

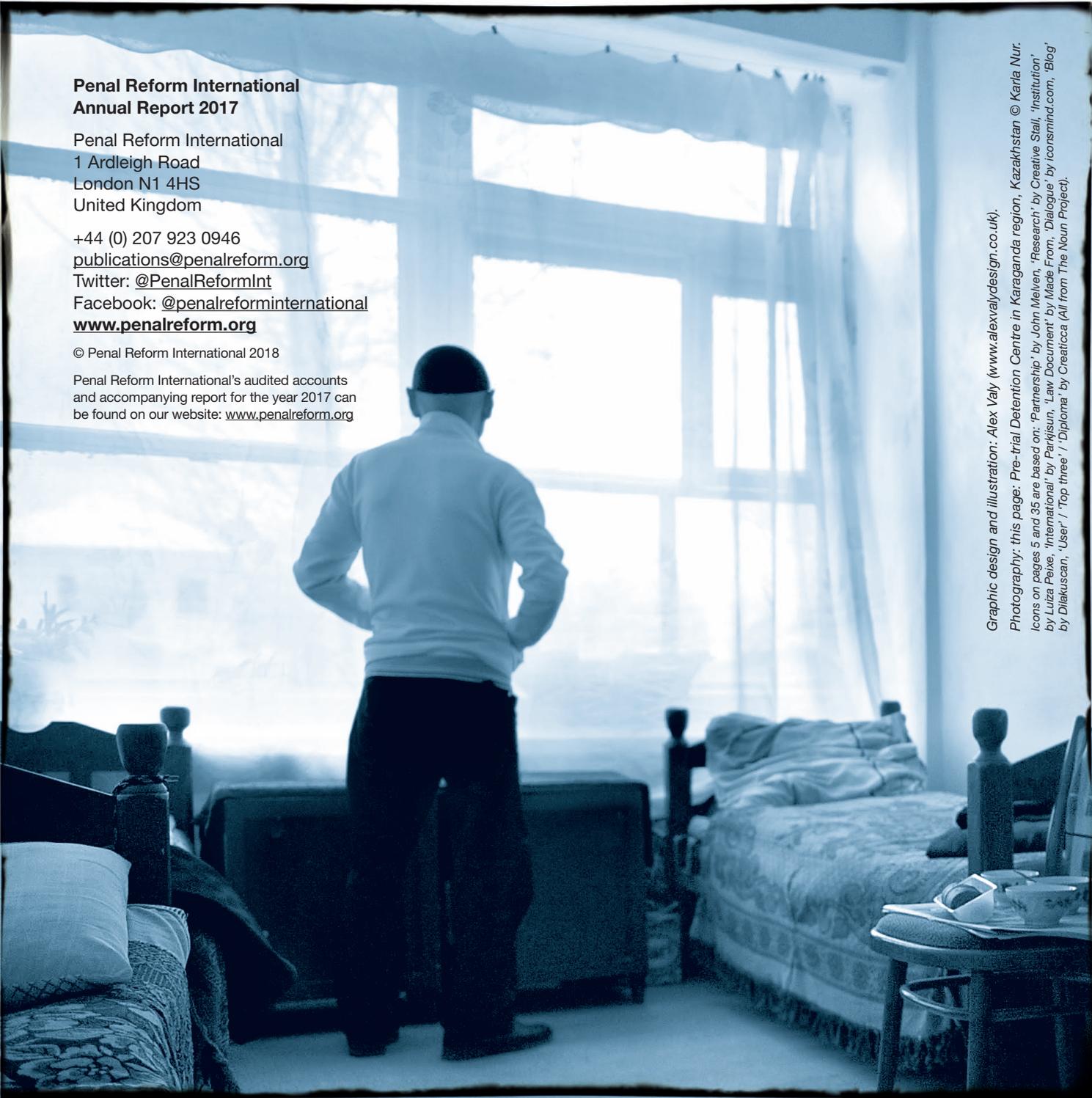


# Annual report



2017





**Penal Reform International  
Annual Report 2017**

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and accompanying report for the year 2017 can  
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# Message from the Chair

## Dirk van Zyl Smit

How can penal reform best be achieved? Some would argue that developing standards at international and regional levels, and then encouraging governments to implement them, is the best way. Others claim that grassroots programmes that directly address specific shortcomings of national penal systems are most likely to have an impact.

The answer from Penal Reform International (PRI) is that if both strategies are adopted simultaneously, penal reform is likely to be more effective. As this report shows in detail, in 2017 we again worked both internationally and locally.

In 2017, our interventions at the international level concentrated largely on reinforcing standards that PRI had helped develop in the past. The promotion and production of detailed commentary on the 2015 Nelson Mandela Rules (the UN Standard Minimum Rules for the Treatment of Prisoners) is one example of standards that PRI has had a hand in developing.

Implementation of international standards may also be carried out using practical interventions. The development of gender-sensitive community sanctions in Kenya is an application of the 2010 Bangkok Rules (the UN Rules for the Treatment of Women Prisoners and Non-custodial Sanctions for Women Offenders), another international standard to which PRI contributed at the development stage.

**“ THE WORK OF AN ORGANISATION LIKE PRI IS NEVER STATIC, AND WHERE WE CAN INTERVENE EFFECTIVELY VARIES FROM YEAR TO YEAR. ”**

The work of our five regional offices in 2017 was driven in the first instance by the need to respond to the most pressing criminal justice issues in their regions. As this report shows, their interventions cover a wide range of topics, and are all the more impressive for that. At the same time, the regions feed their expertise into the international level. For example, a 10-point plan to reduce the prison population and promote alternatives to imprisonment that was applied in the Central Asia region offers lessons for other areas of the world too. The same can be said of, for example, strategies to combat extremism that were developed in the Middle Eastern and North African region and which can find application elsewhere.

The work of an organisation like PRI is never static, and where we can intervene effectively varies from year to year. We are currently expanding our work in Africa. In the year under review however, we had to take the difficult decision to close our office in Moscow. This does not change our commitment to the cause of penal reform.

On behalf of the Board of PRI, I wish to thank our staff, both in the Head Office and the regions, for working tirelessly for better criminal justice around the world. I also wish to thank the donors who fund our work. Finally, thank you to all our partners and supporters, who share our vision and continue to inspire us.



Right: Dirk van Zyl Smit, PRI Chair.

## 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 that, 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 10.35 million men, women and children are in prison around the world, a large proportion for minor, non-violent offences. Around 30 per cent of 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 that support the rehabilitation of offenders and reduce the likelihood of reoffending.

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, women and vulnerable groups 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 offices in the Middle East and North Africa, Sub-Saharan Africa, 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 Economic and Social Council, 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**

**TORTURE PREVENTION**

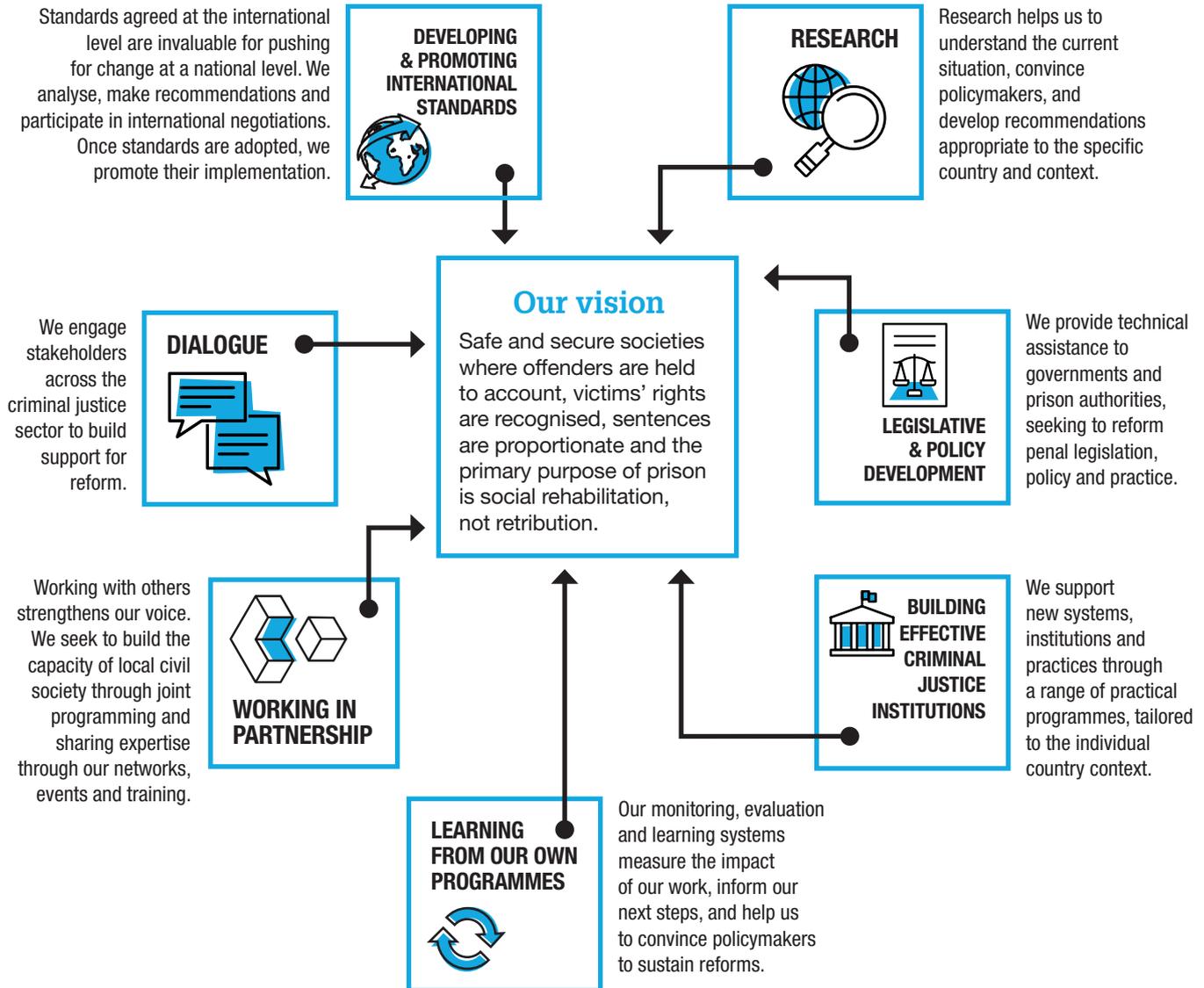
**PRISON CONDITIONS**

**GLOBAL ADVOCACY**

**HEALTH IN PRISONS**

# How we work

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



# Our strategy 2015–2020

## 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 2030 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.

## 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 that 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 are 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 reoffending.**

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 lives around.

**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.**

To read our 2015–2020 Strategic Plan in full, visit: [www.penalreform.org/resource/strategic-plan](http://www.penalreform.org/resource/strategic-plan)



# Message from the Executive Director

## Alison Hannah

2017 started sadly for PRI, with the news of the death of Sir Nigel Rodley, a founding member of PRI and a member of the Board at the time he died. Sir Nigel is much missed by all those working in the field of human rights; he was a great supporter of PRI and took an active role in drafting the Nelson Mandela Rules and subsequent guidance for prison managers.

On a more positive note, there were many highlights during the year, including:

- Receiving the President's Award from the International Corrections & Prisons Association for longstanding work in the correctional sphere.
- Publication of *Global Prison Trends 2017* – for which the support of the Thailand Institute of Justice is much appreciated.
- Our Middle East and North Africa office's continuing delivery of a penitentiary reform programme in Yemen, despite the war.
- The first project delivered by our Africa office, based in Uganda, providing training to prison officers on vulnerable groups of prisoners.

- Successful completion of our Kenya project to develop gender-sensitive pre-sentence reports for the court and community service placements for women offenders.

- Our Central Asia office's new initiatives for human rights advocacy in Uzbekistan and combatting corruption in places of detention in Kazakhstan.

- Our project in Georgia providing skills training and counselling services to women who had experienced abuse and violence – factors linked to their offending behaviour.

- In Georgia, a new system of pre-sentence reports for children in conflict with the law.

- In Kazakhstan, working with UNICEF on a pilot project on probation for children.

- In Tunisia, successful completion of a pilot project for probation, which will be expanded.

- In Morocco, a new initiative to provide legal aid for suspects and defendants.

- Developing a new project for demilitarisation of the prison service in the Central African Republic.

- Gaining and disseminating expertise in the management of violent extremist and radicalised prisoners.

However, it has also been a year of transition and continuing uncertainty, as predicted in our previous Annual Report. Our core grant from the UK Department for International Development (DFID) came to an end in December 2016 and no alternative funding stream took its place. Fortunately, our grant from

the Open Society Foundations continued to provide key funding towards governance, institutional costs and overheads. Nevertheless, costs had to be cut to adjust to the lower income, resulting in the loss of some highly valued staff members during the year. In addition, the forthcoming departure of the UK from the European Union continues to present challenges.

The year ended with a difficult decision to be made concerning the future of the Moscow office. A combination of political and financial factors meant that when the most recent projects were completed, the office was no longer financially viable, and in January 2018, the difficult decision was made that it should close. As this was our longest-standing office, it is a bitter reflection of the reality that although there remains a great need for penal reform in the Belarus, Russia and Ukraine region, it is not possible for PRI to meet it.





**Central**

**Asia**

# Central Asia

## Kazakhstan

In Kazakhstan, we continued our work to empower civil society organisations (CSOs) to improve access to justice for vulnerable groups in detention.

CSOs are trained and encouraged to cooperate with judicial authorities in providing support

*Below: PRI's Central Asia Regional Director Azamat Shambilov at a national seminar on cooperation between the judicial system and civil society on access to justice for vulnerable groups in prisons.*

*Below right: PRI at a national meeting on the prevention of corruption in law enforcement in Kazakhstan.*

for vulnerable prisoners. The judicial authorities are not fully aware of the difficulties faced by vulnerable people with regard to police, prison and pre-trial procedures. Previously, there was no platform to enable this type of cooperation. PRI launched a dialogue between judicial authorities and CSOs in Kazakhstan. Under this project, judges from different regions of the country join with representatives of CSOs, local authorities and prison staff in national consultations, forums, roundtables and trainings.

Training on international and regional standards helps build capacities and strengthens CSOs' engagement with judicial authorities. Meanwhile, judges have the opportunity to learn more about civil society. During the first year of the project, judges began to view civil society as an important stakeholder in the justice system, and partnerships are developing in six regions of Kazakhstan.

To improve this cooperation, PRI established a criminal justice network that includes CSOs from different regions



**“ THE WORK PRI IS DOING IN THE REGION IS SO IMPORTANT AND IT WAS EVIDENT TO ME THAT IT HAS BROUGHT ABOUT CHANGES IN ATTITUDES AND PRACTICES. ”**

Chris Graveson, retired police officer and former Inspector in charge of Youth Aid New Zealand, on PRI's work in Kazakhstan

of Kazakhstan. Its members sign Memorandums of Cooperation and hold roundtables and forums with judges at the local level. Throughout the project, CSOs monitor court cases, hold legal and social consultations, and visit correctional facilities. Four member organisations help regional CSOs to engage with judicial authorities at a local level. In a pilot programme, two organisations provide legal aid and psychological and social work support to juveniles and children in conflict with the law.

The Central Asia office is the first PRI office to work on the prevention of corruption in law enforcement, a project that is funded by the British Embassy. PRI and the Kazakhstan State Agency on Anti-Corruption and Civil Service signed a Memorandum of Cooperation that helps to support this programme, with regard to monitoring places of detention in seven pilot regions. The results of the first anti-corruption prison monitoring were due to be presented to the public in March 2018.

This project contributes towards good governance by identifying internal and external corruption risk factors in prison. The Agency and PRI jointly developed a design for an anti-corruption call centre,



*Above: Children's entries to a painting contest, 'Me and My Rights', organised by the Central Asia office to mark International Children's Day.*

and the UK NSPCC Helpline service provided training for the centre's staff. PRI produced four thematic briefing papers that helped to identify corruption in law enforcement and prison systems. This is the first specific anti-corruption project that PRI has implemented, and the results will be shared with other regions.

PRI continued its work to strengthen justice for children in Kazakhstan. Together with UNICEF, we supported the Children's

Ombudsman in establishing the first Children's Monitoring Group. PRI supported the initial work of the Group in six pilot regions of Kazakhstan. The Group visited closed facilities for children, undertaking 60 visits to 15 types of closed institutions.

PRI supported a Parliamentary working group to amend the laws regulating child rights in Kazakhstan. We also piloted a change process in two special schools for children in conflict

with the law, delivering training for 80 staff members working in two closed facilities. We produced an economic analysis that demonstrated the project's value for money.

## Kyrgyzstan

Over the past two years, PRI has been working in Kyrgyzstan on a project, funded by the British Embassy in Bishkek, to reduce the prison population, increase the employment of ex-prisoners, and improve their reintegration after release. The project aims to improve reintegration by strengthening the role of local state authorities and CSOs in facilitating legislative amendments that will improve systems for resocialisation of prisoners and development of alternatives to imprisonment. Under the project, PRI and the State Prison Service for the Government of Kyrgyzstan (GSIN) signed a Memorandum

of Understanding for successful cooperation. PRI contributed towards the state programme on reintegration of prisoners, which was presented at Kyrgyzstan's First Penitentiary forum, organised by PRI.

PRI provided support for the development of a *10-Point Plan to Reduce the Prison Population and Promote Alternatives to Imprisonment*. So far, two Penitentiary Forums have been organised, which were attended by high-level state authorities, the Prime Minister's office, and international and national experts. The forum will be an annual event, in which GSIN will promote key reform ideas. The project has been exciting and interesting, with pilot reintegration projects in four regions of Kyrgyzstan. In this pilot, male prisoners can study fine arts and stitch-craft, a popular traditional craft.

## Tajikistan

In Tajikistan, PRI and partner organisations facilitated capacity-building forums for lawyers on strategic litigation and providing legal aid to torture victims. PRI continued to support the reintegration of prisoners, by providing guidance for former prisoners and training for prison staff and civil society representatives.

## Uzbekistan

In Uzbekistan, PRI joined with the Human Rights Ombudsman of Uzbekistan to organise a national roundtable on human rights, and ratification of the Optional Protocol to the Convention Against Torture (OPCAT).



Left: Attendees at Kyrgyzstan's First Penitentiary Forum, organised by PRI.



**Middle East  
& North Africa**

# Middle East & North Africa

## Algeria

PRI's Middle East and North Africa (MENA) office began providing technical assistance to the Child Protection Commissioner Office (CPCO), a new office that was established in 2016, in accordance with the Child Protection Law. Under this law, the CPCO is mandated to promote children's

rights in all settings in Algeria, and to provide protection for children from all forms of abuse. It does this through receiving complaints and referring and dealing with abuse cases.

In 2017, we supported the CPCO in drafting their working procedures to deal with child abuse cases and provided them with technical

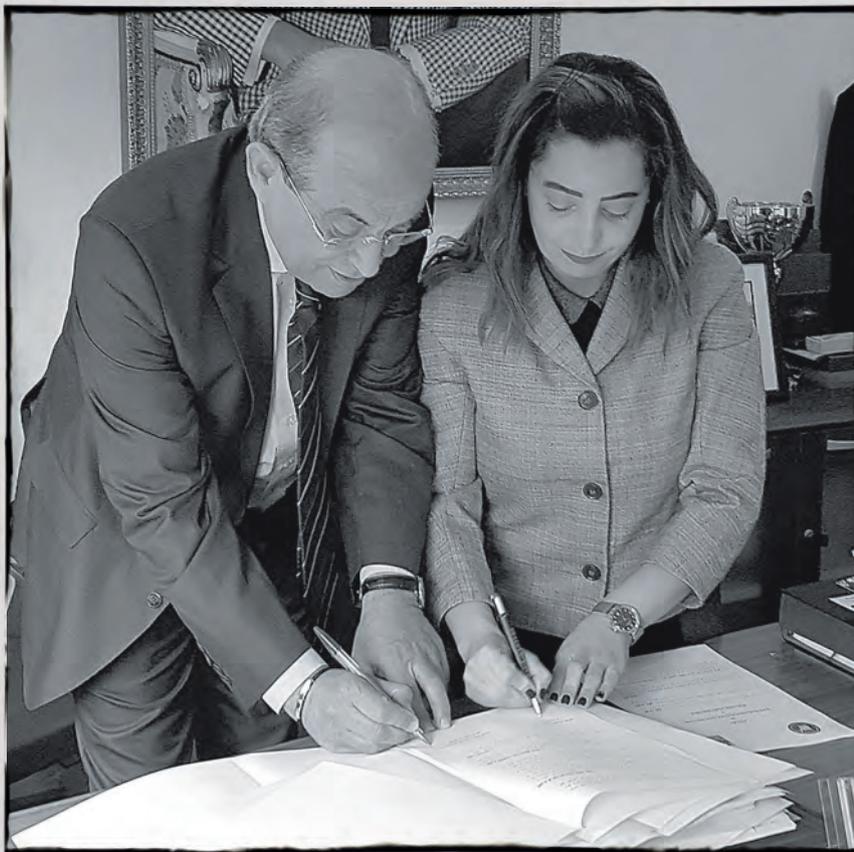
assistance to establish a helpline, which receives complaints from children, their guardians and any individual in Algeria who becomes aware of any type of abuse that children may be subject to. The helpline is to be launched in 2018 and will operate for 12 hours a day.

Additionally, PRI worked with CPCO to promote and raise awareness and understanding of and support for its role through providing training for journalists and local civil society organisations (CSOs). This helped to explain the mandate of the CPCO, which includes an aim to enhance coordination with the national institutions dealing with children.



*Left: Participants at a training workshop for journalists and civil society organisations, Algeria.*

*Opposite: PRI's MENA Regional Director Taghreed Jaber signs an agreement with the Mohammed VI Foundation to provide grants for former offenders.*



These workshops resulted in the creation of a national network of journalists called the Journalists' Network for Protection of Children. The network includes 24 media outlets – print, radio, TV and social media – and aims to engage these outlets in becoming active members in educating the public about children's rights and the role of the CPCO.

### Morocco

In Morocco, our project on countering violent extremism in detention focused on building the capacity of the General Directorates of Prisons (GDPs) through developing a tailored risk assessment tool. This aims to help GDPs in assessing the risks for more than 1,100 inmates convicted of terrorist crimes. A series of comprehensive workshops on how to use the risk assessment tools

and manage radicalised prisoners was organised for the benefit of prison staff in Morocco.

Additionally, to help in the reintegration process of those who are convicted of terrorist crimes, PRI partnered with the Mohammed VI Foundation for the Reintegration and Rehabilitation of Prisoners, by providing small grants for 30 former offenders to open small businesses, such as buying a motorcycle for distribution of goods, opening small cafeterias, and selling fish. Additionally, small grants were awarded to two local NGOs to provide direct services for this group of prisoners while in detention, to help in their disengagement and facilitate their reintegration into society after release.

### Tunisia

PRI's MENA office continued to promote alternatives to detention in Tunisia through its project to provide technical assistance and support to the Sousse Probation Office. This support is provided at all levels:

At the policy administrative level, PRI developed Procedural Guidelines and Training Manuals for the benefit of probation officers and those who provide and supervise places for community service. These ensure that such orders adopt an approach that is gender sensitive and child friendly.



At the capacity-building level, our work included providing 23 small grants for organisations that offer community service placements, such as municipalities, local NGOs and railways. These have raised the number of institutions that can receive people sentenced to community service orders to 90. This is a huge increase, taking into consideration that when the project started in 2016, there were only eight places that provided community services in Sousse.

Additionally, PRI organised a series of workshops for probation officers, judges and institutions that provide community service placements, in order to explain how to implement these alternatives and follow up on the outcomes through a case management system.

*Above: A workshop for probation officers on implementing alternatives to detention, Tunisia.*

*Above right: A workshop for prison staff in Yemen, organised by PRI and the Embassy of the Netherlands.*



This continuous technical assistance led to good results, demonstrated through the high number of orders, which reached 532 in 2017. It also led to savings of 698,812.036 Tunisian Dinar in the budget of the prison department, as a result of implementing alternatives to imprisonment. Furthermore, the project contributed to reducing the recidivism rate in Sousse by 1.58 per cent, according to the Sousse Court of Appeal records.

**“ THROUGHOUT WORKSHOPS I ATTENDED, PRI MENA PROVIDED US WITH A SET OF IMPORTANT GUIDELINES FOR DEALING WITH INMATES IN GENERAL, AND CHILDREN AND WOMEN IN PARTICULAR IN LINE WITH INTERNATIONAL STANDARDS FOR THE ADMINISTRATION OF JUSTICE SYSTEMS. ”**

Col. Mageda Mansour, Director of the Family and Juvenile Protection Department in Yemen

The success of the Sousse Probation Office was reported by the Minister of Justice to the President of Tunisia on Tunisia's 62nd Independence Day. As a further step, the Ministry of Justice decided to replicate the Sousse experience in six new governorates, with the aim of creating a national probation service across Tunisia.

## Yemen

In Yemen, despite the ongoing war, PRI continued its partnership with the Correctional and Rehabilitation Departments in Adan and Sanaa. We provided capacity building for prison staff, encouraging a human rights-based approach to prison management. We also improved the conditions of imprisonment and services for prisoners by establishing medical clinics in two prisons and running health awareness campaigns in more than nine prisons in Yemen. PRI gave 11 small grants to local NGOs to provide legal aid, health services and educational services for males, females and children in detention.



# Russia, Ukraine & Belarus

# Russia, Ukraine & Belarus

Over the past few years, it has become increasingly difficult for PRI to work in this region. Although the Moscow office is the longest-standing PRI office, it has become unsustainable in the current financial and political climate. Very reluctantly, the decision was made in January 2018 that we would need to close the office, in view of the challenges in funding further work in Russia, Ukraine and Belarus.

The war in East Ukraine led to a breakdown of relations between Ukraine and Russia, which meant that PRI could only work through local partners to carry out projects in Ukraine. Because of the increasing hostility in Russia towards international NGOs and foreign donors, there have been fewer and fewer opportunities to work with government or civil society partners to improve

“ [THE MOSCOW OFFICE] HAS HELPED REDUCE THE PRISON POPULATION, PROVIDED TECHNICAL ASSISTANCE TO THE PRISON ADMINISTRATION AND PRISON STAFF, AND IMPROVED CONDITIONS FOR PEOPLE IN DETENTION. ”

PRI's Executive Board

conditions for prisoners or achieve penitentiary reform there. Despite these challenges, the PRI office in Moscow managed to complete a number of important projects in the three countries of the region.

## Russia

Here, a three-year project to strengthen civil society efforts to protect the rights of children in conflict with the law came to an end. During the final year, almost 200 officials participated in training, including judges, social workers, police and

government departments. Over 100 representatives of civil society organisations (CSOs) took part in training and other events, and the Public Oversight Commissions (POCs) learnt how children's rights could be violated in closed institutions and how this can be detected.

A new CSO started work in the Tomsk region to provide mediation services for juvenile offenders and training for officials. At the end of the project, a training seminar



Above: Training seminar for Public Oversight Commissions, Russia.

for CSOs took place to raise awareness of the rights of children in detention.

Another Russian programme achieved a number of significant results to protect the rights of prisoners, through working with POCs. A training manual was published, informing POC members of the international standards for independent monitoring and measures to protect the rights of vulnerable groups of prisoners. Training seminars were delivered in eight Russian regions, which were attended by 205 participants from 77 Russian regions. Monitoring missions in 20 regions visited 55 pre-trial detention centres, 114 police units and 25 pre-trial detention units; 1,000 people were interviewed, including detainees, offenders, police and prison officers. From these visits, four

reports were widely distributed, including recommendations for changes in the law. The results were discussed with the police and prison administrations of the regions where the visits took place, and the great majority of the authorities agreed with the recommendations.

In addition to these activities, the Moscow office has contributed towards improvements in the law for women offenders, through its participation in two working groups: one on the rights of women and babies who live with their mothers in detention, and the second on medical care in places of detention.

At the end of the year, the Moscow office's Regional Director took part in an expert group discussing the reform of the prison system in Russia. The group identified

priorities for change, which will remain relevant in the medium to long-term:

- The continuing need to reduce the prison population
- A need to develop probation services
- Restructuring the prison service to move from a punitive to a rehabilitative approach
- Improve medical care
- Change the approach to prison labour

Civil society plays an important role in delivering services (such as vocational training and psycho-social services) to prisoners. It is also important in strengthening accountability and transparency mechanisms for prisons and places of detention, through capacity building, information sharing, monitoring and oversight visits.



*Above: Open discussion on interaction between state and public institutions, Belarus.*

## Ukraine

In Ukraine, a two-year project to strengthen the role of civil society in protecting the rights of vulnerable groups of offenders ended in 2017. One key outcome was legislative reform that improved the law and policy framework for human rights and the treatment of vulnerable offenders. Professional training was given to law enforcement bodies and legal and social assistance was provided in 14 regions. The project provided a platform for political debate on human rights and the need to support vulnerable groups of offenders and their families. Interagency collaboration to fight discrimination was strengthened and the competency of state and civil society institutions working in this field increased.

## Belarus

In Belarus, a programme was implemented to assist civil society to work more effectively with law enforcement bodies. Government institutions and advocates were given technical assistance on the needs and rights of vulnerable groups. The project developed a number of reports, monitoring documents and training tools to raise awareness of international human rights standards as they relate to people held in detention. The officials involved in the project reported that valuable lessons were learnt and the police in particular gained a new understanding of the rights and needs of people arrested and held in pre-trial detention.



# South Caucasus

# South Caucasus

## Armenia and Georgia

PRI in South Caucasus has advocated for many years for civil society oversight of places of detention as a key measure to prevent torture and abuse. For some time, this move has been strongly resisted by the Georgian government, although this now appears to be changing.

During 2017, PRI carried out a number of activities to strengthen oversight bodies and increase the effectiveness of prison monitoring. For example, in collaboration with the Civil Society Institute (CSI), PRI achieved its aim to amend the law regulating the work of the National Preventive Mechanism (NPM – a national body that carries out monitoring of detention facilities to prevent torture) in Armenia.

*Right and far right: Training for members of the Armenian and Georgian NPMs on monitoring psychiatric institutions.*

This law regulates the work of the NPM by setting out the duties and obligations of the Human Rights Defender (the Ombudsman) as the NPM and permits representatives of the NPM to visit any state institution where persons are deprived of their liberty. The legislative and policy amendments are in line with the international standards promoted by PRI.

New tools and capacity development activities by PRI have improved the skills of the monitoring bodies in both countries. The Armenian NPM was able to adapt Georgian tools for monitoring psychiatric healthcare institutions, which was much needed. A specialist training took place in Armenia in July, involving both Georgian and Armenian



NPMs as well as prison and police monitoring boards. Assessments by PRI showed that 80 per cent of the participants increased their knowledge and skills as a result of the training.

The annual national roundtable in Yerevan, Armenia, took place in July 2017. It focused on the deplorable situation of penitentiary healthcare and the implications for human rights and inhuman and degrading treatment in Armenia. The Ministry of Corrections of Georgia shared their experience of implementing reforms in penitentiary healthcare and the successful consequences. The establishment of direct contact between Georgian and Armenian counterparts will support future reforms in Armenia.

The head of the Georgian NPM took part in a high-profile workshop organised jointly with the UN Committee Against Torture and PRI in Geneva in August 2017. The workshop examined the effects of overcrowding in places of detention and noted that, at some point, this becomes an issue of ill-treatment and potentially constitutes torture. Georgia has taken steps to reduce the prison population, resulting in a reduction from 24,000 prisoners in 2013 to 9,500 in 2017. Several prisons were closed or refurbished and healthcare for prisoners was significantly improved as a result of this policy.

PRI commissioned an expert (from the Association for the Prevention of Torture) to review the 2016 Armenian NPM annual report and provide recommendations – these will be incorporated into the 2017 report, which was due to be published in early 2018.

One finding from our own mid-term project evaluation was that there was little general understanding of human rights issues in the mainstream media.

Consequently, we worked with our media partner to develop a better media monitoring and feedback system. Expanding the media reach for human rights and torture prevention issues will be prioritised in the next phase of the project, to increase public support and engagement with legislation for torture prevention and policy change.

*Below: Irena Gabunia of the South Caucasus office with Anton Kelbakiani from partner NGO Rehabilitation Initiative for Vulnerable Groups, discussing Georgia's juvenile justice system.*



## South Caucasus case study

# Women prisoners in Georgia

## Improving services for women offenders who have experienced violence and discrimination and their vulnerable children

PRI's South Caucasus office worked with NGO partners Women in Business, the Georgian Association of Professional Psychologists, Article 42 and the Tanaziari Charitable Association to improve the situation for women prisoners in Georgia.

Most women prisoners have suffered domestic violence, stigma and discrimination, which often extends to their children. To support their rehabilitation, psycho-social, legal and medical services were delivered, and vocational courses

enabled the women to improve their chances of successful reintegration. Interventions included:

- Therapy and counselling sessions to reduce anxiety and enable resolution of family disputes to take place.
- Psychologists improved the contact and interaction between mothers and children.
- Six women were placed in a shelter for former women prisoners.
- Legal assistance to advise the women on action against violence, property rights, divorce law and other legal rights.
- Medical assistance, including operations, was provided.
- Vocational and business education programmes, including hairdressing, feltwork, tapestry and quilt-making, cosmetics, bar work and cookery. Guidance for job-seekers was produced and basic business education given to enable some women to start small private businesses.

### Feedback from the women:

“ The words ‘ex-prisoner’ sometimes turn into a lifelong sentence. The stigma that follows you, even after you serve your sentence, interferes with the future perspectives of your life, which is full of disappointment. But if you are lucky enough to find the Georgian Association for Women in Business, you will be educated, helped and learn a profession. ”

“ Life was a great test. I lost my parents at a young age. Unfortunately, I lived in a bad

environment that brought me to the prison gate. After my release from prison my relatives broke up with me. I became homeless. I developed a dependency on alcohol. Now I live in a temporary shelter for former prisoners. With the assistance of PRI, I have been treated for alcohol dependency. My situation has improved. Here I studied to become a seamstress and am currently working in a social enterprise. Thanks to these people, this is the beginning of my new life. ”





# Sub-Saharan Africa

PRISONS SERVICE



# Sub-Saharan Africa

## Uganda

PRI's Africa office, which is based in Kampala, aims to secure long-term sustainability to promote human rights in criminal justice and penitentiary systems throughout East Africa. In 2017, the Africa Programme Manager met with a number of potential donors and developed a range of funding concepts, with support from the Fundraising Manager. These cover PRI's key issues in the region: promoting alternatives to detention and reducing overcrowding in prisons; capacity building for prison officials, based on the

Nelson Mandela and Bangkok Rules; promoting a proportionate response for children and women in conflict with the law; and abolition of the death penalty. Participating in meetings and events raised PRI's profile in the region and strengthened our networking with regional and country institutions. Memorandums of Understanding were signed with the Ugandan Prison Department, the Ministry of Gender, Labour and Social Development, and the Africa Correctional Service Association.

The main project implemented in 2017 was training for Ugandan prison managers and staff in managing vulnerable groups of prisoners, adopting a human rights approach.

Training materials were developed to implement the provisions of the Nelson Mandela Rules and the Bangkok Rules, particularly in relation to vulnerable groups. Women and mothers in prison, lesbian, gay, bisexual and transgender (LGBT) prisoners, foreign nationals, and

“ PRI'S 'TRAINING OF TRAINERS' FOR PRISON AND PROBATION STAFF IN KENYA IN 2017, WHICH WAS PART OF A BILATERAL PROGRAMME BETWEEN OUR SERVICE AND KENYA'S PRISON AND PROBATION SERVICES, WAS COMPREHENSIVE, PRACTICAL AND IMPACTFUL – IT EMPOWERED THE PARTICIPANTS TO BE HUMAN RIGHTS CHAMPIONS. ”

Christina Risberg, Project Manager/Senior Adviser, Swedish Prison and Probation Service

those who are more vulnerable due to mental health issues, old age or disability – all present prison managers with particular challenges, particularly when resources are limited. Currently, there is little training to help prison staff support vulnerable groups. Some learning points were noted as a result of the training and several myths were exposed, particularly relating to LGBT prisoners. Following a training of trainers for 20 staff in one prison, there was significantly greater understanding of the Bangkok Rules and the gender-specific needs of women prisoners; this led to a recommendation that the women's bathrooms should be renovated and all women's prisons should be supplied with sanitary towels.



Left: Training on management of vulnerable prisoners.



# International advocacy

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# International advocacy

## Torture prevention

PRI organised its second summer school for members and staff of National Preventive Mechanisms (NPMs), with a focus on applying the Nelson Mandela Rules as an aid to monitoring. Feedback from the 21 participants, who came from a wide range of countries, confirmed that the training helped them undertake their important work more effectively.

PRI also facilitated a workshop for the UN Committee against Torture on overcrowding and torture, bringing together key experts to assist the Committee members to address this issue in their country reports and individual communications.

*Right: PRI's summer school for members and staff of National Preventive Mechanisms (NPMs), at the University of Bristol, 2017.*

“ THE SUMMER SCHOOL EXCEEDED MY EXPECTATIONS... [IT PROVIDED] THE UNIQUE OPPORTUNITY TO KNOW NPMS FROM OTHER REGIONS WE WOULD BE UNABLE TO CONTACT OTHERWISE. THE FACILITATORS SOUGHT TO PROVIDE A PRACTICAL VISION ON THE RULES, AND INVOLVED EVERYONE THAT WAS PRESENT IN DIVERSE WAYS, CHALLENGES AND REALITIES IN WHICH TO APPLY THEM. ”

Esteban Vargas, member of the Costa Rican National Preventive Mechanism



## Drug policies

Throughout 2017, PRI continued to support efforts by states and civil society to reject punitive approaches to drugs that have seen death sentences for drug-related crimes increase and prisons overflow with minor drug offenders. Efforts turned to the implementation of the Outcome Document from the 2016 UN General Assembly Special Session (UNGASS) on the world drug problem and to ensure that a real review of the impact of the current drug control framework takes place ahead of 2019, the next milestone in the international drug policy debate. In Vienna, at the UN Crime Commission, PRI and the International Drug Policy Consortium published an advocacy note detailing the opportunities in the UNGASS Outcome Document for promoting criminal justice reform.

“ THE SUBCOMMITTEE PARTICULARLY THANKS PENAL REFORM INTERNATIONAL AND THE ASSOCIATION FOR THE PREVENTION OF TORTURE FOR FACILITATING [A] JOINT MEETING WITH THE COMMITTEE AGAINST TORTURE ON THE NELSON MANDELA RULES. ”

2017 annual report from the UN Subcommittee on Prevention of Torture

We aim to ensure that human rights advocates remain engaged in the debates. A briefing was held in June on the sidelines of the annual meeting for Special Procedures of the Human Rights Council on drugs and human rights. A high-level event was organised by PRI and partners in November on the application of human rights indicators to measure the impact of drug policies, which 35 member states attended. We advocated for a resolution of the Council, which requested a second report by the Office of the UN High Commissioner for Human Rights on the topic (this was subsequently adopted in March 2018).

This will provide critical human rights expertise to discussions on drug policies by the Commission on Narcotic Drugs, the Vienna-based policymaking body of the UN which has prime responsibility for drug control matters.

## Promotion of the Mandela Rules

Promoting the Nelson Mandela Rules and their implementation remains a priority for PRI. In January 2017, initial guidance on the interpretation and implementation of the Mandela Rules was published in *Essex Paper 3*, in collaboration with the University of Essex.

*Right: A regional consultation on the Mandela Rules in Warsaw, April 2017, organised by ODIHR and PRI.*

The paper was dedicated to the memory of the late Sir Nigel Rodley, who contributed greatly to the project. It provides a starting point for policymakers, prison administrations and staff in implementing the Rules – as well as serving as a basis for the development of further comprehensive guidance.

Our *Short guide to the Nelson Mandela Rules* was translated into further languages, bringing the number of versions to 10. Expert meetings were held to feed into the development of a Guidance Document on the Rules, to be published in 2018 together with the OSCE's Office for Democratic Institutions and Human Rights. We also held events on tools and resources for the implementation of the Nelson Mandela Rules at the UN Crime Commission and the OSCE's Human Dimension Implementation Meeting.



## International advocacy

# Global Prison Trends 2017

In May 2017, we launched the third edition of PRI's flagship report, *Global Prison Trends 2017*, at the UN Commission on Crime Prevention and Criminal Justice. The report, which was co-published with the Thailand Institute of Justice, gives an overview of key developments globally for prisons and criminal justice systems.

The Special Focus section of *Global Prison Trends 2017* outlined the links between criminal justice and the Sustainable Development Goals. It highlighted the role of criminal justice reform in achieving the goals set out in the 2030 Agenda. Limited consideration had been paid to the impact of criminal justice policies on development, and the Special Focus provided an advocacy tool to make sure that people caught up in justice systems are not left behind. While Goal 16 (on peaceful and inclusive societies, justice for all and effective institutions) is closely linked with prison reform, other Goals are also relevant, including poverty reduction, achieving gender inequality, and reducing inequality.

**“ THE STRENGTH OF THE REPORT IS THAT IT SPEAKS TO A WIDER AUDIENCE; I FOUND IT A VALUABLE RESOURCE FOR US EXPERTS AND PRACTITIONERS IN THIS PARTICULAR FIELD OF WORK, BUT WITH THE CONCISE AND EASY TO READ FORMAT IT PROVIDES A USEFUL OVERVIEW ALSO RELEVANT FOR PRACTITIONERS IN ADJACENT FIELDS WITH LIMITED KNOWLEDGE ON PRISON SPECIFICS, AS WELL AS ANYONE INTERESTED IN THIS AREA. ”**

Isak Enstrom, Corrections Specialist, United Nations Development Programme

The *Global Prison Trends* series has contributed to the monitoring of crime trends and operations of criminal justice systems, which is key to measuring efforts towards sustainable development.

The series now has a sizeable readership, and the three editions in the series have been downloaded more than 6,000 times to date.

*At the time of going to press, the 2018 edition of Global Prison Trends had been published.*



Download all reports to date from: [www.penalreform.org/resource/global-prison-trends-series/](http://www.penalreform.org/resource/global-prison-trends-series/)

**The three editions of  
*Global Prison Trends* have  
been downloaded more  
than 6,000 times to date.**



**“ THE 2017 ISSUE HAS  
PROVIDED ESSENTIAL  
INFORMATION ON  
IMPRISONMENT RATES AND  
CONDITIONS REGARDING  
EACH GROUP WHILE  
CREATING OPPORTUNITIES  
FOR NEW NETWORKS  
AROUND THE GLOBE. ”**

**Idil Aydınoglu, Board Member, Turkey's Center  
for Prison Studies**

## International case study

# Kenya

In last year's annual report, we presented a two-year pilot project, managed by PRI's Policy Director, that tested ways to improve the effectiveness of community service orders in Kenya, Tanzania and Uganda. From that experience, we developed a new project with the Kenya Probation and Aftercare Service (KPAS) to design and implement a gender-specific system for community service orders; this project ended in 2017.

It started with an in-depth study to find out more about the specific context of women offenders. PRI collected the views of women who had served community service and probation orders and also interviewed probation officers and magistrates. This research highlighted the critical importance of the pre-sentence report, prepared by probation officers to inform magistrates of the background of the offender and to recommend sentencing options. KPAS reviewed the current guidelines on preparing reports and made changes to inform the court of the women's backgrounds and needs. The new report format and training tools were tested in two pilot regions, Kisumu and Nakuru.

An 'induction clinic' was held to raise awareness of the Bangkok Rules for the treatment of women offenders, and to give information about the project and its purposes.

Probation officers participated in training to improve their interview techniques and understanding of the reasons why women may turn to crime. One probation officer commented that 'All were sole providers for their family and committed crimes out of desperation. They needed empowerment and counselling'. The training improved relationships between probation officers and the women, resulting in a gender-sensitive and individualised approach being adopted.

Many probation officers improved their interviewing skills, asking women more open-ended questions and allowing them to explain in more detail the circumstances leading to the offences. Magistrates commented that the pre-sentence reports contained better quality information as a result of the project.

A mid-term external evaluation was carried out, which demonstrated the benefits of the new tools and the impact already resulting from

their use. The new reports led to greater use of non-custodial sentences being passed.

For the women offenders, the benefits of community sanctions were that they were able to look after their families while serving the sentence, and they could agree the time and frequency of appointments to enable them to manage their other responsibilities, including, in some cases, holding a part-time job.

After successful completion of the pilot stage, hard copies of the Guidelines for pre-sentence reports and the report template were circulated to all probation officers. Following on from the research stage of the project, recommendations were made for a review of the criminal legislation, since many women were convicted of very petty offences. This led to a high-level review of the legislation and the President of Kenya directed the release of many petty offenders. The project is the first of its kind, but the tools developed can be adapted to different country contexts, improving the situation of women offenders and enabling them to turn their lives around, despite a criminal conviction.

# Gender-sensitive community service and probation orders



“ I BELIEVE THAT THE FIVE CASES OF WOMEN OFFENDERS I HANDLED SINCE THE INDUCTION CLINIC WOULD HAVE BEEN GIVEN A CUSTODIAL SENTENCE OR A FINE, BUT THEY WOULD NOT HAVE BEEN ABLE TO AFFORD THE FINE AND GONE TO PRISON. NOW THEY RECEIVED PROBATION ORDERS. ”

Probation Officer, Kenya

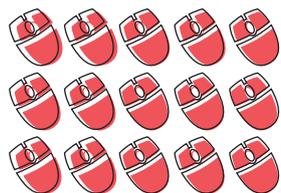


**Publications, tools  
& online resources**

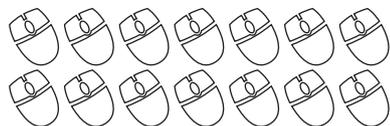
# 2017 in numbers

## Our website

NUMBER OF VISITS:



2017 **147,577**



2016 **133,805**

NUMBER OF TIMES OUR MONTHLY SERIES OF BLOGS WAS VIEWED:

**31,411**

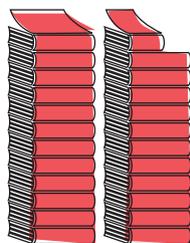
POPULAR BLOG TOPICS THIS YEAR:



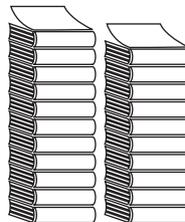
- Investigative interviewing
- Prison design and mental health
- Poverty and the death penalty

## Our publications

NUMBER OF PUBLICATIONS DOWNLOADED:



**23,577**  
2017



**20,777**  
2016

TOP DOWNLOADS

Number of times downloaded:

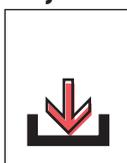
**1,815**



Short Guide to the UN Bangkok Rules



**2,898**



UN Nelson Mandela Rules



**1,331**

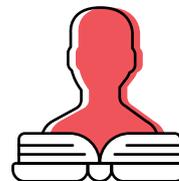


Global Prison Trends 2017



## Online learning

**913**



REGISTERED USERS ON OUR E-COURSE:

*Women in detention: putting the Bangkok Rules into practice.*

**72%**

have started or completed the course



**23%**

have passed

◆ TOP THREE COUNTRIES ◆

UK **29%**

**2**

**1**

**3**

**7%** KENYA

**30%**  
CANADA

**98%**

who completed the evaluation stated they intend to apply what they learnt in their work

PARTICIPANTS WHO STATED THAT THEY HAD A VERY GOOD UNDERSTANDING OF GENDER-SENSITIVE PRISON:

BEFORE

**15%**

starting the course

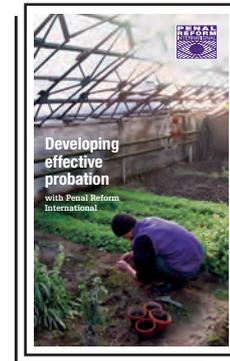
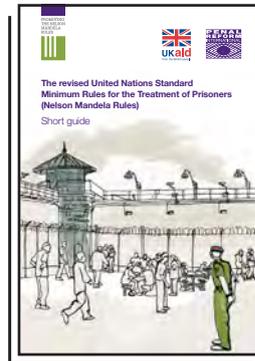


AFTER

**70%**

completing the course

# Published in 2017



“ THIS COURSE PROVIDES AN OPPORTUNITY TO GET IN-DEPTH KNOWLEDGE ABOUT INTERNATIONAL STANDARDS... I WOULD RECOMMEND TO ALL PEOPLE WORKING IN THE FIELD, ESPECIALLY LAW ENFORCEMENT, TO TAKE THIS UNIQUE CHANCE OF IMPROVING THEIR KNOWLEDGE. ”

Irakli Chitanava, Deputy Head of the National Probation Agency, Georgia, on the Bangkok Rules e-course

## Global advocacy

### Global Prison Trends 2017

The third edition in our annual *Global Prison Trends* series, which identifies topical developments and challenges in criminal justice and prison policy and practice. Topics include: trends in the use of imprisonment; prison populations; developments and challenges in prison management; the role of technology in the criminal justice system; and alternatives to imprisonment. Includes a Special Focus section looking at the Sustainable Development Goals in relation to criminal justice, using examples from a range of countries to highlight specific issues and summarising why criminal justice and criminal justice reform must play a part in achieving the goals set out in the 2030 Agenda.

- ENGLISH
- RUSSIAN (SPECIAL FOCUS ONLY)

## Short Guide to the Nelson Mandela Rules: Spanish

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

- SPANISH

Other languages previously published:

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

At the time of going to press, other languages had also been published:

- HAITIAN CREOLE ■ KIRUNDI

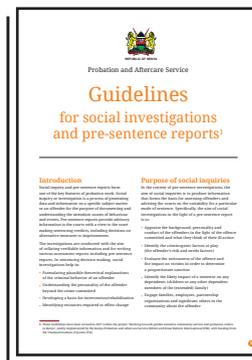
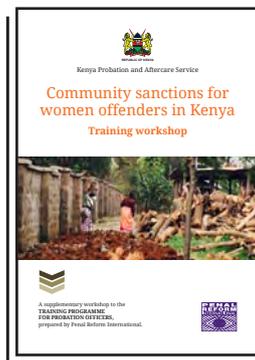
## Alternatives to imprisonment

### Developing Effective Probation

A brochure outlining PRI's practical, evidence-based work to promote and develop effective probation systems.

- ENGLISH





## Women in the criminal justice system

### Women Behind Bars

Produced by PRI's South Caucasus office, this report brings together stories of women prisoners and former prisoners about the years spent in penitentiary establishments and the negative factors their imprisonment had on their caring liabilities towards their families and children.

■ **GEORGIAN**

### Resources for implementing a gender-sensitive approach to non-custodial sentences:

These resources were created as part of a pioneering, multifaceted project which focused on the experiences of women completing non-custodial sentences in Kenya. Includes:

**1. Model for Reform**  
Documents the overall experiences and findings of the project and lays out 10 key steps to take when replicating the project in an international context, in order to introduce a gender-sensitive approach to non-custodial sentences.

**2. Training workshop on community sanctions for women offenders**  
A half-day workshop to sensitise probation officers and relevant stakeholders regarding the specific background and situation of women offenders, and demonstrate how social enquiries, pre-sentence reports and the supervision of community sanctions can be designed in a gender-sensitive way.

**3. Guidelines for social investigations and pre-sentence reports**  
The structure and guidelines for social enquiries and pre-sentence reports were amended to incorporate a gender-sensitive approach. The guidelines were produced using feedback from relevant stakeholders, as well as from probation offices in two pilot locations in Kenya.

■ **ENGLISH**

## Prison conditions

### Addressing corruption in prisons and the police in Kazakhstan

Produced by PRI's Central Asia office, these papers look at measures that can be taken to address corruption among prison staff and the police.

■ **ENGLISH** ■ **RUSSIAN**

## Children in the criminal justice system

### Children and violent extremism: international standards and responses from criminal justice systems

An overview of what the international and regional standards say regarding the care and treatment of children who are suspected, or convicted, of violent extremist related offences.

■ **ENGLISH**

## Our donors

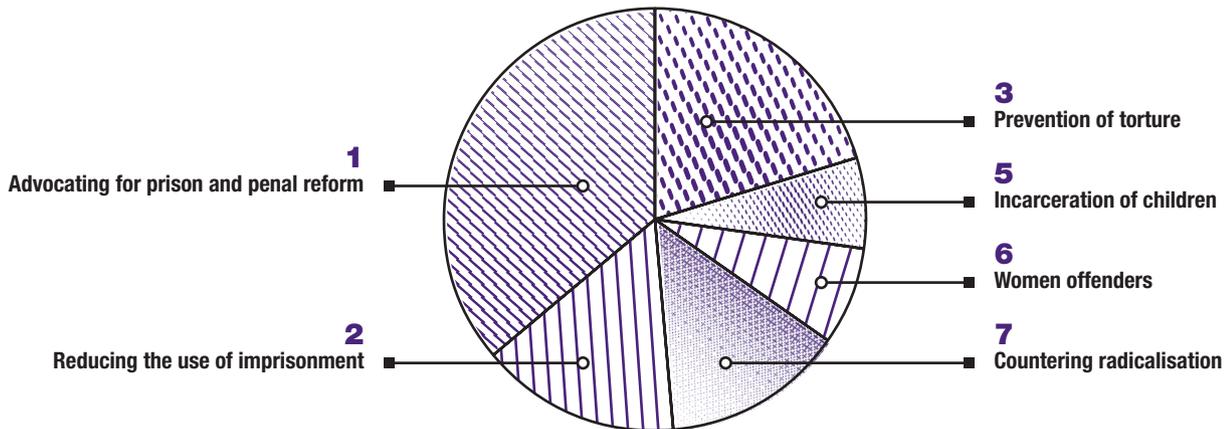
PRI would like to thank the following donor organisations and institutions for their support.

	<b>TOTALS €</b>
Foreign and Commonwealth Office, UK	<b>1,224,465</b>
European Union	<b>516,121</b>
Dutch Embassy in Yemen	<b>502,729</b>
Bureau of Democracy, Human Rights, and Labor (DRL), US Department of State	<b>452,782</b>
Bureau of International Narcotics and Law Enforcement Affairs (INL), US Department of State	<b>288,533</b>
Open Society Foundations	<b>265,516</b>
Dutch Ministry of Foreign Affairs	<b>135,540</b>
UN Children's Emergency Fund (UNICEF)	<b>103,063</b>
John D. and Catherine T. MacArthur Foundation	<b>71,371</b>
Thailand Institute of Justice	<b>64,117</b>
United Nations Office for Project Services (UNOPS)	<b>48,015</b>
Permanent Mission of Denmark to UN Geneva	<b>28,780</b>
US Embassy in Astana	<b>28,616</b>
Search for Common Ground	<b>20,021</b>
Swedish Prison and Probation Service	<b>17,279</b>
Office of the United Nations High Commissioner for Human Rights (OHCHR)	<b>8,140</b>
Other income	<b>2,444</b>
Swiss Federal Department of Foreign Affairs	<b>2,240</b>
Matrix Chambers	<b>620</b>
Organisation for Security and Co-operation in Europe (OSCE)	<b>229</b>
<b>TOTAL</b>	<b>3,780,621</b>

# Financial summary

## 2017 expenditure

	DIRECT COSTS	SUPPORT & GOVERNANCE COSTS	TOTALS €
Raising funds	28,436	45,603	<b>74,039</b>
<b>1</b> Advocating for prison and penal reform	1,370,424	105,792	<b>1,476,216</b>
<b>2</b> Reducing the use of imprisonment	574,023	44,597	<b>618,620</b>
<b>3</b> Prevention of torture, cruel, inhumane or degrading treatment	767,099	56,668	<b>823,767</b>
<b>4</b> Abolition of the death penalty	0	0	<b>0</b>
<b>5</b> Incarceration of children as a last resort	255,455	20,454	<b>275,909</b>
<b>6</b> A proportionate and sensitive response to women offending	287,278	22,466	<b>309,744</b>
<b>7</b> Countering violent extremism and radicalisation inside prisons	518,775	39,735	<b>558,510</b>
	<b>3,801,490</b>	<b>335,315</b>	<b>4,136,805</b>



# Who's who at PRI

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

## Board members

*(As of May 2018, in alphabetical order)*

**Justice Muhammad Imman Ali**  
Bangladesh (Secretary-General)

**David Fathi**  
USA

**Roselyn Karugonjo-Segawa**  
Uganda

**Natalia Khutorskaya**  
Russia

**Paula Litvachky**  
Argentina

**Dr Dmitry Nurumov**  
Kazakhstan

**John Nyoka**  
Tanzania

**Vera Tkachenko**  
Kazakhstan

**Prof. Anton van Kalmthout**  
Netherlands (Treasurer)

**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 left: PRI's South Caucasus Regional Director Tsira Chanturia with delegates from the Ministry of Justice in Kazakhstan.*

*Top right: PRI's Executive Director Alison Hannah with the President's Award from the International Corrections & Prisons Association.*

*Bottom: Staff from PRI's Central Asia office with Policy Director Andrea Huber.*

*Far right: PRI Head Office and regional staff.*



## Staff members (As of May 2018)

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### Head Office

London, UK

**Alison Hannah**  
Executive Director

**John Usher**  
Head of International Finance

**Olivia Rope**  
Policy and Programme Manager

**Victoria Smith**  
Fundraising Manager

**Jane Rice**  
Monitoring and Evaluation Officer

**Martha Crowley**  
Communications Officer

**Pauline Jobson**  
Executive Officer

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### Sub-Saharan Africa

Kampala, Uganda

**Doreen Namyalo Kyazze**  
Africa Programme Manager

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### Central Asia

Astana, Kazakhstan

**Azamat Shambilov**  
Regional Director

**Zhanna Nazarova**  
Senior Programme Manager

**Ekaterina Kavlis**  
Project Coordinator

**Asset Zhaksybek**  
Accountant

**Aidana Assykpayeva**  
Project Coordinator

**Anel Tleukesh**  
Project Manager

**Aigul Tabergenova**  
Project Coordinator

**Sapasheva Asel**  
Executive Assistant

**Elubaev Syrym**  
Project Assistant

**Issaeva Aidana**  
Project Manager

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### Middle East and North Africa

Amman, Jordan

**Taghreed Jaber**  
Regional Director

**Haitham Shibli**  
Deputy Director

**Mohammad Shabanah**  
Senior Project Manager

**Huda Abu Atiyyeh**  
Administrative and Financial Manager

**Bahaa Al Aqqad**  
Accountant and Financial Manager

**Shirin Subh**  
Administrative Assistant

**Manel El Mehri**  
Project Officer

**Bassam Said**  
Project Officer

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### South Caucasus

Tbilisi, Georgia

**Tsira Chanturia**  
Regional Director

**Irena Gabunia**  
Fundraiser/Project Coordinator

**Salome Ardenadze**  
Administrative/Projects Assistant

**Tea Kordzadze**  
Project Manager

**Mariam Kharashvili**  
Finance Manager

**Tamar Chanturia**  
Project Coordinator







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