

Annual Report

2023







Penal Reform International Annual Report 2023

Penal Reform International

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Detailed accounts, with all of PRI's financial information and a detailed overview of our expenditure and income, alongside our audit and post-audit reports are available on our website at:

<https://www.penalreform.org/resource/pri-annual-accounts-2023/>

Image credits:

Cover image: PRI empowerment programme
for women in prison, Uganda, 2023

*The images in this report are sourced from the PRI
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Table of Contents

Message from PRI's Chairperson	<u>04</u>
Message from Executive Director	<u>05</u>
Vision, mission and strategy	<u>06</u>
Our activities and impact in 2023	<u>08</u>
People at the heart of our work	<u>10</u>
Addressing key trends	<u>14</u>
Practical programmes	<u>16</u>
Stakeholders and partners	<u>19</u>
Communication	<u>23</u>
Publications	<u>26</u>
Organisational information	<u>29</u>
Financial summary: income and expenditure	<u>32</u>
Who's who at PRI	<u>34</u>
How to keep in touch with us	<u>37</u>

Message from PRI's Chair

“ David Fathi

As the Chairperson of Penal Reform International (PRI), I am proud to reflect on our achievements and challenges in 2023. The year marked the final phase of our 2020-2023 strategy, which was implemented amid multiple global crises.

Our efforts spanned five regions/sub-regions, where we continued to support reforms ensuring that vulnerable individuals are not left behind when they come into contact with the justice system. We implemented projects to better protect the rights of various marginalised groups, including Roma in **Bulgaria** and children in countries such as **Kazakhstan, Ireland, Indonesia, Palestine and Uganda**. PRI's dedicated efforts to advance gender-specific justice systems and support women in contact with the law also continued.

The 2023 edition of Global Prison Trends provided critical analysis on the severe impact of economic crises and rising costs of food, transport and energy on prison systems, detained persons and their families. Despite evidence of the many harms of imprisonment, 11.5 million people are imprisoned worldwide and we have seen minimal progress in reducing the reliance on imprisonment. This underscores the necessity of PRI's work as the organisation enters its 35th year in 2024. Looking forward to 2024 – and beyond – the organisation embarks on a new five-year strategy. This new phase will build on the successes and lessons of PRI's work to date, with a continued focus on promoting fair and effective criminal justice systems that respect human rights.

We enter this new strategic period for PRI with many external challenges, not least a threat to civil society space. That is why we are profoundly thankful to our generous donors, whose trust and support enable us to continue this vital work.

On behalf of PRI's Membership Council, I also extend my gratitude to our dedicated staff and civil society partners, whose tireless efforts have been instrumental in advancing our mission.



Message from PRI's Executive Director

“ Olivia Rope

I am delighted to share the significant strides we have made at PRI towards our mission during 2023.

*Much of the work we do in implementing practical programmes alongside policy setting and advocacy is in collaboration with our civil society partners. For example, in **Algeria** PRI led workshops of civil society to strengthen their capacity to advocate for women's rights in justice systems and reform more generally. In **Armenia** we work in a civil society consortium to affect a comprehensive package of change. In **Central African Republic**, we supported a network of civil society including to provide legal aid to the most vulnerable people in the country's prisons. In **Europe**, we worked with partners to study and develop a new Tool to monitor the safety of children in detention facilities. And in 2023, PRI continued to bring attention to laws targeting poor and marginalised community members through our membership in the Campaign to Decriminalise Poverty and Status.*

Recognising the invaluable contributions of people with lived experience in criminal justice reform, we established a new group, 'Experts by Experience'. This initiative aims to harness the insights and perspectives of those who have first-hand experience with the criminal justice system, ensuring our reform efforts are informed by those directly impacted.

None of the work – and achievements – detailed in this annual report for 2023 would have been possible without the dedication and support of our staff, partners and donors. Thank you for your continued support and collaboration. We are also grateful to the law firms and their staff, who have given PRI pro bono support which has been invaluable. Together, we are driving meaningful change and advancing justice reform across the globe.



Vision and mission



Doreen Kyazze, PRI's Regional Director launching a new guide in Uganda, PRI 2023

Many justice systems are facing unprecedented challenges and the needs are numerous. Human rights violations resulting from violent conflict, an erosion of the rule of law and the effects of climate change all impact our reform work to build human rights-based criminal justice systems.

The systemic discrimination faced by racialised groups is now abundantly evidenced. Recent setbacks in the fight towards gender equality demonstrate the need to intensify our efforts.

Over-criminalisation, discrimination within the justice system and the overuse of imprisonment and other criminal sanctions are major barriers to creating safer societies. More than 11.5 million men, women and children are in prison around the world, of which three million are in pre-trial detention. Furthermore, civil society space is shrinking and there is an ongoing lack of transparency, often amid corrupt practices in many justice systems.

Our Vision

Safe societies worldwide in which fair and effective criminal justice systems are non-discriminatory and protect the rights of disadvantaged people.

Our Mission

We work to promote criminal justice systems that uphold human rights for all and do no harm. We run practical human rights programmes and support reforms that make criminal justice fair and effective. Our primary objectives are to secure trials that are impartial, sentencing practices that are proportionate and promote social rehabilitation and humane conditions of detention where alternatives to imprisonment are not possible.

Penal Reform International structures its work through a policy programme, regional programmes and a governance and strategy programme that ensures learning as well as impact.

Strategy

Our [strategy for 2020-2023](#) sets out four strategic goals which guided our work.

01

People in criminal justice systems at the heart of our work

- We advocate for the human rights of people who face heightened vulnerability in justice systems like children, older persons and minorities.
- We develop human rights-based policies and practices with prison and probation administrations, for example by training prison staff on the United Nations [Nelson Mandela Rules](#) and [Bangkok Rules](#).

02

Address key trends in criminal justice systems

- We focus international attention on the rise in life sentences across the globe and the human rights concerns with their imposition and implementation.
- We ensure the protection of persons in detention who are at risk from extreme heat and other natural hazards, as well as other crises like the COVID-19 pandemic.

03

Work practically to create fair and effective criminal justice systems

- We create and deliver diversion and non-custodial [alternatives to imprisonment](#) to reduce harms of imprisonment.
- We implement a wide range of projects to improve the conditions for people in prison. We develop and implement the provision of rehabilitation and reintegration with an individualised approach.

04

Engage with a variety of stakeholders

- We cooperate with both national bodies and international mechanisms at the international and regional levels and provide expert input to their work.
- We work alongside and share our expertise and knowledge with other civil society organisations including academia and we are transparent and open about our strategies and views.



OUR ACTIVITIES AND IMPACT IN 2023

Overview



In 2023 we worked in:

Sub-Saharan Africa	Middle East and North Africa	Europe	South Caucasus	Asia
<ul style="list-style-type: none">• Central African Republic• Rwanda• Uganda	<ul style="list-style-type: none">• Algeria• Jordan• Sudan• Yemen• Palestine	<ul style="list-style-type: none">• Bulgaria• Ireland• Romania	<ul style="list-style-type: none">• Armenia	<ul style="list-style-type: none">• Kazakhstan• Indonesia• The Philippines



PEOPLE

AT THE HEART OF OUR WORK

PRI worked to protect and support children in contact with criminal justice systems to ensure these children see their human rights upheld and that stakeholders deliver the care, legal support and educational opportunities they need.

As part of the Global Initiative on Justice with Children, PRI co-published resources for practitioners including on child participation, climate in-justice and on LGBTI+ justice systems for children in Europe. These resources equip stakeholders with the knowledge and tools required to protect children's rights effectively.

In **Europe**, we began an EU funded project with partners to **improve the data collection and monitoring on the safety of imprisoned children**. Research undertaken looked at current data collection practices across the EU violence against children in detention, identifying existing gaps, needs and promising practices. This was supplemented by an International Standards and Promising Practices Compendium compiling international and European standards for protecting children against all forms of violence in detention settings through data collection and monitoring. This all underpins the development of a Tool for detention facilities to use.

PRI developed several context-specific tools for national authorities. In **Indonesia**, in collaboration with UNICEF and partners the International Legal Foundation and the Institute for Criminal Justice Reform, we co-created new tools with the Government to monitor implementation of the juvenile justice law, and an assessment tool based on international promising practices, alongside detailed guidance for probation officers to ensure that children receive appropriate support throughout their involvement with the justice system.

Also in **Palestine**, PRI developed comprehensive monitoring guidelines for public prosecutors overseeing detention centres so that assessments can be made based on international standards. In **Kazakhstan**, PRI developed new guidance aimed at protecting children's rights during detention when there is a state of emergency in place. This work, with the support of UNICEF, is part of a broader effort to ensure that children's rights are safeguarded during crises, reinforcing the importance of maintaining human rights standards even in the most challenging circumstances.

In **Uganda**, we gave material support to children accompanying their mothers to children and supported through legal assistance and empowerment to get them out of prison.

In 2023, PRI continued its dedicated efforts to advance gender-specific justice systems and support women in contact with the law. Our initiatives addressed systemic issues and providing targeted interventions to the unique needs of women within the justice system. These efforts were conducted at both national and international levels, ensuring that the specific circumstances and vulnerabilities of women were fully recognised and addressed.

PRI co-organised an **African regional conference** on justice-affected women under the title, 'Unlocking Barriers: Rights of Women in the Criminal Justice System in Africa', which brought together stakeholders to discuss and develop gender-sensitive justice to garner political engagement. Over the three days, 257 delegates representing seven countries from across Africa discussed workable and lasting solutions to ensure gender mainstreaming in criminal justice systems in the region. The first of its kind, the conference adopted recommendations to see progressive steps taken towards gender mainstreaming in the criminal justice sector in Africa.

PRI continued advocating for the inclusion of women in conflict with the law within broader feminist and women's rights agendas. This advocacy effort was not limited to policy reforms but also involved **empowering women with lived experiences** of the criminal justice system. PRI facilitated their participation in significant events, such as at the UN Human Rights Council, where their voices and experiences could influence global discussions on gender justice. As the focal point on gender for the Global Campaign to Decriminalise Poverty and Status, PRI led critical analyses on the impact of punitive laws on women and non-binary individuals, highlighting the intersectional challenges faced by these groups.

PRI has provided direct support to women affected by the criminal justice system, for instance in **Uganda** where comprehensive support services facilitated the successful reintegration of 38 women, while legal representation led to the closure of 200 cases. We supported women in prison, from legal aid to mental health support and business skills training. PRI's training workshops for state attorneys and police officers emphasised gender-sensitive policing, aiming to create a more supportive environment for women

within the criminal justice system. Under a new partnership with the United Nations Office on Drugs and Crime (UNODC) PRI provided essential items such as mattresses, bedding, milk and other food supplies for both children and their mothers in Mbale Prison.

In **Yemen**, with funding from the Dutch Embassy, PRI focused on promoting gender-responsive justice through extensive training programmes of 120 women police officers and 30 women judges on key issues as part of a broader initiative to create gender-sensitive environments within police stations, including the establishment of gender-segregated spaces to enhance privacy and safety for women. Additionally, PRI facilitated collaborations with the United Nations Population Fund (UNFPA) to improve support mechanisms for women survivors of violence and spearheaded media campaigns to raise awareness about the crucial role of women in law enforcement.

In **Sudan**, PRI launched an EU-funded project aimed at enhancing the rule of law and improving access to justice for vulnerable groups, including women and children. Key interventions included the renovation of Wad-Madani prison, where a dedicated mother and baby unit was established to provide a safer environment and health services within the prison were upgraded to combat the spread of cholera, supported by a comprehensive awareness campaign.

Further efforts in **Sudan**, funded by the French Embassy, focused on protecting women and girls who are survivors of gender-based violence (GBV). PRI established a centre dedicated to providing legal assistance and support services to these survivors. Educational materials were produced to raise awareness about the centre's services and a detailed guideline was created for lawyers to ensure that their support aligns with international standards. Additionally, PRI has partnered with a local NGO to enhance legal aid services during conflicts and conducted a three-day online training for the centre's staff.

In **Algeria**, supported by the Dutch Embassy, PRI made substantial contributions to justice sector reform with a particular focus on the rights and protection of women and children. We led workshops for the National Council for Human Rights and local civil society organisations, concentrating on international human rights standards and fair trial guarantees, with an emphasis on women's rights.

People with lived experience of the criminal justice systems

In 2023, PRI made significant steps towards integrating the voices and experiences of individuals directly impacted by criminal justice systems into our work, through events, projects and a new group to support PRI's work.

A new group of people with lived experience was established, named '**Experts by Experience**' with members from various countries including Ireland, Zambia, Kazakhstan and Indonesia.

This group co-developed a Charter and contributed to advocacy, research and practical programmes of PRI in its infancy year. This group will enhance the quality and relevance of criminal justice reforms that PRI is driving.

Within PRI's project in **Indonesia**, we convened a workshop with children with lived experience of the criminal justice system so that our work could be informed by their insights. Their participation extended to recorded videos which were used in a training for national authorities, to introduce the idea of involving this group of stakeholders in reform work.

In **Armenia**, a new project was kicked off – funded by Knowledge Management Fund – to connect people with lived experience in the country's justice system with national authorities involved in reform.



Workshop in Indonesia with young people with lived experience in the criminal justice system, PRI 2023

ADDRESSING KEY TRENDS





2023 was marked by a concerted effort to bring attention to critical issues affecting justice systems globally, ranging from economic pressures on prisons to the increasing use of technology in criminal justice processes.



[Download "Global Prison Trends 2023"](#)

One of the most pressing trends highlighted in 2023 was the impact of global economic crises on prison systems and the people detained in them. This issue was examined in our report co-published with the Thailand Institute of Justice, [Global Prison Trends 2023](#), which provided an in-depth analysis and underscored the severe consequences of rising costs for essential goods such as food, transport and energy on the lives of detained individuals and their families. With a record 11.5 million people imprisoned worldwide and over 120 countries operating prisons above their intended capacity PRI advocated throughout the year at the international and national levels for criminal justice systems to shift away from the default use of imprisonment as a response to crime. With rising authoritarianism, the weaponising of criminal law to criminalise life sustaining activities, PRI continued to be an active member of the [Global Campaign to Decriminalise Poverty and Status](#) to tackle this trend.

Another critical trend that PRI began to address during the year was the rising reliance on electronic monitoring as an alternative to traditional imprisonment. As this practice becomes more widespread, concerns about its implications for human rights were explored at a meeting co-organised by PRI with the University of Essex that brought together a diverse group of experts, including representatives from probation agencies, human rights organisations, academia and civil society.

Coming out of the COVID-19 pandemic and given that prison deaths have remained a neglected issue, PRI in collaboration with the University of Nottingham and the prisonDEATH initiative, published a comprehensive guide to investigating [deaths in prison](#). This guidance is based on research which revealed significant gaps in current investigation practices, often leading to a lack of accountability and perpetuation of inhumane conditions in prisons.



PRACTICAL PROGRAMMES

Kickstarting reform

In **Armenia**, we continued to support the Ministry of Justice and prison and probation authorities with their reform agenda during 2023. This included organising a study visit to **Estonia** to raise awareness of good practices and providing support in drafting a new Strategy and Action Plan for prison and probation.

Additionally, our initiatives aimed at strengthening civil society's engagement in the justice sector and police reforms were furthered through training on monitoring, reporting and advocacy, which remained a key focus throughout 2023.

Rehabilitation and reintegration

In several contexts and regions, PRI continued to support authorities and civil society in improving rehabilitation and reintegration opportunities throughout 2023. For example, in **Central African Republic** this involved literacy and financial educational programmes to over 100 people in Bangui prisons in collaboration with the Ministry of Education. Vocational training programmes were expanded to include courses in electrical engineering and automotive repair, equipping individuals with the skills necessary for post-release employment. These programmes were particularly tailored for young people and included specialised modules for women in prison.

In **Uganda**, PRI continued to support women in prison through the provision of rehabilitation and reintegration services, including psychosocial support, entrepreneurship training, life skills development and healthcare services in 2023.

Improve prison conditions

In the **Philippines**, PRI partnered with UNODC to deliver a comprehensive series of training sessions for 150 frontline jail and prison officers in 2023. The curriculum was based on the UN Nelson Mandela Rules and Bangkok Rules, with a strong focus on the role of staff in rehabilitation and reintegration.

In **Central African Republic**, where we continued our partnership with the UN peacekeeping mission, a field and desk-based research culminated in a detailed report published on the status of prisons. This report serves as a critical tool for stakeholders to improve prison conditions and protect the rights of people in the country's prisons amid a dire humanitarian context. We also supported the Ministry of Justice in improving healthcare within the prison system through training of prison staff.

Trainings delivered in **Rwanda** with Rwanda Bridges to Justice for correctional offices, focused on bridging the gap between the international standards and current detention conditions. Also, in **Kazakhstan**, an analysis of national legislation against the UN Nelson Mandela Rules and the Human Rights Priority Action Plan, led to the development of key recommendations which received support from key national actors. This represented a significant step towards reform and greater awareness among key institutions such as the Ministry of Internal Affairs, the General Prosecutor's Office and the Ministry of Health of necessary reforms.



Also see work carried out in other countries to improve prison conditions under **"People at the heart of our work"**.

Towards abolition of the Death Penalty

PRI co-organised a regional congress for the **Middle East** on abolition of the death penalty, in partnership with [Together Against the Death Penalty](#) (ECPM) and the [Adaleh Centre for Human Rights Studies](#). The event gathered over 200 participants from across the region, providing a platform for extensive discussions on the death penalty and its implications, fostering a collaborative environment for human rights advocates and policymakers to strategise on abolishing the death penalty and addressing related human rights concerns.

Promoting non-custodial alternatives to imprisonment

In **Europe**, our work to promote non-discriminatory practices in non-custodial sanctions continued in 2023. As part of this, PRI hosted a [multi-stakeholder regional roundtable](#) in Brussels to address the challenges faced by Roma within European criminal justice systems, particularly in the context of non-custodial sanctions. The meeting identified the need for practical and culturally sensitive solutions, developed in consultation with Roma representatives and emphasised the importance of multi-level and multi-agency efforts to combat stereotypes and discrimination.



STAKEHOLDERS AND PARTNERS

Stakeholders and partners

In 2023, PRI continued to build and strengthen partnerships with a diverse range of stakeholders globally. These collaborations were important in amplifying PRI's impact within criminal justice systems and advancing our mission to promote fair and effective justice practices that protect human rights.

Governmental and judicial partnerships

While maintaining our independence, PRI's engagement with governmental actors and practitioners working within justice systems ensures systemic change. In 2023 we engaged with governmental bodies, judicial authorities, prison, probation, police, etc. in implementing our advocacy and practical programmes. Many initiatives are supported by formal partnerships, for example in Jordan, a memorandum of understanding (MoU) was signed with the Public Security Directorate to undertake work that seeks to protect and support girls in contact with the law.

Our collaboration with authorities and national practitioners is often to give practical support and knowledge on best practices, innovative solutions, etc. For instance, we facilitated a study visit for an Armenian delegation to the Netherlands for prison and probation officers. This visit was an opportunity for them to observe innovative practices in rehabilitation and community reintegration, which could be adapted and implemented in Armenia.

International and regional multilateral organisations

In 2023 we worked with, supported and followed the work of key inter-governmental organisations such as the United Nations, the Council of Europe, the European Union and the African Commission on Human and Peoples' Rights. Much of this engagement is to advocate for human rights standards to be elaborated on, developed and adopted internationally and regionally and also to use multilateral spaces to promote their implementation at national level.

In 2023, PRI actively engaged in significant international forums including the 66th Session of the UN Commission on Narcotic Drugs (CND), where PRI, in collaboration with UNODC and partners, organised a hybrid side event on 'Health and HIV in prisons'. During the 32nd Session of the UN Commission on Crime Prevention and Criminal Justice (CCPCJ), PRI co-sponsored a side event on 'Gender and imprisonment', focusing on the healthcare needs of women and transgender people in prison, featuring speakers with lived experiences and civil society perspectives. In addition, PRI organised a side event on prison deaths to discuss preventable loss of life in prisons. PRI also contributed to UNODC's Regional Consultation in **Bangkok, Thailand** on health in detention, shared expertise at regional workshops in **Central Asia** and represented civil society at the International Conference on AIDS and STIs in **Africa** (ICASA) in **Zimbabwe**.

Stakeholders and partners

Civil society

Throughout 2023 we sought to both support civil society partners so that they would be catalysed to work on criminal justice issues – through capacity building, for example – and also to coordinate so that civil society's work could be more impactful.

For example, PRI has worked to empower local, grassroots non-governmental organisations by providing training and support in **Central African Republic, Armenia, Yemen, Sudan, Uganda, Bulgaria, Romania** and other countries. In Algeria, PRI organised workshops in Tlemcen and Béjaïa for over 60 civil society representatives, aimed at enhancing their understanding of human rights within the justice system. These workshops placed particular emphasis on the rights of the accused and adherence to fair trial standards.

PRI participated in the work of several networks and in some cases, led as coordinator. In 2023 we were the Secretariat of the [Informal Civil society organisations' Group on Health in Prison](#) which comprises over 35 organisations working in all regions of the world. Supported by [UNODC](#), the group operates to ensure that the voices of civil society organisations working with affected communities are heard in intergovernmental and normative processes and facilitates sharing of information, co-learning and capacity-building between members.

In 2023, we continued our work in bringing attention to laws that target poor and marginalised members of the community, including through our membership of the [Campaign to Decriminalise Poverty and Status](#). As part of the Global Campaign Coordinating Committee (GCCC), PRI contributed to the development of a two-year strategic plan for the growing Campaign.

We remained an active member of World Health Organisations' Health in Prisons Programme's Steering Committee and continued our partnership and engagement with other coalitions – [International Drug Policy Consortium](#) and the [World Coalition against the Death Penalty](#).

We are part of

- [Global Initiative on Justice With Children](#)
- [Vienna Alliance of NGOs on Crime Prevention and Criminal Justice](#)
- [Global Campaign to Decriminalise Poverty and Status](#), of which PRI is on the Coordinating Committee for
- [WO=MEN Dutch Gender Platform](#)
- [Partos](#)
- [The Dutch National Action Plan 1325 partnership](#) (promoting Women, Peace and Security agenda)
- Informal CSO Group on [Health in Prison](#), of which PRI is Secretariat
- Informal Coalition on Life Imprisonment, which PRI convenes
- [World Coalition against the Death Penalty](#), of which PRI is a Steering Committee member
- [Human Rights Democracy Network](#) (Brussels)
- [Vienna NGO Committee on Narcotic Drugs](#)
- Women in Prison Network
- [Child Rights Connect Working Group on Children of Incarcerated Parents](#)

Stakeholders and partners

Educational and research institutions

Collaborations with academic and research institutions are instrumental in strengthening PRI's advocacy and research efforts and during 2023 we continued to expand our partnerships.

Among others, we worked with universities, such as the University of Nottingham on prison deaths and life imprisonment.

Funding and Donor Relations

We maintained strong relationships with our donors, trying to ensure continuous support for our operations across all regions. New funding opportunities were explored and developed, as evidenced by partnerships with international donors like the Dutch and French embassies and organisations such as International Development Law Organisation (IDLO) and UNODC.

These financial partnerships were vital for sustaining and expanding PRI's programmes across different regions.



FAIR AND EFFECTIVE CRIMINAL JUSTICE

COMMUNICATIONS PUBLICATIONS

PENAL REFORM INTERNATIONAL

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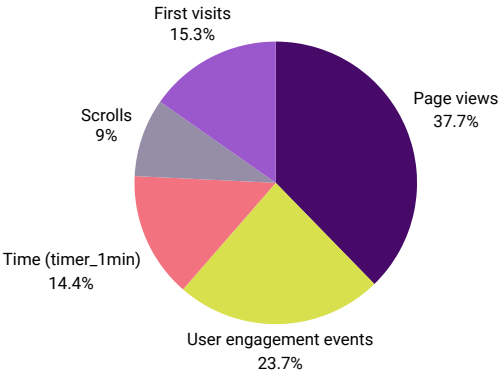
Online presence

In 2023, our website recorded **210,000 organic page views** by 85,917 unique users. On average, each user viewed approximately 9.58 pages on the site. This number suggests a relatively high level of user engagement, as users navigate multiple pages during their visits.

Our blogs

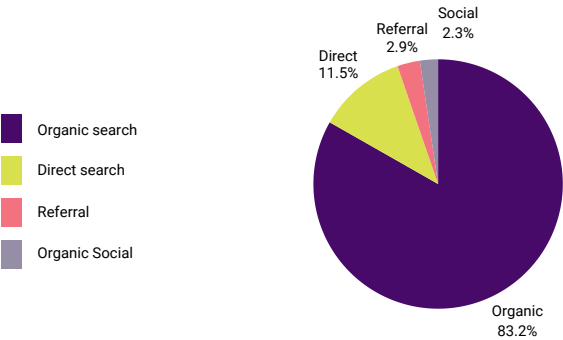
In 2023, our blog series generated a total of 45,396 views across all blog content. We published 12 expert blogs, reaching 971 views. The content addressed significant issues such as justice for children, mental health support in probation, economic crises impacting detention conditions, climate-conscious penal reform and the effects of punitive drug policies.

User Engagement by Event Type



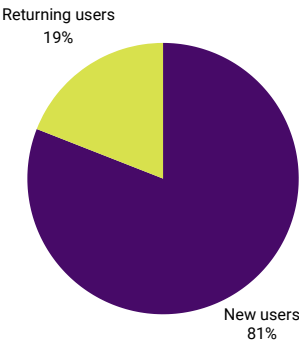
The website logged 823,170 interaction events. Over 79,000 of these events were instances of users remaining on the site for at least a minute. The most compelling user interaction was resource downloads, with nearly 12,000 instances, indicating these resources are a critical asset for engagement and a principal point of interaction for the users involved.

Organic users by channel on website



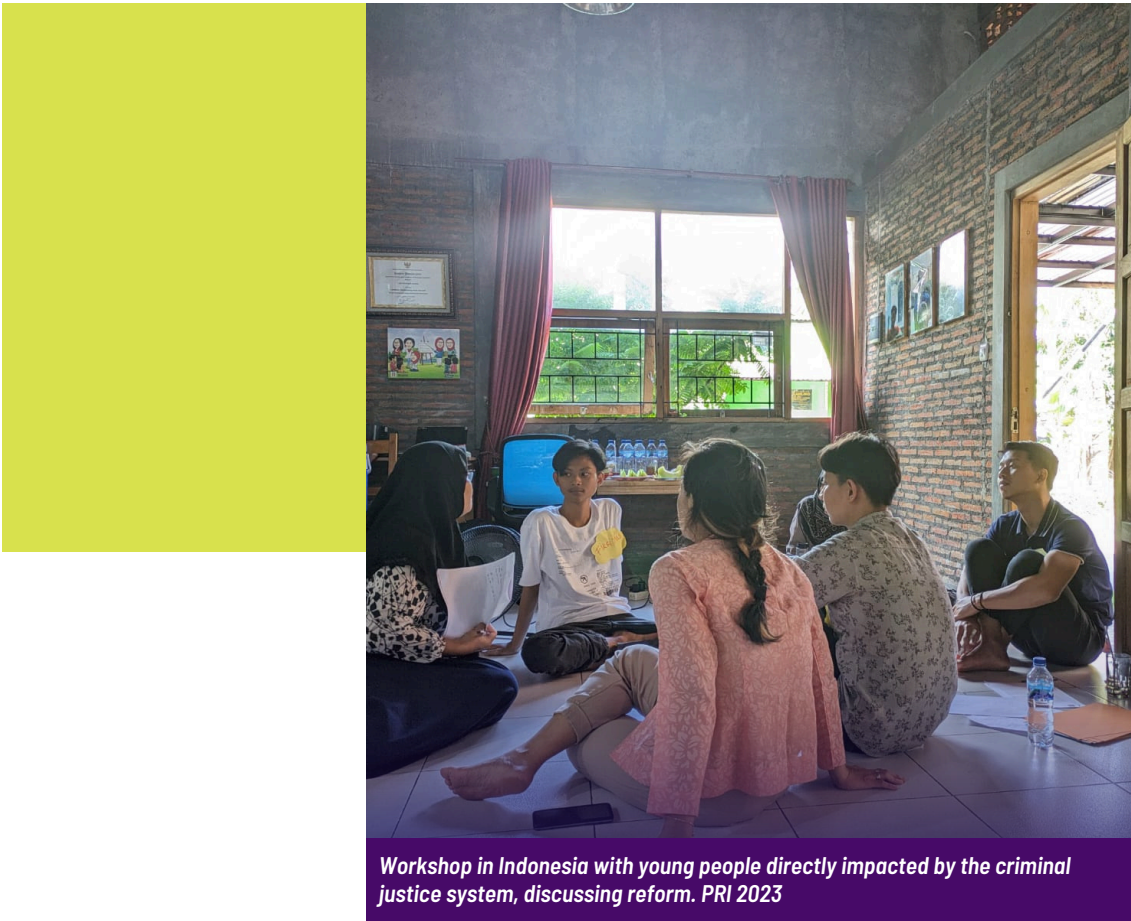
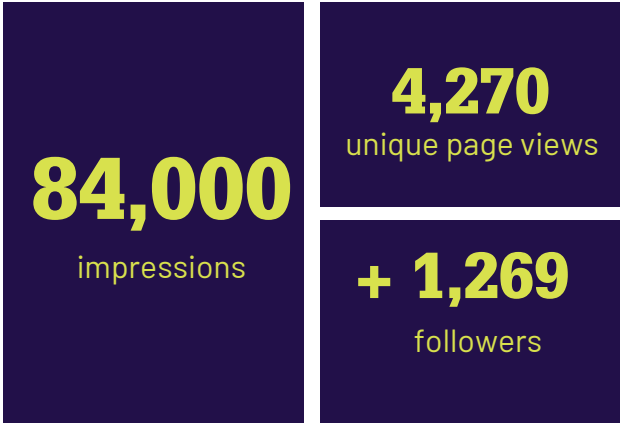
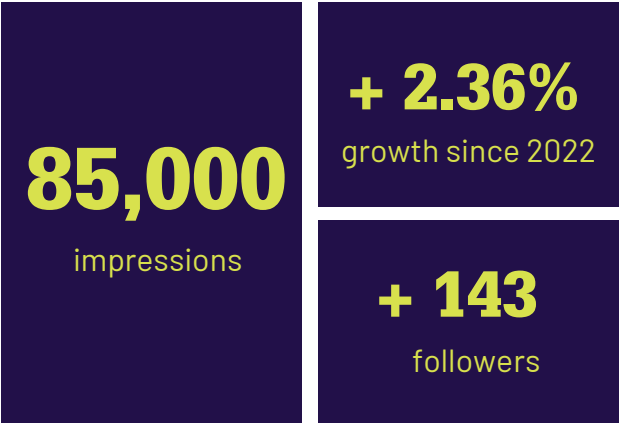
Most of the website's traffic occurred from organic search, indicating a strong relevance of the content to users. The top landing pages with the highest number of sessions covered topics such as prison overcrowding, solitary confinement and gender-based violence. These topics attracted the most visits and were areas where the website had significant impact on.

User retention



In 2023, our user retention rate was 19%, indicating that nearly one-fifth of our website's audience consisted of returning users. Conversely, 81% of the users were new, suggesting significant outreach and acquisition of new visitors throughout the year.

Social media



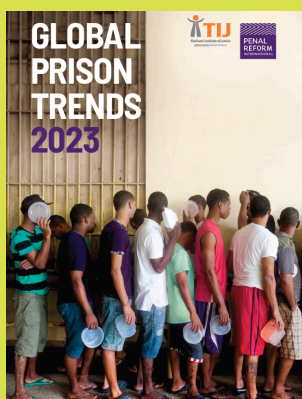
Publications

PRI's diverse, practically orientated resources continue to be relevant. Website analytics and qualitative feedback demonstrate that our website serves as a valuable repository of information on criminal justice reform.

In 2023, our published resources (totalling over 200) were downloaded 12,077 times by 8,063 distinct users, averaging 1.5 downloads per user. Overall, resources were downloaded 19,902 times by around 11,000 users across more than 200 available resources, indicating significant engagement and utility of our materials.

Key publications from PRI in 2023

Highlight



Global Prison Trends 2023

This annual flagship report by PRI, published in collaboration with the Thailand Institute of Justice, explores significant trends and challenges in prison systems globally. The 2023 edition highlights the severe impact of economic crises and rising costs of food, transport and energy on prison systems, detained persons and their families. Despite the adoption of the Kyoto Declaration and the UN Common Position on Incarceration, the report reveals that with a record 11.5 million people imprisoned worldwide and 120 countries operating prisons over capacity, there has been minimal progress in reducing the reliance on imprisonment.



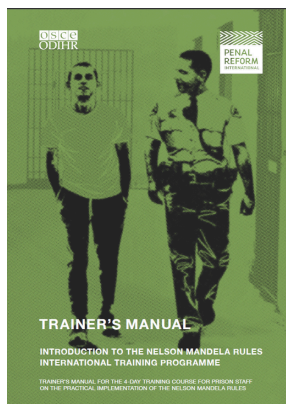
Guidance Document on the European Prison Rules

The Guidance document on the European Prison Rules outlines standards for managing prisons and safeguarding human rights, applicable across all Council of Europe member states. It serves as a reference for reviewing legislation, developing policies and training criminal justice actors. The document includes examples of promising practices to inspire solutions and provide additional resources.



Investigating Deaths in Prison: A Guide to a Human Rights-Based Approach

This guide, developed by PRI and the University of Nottingham, offers critical insight into the human rights obligations of states to investigate deaths in prisons. It provides practical guidance for prison authorities, policymakers, law enforcement officials and families of imprisoned people on the essential elements of a human rights-based investigation into prison deaths. It outlines relevant international and regional legal precedents and includes recommendations for establishing an effective investigative system. Additionally, it presents promising practices to encourage authorities to undertake and refine necessary reforms.



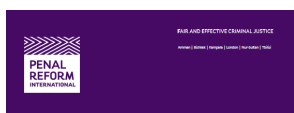
[Trainer's Manual: Nelson Mandela Rules International Training Programme](#)

This serves as a guide for trainers conducting a 4-day in-person course on prison standards, developed with the OSCE Office for Democratic Institutions and Human Rights (ODIHR) the curriculum provides practical exercises, guidance notes and a set of PowerPoint slides, along with additional resources and background information to facilitate various training sessions.



[Judicial Practice of Applying Custodial and Alternative Non-custodial Measures of Restraint and Sentences in Georgia](#)

This report, written in Georgian language, has been produced through the collaborative efforts of the Institute of Democracy and Justice (IDJ) and PRI, under the EU-funded project, "Post-pandemic situation monitoring in the penitentiary system" managed by the Netherlands Helsinki Committee. It assesses the impact of recent legislative, policy, and practical reforms within Georgia's justice sector and explores ways to foster the application of non-custodial alternatives to imprisonment.



[Country Report on the Implementation of the National Demilitarisation Strategy in Prison Establishments in the Central African Republic](#)

This publication documents the progress and challenges associated with the implementation of the "National Strategy for the Demilitarisation of Prison Establishments" in the Central African Republic, developed in collaboration with the United Nations Multidimensional Integrated Stabilisation Mission in the Central African Republic (MINUSCA) and Penal Reform International (PRI). The report includes an executive summary of key findings from the study conducted between April and May 2023, assessing the relevance, degree of implementation, impact of interventions and barriers faced in the demilitarisation of prisons as part of the Justice Sector Policy 2020-2024.



[Brochure: Children's Rights and State of Emergency](#)

This brochure targeting authorities in Kazakhstan was produced to enhance awareness about children's rights and their responsibilities and the critical role adults play in safeguarding these rights. It provides guidance on appropriate actions to take in cases of child detention in contexts where a state of emergency is announced. It was produced as part of the project "Strengthening the Capacity of Specialists on Children's Access to Justice and Monitoring the Situation of Children's Rights in Closed Institutions". (Available in Kazakh and Russian)



[Discussion Guide: Roma and Non-Custodial Sanctions](#)

The paper presents findings from a study on the accessibility and experience of non-custodial sanctions and measures for Roma individuals in Europe, produced as part of the 'PRI Alt Eur: Promoting non-discriminatory alternatives to imprisonment in Europe' project.



[Manual for Practitioners: Promoting Non-Discrimination in Non-Custodial Sanctions and Measures](#)

This manual was designed to aid criminal justice practitioners in applying community-based measures effectively and equitably, particularly towards minority or marginalised groups, or those vulnerable due to personal characteristics or circumstances. It discusses international standards and the practical challenges of delivering non-custodial sanctions to individuals with mental health issues or minority backgrounds. The manual also suggests actionable steps for justice professionals to ensure non-discrimination throughout the justice system.



ORGANISATIONAL INFORMATION

Our governance

In 2023 we updated our Articles of Association to align with the Management and Supervision of Legal Entities Act 2021, enhancing clarity in decision-making and supervisory roles. The review, conducted with Baker McKenzie Amsterdam NV, led to minor amendments for better compliance and introduced new terminology to define the roles of governance bodies more clearly.

The Membership Council, consisting of nine members representing diverse regions, now approves the annual report and financial statements, elects organisational officers who constitute the Board and oversees significant decisions like amendments to the Articles and organisational strategy.

The Board meets at least three times a year to provide direction and supervise the Executive Director. It is responsible for reviewing financial statements and the annual report, approving the budget and appointing the external auditor. The Board and Membership Council's decisions are executed by the Executive Director, who ensures alignment with PRI's strategic objectives.

Changes to the Articles of Association were approved by the Membership Council in June and came into effect in July 2023 after notarial execution. The council is elected by the Global Assembly, with members serving up to five years and eligible for one reappointment. In 2023, one member was re-appointed for a second term.

The Membership Council also manages financial oversight, ensuring all financial statements provide a true and fair view of PRI's status in compliance with applicable standards. Remuneration policies for the Executive Director and staff align with local market rates and are based on a fair job evaluation scheme.

This governance structure enhances PRI's capability to lead in penal reform and criminal justice, particularly in new areas such as corruption in prisons, discrimination issues and electronic monitoring, expanding global influence amidst ongoing global challenges.

Our funders

PRI would like to thank the following organisations and institutions for their support in 2023:

Funder	Project
Chr. Michelsen Institute – U4	Monitoring guide on corruption in prisons
Cornell University	Makwanyane Defender empowerment project
Council of Europe	European Prison Rules guidance document
European Union	Promoting sustainable access to justice for socially deprived women and children in northern Uganda; Promoting non-discriminatory alternatives to imprisonment across Europe; Enhancing rule of law and people's access to justice in Sudan Data for MOnitoring the SAfety of Imprisoned Children Project (Europe)
French Ministry of Foreign Affairs	Protecting women victims of gender-based violence in Sudan: Inclusive services Abolition of the Death Penalty (Uganda)
International Development Law Organisation (IDLO)	Strengthening gender responsive treatment of women in conflict with the law in Western Uganda
International Penal and Penitentiary Foundation (IPPF)	Promoting human rights-based criminal justice systems

Knowledge Management Fund- Knowledge Platform Security & Rule of Law	Adding seats to the table: bringing in people with lived experience for criminal justice reform in Armenia
Ministry of Foreign Trade and Development Cooperation, The Netherlands	From access to equality (FATE) in Uganda; Empowering local civil society organisations in Algeria to support efforts for reforming the justice sector and promoting human rights; Enhance the role of the female police in Yemen in supporting peace and access to Justice
Norway Grants - Directorate of Norwegian Correctional service	Increasing the capacity of staff in prisons, building a pilot prison related to training centre and improvement in the rehabilitation of prisoners (in Bulgaria)
Netherlands Helsinki Committee	Assistance in Implementing strategy of Penal System in Armenia
Optional Protocol to the Convention against Torture (OPCAT)	Promoting human rights of detainees in Kazakhstan through implementation of SPT recommendations
Palestine Government	Develop Monitoring Guidelines for Public Prosecutor over Detention centres (Palestine)
Thailand Institute of Justice (TIJ)	Global Prison Trends
United Nations Children's Fund (UNICEF)	Strengthening the capacity of specialists on children's access to justice and monitoring the situation of children's rights in closed institutions (Kazakhstan); Improving the Treatment of Children in Conflict with the Law in Correctional Facilities in Indonesia; Enhancing & Institutionalising Judicial Inspection on children's custodial places and other places of emplacement through developed guidelines in Palestine
United Nations Office of Drugs and Crime (UNODC)	Protecting prisoners' human rights in the Philippines through capacity building for correctional staff and detention monitoring; Secretariat, UNODC informal CSO group on HIV in prison Strengthening crime prevention and criminal justice in Uganda
United Nations Multidimensional Integrated Stabilisation Mission in the Central African Republic (MINUSCA)	Demilitarisation and Prison Reform in Central African Republic
University of Nottingham	Deaths in Prison

Financial summary: income and expenditure

Our sources of Income in 2023

Sources	€
Avocats sans Frontières	287,273
CMI (CHR. Michelsen Institute)	7,723
Cornell University Law School	87,955
Council of Europe	21,031
DAI/ Human Dynamics	11,100
Directorate of Norwegian Correctional service	27,056
Embassy of France (Uganda and Sudan)	263,341
European Union	767,125
Great Britain China Centre	2,328
Individual donations	6,902
Interest	4,647
IDLO (International Development Law Organisation)	121,390
IPPF (International Penal and Penitentiary Foundation (IPPF)	65,827
KMF (Knowledge Management Fund)	2,679
Linklaters LLP	23,166
Ministry of Foreign Trade and Development Cooperation, The Netherlands	756,686
OPCAT (Optional Protocol to the Convention against Torture)	27,528
Open Society Foundations	297,567
Palestine Government	7,987
Rockefeller Philanthropy Advisors	254,597
Thailand Institute of Justice	81,526
The Netherlands Helsinki Committee	29,042
UNICEF	97,468
UNODC	229,998
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	268,101
University of Nottingham	17,982
Total	3,768,025

Financial summary: income and expenditure

Our expenditure in 2023

Activities	Direct costs	Support & Governance costs	2023	Total
	€	€		€
Raising funds	89,645	6,810		96,455
Activities				
Advocating for Prison and Penal Reform	639,303	16,289		655,592
Reducing the use of imprisonment	258,457	6,585		265,042
Prevention of torture, cruel, inhumane or degrading treatment	53,577	1,365		54,942
Abolition of the death penalty	98,249	2,503		100,752
Justice for Children	368,087	9,378		377,465
Women in the Criminal Justice System	1,400,150	35,674		1,435,824
Countering Violent Extremism and Radicalisation Inside Prisons	20,749	529		21,278
Rehabilitation and reintegration	156,052	3,976		160,028
Health in Prisons	146,040	3,721		149,761
Total	3,230,309	86,830		3,317,139

Detailed accounts, with all of PRI's financial information, and a detailed overview of our expenditure and income, alongside our audit and post-audit reports is available on our website via this link: <https://www.penalreform.org/resource/pri-annual-accounts-2023/>

Membership Council membership

David Fathi, USA	Chair*
Erika Marseille, Netherlands	Treasurer*
Dr Roselyn Karugonjo-Segawa, Uganda	Secretary General*
Dr Catherine Appleton, Norway	Deputy Chair*
Michelle Carpentier, Canada	Membership Council member
Suzanne Jabour, Lebanon	Membership Council member
Paula Litvachky, Argentina	Membership Council member
Dr Dmitry Nurumov, Kazakhstan	Membership Council member (re-appointed in August 2023 for five years)
Prof Robert van Voren, Lithuania	Membership Council member

* Members of the Board, appointed by the Membership Council.

Management team

Olivia Rope	Executive Director
Tsira Chanturia	Regional Director (South Caucasus)
Taghreed Jaber	Regional Director (Middle East and North Africa)
Doreen Namyalo Kyazze	Regional Director (Sub-Saharan Africa)
John Usher	Director of Finance and Operations

Honorary presidents

Dr Rani Shankardass, India
Baroness Vivien Stern, UK

Honorary presidents have no right to participate in decision-making and are not provided with information provided to the Membership Council.

Advisory Council

Name	Country
Justice Imman Ali	Bangladesh
Avril Calder	UK
Don Deya	Kenya
Justice Ben Kioko	Kenya
Ioana-Mihaela Morar	Romania
Stephen Pitts	UK
Judge David Rennie	UK
Harold Giliard Sungusia	Tanzania
Kathryn Waldegrave	UK
Coletta A. Youngers	USA



Responses

- Designing
- Developing C
- Preparing me
- Assessing sta
- Performance
- Team build
-

**KEEP IN TOUCH
WITH US**

How to keep in touch with PRI

Globally

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Visit our website for the latest news, blogs and resources on criminal justice reform:
[penalreform.org](https://www.penalreform.org)

Sign up for our quarterly newsletter at
<https://www.penalreform.org/keep-informed/>

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Instagram: [@penalreformint](https://www.instagram.com/penalreformint)

Regionally

Penal Reform International in Sub-Saharan Africa

Website: [penalreform.org/where-we-work/africa/](https://www.penalreform.org/where-we-work/africa/)

Penal Reform International in Europe

Website: [penalreform.org/where-we-work/europe/](https://www.penalreform.org/where-we-work/europe/)

Penal Reform International in Central Asia

Website: [penalreform.org/where-we-work/central-asia/](https://www.penalreform.org/where-we-work/central-asia/)

Penal Reform International in Middle East and North Africa

Website: [penalreform.org/where-we-work/mena/](https://www.penalreform.org/where-we-work/mena/)

Penal Reform International in South Caucasus

Website: [penalreform.org/where-we-work/south-caucasus/](https://www.penalreform.org/where-we-work/south-caucasus/)

FAIR AND EFFECTIVE CRIMINAL JUSTICE

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Offices and staff during 2023

Headquarters (United Kingdom and the Netherlands)

Olivia Rope

Executive Director

John Usher

Director of Finance and Operations

- Adriana Pou Hernandez, Research and Project Assistant
- Arian Kola, Finance Officer
- Fisorela Perisnaka, Communications Officer
- Idil Aydinoglou, Project Assistant, Europe Programme
- Pauline Jobson, Executive Officer
- Raoul Nolen, Fundraising and Impact Manager
- Tanja Dejanova, Project Coordinator
- Triona Lenihan, Policy and International Advocacy Manager

Central Asia

Astana, Kazakhstan

- Madina Akhmetova, Project Coordinator

Middle East and North Africa

Amman, Jordan

- Taghreed Jaber, Regional Director
- Haitham Shibli, Deputy Regional Director
- Huda Abu Atiyyeh, Projects Manager
- Baha'a Akkad, Administrative & Financial Manager
- Adel Dabwan Al-Sharabi, Head of PRI Office Yemen
- Ahmed Al Haidary, Local Finance Officer Yemen
- Ghada Al Nuzairi, Administrative Assistant Yemen
- Sami Al Hazmi, Local Project Officer Yemen
- Noon Kashkoosh, Local Coordinator Sudan

Sub-Saharan Africa

Kampala, Uganda

- Doreen Namyalo Kyazze, Regional Director
- Patrick Lugunga, Finance Manager
- Rebecca Nakabugo, Administration & Finance Officer
- Josephine Namukasa, Legal Officer
- Allan Semalulu, Office Assistant
- Brian Kisomose, Senior Legal Associate
- Deborah Kugonza, Legal Officer
- Rebecca Nandera, Communications Officer
- Winifred Namubiru, Monitoring & Evaluation Officer
- Rachel Nalukwago, Welfare and Logistics Officer
- Faith Mutumba, Programme Coordinator
- Nathan Wambere, Project Assistant
- Annet Namuyiga, Accounts Officer

South Caucasus

Tbilisi, Georgia

- Tsira Chanturia, Regional Director

Central African Republic

Bangui

- Michel Gabriel Ngoo-Djob Litet, Project Manager
- Kevin Junior Abouma, Project Assistant