

**Report of the PRI Board and  
Financial Statements for the Year Ended 31 December 2014  
for  
PENAL REFORM INTERNATIONAL**

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**PENAL REFORM INTERNATIONAL**

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for the year ended 31 December 2014**

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# PENAL REFORM INTERNATIONAL

## Report of the Board for the year ended 31 December 2014

The Board present their report with the financial statements of the association for the year ended 31 December 2014. The Board have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

### REFERENCE AND ADMINISTRATIVE DETAILS

#### Principal address

First Floor  
60-62 Commercial Street  
Spitalfields  
London  
E1 6LT

#### Board

##### Honorary Presidents

Al Bronstein, USA  
Dr Rani Shankardass, India  
Baroness Vivien Stern, UK  
Hans Tulkens, Netherlands

##### Chair

David Daubney, Canada

##### Treasurer

Prof Anton Van Kalmthout, Netherlands

##### Deputy Treasurer

Anthony Tang, HKSAR, China (resigned April 2014)

##### Secretary General

Juliet Lyon, UK

##### Deputy Chair

Prof. Dirk van Zyl Smit, South Africa and UK (from April 2014)

##### Deputy Secretary General

Olawale Fapohunda, Nigeria

##### Other Board members

Justice Imman Ali, Bangladesh  
Maria Eugenia Hofer Denecken, Chile  
Natalya Khutorskaya, Russia  
Amin Mekki Medani, Sudan (Resigned July 2014)  
Simone Othmani-Lellouche, Tunisia and France  
Bryan Stevenson, USA  
Prof Ping Wang, China  
Vera Thachenko, Kazakhstan

##### Executive Director

Alison Hannah

#### Auditors

Tudor John LLP  
Chartered Accountants  
and Statutory Auditors  
Nightingale House  
46-48 East Street  
Epsom  
Surrey  
KT17 1HQ

#### Solicitors

Russell-Cooke Solicitors  
2 Putney Hill  
London SW15 6AB

# PENAL REFORM INTERNATIONAL

## Report of the Board for the year ended 31 December 2014

### REFERENCE AND ADMINISTRATIVE DETAILS

#### Bankers

HSBC  
512 Brixton Road  
London SW9 8ER

### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### Governing document

PRI's governing document is its Constitution, which sets out its objects, mission and powers as a registered association. During 2014, the new constitution, as approved by the members, was registered in the Netherlands.

#### Risk management

The major risks to which PRI may be exposed were reviewed during 2014 and systems are in place to manage the risks identified. It was agreed to include a new risk of political intimidation and that action taken to mitigate/reduce this included access to legal advice.

#### The Board

PRI aims to have Board members from all the major regions of the world. Prospective new Board members must be members of PRI and are expected to be active and expert in the field of penal reform. Before and after joining the Board, they are provided with information about the Constitution and PRI activities. On joining, they are sent Board meeting Minutes of previous meetings and general information to facilitate their role. The Board or Executive Board can appoint new members in between general meetings (subject to election at the general meeting).

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

#### The Organisation

PRI has Consultative Status with the United Nations Economic and Social Council (ECOSOC) and the Council of Europe, and Observer Status with the African Commission on Human and Peoples' Rights (ACHPR). During the year, PRI was granted Observer status with the African Committee of Experts on the Rights of the Child (ACERWC) and the Inter-Parliamentary Union (IPU).

PRI's head office is in England and its regional offices are based in Georgia, Jordan, Kazakhstan and Russia. Regional offices carry out donor-funded programmes and advocacy activities to promote and support reform in the countries of their region. At the end of the year, the total staff of the organisation was 40, of whom fourteen were based in the head office in London. Regional staffing comprises a Regional Director, programme management, administrative and financial support staff. The head office leads and co-ordinates the international policy and advocacy activities. It also provides planning, programme development and fundraising, publications and website information resources, training, monitoring and evaluation as well as overall personnel, administrative and financial control functions.

The Executive Director leads the management team, which includes all Regional Directors, the Policy and Programme Development Directors, and the Head of International Finance, based in London.

## PENAL REFORM INTERNATIONAL

### Report of the Board for the year ended 31 December 2014

#### Overview of 2014: Objectives and Achievements

In 2014, PRI celebrated its 25th anniversary. The occasion was marked by a panel discussion in London on the topic 'If prison doesn't work, what does?' Guest speakers included Vicky Pryce, Olawale Fapohunda and Rob Allen; the discussion was chaired by our Secretary-General Juliet Lyon. A further anniversary event was held in Vienna later in the year, at a special reception taking place at the UN Crime Commission - where we also launched a new short animated film - Is a prison sentence always the solution?

2014 was also the year when we revised our constitution to ensure it was up to date and fully compliant with current Dutch regulations for Associations. After reviewing our organizational objectives, the new constitution's objectives remain consistent with our original mission as defined in 1989.

The Board further agreed a new strategic plan for the period 2015-20; this will be the basis for future activities. In the new plan, which takes effect from January 2015, we re-defined our mission to 'promote safe and secure societies where offenders are held to account, victims' rights are recognised, sentences are proportionate and the primary purpose of prison is social rehabilitation not retribution.'

However, for 2014, we continued working to the outcomes set out in the plan for the period 2010 - 2015.

Some of the highlights of the year include:

- Our ongoing input into a targeted review of the Standard Minimum Rules. We expect the revised text for these to be finalized in 2015; PRI has been one of the key drivers of this review, through the leadership of our Policy Director working with other key stakeholders to keep the process moving forward.
- The expansion of our work in East Africa, building on the relationship with our partner non-governmental organization (NGO) the Foundation for Human Rights Initiative (FHRI) in Uganda and our partnerships with the probation and community service departments in Kenya, Tanzania and Uganda.
- The revision of the Criminal Code and Criminal Executive codes in Kazakhstan (and other Central Asian countries); the changes are due to take effect from January 2015. These support sentencing reform, particularly to encourage the use of alternatives to detention, improve rehabilitation programmes and strengthen torture prevention measures. The new Criminal Executive Code now gives children the right to attend classes, eat with other children and have visits with their family. It no longer allows children to be kept in solitary confinement as a disciplinary measure.
- Our work towards improving conditions for women and girls in detention, based on implementation of the Bangkok Rules has expanded significantly, through closer working with international institutions such as the UN Peace-Keeping Organisation.

Many of these activities were supported by our core funding from the Open Society Foundation and DFID. The latter grant was particularly valuable in enabling us to develop our international advocacy and policy initiatives and to improve our internal systems for monitoring and evaluation.

On a less positive note, some unwelcome developments in the course of the year presented serious and ongoing challenges for PRI to work effectively. In the Middle East and North Africa (MENA) region, the military occupation of territory by the radical Islamic State (IS) has caused widespread destabilisation and destruction in the region. The humanitarian crises resulting from the spread of violent extremism has made it difficult to deliver reform programmes as planned, with aid being diverted to meet the urgent and desperate needs of refugees and political instability making it difficult to carry out reform programmes. In Russia, there is a shrinking space for civil society to promote human rights, with many national NGOs being closed down or operating in a climate of fear. As Russia is a powerful regional leader, this effect is not limited to Russia alone but also influences its neighbour states, this is particularly the case in the Ukraine.

Despite these obstacles, we have nevertheless been able to achieve many of our planned milestones.

#### Progress towards desired outcomes of the strategic plan 2010 - 2015

The report below follows the headings of our planned outcomes for the period January to December 2014.

Increased use and effective implementation of community-based sanctions, early release mechanisms, probation and rehabilitation programmes

PRI has a longstanding commitment to reducing the use of pre-trial detention, which is a major cause of prison overcrowding in many countries. In 2014, we commissioned our associate Rob Allen, to carry out research on the legal provision and practice of bail in a number of countries. The aim is to gather data about the common conditions and use of bail in criminal proceedings, analyse the evidence and produce recommendations for good practice. We were fortunate in obtaining support from a number of firms of international lawyers, who provided pro bono help in completing the bail questionnaire. Information from over 30 countries was obtained with this assistance and the report will be compiled and published in 2015.

## PENAL REFORM INTERNATIONAL

### Report of the Board for the year ended 31 December 2014

#### **Overview of 2014: Objectives and Achievements (cont)**

Regionally, we aimed to have a minimum of two recommendations for promoting alternatives to detention taken up by key stakeholders in legislation or policy in at least two regions.

In practice, we have made good progress towards this target in a number of countries. In Kazakhstan, we were a member of the working group drafting new Criminal and Criminal Executive Codes. Central Asia PRI office organized a study tour to the UK to learn about the work of probation services in London and Nottingham. As a result of this visit, visiting MP Bychkova initiated a draft law on expanding probation services in Kazakhstan. We continued providing technical assistance through organizing two expert meetings about probation, and advocated for a separate law to be developed on probation.

Our contribution to changing the Criminal Code and Criminal Executive Code in Kazakhstan was widely recognised. The new Codes were adopted in July and will come into force in January 2015. We also initiated and supported the drafting of a 10 point plan to reduce the prison population in Kazakhstan. During 2014, this resulted in a reduction of 2.5%, due to the greater use of alternatives and early release schemes. Bail was granted in many more cases (up from 8 in 2013 to 2736 in 2014 - a reduction in pre-trial detention by 12%). The Central Asia office also worked to promote probation services and organised a study visit to the Netherlands to meet with probation service and community service representatives.

We also helped draft new Criminal Codes in Kyrgyzstan and held a number of meetings with high level officials involved in drafting them. As a result of our advocacy, the use of alternatives to detention was extended and probation services included in the draft Codes.

In Georgia, the prison population continues to decline, with greater use of alternative sanctions. The South Caucasus office obtained a grant from the UN Democracy Fund to increase the use of alternative sanctions in three countries (Armenia, Azerbaijan and Georgia); research was carried out to identify the gaps in legislation and the potential role of NGOs in promoting alternatives to detention. In September, training was given to probation staff in Georgia and a study tour was organised for Azerbaijani and Armenian probation officials to share information with the Georgian probation service. A grant was awarded to PRI by the Open Society Institute to seek a reduction in pre-trial detention.

Our MENA office held a roundtable in Morocco for judges to discuss the challenges in introducing alternatives and ran a pilot aftercare scheme in Tunisia. In the second half of the year, it held a workshop for judges in Tunisia to encourage greater use of available alternatives to detention; it also provided support to the authorities to develop a pilot reintegration scheme for women prisoners and ex-prisoners. A study tour was organized in May for the heads of prison departments from Algeria, Morocco, Tunisia, Yemen and Jordan to visit Sweden to understand the way that probation services work there. We continued our programme to develop and extend special police centres in Jordan and Yemen, which divert children in conflict with the law away from court proceedings by adopting a more restorative approach for community resolution. Following the adoption of a new Juvenile Law in Jordan, community service is now a sentencing option and implementation of community service orders is expected over the next two years.

Many countries, particularly in Africa, have high rates of pre-trial detention and one of the causes of this is the lack of legal aid for people awaiting trial, which prevents them preparing their cases effectively. Our Policy Director advocated for the expansion of legal aid services to women prisoners at an international conference on access to legal aid in criminal justice systems, hosted by the South African Department of Justice and a number of international bodies such as the UN Office on Drugs and Crime (UNODC). She also took opportunities in various international forums to promote greater use of alternatives to detention. In Namibia, at the conference of the International Corrections and Prisons Association, which took place in autumn, the Executive Director gave a presentation on our work to promote the use and benefits of alternatives to detention in East Africa; her co-presenter from the Kenyan probation service spoke of the work done to introduce pre-sentence reports and promote alternatives to detention.

This year we received additional grant funding from the UK Department of International Development (DFID) to increase the use and improve the implementation of probation and community services in Kenya, Tanzania and Uganda. This builds on our earlier work with the national probation and community services in these countries. In this new project we aim to increase the use of community service, improve placements and supervision and also develop greater public support for this sanction. A kick-off meeting to start the project was held in Kampala in the autumn, Memorandums of Association with local probation service and research institute partners were signed and research to set the baseline to enable us to monitor progress was commissioned.

We launched our animation film *Is a prison sentence always the solution?* at a reception at the UN Crime Commission in May. Over the year, it was viewed online 2,500 times; it is dubbed into Russian and Arabic and sub-titled into French and Spanish. The Russian version was launched at a meeting with the Ombudsman in Kazakhstan and was well received.

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#### Measures developed and used that contribute to the reduction of torture and other cruel, inhuman or degrading treatment or punishment and to improve conditions for prisoners

With the long term aim of improving prison conditions, our Policy Director is supporting and contributing to a targeted revision of the Standard Minimum Rules for the treatment of prisoners (SMR). At the end of March she attended the 3rd Intergovernmental Expert Group Meeting (IEGM) on the revision of the SMR, held in Vienna at the Crime Commission. Ahead of this meeting, together with Essex University, we submitted a second report based on substantive recommendations of a group of independent experts on how to update the Rules in line with international standards that have evolved since the SMR were adopted nearly 60 years ago. Several Rules under revision were discussed and remarkable progress was achieved with the negotiation of an agreed new Rule on body searches, the very first provision in international standards envisaged to give guidance to prison administrations on when, how and by whom body searches of prisoners are permissible.

In May, the Crime Commission agreed that the review process will continue (with increased sponsorships by member states) and a further IEGM is planned to take place in South Africa in 2015.

Our Policy Director provided expert support to the UN Sub-Committee for the Prevention of Torture, the UN Committee against Torture and the UN Special rapporteur on Torture. She gave training on gender sensitive monitoring and disseminated the detention monitoring tools developed in 2013 with the Association for the Prevention of Torture (APT). These have now been translated into five languages (Arabic, English, French, Russian and Spanish). She promotes implementation of the Optional Protocol to the Convention against Torture (OPCAT) and good practice for the National Preventive Mechanisms (NPMs) and other monitoring bodies for places of detention. She does this through advocacy at international bodies such as the Office of the High Commissioner of Human Rights and at forums such as the Crime Commission and Human Rights Council.

These tools fill a gap in the information resources available for monitoring and have received positive endorsement from members of monitoring bodies. They were produced in an EU-funded multi-regional programme for torture prevention in nine countries, which has now come to an end. We held a debriefing meeting in June with our programme partner APT, and identified some lessons learnt from this experience. One was that ratification of the OPCAT is not in itself the most important step towards reducing torture and ill-treatment of prisoners. As a result of experience gained through the programme, most regional offices now focus on activities to strengthen and develop the capacity of members on public monitoring bodies or NPMs. This is seen as the most effective way to prevent torture and abuse in places of detention.

Training for prison managers is a core activity for PRI. During 2014, our Programme Development Director obtained funding from the UK Foreign Office to deliver a pilot training of trainers course for prison managers in four regions of India. This took place early in the year and was followed by a study tour of the UK for participants in June.

During the first half of the year, our Central Asia office held a round table for all ministries with responsibility for places of detention, and the Ombudsman's office, to clarify and develop their understanding of the provisions of the OPCAT. It also supported the work of the NPM through training and a meeting to improve cooperation between relevant agencies and the NPM. We provided training in August and September for NPM members in four regions of Kazakhstan (277 participants in total). Later in the year, members of the Kostanay regional NPM also received training. In Kyrgyzstan, PRI also supports the work of the NPM, co-organising four meetings of the Coordinative Council of NPM and providing training for NPM staff and law enforcement (police) bodies. We produced a fact sheet on the definition of torture, available on PRI's website: Definition of torture and appropriate sanctions in the legislation of Kazakhstan, Kyrgyzstan and Tajikistan.

Our Central Asia office was also instrumental in providing advice and technical assistance for the revisions of the Criminal Code and Criminal Executive Code in Kazakhstan, finally coming into effect at the end of the year. As a member of the Parliamentary Working Group to reform the Codes, we advocated for a reduction in the use of solitary confinement, greater use of alternative sanctions and improvements in the treatment of prisoners.

In Kyrgyzstan we provided expert input to the revision of the Criminal Code. Our contribution supported the establishment of a detailed admission procedure, improved conditions for prisoners and the provision of social and psychological support for prisoners. In October, we supported NPM training to law enforcement bodies and training was delivered for prison personnel in Kyrgyzstan; a conference on education in prison was held.

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### Report of the Board for the year ended 31 December 2014

The South Caucasus office was involved in two research projects on torture in prisons during 2014. The first was carried out for the Open Society Foundation Georgia. We helped carry out the research and presented and disseminated the report. We also collaborated with the Association for the Prevention of Torture in their research on the practice of torture in prisons in Georgia over a 30-year period. We continue to advocate for a public monitoring mechanism in Georgian prisons, speaking at government forums and working with a network of NGOs to mobilise civil society actors in this campaign. Since the establishment of the NPM in Georgia, the government was unwilling to permit NGO monitoring of places of detention. We supported a partnership project with NGO Empathy on preventing torture and fighting impunity by giving a four-day training course on this theme and participating at an international conference organised by Empathy.

A member of PRI's Moscow office staff is on the Public Oversight Commission for the Moscow region and throughout the year, visited a number of pre-trial detention centres, reporting on problems identified from the visits. In Russia, we implement a programme funded by MacArthur Foundation to strengthen oversight of places of detention. Activities so far included designing a questionnaire for a survey of specific vulnerable groups (children, women, women with children, people with disabilities and elderly people) in police and pre-trial detention. The survey is planned to cover 20 regions. In November our Moscow office delivered training for psychologists within the prison service working in colonies and pre-trial centres in the Nizhny Novgorod region of Russia, and a seminar for deputy heads of colonies for lifers in Vologda, discussing the lack of rehabilitation programmes and legislative norms to prepare lifers for parole. The Russian prison service agreed to incorporate some of these suggestions into their regulations.

In the second half of the year, a workshop was held in Kiev (Ukraine) jointly with the Penitentiary service, for civil society members of public councils and human rights organisations, on procedures and practice in monitoring penal institutions. Our Moscow office also implements a programme funded by the EU to strengthen systems for police accountability and monitoring places of police detention in Belarus.

Training for prison managers is an important part of our regional offices' capacity-building role. In Jordan, Algeria and Tunisia, our MENA office organized a number of training workshops for prison officers to promote human rights standards inside prison. In June we launched a training curriculum on the human rights approach to prison management in Algeria and Jordan. In Jordan, this will be used within a new diploma programme that the prison department has established at the Hashemite University as well as in the prison department training centre.

The MENA office has led the development of inspection teams to monitor child care centres in Jordan. It continues to support the independent inspection team there as well as supporting NGOs working in prison inspections in Algeria, Morocco and Tunisia. In Tunisia we gave a 'training of trainers' jointly with the Office of the High Commissioner for Human Rights for 24 prison officers. This presented a human rights approach to prison management. The office also carried out advocacy missions in Tunisia and Egypt to improve prison conditions and treatment of prisoners in line with international standards. In September, a regional workshop for participants from Algeria, Bahrain, Egypt, Iraq, Lebanon, Morocco, Qatar, Saudi Arabia and Tunisia increased their knowledge of the Minimum Standard Rules for treatment of prisoners.

#### **A reduction in the use of the death penalty and implementation of humane alternative sanctions**

We work with other NGOs to build support for the 2014 UN General Assembly resolution for a global moratorium on the death penalty. Support this year was the highest yet, with 117 member states voting in favour, up from 111 in 2012.

PRI's Project Coordinator attended a side event on the death penalty at the UN Human Rights council session in June. He gave advice on a proposed resolution on the death penalty - PRI is clearly well-regarded in this field and was approached by a number of governments looking for advice. We are an active member of the World Coalition against the Death Penalty. Our papers on counter-terrorism, international law and the death penalty, and the impact of death sentences on lawyers, are popular - in fact, the one on lawyers was downloaded 183 times in one day. We are currently preparing a similar paper about the impact of the death penalty on prison staff.

We continue implementation of a multi-regional EU funded programme for abolition of the death penalty and its replacement with a humane alternative. This is co-ordinated from our head office and the contract has been extended to April 2015. A competition for journalists to produce the best articles in support of abolition was held and the three winners (Arabic, English and Russian-speaking) were invited to London for a visit to meet with a number of journalists at the Guardian newspaper office.



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### Report of the Board for the year ended 31 December 2014

Three of our regional offices take part in the multi-regional programme in a variety of ways. Training for prison officers was delivered by our Central Asia office on the psychological impact of dealing with prisoners serving life imprisonment. In the new Criminal Code in Kazakhstan, provision was made for early release for 'lifers' after 15 years of imprisonment (down from 25 years). We contributed to other changes in the Criminal Code to reduce the number of crimes punishable by the death penalty, although in the event, the number was only reduced from 18 to 17 (due to concerns about terrorism.)

In Tajikistan, a conference was organised on death penalty abolition to increase support for abolition among MPs and civil society.

In Jordan, preparations for the launch of a Jordanian Parliamentary group against the death penalty were organised. However, there was a setback for the campaign following a rise in regional terrorism, when Jordan carried out a number of executions in December 2014 after many years of maintaining a moratorium.

Our MENA office also participated in a regional conference for death penalty abolition held in Tunisia. It is now finalising the report on the relationship between sharia law and the death penalty. This has gone through a robust process of peer review and will provide a useful information resource, particularly for organisations and individuals who are not familiar with the provisions of the Quran and sharia law with regard to criminal justice.

In addition to participating in the EU-funded multi-regional programme, PRI's Moscow office received additional funding from the EU to promote abolition of the death penalty in Belarus, focusing on building support from the Church and media. A 'week against the death penalty' was organised in June. It was a great success with around 500 people participating in events to stimulate the interest of a new audience in this topic and to encourage questioning of the use of the death penalty. A number of public lectures and round table discussions were held on subjects such as the impact on children of parents sentenced to death, life sentences and long term imprisonment and the adversarial character of the criminal process in dealing with serious crimes. The General Prosecutor's Office invited PRI to co-operate on a long term basis with training for national prosecutors. An essay competition was held for law students in Minsk, followed by a round table event that announced the results and discussed the moratorium, which was the topic for the competition.

In Belarus a public opinion survey was commissioned, showing a reduction in support for the death penalty (down to 43.3% from 44.9% the previous year). The survey also indicated a great lack of awareness as 37% people surveyed did not know that the death penalty was in force in Belarus. A press conference was held in Minsk for the International Day against the Death Penalty (10 October); two trainings were given on the death penalty for teachers and journalists; and a seminar was held for deputy heads of colonies for lifers in Russia. In November, a 2-day international conference took place, highlighting the results of the project in Belarus. These included the increased awareness of people about the death penalty and humane alternatives; the commitment of the religious community to support abolition; and increased public support for abolition of capital punishment.

In East Africa we work with Ugandan NGO partners the Foundation for Human Rights initiative (FHRI). A Parliamentary lobby was held at the end of June to support the Private Member's Bill in Uganda that aims to limit the death penalty. Currently it is awaiting a certificate of financial implications from the Finance Ministry, which may be delayed due to resistance to the content of the Bill. The East Africa Coalition against the death penalty is now becoming more active. Members attended an international conference on death penalty abolition in Africa (held in Benin) on 2 - 4 July, where many met each other for the first time. PRI was one of a small number of international NGOs invited to attend; we met with government representatives and played an active part in NGO planning and lobbying. FHRI prepared an action plan for future activities.

PRI received a new grant in 2014 from the UK Foreign Office to promote death penalty abolition in India, using a recent Supreme Court ruling on the death penalty as a way to stimulate new thinking and build support for abolition among judges and key decision-makers in the criminal justice system. A survey of senior judges is under way, and recommendations and a report will follow completion of these interviews. To deliver the project, we are working in partnership with an Indian prison reform NGO, PRAJA.

#### **Reduction in violence against children in criminal justice settings**

This year, head office activities were focused on working with the African Committee of Experts for the Rights and Welfare of the Child. We provided technical assistance in drafting their General Comment number 1, on Article 30 of the African Charter on the Rights and Welfare of the Child. The General Comment aims to protect the rights of children of incarcerated parents. We organised translations of the General Comment into Arabic and French and published a short guide to the Comment. We held a launch event for this in South Africa in the autumn, hosting a panel of expert speakers at a conference on Safeguarding Children.

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We also provided expert input to a project run by Defence for Children International on monitoring mechanisms for children in detention and were one of nine key NGOs that supported their successful call for a global study for children deprived of liberty.

At the end of the year, PRI was presented with an award from the International Juvenile Justice Observatory at their international conference to promote diversion and rehabilitation schemes for children in conflict with the law. Our regional office activities to reduce violence against children and to develop child-friendly justice systems has been particularly successful in two particular regions: Central Asia and the Middle East.

The Central Asia programme is funded by the EU and covers the three countries of Kazakhstan, Kyrgyzstan and Tajikistan. Its main objective is to reduce violence against children in places of detention and specifically to prevent solitary confinement being used as a disciplinary measure for children and to ensure children are held separately from adults. A fact sheet on juvenile justice systems in the three countries was produced in Russian and English.

In all three countries, staff in detention facilities received training that included information about the psychological and physical development of children and good practice, based on implementation of relevant international standards. A system for monitoring places of detention for children has been discussed and children were interviewed to set a baseline against which change can be measured. Based on these interviews, a report on the Voice of the Child will be published early in 2015, reflecting the views of children deprived of their liberty in the three target countries. Following our advocacy, the amendments to the Criminal Code and Criminal Executive Codes in Kazakhstan removed the use of solitary confinement and disciplinary confinement for children in detention.

Early in 2014, a new project was launched with UNICEF in Kazakhstan, with a diversion centre established in East Kazakhstan. In Ust-Kamenogorsk training was given for staff at the diversion centre, juvenile judges, probation services and police officials. We organised meetings and training for workers at the centre, as well as for juvenile judges.

In Kyrgyzstan, permission was given to launch a helpline for children to call the Ombudsman's office for advice, and a number to call (115) was agreed. After the current EU-funded programme ends, the Ombudsman's office will support the helpline. Working with partner NGOs, PRI developed recommendations for changes in the law to improve complaints mechanisms for children in detention; to prohibit the use of corporal punishment; to contribute to the NGO response to the UN Universal Periodic Review on children's rights and to support changes in the Criminal Code that reduce the abuse of children and promote the rights of children as recognised in international standards.

In Tajikistan, a roundtable to prevent violence against children was organised in August and a 2-day international conference was held in Dushanbe (Tajikistan) in September. It was attended by Ombudsmen and other officials from Kazakhstan, Kyrgyzstan and Tajikistan, and expertise was shared with the Norwegian Ombudsman service to analyse good practice and discuss how to apply it in different countries. The Norwegian Ombudsman representatives stayed on to provide a training workshop for Ombudsmen staff working with children in the three countries. In October, further meetings took place with officials in Dushanbe to promote children's rights. Progress achieved includes new draft regulations that change the range of sentencing options for juvenile offenders; establishing separation of children from adults in detention and enabling juvenile cases to be referred for community resolution through mediation, restitution and compensation.

Our Central Asia office received a substantial individual donation to improve medical assistance for children and women in detention and a project to do this has been set up in one children's' and one women's prisons in Kazakhstan. Our experience so far suggests that this is a challenging task as some medical staff do not want to work in prisons, even for reasonable pay. However, the project to improve children's health in a juvenile colony in Almaty (Kazakhstan) is now well under way. Earlier in the year, medical checks for 120 juvenile inmates demonstrated the poor health and healthcare provision, with a lack of hygiene and sanitary control and a lack of quality control over medical help. Very popular bakery courses for children have been introduced and a change of the educational curriculum enables children in detention to follow the same programme as children in the community.

Our MENA office runs a wide-ranging programme to protect the rights of vulnerable groups in detention, funded by the Swedish International Development Association (SIDA). We continue to work with the Jordanian police to establish specialist juvenile police centres using diversion schemes for children in conflict with the law; and to set up child-friendly courts, which are now being established in Yemen on the same model, implemented with the PRI's local NGO partner.

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The MENA office supported the passage of the long-awaited Children Act in Jordan, and promoted the raising of the age of criminal responsibility (from 7 to 12). In July, workshops were held for journalists to inform them about the new Children Act, which promotes a restorative approach to juvenile justice. In August we discussed implementation of the new strategy for criminal justice with the National Committee for Criminal Justice. A roundtable for judges was held to discuss implementation of the new law, to increase their understanding of its provisions and make recommendations for implementation. A meeting also took place with the Justice Centre for Legal Aid to discuss joint activities for the legal protection of children. A meeting was arranged for the media to visit the juvenile police department to learn more about police procedures and how they work with children in conflict with the law. Later in the year, meetings were held with relevant Ministries to draft bylaws relating to community service and aftercare procedures for children. In Jordan a workshop was organised to strengthen the capacity of lawyers to protect children's rights and in particular to understand the important role of legal aid. We provided information about international standards and suggestions to improve co-ordination of legal aid bodies. A roundtable was held at the Ministry of Justice to agree an inspection protocol for monitoring childcare centres.

Our MENA office works with UNICEF to set up five specialist juvenile police centres in Yemen; we also signed a contract with UNICEF in Tunisia to strengthen their juvenile justice system and carried out an assessment of training requirements for workers in juvenile rehabilitation centres in Tunis. We work with NGOs in Algeria, Morocco, Tunisia and Yemen to advocate for the rights of children in detention. In Tunisia, training workshops for 180 officials working with juvenile offenders in care centres were held, increasing their understanding of a human rights-based approach to children in conflict with the law.

In Armenia, our South Caucasus office commissioned an external evaluation of our programme to develop probation services for children. It found that this had, on the whole, worked well and the relationship with the partners was good. Recommendations were made for future programmes, although this one has now been completed. Fortunately, the municipal authorities have made a commitment to continue support for the children's probation services. The office also published a manual for monitoring children's prison institutions in Georgia, funded by UNICEF. This gives general guidance on monitoring and interviewing children, and includes practical tools to help the monitoring body carry out their duties most effectively. It is currently being piloted. The office is now preparing an information pack for pre-sentence reporting and held two working groups to discuss this. The project is carried out jointly with a new partner NGO the Rehabilitation Initiative for Vulnerable groups in Georgia.

In Russia, our Moscow office organized training on restorative justice for children in conflict with the law as part of its EU-funded programme to support civil society to protect the rights of children. We partnered with the Krasnoyarsk Public Committee on Human Rights Protection and the law Institute of the Siberian Federal University in organising a 2-day training workshop. This helped to develop a restorative approach to juvenile offenders, within a EU-funded programme for juvenile justice. In Tomsk a training seminar on this topic was co-organised with the regional Public Observance Commission. The seminar covered national and international standards, conflict resolution and restorative mediation. In November, we participated in an All Russia conference on implementing the national children's strategy; explaining how to develop a child friendly justice system from the perspective of international standards and good practice from other countries. We also provided expert input to a roundtable to improve interagency co-ordination for those bodies working with juvenile offenders and their families. At the year end, the office held a working meeting to discuss the results of the first year of the EU programme, consolidating civil society activities to promote and protect the rights of children in conflict with the law.

#### **Increased awareness, political will and capacity of stakeholders to address discrimination of women and girl offenders in criminal justice systems**

In 2014, we specifically targeted some countries for implementing the Bangkok Rules for women offenders and have been actively promoting this in Jordan, Kazakhstan, Kyrgyzstan, and Georgia. We also work with international stakeholders to address discrimination against women in the criminal justice system and carried out research in four countries to identify the characteristics of women offenders.

Our international advocacy to promote the Bangkok Rules included speaking at a range of events, including an International Conference on Access to Legal Aid in Criminal Justice Systems, the 4th International Conference on Corrections in Peace-keeping Missions and the European Penitentiary Training Academies' (EPTA) Annual Meeting. These provided opportunities to raise understanding and awareness of the Rules, present the Toolbox of guidance documentation and open avenues and networks for advocacy on other PRI concerns.

## PENAL REFORM INTERNATIONAL

### Report of the Board for the year ended 31 December 2014

#### OBJECTIVES AND ACTIVITIES

To benefit from relevant stakeholders being in Geneva at the Council for the Annual Day of Discussion on Women's Rights, we organised a side-event with DIGNITY on 17 June titled 'Human Rights of Women in Detention'. It was co-sponsored by the Permanent Representations of Denmark and Chile as well as the Office of the High Commissioner for Human Rights (OHCHR). The high-level panel, moderated by the Policy Director, included speakers from UN Women, the SPT, the Working Group on discrimination against women in law and practice and the Special Rapporteur on violence against women. The side event was attended by 110 people, with a further 85 viewers via webcast. Among those present were representatives of nine member states and a number of international bodies such as the International Committee of the Red Cross. Advocacy continued with the Committee on the Elimination of Discrimination against Women (CEDAW) who invited us to provide comments and two submissions to the CEDAW Commission relating to their reviews of Georgia and Kyrgyzstan. The submissions drew on our women prisoners' research reports.

Over the year, our Policy Director and Programme Officer delivered training on the Bangkok Rules to a range of professional bodies and NGOs. Altogether, we delivered training to over 300 people from a wide range of professional bodies - including a workshop on gender aspects of probation delivered to the American Probation and Parole Association's annual training meeting in New Orleans. Information about the e-learning course and Bangkok Rules Toolbox was widely distributed; pre-deployment training for the UN peace-keeping organisation DKPO was delivered in Rwanda. A 'training of trainers' course was held in London for a group of managers from the Pakistani NGO DOST, who work with vulnerable groups, including prisoners, in the Peshawar region of Pakistan.

The English version of PRI's e-course on women in detention and the Bangkok Rules was launched at the end of October 2013. We have two ways of collecting feedback from participants:

1. Participants were asked to fill in an evaluation form on completing the course (a requirement to receive the certificate of completion).
2. A follow-up survey to participants who completed the course at least six months previously and had agreed that PRI could contact them.

Participation statistics show:

Registrations	324
Course started	237
Course completed	70
Course evaluations submitted on the site	104
Countries represented	63

Participants were:

Prison admin/staff	71 (22%)
Student/academic	67 (21%)
NGO	67 (21%)
Social worker	22 (7%)
UN or IGO	17 (5%)
Lawyer/legal representation	14 (4%)
Judiciary	5 (2%)
Monitoring body	5 (2%)
Parole/probation service	4 (1%)
Policy maker	4 (1%)
Healthcare	2 (<1%)
Other	46 (14%)

After completing the course we asked respondents to rate their level of satisfaction with it. 95% of respondents were satisfied with the content of the course, its interactive elements and its practical nature. 91% were satisfied with the individual case examples provided. Over 80% stated they were satisfied with the audiovisual and additional resources, and the accessibility of the course. One example of respondent feedback came from an Assistant Governor of a Prison Service College who wrote: "I have completed your Women in detention: Putting the UN Bangkok Rules into Practice online programme. It really is a credit to your organisation, I found it excellently presented and very informative." A later version of the course rectified some early technical difficulties.

Translation of the e-course into Arabic and Russian is in progress.

## PENAL REFORM INTERNATIONAL

### Report of the Board for the year ended 31 December 2014

In 2013, our South Caucasus office published its research on women offenders in Georgia and Armenia. This year, two further research reports on women prisoners were published: for Kazakhstan and Kyrgyzstan and for Jordan and Tunisia. The research sets out the characteristics of women prisoners and the crimes for which they were sentenced. This data provides an accurate insight into factors leading to imprisonment of women, on which decisions for further work can be assessed. A plan to carry out similar research for women prisoners in Uganda for 2015 is being developed with FHRI.

In 2014 we also undertook a further research project on women prisoners in Georgia for UN Women, which was designed to identify their needs and priorities. The topics covered included hygiene and healthcare needs, issues around safety and violence, discipline and punishment, as well as contact with the outside world and rehabilitation programmes. Presentation of the research findings was given at a workshop that aimed to prepare an action plan for the treatment of women offenders. It highlighted the stigma faced by women after release from prison and their concerns about reintegration into the community. In November, we held a roundtable to report on a project for rehabilitation and reintegration of offenders, where we partnered with local NGO Women in Business. Our partner is highly experienced in providing vocational training for women prisoners, as well as capacity building skills to empower them to set up their own business or secure employment on release.

In Kazakhstan, our donor-funded project to improve women's healthcare in Atyrau prison followed up some of the problems identified through our research, which highlighted the problems and high priority of healthcare for women prisoners. In 2014, all 228 women in the facility received a medical check-up and referral to a specialist if necessary. Many were diagnosed with a condition requiring treatment for the first time. Newly recruited medical staff carried out checks and gave treatment not previously available, for example for anaemia (16 cases) and gynaecological problems (30).

In addition to carrying out research on women prisoners, our MENA office is implementing a large multi-country programme focusing on vulnerable groups, particularly women, pregnant women and children with their mothers in detention. Activities continued in Algeria, Jordan, Morocco, Tunisia and Yemen. Within this programme a model mothers and babies unit was set up in Algerian prisons for women. In Jordan a pilot after-care scheme helped reintegrate 20 women offenders back into the community through support from social workers, who organized psychological, legal, health, social and financial support and also assisted the offenders to reconcile with the victim's families. We developed and ran a pilot project in Tunisia, delivering aftercare for women after release from prison. Eight women were enrolled on a six-month pilot programme, pairing them with social workers who provided tailored support for and after release.

In Yemen a new programme for penitentiary reform was developed for funding by the Dutch Ministry of Foreign Affairs. At the end of the year, we learnt that this has been approved and the programme will start in 2015. Within this there is a major section on improving health, rehabilitation and aftercare services for women prisoners.

In Russia, PRI participated in a meeting on women with children and pregnant women in detention organized by the Ministry of Justice. PRI and others made proposals to amend the law dealing with these women prisoners and while only some of the recommendations were adopted, they will improve the situation for women (and babies) in detention. In June PRI also participated in an all-Russia conference of supervisors of baby units at women's colonies organized by the Federal Service of Execution of Punishments, attended by representatives from 13 regions of the Russian Federation.

#### **Improved organisational systems for planning, monitoring, evaluation, learning and partnerships in order to enhance effectiveness and ensure better value for money**

During 2014, our Evaluations and Organisational Learning Adviser developed monitoring and evaluation (M&E) tools and provided training to all PRI offices on M&E. These included training on preparation of monitoring and evaluation plans, forms to evaluate the impact of training, engagement with government and participation in official working groups. These tools will improve our monitoring systems and consistency throughout the organisation in the way data is collected.

During 2014, we produced two internal evaluations of regional programmes:

January 2014: Rehabilitation of ex-prisoners and protection of their human rights in Kazakhstan. The aim of the evaluation was to assess the impact of our work to:

- Increase awareness among key stakeholders about the need to improve reintegration services for ex-prisoners among central and municipal officials. PRI worked with the Prime Minister's Office, which in turn held bilateral meetings with state and municipal officials to discuss how the municipalities could improve employment prospects for ex-prisoners. PRI gave advice to municipalities how this could be achieved.

## PENAL REFORM INTERNATIONAL

### Report of the Board for the year ended 31 December 2014

- Increased capacity of government officials, municipalities, NGOs and journalists on rehabilitation issues. PRI provided training for officials and others to promote increased awareness and information about these issues. It also provided technical assistance to improve legislation and policy at central and regional levels and improve the provision of services. The training for journalists resulted in increased and more sympathetic coverage of these issues.
- Rehabilitative, educational, social and vocational services provided to prisoners after release. We carried out baseline research into the situation for prisoners in Kazakhstan and set up a small grants programme delivered by NGOs to help meet the identified needs.

The evaluation endorsed PRI's approach to achieving the desired outcomes. While the scale of the problems remain large and it will take many years to overcome the challenges, the report noted positive improvements resulting from the programme; it also included recommendations for future progress.

#### November 2014: Promoting a human rights-based approach towards vulnerable groups in detention in the MENA region

The evaluation of this programme was carried out jointly by the Evaluation and Organisational Learning Adviser, based in the head office, with the Regional Director from the Central Asia office. This was seen as a first step to introduce a system of peer reviews of programmes. The programme itself covered six countries (Algeria, Egypt, Jordan, Morocco, Tunisia and Yemen) but for resource reasons the evaluation focused on Jordan. The evaluation aimed to assess progress towards achieving the outcomes of:

- Increased knowledge and competency in implementing international standards in the treatment of vulnerable prisoners (including women, pregnant women, women with babies in prison and children);
- Developing plans to implement alternative community-based sanctions and diversion mechanisms at community and police level;
- Developing the capacity of civil society groups to protect vulnerable prisoners and promote alternatives to detention.

The evaluation concluded that while the aims of the programme were broad and it was implemented flexibly, responding to events as they arose in the region, some impressive results were nevertheless achieved. In particular, PRI used its experience in Jordan to transfer a similar model of juvenile police to Yemen. Its model for monitoring places of detention for children can also be adapted elsewhere in the region. It worked well with other agencies to change the penal code in Jordan to enable alternatives to detention to be included; and made a major contribution to development of the Children Act in Jordan.

#### June 2014 External evaluation: Juvenile Justice in Armenia:

This EU-funded programme ended in 2014 and an independent evaluation was commissioned. This found that some of the indicators were not clearly articulated but nevertheless the project had helped to ensure that legislation was compliant with international norms and standards of justice for children. In particular awareness was raised, plans for legislative reform were made and the government demonstrated ownership of the reforms. Progress was made towards creating a legal framework for the local application of international standards on juvenile justice. In particular it was clear that juvenile justice professionals gained a better understanding of the international standards, and acquired new techniques and knowledge. The new criminal procedure code included juvenile justice principles. Of course, PRI did not achieve this on its own but through a collaboration with Project Harmony, UNICEF and World Vision.

The role of civil society and government in the system of justice for children was strengthened and rehabilitation services for children in conflict with law were carried out. The Rehabilitation Centres promoted multi-agency working, changed children's behaviour, prevented crime, enhanced the children's educational attainment and aspirations, and changed public perceptions towards children in conflict with the law.

**Monitoring Tools:** In addition to the development of evaluation for programmes and projects, the new M&E tools are being piloted throughout the organisation. For example, we have initiated a system of follow up evaluations of training delivered, so that some months after the participants received training, they are asked to what extent this has changed the way they carry out their roles. Some months after training was given to magistrates in Kenya on the use of community service orders, 91% of those trained said they had increased the number of orders made - and almost all said this was a direct result of the training received.

Our grant from DFID enabled us to develop better systems for monitoring and evaluating our work; it also supported work done to improve our partnership working and demonstrating that our organisation provides good value for money.

## PENAL REFORM INTERNATIONAL

### Report of the Board for the year ended 31 December 2014

#### Information and communications

Our website and electronic media are critical to our ability to spread good practice, news, information and training resources. Over the year we had 71,334 visits to our website by 52,094 individual users for 2014 - representing a 28% increase in visits and a 42% increase in visitors compared to 2013.

Over the course of 2014, PRI publications were downloaded 12,274 times. The publications downloaded most often were:

1. *PRI 10 point plan to reduce overcrowding (1,195 downloads)*
2. *Short Guide to the UN Bangkok Rules (787 downloads)*
3. *The minimum age of criminal responsibility (Justice for Children briefing paper) (821 downloads)*
4. *Children's rights training manual (524 downloads)*
5. *Making standards work (343 downloads)*

We also developed new online content, in particular a new series of 25th anniversary expert blogs (which attracted over 2,600 website views so far). The series promotes a new publication - Global Prison Trends. This report gathers information on various aspects of the use of imprisonment, and will be updated annually. It will provide an evidence base for reform initiatives. The first edition will be launched at the UN Crime Congress in Qatar in April 2015.

Eight blogs were published in 2014:

1. Prisons: state duty or market opportunity?
2. Radicalisation and de-radicalisation in prison - what should we do with violent extremist offenders?
3. How to build for success: prison design and infrastructure as a tool for rehabilitation
4. Out of balance: disproportionality in sentencing
5. Old age behind bars: how can prisons adapt to the needs of increasingly elderly populations?
6. No escape from violence: childhood abuse, offending and women in prison
7. 25 years preventive monitoring of places of detention - has the CPT achieved its goal in Europe?
8. Turning recommendations into reality: improving the impact of detention monitoring bodies

The series will continue in 2015 with expert contributions on topics including tackling corruption in criminal justice systems, palliative care in prisons, and criminal justice reform in post-conflict situations.

We also produced a two-minute animated film in May - Is a prison sentence always the solution? - which has had over 2,500 online views. It was shown at a meeting of the UN DKPO Friends of Corrections meeting in Burkina Faso; a meeting of the American Probation and Parole Association (APPA) in New Orleans in August; and at the AGM and conference of the International Corrections and Prisons Association (ICPA) in Namibia in October.

We also produced a short four-minute film which was shown at the ICPA conference focusing on the problem of overcrowding in African prisons and PRI's past and present contribution to reducing it.

Social media: The number of people following PRI on Twitter has continued to grow, with 1,200 followers at time of writing.

The monthly PRI e-newsletter with news about our activities, events, publications, policy initiatives and interesting developments elsewhere now reaches over 3,000 contacts, with around 28 new subscribers every month.

#### Publications produced in English in 2014

Who are women prisoners? Survey results from Kazakhstan and Kyrgyzstan.

Fighting for clients' lives: the impact of the death penalty on defence lawyers

The death penalty, terrorism and international law

Neglected needs: girls in the criminal justice system

Belarusian survey on the death penalty

Animation: Is a prison sentence always the solution

Working towards fair and effective criminal justice: the PRI Way (Annual report 2013)

Children of incarcerated and imprisoned parents and primary carers. A short guide to General Comment No.1

Who are women prisoners? Survey results from Jordan and Tunisia.

Death penalty information pack (revised edition)

A number of other publications were produced by PRI's regional offices and can be found on our website [www.penalreform.org](http://www.penalreform.org).

## PENAL REFORM INTERNATIONAL

### Report of the Board for the year ended 31 December 2014

#### Looking ahead

From January 2015, we will be implementing our new strategic plan for the period 2015- 2020. This was developed after a lengthy period of consultation and evidence-gathering. It redefines our work into four outcomes, aligned with the different stages of the criminal justice process:

- 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;
- Fair and proportionate sentencing that takes account of the circumstances of both the offence and offender;
- Humane treatment and conditions for prisoners and prevention of torture in all places of detention;
- Safer communities through rehabilitation, reintegration interventions and interventions to reduce re-offending.

An operational plan for 2015 has been drawn up to implement the plan. In addition to the thematic activities planned, we are fortunate in having a renewal of our core funding from DFID and Open Society Foundation to enable us to continue to invest in international advocacy, improved information resources through our website and social media; and to continue to embed better monitoring and evaluation systems throughout the organisation and improve our capacity for building up an evidence base and learning from experience.

In 2015, the adoption of new UN post-2015 development goals will determine how development funds will be allocated for the next fifteen years. As PRI is almost entirely funded through institutional grants, the outcome will impact on our strategic plan. By the end of 2014, there was a developing consensus that one of the new goals should reflect the relationship between criminal justice and development. The Open Working Group's proposal for Sustainable Development Goals includes a new Goal 16 to 'promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels'. Such a goal would be a good fit for our objectives and in any event, our strategic plan will be reviewed and adjusted in the light of the new goals.

The new goals will be discussed at the Crime Congress, in April 2015. PRI will attend and participate in events to influence the discussion on the new goals and to promote our own priorities. One of the key documents we will produce in 2015, to be launched at the Crime Congress in Doha, will be our report Global Prison Trends 2015. This will cover a wide range of global trends in imprisonment and penal policy, drawing on a well-researched evidence base. It will make a number of recommendations that we hope will encourage member states to follow, to adopt policies in line with international standards and good practice. Such an initiative is only possible with the financial support from DIFD, made under their Programme Partnership Agreement, which allows us the flexibility to respond to new opportunities and challenges as they arise. A further priority over 2015 will be to plan ahead for the period after March 2016, when this core grant will come to an end.

#### **FINANCIAL REVIEW**

##### **Reserves policy**

The Board have reviewed their reserves policy taking into account the commitment to complete projects and the average time frame between submitting an application and receipt of funds. On this basis it is considered appropriate to set the level of reserves equivalent to 9-12 months of expenditure for managing and administering the association's activities. This is calculated as being in between €900,000 and €1,250,000.

During the year under review the association has made a surplus of €275,665 (2013 €10,674), this includes an exchange gain of €146,101 majority of which is unrealised. Some of the organisations planned activities for 2014 were delayed and will be undertaken in 2015.

As at 31st December 2014 the association had free reserves of €1,410,258 (2013 €1,134,593).



**PENAL REFORM INTERNATIONAL**

**Report of the Board  
for the year ended 31 December 2014**

**STATEMENT OF BOARD MEMBERS RESPONSIBILITIES**

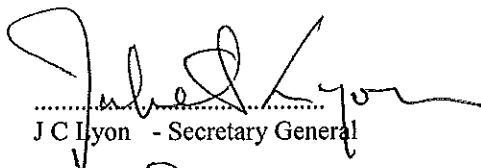
The Constitution requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the Association and of the surplus or deficit of the Association for that period.

In preparing those financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Association will continue in business.

The board are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the financial statements comply with the Constitution. They are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**ON BEHALF OF THE BOARD**

  
.....  
J C Lyon - Secretary General

Date: 25<sup>th</sup> April 2015

**Report of the Independent Auditors to the Board of  
Penal Reform International**

We have audited the financial statements of Penal Reform International for the year ended 31 December 2014 on pages eighteen to twenty four. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the Association's board, as a body. Our audit work has been undertaken so that we might state to the association's board those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the association's board as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of board and auditors**

As explained more fully in the Statement of Board members Responsibilities set out on page fourteen, the board are responsible for the preparation of the financial statements which give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors, including APB Ethical Standard - Provisions Available for Small Entities (Revised), in the circumstances set out in note 16 to the financial statements

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the association's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the board; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Board to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the association's affairs as at 31 December 2014 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities.

**Report of the Independent Auditors to the Board of  
PENAL REFORM INTERNATIONAL**

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where we are required to report to you if, in our opinion:

- the information given in the Report of the Board is inconsistent in any material respect with the financial statements ; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

*Tudor John LLP*

Tudor John LLP  
Chartered Accountants  
and Statutory Auditors  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Nightingale House  
46-48 East Street  
Epsom  
Surrey  
KT17 1HQ

Date: *SAT. April 2015* .....

**PENAL REFORM INTERNATIONAL**

**Statement of Financial Activities  
for the year ended 31 December 2014**

		Unrestricted funds	Restricted fund	Total	2014 funds	Total	2013 funds
	Not es	€	€	€	€	€	€
<b>INCOMING RESOURCES</b>							
<b>Incoming resources from generated funds</b>							
Voluntary income	2	1,344,489	-	1,344,489		1,289,970	
Investment income	3	344	-	344		209	
<b>Incoming resources from activities</b>							
Advocating for Prison and Penal Reform	4	-	400,466	400,466		514,888	
Reducing the use of imprisonment		-	294,614	294,614		308,829	
Prevention of torture, cruel, inhumane or degrading treatment		-	185,879	185,879		461,845	
Abolition of the death penalty		-	741,517	741,517		620,977	
Incarceration of children as a last resort		-	1,024,375	1,024,375		932,733	
A proportionate and sensitive response to women offending		-	511,778	511,778		488,165	
<b>Other incoming resources</b>		<u>730</u>	<u>-</u>	<u>730</u>		<u>2,054</u>	
<b>Total incoming resources</b>		1,345,563	3,158,629	4,504,192		4,619,670	
<b>RESOURCES EXPENDED</b>							
<b>Costs of generating funds</b>							
Costs of generating voluntary income	5	142,862	-	142,862		120,707	
<b>Activities</b>							
Advocating for Prison and Penal Reform	6	319,119	217,035	536,154		565,318	
Reducing the use of imprisonment		146,601	299,244	445,845		530,204	
Prevention of torture, cruel, inhumane or degrading treatment		150,139	209,841	359,980		685,156	
Abolition of the death penalty		160,065	726,146	886,211		726,291	
Incarceration of children as a last resort		290,598	1,021,193	1,311,791		1,000,811	
A proportionate and sensitive response to women offending		187,704	484,237	671,941		510,137	
<b>Governance costs</b>	8	44,818	-	44,818		48,681	
<b>Other resources expended</b>		<u>(146,101)</u>	<u>-</u>	<u>(146,101)</u>		<u>74,431</u>	
<b>Total resources expended</b>		1,295,805	2,957,696	4,253,501		4,261,736	
<b>NET INCOMING RESOURCES BEFORE TRANSFERS</b>							
		49,758	200,933	250,691		357,934	
<b>Gross transfers between funds</b>	14	<u>225,907</u>	<u>(225,907)</u>	-		-	
<b>Net incoming/(outgoing) resources</b>		275,665	(24,974)	250,691		357,934	
<b>RECONCILIATION OF FUNDS</b>							
<b>Total funds brought forward</b>		1,134,593	347,258	1,481,851		1,123,917	
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>1,410,258</u>	<u>322,284</u>	<u>1,732,542</u>		<u>1,481,851</u>	

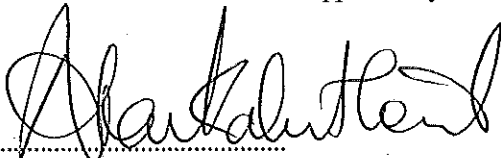
The notes form part of these financial statements

**PENAL REFORM INTERNATIONAL**

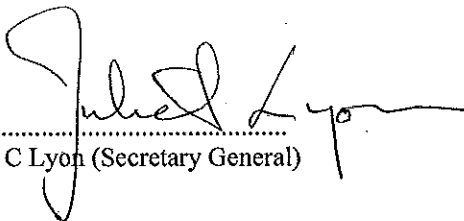
**Balance Sheet  
At 31 December 2014**

		Unrestricted funds	Restricted fund	Total	2014 funds	Total	2013 funds
	Not es	€	€		€		€
<b>FIXED ASSETS</b>							
Tangible assets	11	4,421	-		4,421		10,750
<b>CURRENT ASSETS</b>							
Debtors	12	195,502	279,461		474,963		466,820
Cash at bank and in hand		<u>1,331,862</u>	<u>1,437,826</u>		<u>2,769,688</u>		<u>2,576,800</u>
		1,527,364	1,717,287		3,244,651		3,043,620
<b>CREDITORS</b>							
Amounts falling due within one year	13	(121,528)	(1,395,002)		(1,516,530)		(1,572,519)
<b>NET CURRENT ASSETS</b>		<u>1,405,836</u>	<u>322,285</u>		<u>1,728,121</u>		<u>1,471,101</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>1,410,257</u>	<u>322,285</u>		<u>1,732,542</u>		<u>1,481,851</u>
<b>NET ASSETS</b>		<u>1,410,257</u>	<u>322,285</u>		<u>1,732,542</u>		<u>1,481,851</u>
<b>FUNDS</b>	14						
Unrestricted funds					1,410,257		1,134,593
Restricted funds					<u>322,285</u>		<u>347,258</u>
<b>TOTAL FUNDS</b>					<u>1,732,542</u>		<u>1,481,851</u>

The financial statements were approved by the Board on 25<sup>th</sup> April 2015 and were signed on its behalf by:



.....  
A Van Kalmthout (Treasurer)



.....  
J C Lyon (Secretary General)

# PENAL REFORM INTERNATIONAL

## notes to the financial statements for the year ended 31 December 2014

### 1. ACCOUNTING POLICIES

#### ACCOUNTING CONVENTION

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Charities Act 2011 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

#### INCOMING RESOURCES

All incoming resources are included on the Statement of Financial Activities when the association is legally entitled to the income and the amount can be quantified with reasonable accuracy.

#### RESOURCES EXPENDED

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

#### TANGIBLE FIXED ASSETS

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33% on cost and 25% on cost

#### TAXATION

HM Revenue & Customs has agreed that the grants and donations income of the organisation will not be subject to UK taxation. Furthermore, HM Revenue & Customs has agreed that interest received, up to the amount of £5,000 per annum without deduction of income tax, will not be liable to UK taxation. Where interest received exceeds the level of £5,000 per annum there is a liability to UK taxation on the total amount of interest received.

#### FUND ACCOUNTING

Unrestricted funds can be used in accordance with the objectives at the discretion of the board.

Restricted funds can only be used for particular restricted purposes within the objects of the association. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

#### FOREIGN CURRENCIES

Assets and liabilities in foreign currencies are translated into Euro at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

### 2. VOLUNTARY INCOME

	2014	2013
	€	€
Grants	<u>1,344,489</u>	<u>1,289,970</u>
	<u>1,344,489</u>	<u>1,289,970</u>

Grants received, included in the above, are as follows:

	2014	2013
	€	€
Department for International Development, UK	<u>1,344,489</u>	<u>1,289,970</u>

**PENAL REFORM INTERNATIONAL**

**Notes to the Financial Statements - continued  
for the year ended 31 December 2014**

**3. INVESTMENT INCOME**

	2014	2013
	€	€
Deposit account interest	<u>344</u>	<u>209</u>

**4. INCOMING RESOURCES FROM ACTIVITIES**

		2014	2013
	Activity	€	€
Project grant income	Advocating for Prison and Penal Reform	400,466	514,888
Project grant income	Reducing the use of imprisonment	294,614	308,829
Project grant income	Prevention of torture, cruel, inhumane or degrading treatment	185,879	461,845
Project grant income	Abolition of the death penalty	741,517	620,977
Project grant income	Incarceration of children as a last resort	1,024,375	932,733
Project grant income	A proportionate and sensitive response to women offending	<u>511,778</u>	<u>488,165</u>
		<u>3,158,629</u>	<u>3,327,437</u>

Grants received, included in the above, are as follows:

	2014	2013
	€	€
Swedish International Development Agency	627,771	396,907
Open Society Foundations	209,510	477,814
Swiss Federal Department of Foreign Affairs	58,802	-
European Union	1,317,691	1,259,117
UNICEF	169,890	313,908
Foreign and Commonwealth Office, UK	133,558	153,860
Organisation for Security and Cooperation in Europe	58,201	1,211
Department for International Development, UK	71,816	-
Other income	66,140	360,614
Dutch Embassy, Astana, Kazakhstan	-	39,412
Norwegian Womens Training	-	946
Commonwealth Secretariat	-	9,978
Vol'noe Delo - Russian Foundation	10,468	4,866
British Embassy, Yemen	5,157	-
Hungarian Helsinki Committee	-	1,061
Norwegian Ministry of Foreign Affairs	-	90,987
British Embassy, Bishkek, Kyrgyzstan	142,970	2,330
British Embassy, Astana, Kazakhstan	159,592	18,223
Dutch MFA, Netherlands	-	133,630
Norwegian Helsinki Committee	-	6,944
Eurasia Partnership foundation	1,591	3,755
UN Women	8,407	5,015
UNDEF	32,676	877
Swiss Federal Department of Foreign Affairs	-	35,448
German Embassy, Kazakhstan	-	5,234
Foundation Human Rights Initiative	5,862	5,300
Association for the Prevention of Torture	13,470	-
MacArthur Foundation	20,190	-
UNOPS	32,178	-
Child Rights Centre, Tajikistan	<u>12,689</u>	<u>-</u>
	<u>3,158,629</u>	<u>3,327,437</u>

**PENAL REFORM INTERNATIONAL**

**Notes to the Financial Statements - continued  
for the year ended 31 December 2014**

**5. COSTS OF GENERATING VOLUNTARY INCOME**

	2014	2013
	€	€
Staff costs	134,675	111,574
Fundraising activity	<u>8,187</u>	<u>9,133</u>
	<u>142,862</u>	<u>120,707</u>

**6. ACTIVITY COSTS**

	Direct costs	Support costs (See note 7)	Totals
	€	€	€
Advocating for Prison and Penal Reform	468,037	68,117	536,154
Reducing the use of imprisonment	339,250	106,595	445,845
Prevention of torture, cruel, inhumane or degrading treatment	251,025	108,955	359,980
Abolition of the death penalty	707,563	178,648	886,211
Incarceration of children as a last resort	1,129,580	182,211	1,311,791
A proportionate and sensitive response to women offending	<u>595,890</u>	<u>76,051</u>	<u>671,941</u>
	<u>3,491,345</u>	<u>720,577</u>	<u>4,211,922</u>

**7. SUPPORT COSTS**

	Management	Finance	Totals
	€	€	€
Advocating for Prison and Penal Reform	67,379	738	68,117
Reducing the use of imprisonment	105,599	996	106,595
Prevention of torture, cruel, inhumane or degrading treatment	107,490	1,465	108,955
Abolition of the death penalty	176,723	1,925	178,648
Incarceration of children as a last resort	179,852	2,359	182,211
A proportionate and sensitive response to women offending	<u>75,082</u>	<u>969</u>	<u>76,051</u>
	<u>712,125</u>	<u>8,452</u>	<u>720,577</u>

**8. GOVERNANCE COSTS**

	2014	2013
	€	€
Auditors' remuneration	11,439	10,165
Board meetings	26,155	31,547
Annual report	<u>7,224</u>	<u>6,969</u>
	<u>44,818</u>	<u>48,681</u>



**PENAL REFORM INTERNATIONAL**

**Notes to the Financial Statements - continued  
for the year ended 31 December 2014**

**9. BOARD MEMBERS' REMUNERATION AND BENEFITS**

There were no remuneration or other benefits paid to board members for the year ended 31 December 2014 nor for the year ended 31 December 2013.

**BOARD MEMBERS' EXPENSES**

During the year the association paid expenses to or on behalf of board member's for travel and associated costs in carrying out their duties on behalf of PRI. The total amount paid was €20,314 (2013 €22,057) on behalf of 11 (2013 11) board members. Due to the international nature of the organisation the board members are located worldwide and the costs include their travel to the UK for board meetings and hotel costs whilst in the UK.

**10. STAFF COSTS**

	2014	2013
	€	€
Wages and salaries	<u>1,516,849</u>	<u>1,377,993</u>

The above amounts relate to the salary payments made to the staff based in the UK, Central Asia, MENA, Russian and South Caucasus offices.

**11. TANGIBLE FIXED ASSETS**

	Computer equipment €
<b>COST OR VALUATION</b>	
At 1 January 2014	80,547
Additions	2,715
Disposals	(646)
Revaluations	<u>(2,919)</u>
At 31 December 2014	<u>79,697</u>
 <b>DEPRECIATION</b>	
At 1 January 2014	69,797
Charge for year	9,503
Eliminated on disposal	(213)
Revaluation adjustments	<u>(3,811)</u>
At 31 December 2014	<u>75,276</u>
 <b>NET BOOK VALUE</b>	
At 31 December 2014	<u>4,421</u>
At 31 December 2013	<u>10,750</u>

**12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2014	2013
	€	€
Other debtors	<u>474,963</u>	<u>466,820</u>

**PENAL REFORM INTERNATIONAL**

**Notes to the Financial Statements - continued  
for the year ended 31 December 2014**

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2014 €	2013 €
Trade creditors	11,664	48,456
Other creditors	<u>1,504,866</u>	<u>1,524,063</u>
	<u>1,516,530</u>	<u>1,572,519</u>

**14. MOVEMENT IN FUNDS**

	At 1.1.14 €	Net movement in funds €	age 18 rs between €	At 31.12.14 €
<b>Unrestricted funds</b>				
General fund	1,134,593	49,758	225,907	1,410,258
<b>Restricted funds</b>				
Restricted funds	347,258	200,933	(225,907)	322,284
<b>TOTAL FUNDS</b>	<u>1,481,851</u>	<u>250,691</u>	<u>-</u>	<u>1,732,542</u>

Net movement in funds, included in the above are as follows:

	Incoming resources €	Resources expended €	Movement in funds €
<b>Unrestricted funds</b>			
General fund	1,345,563	(1,295,805)	49,758
<b>Restricted funds</b>			
Restricted funds	3,158,629	(2,957,696)	200,933
<b>TOTAL FUNDS</b>	<u>4,504,192</u>	<u>(4,253,501)</u>	<u>250,691</u>

**15. RELATED PARTY DISCLOSURES**

Some of the Members of Penal Reform International are Directors of Penal Reform International UK, a company registered in England and Wales. Penal Reform International UK has entered into a lease for 1st Floor, 60-62 Commercial Street, E1 6LT. The premises are occupied by Penal Reform International, and during the year the rental costs of €61,731 were recharged to Penal Reform International (2013 - €66,886).

Penal Reform International UK also operates the payroll on behalf of Penal Reform International's UK staff and costs of €805,577 were recharged to Penal Reform International during the year (2013 - €709,548).

As at 31st December 2014 Penal Reform International owed €36,702 (2013 - €23,174) to Penal Reform International UK.

**16. APB ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES**

In common with many other entities of our size we use our auditors to assist with the preparation of Statutory accounts, Corporation tax returns, and their submission to the tax authorities. In addition we outsource our payroll and related returns to our auditors.