has been successfully sustained in Kyrgyzstan and is now extended to adults too, thanks to the Ombudsman's support.

In Vellore, South India, we presented workshops in a joint training with the prison academy for trainee prison officers, and workshops on the Nelson Mandela Rules were presented to a number of prison services.

Left: Zagipa Balieva, Children's Ombudsman in Kazakhstan, 2016.



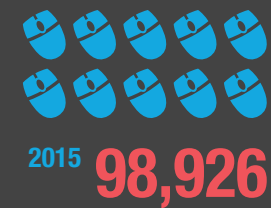
Central Prison Vellore, India © Andrea Huber.

2016 IN NUMBERS

For our publications, tools
and online resources

Our website

NUMBER OF VISITS:



NUMBER OF TIMES OUR MONTHLY
SERIES OF BLOGS FROM
EXPERT GUESTS WAS VIEWED:

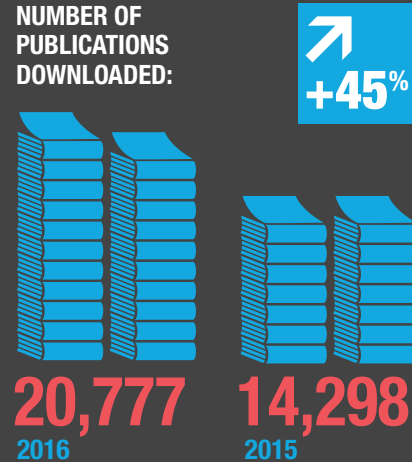


POPULAR BLOG
TOPICS THIS YEAR:

- Drug Policy
- Restorative justice and domestic violence
- Prison architecture

Our publications

NUMBER OF
PUBLICATIONS
DOWNLOADED:



TOP DOWNLOADS

Number of times
downloaded:



Online learning

WE HAVE E-LEARNING USERS FROM



WE HAVE



“ [PRI’s] site is a rare but consistent treasure trove of articles and information on the international scene. ”

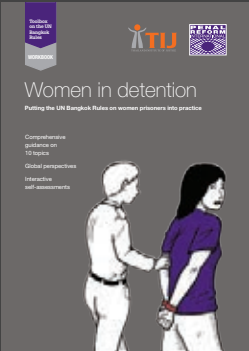
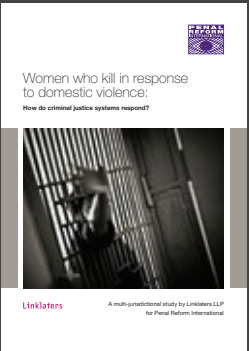
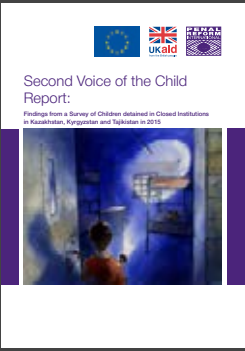
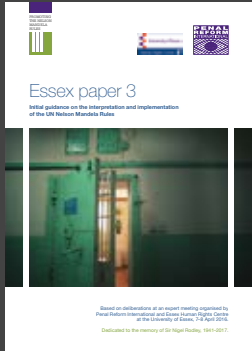
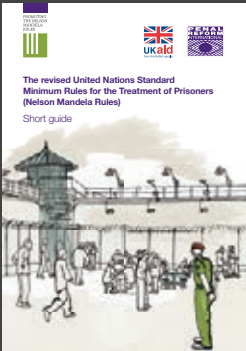
Smart Justice, Canada.

“ I really appreciate what you guys are doing in PRI, as a practitioner in corrections I am a very frequent visitor of your website. ”

Denys Maurice Odhiambo,
Prison Officer, Kenya.

Launch of Community Service and Probation for Women Report, Kenya, 2016.

PUBLISHED
IN 2016



GLOBAL
ADVOCACY

Global Prison Trends
2016

The second annual edition in our Global Prison Trends series, which describes key global trends in the use and practice of imprisonment and the pressing challenges facing states that wish to organise their penitentiary systems in accordance with international norms and standards.

Topics include: developments in international criminal justice policy; notable changes to policy at the national level; prison population trends; prison management issues (e.g. security and violence, radicalisation, corrections

in fragile and conflict states, and corruption) and new technologies.

Includes a special feature section on prison staff, covering recruitment, pay and conditions, professional training, and issues relating to their health, safety and well being.

■ ENGLISH ■ TURKISH

Why criminal justice
reform is essential
to the UN Agenda
for Sustainable
Development (SDGs)

How justice and penal policy reform are also relevant to and prerequisite for the achievement of many of the SDGs.

■ ENGLISH

Short Guide to the
Nelson Mandela Rules

Summarises all 122 Rules of the revised Standard Minimum for the Treatment of Prisoners. Includes a summary of the revision process. Rules that are new or were changed in 2015 are highlighted throughout.

■ ENGLISH ■ FRENCH ■ GEORGIAN
■ SWAHILI ■ AMHARIC
■ KINYARWANDA ■ THAI

Essex paper 3: Initial
guidance on the
interpretation and
implementation of the
Nelson Mandela Rules

This first guidance on the Nelson Mandela Rules is based on the deliberations of a meeting of experts organised by PRI and the University of Essex's Human Rights Centre in April 2016.

Covers six topics: dignity; prison management; contact with the outside world; healthcare; restrictions, discipline and sanctions; and incident management. ■ ENGLISH

10-point plan on
reforming criminal
justice responses
to drugs

10 steps to guide countries interested in moving away from solely punitive responses to drugs and towards developing health and human rights-based approaches. Produced in partnership with the International Drug Policy Consortium (IDPC). ■ ENGLISH

10-point plan on
reducing pre-trial
detention

10 steps to assist countries to reform legislation, police and practice in relation to pre-trial justice. ■ ENGLISH

On probation – models
of good practice for
alternatives to prison

Guidance on developing effective and sustainable probation services. Draws on a range of literature and practical experience, including PRI's.

■ ENGLISH

CHILDREN IN
THE CRIMINAL
JUSTICE SYSTEM

Voice of the child 2015

Findings of a second survey of 382 children held in 21 closed institutions (police custody, detention centres and social care institutions) in three Central Asian countries: Kazakhstan, Kyrgyzstan and Tajikistan. This survey was one of three carried out under a European Union-funded project to reduce violence against children in closed institutions (2013–2016).

■ ENGLISH ■ RUSSIAN

Positive behaviour
management and
children in detention

Outlines international standards on disciplinary measures for children in detention, with an overview of current practice in Kazakhstan, Kyrgyzstan and Tajikistan. ■ ENGLISH

WOMEN IN
THE CRIMINAL
JUSTICE SYSTEM

Women who kill in
response to domestic
violence: How do
criminal justice
systems respond?

How women who have killed their abusers following prolonged domestic abuse are treated in law and before the courts in nine jurisdictions: Australia, Brazil, Hong Kong, India, Japan, Mexico, Poland, Spain and the USA. Research by Linklaters LLP for PRI. ■ ENGLISH

Women in Detention:
putting the Bangkok
Rules into practice
(training course)

NEW PRINT EDITION

Printed workbook version of our online training course on the UN Bangkok Rules. Analysis of the Rules, with quizzes and assessments which help to apply the Rules to real life situations. Funded by the Thailand Institute of Justice. ■ ENGLISH

Community service
and probation for
women: a study
in Kenya

Examines the context in which women serve community sanctions (Community Service Orders and Probation Orders)

“The course was very useful for the work that I do and I have referred this course to many colleagues and students who are committed to working with women in the criminal justice system.”

Diane Serre, Indigenous Peer Support Worker, Elizabeth Fry Society of Ottawa, Canada.

in Kenya, identifying challenges and factors for successful completion. Produced under a project funded by the Thailand Institute of Justice. ■ ENGLISH

A summary of lessons and recommendations from this research is also available with a view to supporting similar initiatives in other countries.

■ ENGLISH ■ SWAHILI

‘Equal justice’:
making community
sanctions work for
women in Kenya

MULTIMEDIA

Short film to highlight the benefits and challenges for women serving non-custodial sanctions in Kenya. ■ ENGLISH

vimeo.com/184856116

“Excellent! Thanks for sharing, it’s particularly relevant as we embark on a prison career law that aims to improve working conditions for prison staff. Thanks again!”

María Luisa Romero, Vice Minister, Government of Panama.

OUR DONORS

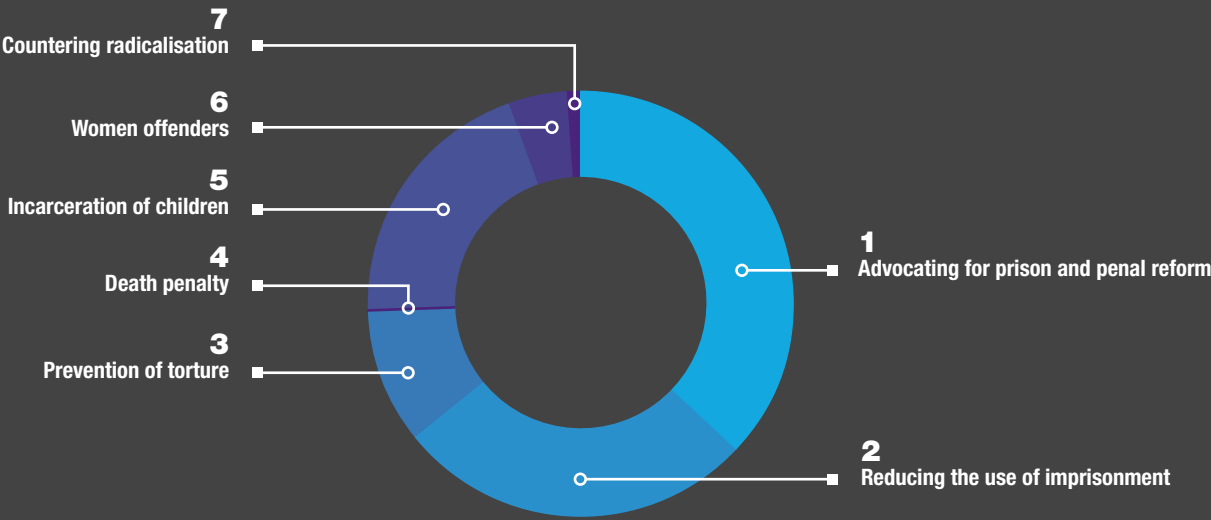
PRI would like to thank the following donor organisations and institutions for their support.

	TOTALS €
Department for International Development, UK (Programme Partnership Arrangement)	1,350,506
European Union	1,021,519
Foreign and Commonwealth Office, UK	786,706
Dutch Embassy in Yemen	551,237
Bureau of International Narcotics and Law Enforcement Affairs (INL), US Department of State	309,329
Open Society Foundations	248,553
Department for International Development, UK	138,067
UN Children's Emergency Fund (UNICEF)	104,596
John D. and Catherine T. MacArthur Foundation	70,126
Thailand Institute of Justice	69,995
Other income	62,834
Dutch Embassy in Kazakhstan	60,487
Bureau of Democracy, Human Rights, and Labor (DRL), US Department of State	49,571
Dutch Ministry of Foreign Affairs	48,960
Open Society Georgia Foundation	31,727
US Embassy in Astana	26,806
Organisation for Security and Co-operation in Europe (OSCE)	14,751
Office of the United Nations High Commissioner for Human Rights (OHCHR)	13,849
Permanent Mission of Denmark to UN Geneva	12,332
Swedish Prison and Probation Service	10,983
The Netherlands Helsinki Committee	10,510
Vol'noe Delo Russian Foundation	7,003
Linklaters	6,363
Evan Cornish Foundation	3,899
United Nations Development Programme (UNDP)	3,426
UN Democracy Fund (UNDEF)	2,973
Swiss Embassy in Astana	2,633
TOTAL	5,019,741

FINANCIAL SUMMARY

2016 expenditure

	DIRECT COSTS	SUPPORT & GOVERNANCE COSTS	TOTALS €
Raising funds	216,278	27,732	244,010
1 Advocating for prison and penal reform	1,508,485	193,421	1,701,906
2 Reducing the use of imprisonment	1,117,911	143,341	1,261,252
3 Prevention of torture, cruel, inhumane or degrading treatment	414,922	53,202	468,124
4 Abolition of the death penalty	2,220	285	2,505
5 Incarceration of children as a last resort	817,453	104,816	922,269
6 A proportionate and sensitive response to women offending	180,514	23,146	203,660
7 Countering violent extremism and radicalisation inside prisons	35,755	4,585	40,340
	4,293,538	550,528	4,844,066



WHO'S WHO AT PRI

Membership of PRI's Board aims to reflect different regions of the world.

BOARD MEMBERS

As of April 2017, in alphabetical order.

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Roselyn Karugonjo-Segawa
Uganda

Natalya Khutorskaya
Russia

Paula Litvachky
Argentina

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Kazakhstan

Prof. Anton van Kalmthout
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Prof. Robert van Voren
Lithuania

Prof. Dirk van Zyl Smit
UK (Chair)



The Board elects from its members an Executive Board consisting of the Chair, the Secretary General, the Treasurer and their deputies.

For more information about our Board Members, visit: <http://www.penalreform.org/about-us/board-and-governance/>

Top: PRI Board member Roselyn Karugonjo-Segawa at a roundtable meeting on the Mandela Rules, Uganda, 2016.

Right: PRI's Policy Director Andrea Huber at a UN General Assembly event implementing the Mandela Rules.

Far right: PRI's Programme Officer Olivia Rope at the Southeast Asia Regional Consultation on the Mandela Rules, Thailand, 2016.

STAFF MEMBERS

As of April 2017.

Head Office
London, UK

Alison Hannah
Executive Director

Andrea Huber
Policy Director

John Usher
Head of International Finance

Victoria Smith
Fundraising Manager

Jane Rice
Monitoring, Evaluation and Learning Officer

Olivia Rope
Programme Officer

Jatinder Seehra
International Finance Officer

Pauline Jobson
Executive Officer

Martha Crowley
Communications Officer

Russia, Ukraine and Belarus
Moscow, Russia

Vika Sergeyeva
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Natal'ia Egorova
Accountant

Middle East and North Africa
Amman, Jordan

Taghreed Jaber
Regional Director

Haitham Shibli
Deputy Director

Muhammad Shabanah
Senior Programme Manager

Huda Abu Atiyyeh
Administrative and Financial Officer

Bassam Said
Project Manager

Manel El Mehri
Project Officer

Louai Hafa
Project Officer

Shirin Subh
Administrator

Central Asia
Astana, Kazakhstan

Azamat Shambilov
Regional Director

Karina Amralina
Administrative Assistant

Aidana Issayeva
Project Assistant

Zhanna Malayeva
Project Coordinator

Galina Salikhova
Accountant

Sub-Saharan Africa
Kampala, Uganda

Doreen Namyalo Kyazze
Africa Programme Manager

Josephine Kankunda
Africa Programme Assistant

South Caucasus
Tbilisi, Georgia

Tsira Chanturia
Regional Director

Irena Gabunia
Fundraiser/Project Coordinator

Bakar Jikia
Programme Coordinator

Tamara Abashidze
Project Coordinator

Nodar Sidamonidze
Accountant

HOW TO KEEP IN TOUCH WITH PRI

GLOBALLY

Browse our latest news, blogs and resources on our website: www.penalreform.org

We produce several e-newsletters. You can sign up for our monthly PRI news round-up at www.penalreform.org or our quarterly update on our work on the UN Bangkok Rules by emailing publications@penalreform.org

And we're on Twitter too. Please follow us: [@PenalReformInt](https://twitter.com/PenalReformInt)

REGIONALLY

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Twitter: [@AstanaPRI](https://twitter.com/AstanaPRI)

PRI Middle East and North Africa (MENA)

Website: www.pri-mena.org (Arabic)

Facebook: [facebook.com/menaregion](https://www.facebook.com/menaregion)

Sign up to PRI MENA's quarterly e-newsletter by emailing: priamman@penalreform.org

PRI Russia, Ukraine and Belarus

Website: www.penalreform.org/russia-ukraine-and-belarus

PRI South Caucasus

Website: www.penalreform.org/south-caucasus

Facebook: [Penal Reform International South Caucasus Regional Office](https://www.facebook.com/PenalReformInternationalSouthCaucasusRegionalOffice)



Opposite: PRI staff with prison authorities and experts at a roundtable meeting on the Mandela Rules, Kampala, 2016.

Penal Reform International

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