



FAIR AND EFFECTIVE CRIMINAL JUSTICE

# Annual report

## 2021



**Penal Reform International  
Annual Report 2021**

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www.penalreform.org

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Detailed accounts, with all of PRI's financial information, and a detailed overview of our expenditure and income, alongside our audit and post-audit reports is available on our website at:  
[www.penalreform.org/resource/pri-annual-accounts-2021](http://www.penalreform.org/resource/pri-annual-accounts-2021).

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# Message from our Chair

**David Fathi**



At the end of 2021 PRI was halfway through the implementation of its current strategy which set out an ambitious plan for us all. As part of these efforts, PRI is ensuring that people who are in conflict with the law are not left behind in responses to some of the greatest global challenges, from climate change to conflict and COVID-19. In December PRI issued guidance on disaster risk reduction to extreme weather and other natural hazards for prisons – the first of its kind. We continued to provide support to humanitarian and peacekeeping efforts bringing much-needed expertise and attention to prisons in conflict zones and other high-risk environments. It is clear that PRI makes a lasting difference to the lives of people in criminal justice systems.

As the impacts of COVID-19 unfolded throughout 2021, PRI continued to raise the alarm at the risks it poses for those caught in criminal justice systems. *Global Prison Trends 2021*, published in May, exposed the impact of the pandemic on prison populations and staff. The response to COVID-19 in prisons has often been wholly inadequate, leading to avoidable sickness and death. And millions of people in prison have suffered as a result of prolonged isolation and other misguided responses to the pandemic, at a huge cost to their mental health and human rights. We also saw hope fade for lowering numbers in prisons globally, as prison release mechanisms and non-custodial alternatives initially considered in the early days of the pandemic failed to materialise.

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With a rising global prison population and a widening net of criminal justice control, PRI’s work in 2021 was vital, and it remains so today.

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With a rising global prison population and a widening net of criminal justice control, PRI’s work in 2021 was vital, and it remains so today. From advocacy and research to ensuring that prisons are prioritised in COVID-19 vaccine roll-out to running vocational training programmes for women and men in Central African Republic prisons, the breadth of our work is notable, and PRI’s pragmatic approach is trusted and respected.

Thank you to all of our funders and supporters who enable us to continue the work we detail in this annual report. And thank you to our staff and civil society partners who work tirelessly to better the lives of people in conflict with the law.

# Message from our Executive Director

**Olivia Rope**



In 2021 the global prison population reached a record high, with many people facing conditions that leave them very little prospect of rehabilitation or protecting themselves from ill-health or violence. Many of the systematic, long-standing problems that have remained unaddressed for decades continued to exacerbate the impacts of the COVID-19 pandemic which went on throughout the year.

There were some positive steps in 2021. The United Nations issued its first ever Common Position on Incarceration which emphasises the need to address the 'overreliance' on imprisonment and calls for depenalisation and decriminalisation of certain offences. The Kyoto Declaration adopted at the UN Congress on Crime Prevention and Criminal Justice in April 2021 provided a welcomed reiteration – or even a consensus – that a rehabilitative approach reduces reoffending. Worryingly, however, for the second time, the Declaration was agreed in advance, behind closed doors. Despite the significant contribution of civil society in the field of criminal justice, it diminishes civil society's role to one of a 'partnership' with states 'as appropriate'. A shrinking space for civil society at this UN Congress (with particularly limited speaking slots available, for instance) remains a problem generally in all corners of the globe.

As throughout our 30+ years of history, PRI works in partnership and in 2021 we were able to exploit our networks, internal and external, to work in new areas and forge new alliances. We convened meetings for our newly established Advisory Council and benefitted from the expertise of our Board members. We created and strengthened new partnerships with criminal justice allies and stakeholders in Europe which has opened new opportunities for projects in EU member states. We joined thousands of others in analysing and tackling the biggest issues for children at the World Congress on Justice with Children of which PRI was proud to be an organiser alongside our close partners.

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We are persistent in building the enabling environments that are needed to transform criminal justice systems, and we are flexible and innovative, responding to changing needs and opportunities and finding new solutions.

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When I reflect on our achievements in 2021, I'm reminded of PRI's strengths as an organisation. We are persistent in building the enabling environments that are needed to transform criminal justice systems, and we are flexible and innovative, responding to changing needs and opportunities and finding new solutions.

But more than anything else, PRI is its people: our dedicated staff who go above and beyond, who have shown their commitment, innovation and adaptability throughout the changing circumstances of the pandemic and have never lost sight of our vision; our passionate Board and Advisory Council who give their time and expertise to help us achieve that vision; and you, our partners – practitioners, experts, donors, academics, lawyers, advocates, and people with lived experience of the criminal justice system, who share our vision and make the journey with us.

Thank you for your continued support and collaboration on the work set out in this report. But our job is far from done and the need is urgent. We look forward to working with you to ensure every person in conflict with the law experiences a system that is fair, effective and upholds human rights.

# Vision, mission and strategy

Over 11 million men, women and children are in prison around the world, a large proportion for minor and non-violent offences. Over 3 million people in detention are awaiting trial. Overall, crime is not rising; however, the number of people in contact with criminal justice systems across the globe, and significantly the number of people in detention, is rising.

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

## **Our vision:**

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

## **Our mission:**

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

## **Our strategic goals:**

The following four strategic goals and core projects further guide our work.

### **1. We put people in criminal justice systems at the heart of our work**

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

### **2. We want to address key trends in criminal justice systems**

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

### **3. We work practically to create fair and effective criminal justice systems**

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

### **4. We engage with a variety of stakeholders**

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

# Facts and figures

## Where we delivered projects in 2021

### Sub-Saharan Africa

Central African Republic  
Uganda

### Middle East & North Africa

Algeria  
Sudan  
Yemen  
Jordan

### Europe

Portugal  
Hungary

### South Caucasus

Armenia  
Georgia

### Central Asia

Kazakhstan  
Kyrgyzstan  
Tajikistan  
Uzbekistan

## Our blogs

**56,602**

Page views of our  
blog series

**↑ 81%**

Since 2020

In 2021 we published **17 expert blogs**, covering topics from period poverty in prison to corporal punishment in penal systems, life imprisonment of children, and foreign nationals in prison and probation during the COVID-19 pandemic.

## Our online presence in 2021

**214,640**

Visits to our  
website

**↑ 26%**

Since 2020

**5,648**

Followers on  
Twitter

**↑ 6%**

Since 2020

**1,115**

Followers on  
Facebook

**↑ 7%**

Since 2020

**3,317**

Followers on  
LinkedIn

**↑ 24%**

Since 2020

## Our publications

In 2021 PRI published some **key resources** including **new guidance** on:

- natural hazards and prisons
- prisons in conflict-affected settings
- and older persons in detention.

To support implementation of the **UN Bangkok Rules**, we published:

- Second edition of our Guidance Document on the Bangkok Rules
- 10-point plan: Gender-sensitive drug policies for women
- Report on women who kill in the context of domestic violence.

Our top downloaded publications were:

- UN Nelson Mandela Rules<sup>1</sup>
- Ten-Point Plan to Reduce Prison Overcrowding<sup>2</sup>
- Global Prison Trends 2021<sup>3</sup>
- Global Prison Trends 2020<sup>4</sup>
- War on Drugs briefing<sup>5</sup>

**18,141**

Downloads of our  
resources  
in 2021

**↑ 4%**

Since 2020

1. [cdn.penalreform.org/wp-content/uploads/1957/06/ENG.pdf](https://cdn.penalreform.org/wp-content/uploads/1957/06/ENG.pdf)

2. [cdn.penalreform.org/wp-content/uploads/2013/05/10-pt-plan-overcrowding.pdf](https://cdn.penalreform.org/wp-content/uploads/2013/05/10-pt-plan-overcrowding.pdf)

3. [www.penalreform.org/wp-content/uploads/2021/05/Global-prison-trends-2021.pdf](https://www.penalreform.org/wp-content/uploads/2021/05/Global-prison-trends-2021.pdf)

4. [cdn.penalreform.org/wp-content/uploads/2020/05/Global-Prison-Trends-2020-Penal-Reform-International-Second-Edition.pdf](https://cdn.penalreform.org/wp-content/uploads/2020/05/Global-Prison-Trends-2020-Penal-Reform-International-Second-Edition.pdf)

5. [cdn.penalreform.org/wp-content/uploads/2013/05/PRI\\_war-on-drugs-briefing\\_March-2013.pdf](https://cdn.penalreform.org/wp-content/uploads/2013/05/PRI_war-on-drugs-briefing_March-2013.pdf)

# Our activities & impact in 2021





# Adapting and responding to COVID-19

## Responding to the COVID-19 pandemic

We advocated for and protected the rights of people in prison – and those awaiting trial or serving community-based sentences – during the ongoing global pandemic as new waves of the virus continued to impact criminal justice systems, and those in them.

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**PRI and Harm Reduction International conducted the first ever in-depth review of policies and practices related to COVID-19 vaccination in prisons across 177 countries.**

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The report, *COVID-19 vaccinations for prison populations and staff: Report on global scan*<sup>6</sup>, found that most countries failed to adequately plan for vaccination in prisons. It highlights a critical lack of data collection and transparency on this aspect of the COVID-19 response and includes 14 recommendations to promote the right to health of prison populations and staff.

At the online launch of the report, representatives from the World Health Organization, International Committee of the Red Cross, the Inter-American Commission on Human Rights, and others discussed ways forward to ensure the protection of people detained and working in prisons.

In **Uganda** we distributed personal protective equipment (PPE) to prisons across the country. The items were distributed at a time when prison health and security was threatened due to COVID-19 outbreaks inside prisons which were connected to unrest and escapes in three prisons. The PPE was distributed to nine isolation centres and three treatment centres (that were set up when the pandemic started), 16 regional facilities and 40 other prisons.

As a result, staff reported improved safety and working conditions particularly for those working directly with detainees who had tested positive. Overall, health and hygiene among the people in prison was improved. The prison administration was also able to reduce staff shortages and reduce the rate of positive infections

inside prisons. Another benefit from PRI's work to distribute PPE across prisons in the country was seen in improved mental wellbeing among detained and working in prisons.

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**PRI was able to disseminate 100,000 copies of information materials on COVID-19 prevention measures to all the 253 prisons in Uganda.**

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The materials were published in 4 main local languages and improved awareness among people in prison and staff on precautionary and safety measures.

Work on COVID-19 in **Algeria** also continued into early 2021. A health emergency response protocol for the prison directorate to be integrated into their strategic plan was developed. Training for prison personnel continued as well as the production of face masks inside prisons, with people in prison producing 360,000 face masks.

## Examining the impact of the COVID-19 pandemic

Throughout 2021 we examined the impacts of the pandemic on people in prison and prison staff to push for urgent and longer-term reform.

We carried out prison visits in **Georgia**, together with the National Preventive Mechanism (NPM) under the Ombudsperson's mandate, interviewing people in prison to assess the provision of healthcare, living conditions etc. during the pandemic. We also looked at working conditions for staff, with the purpose of informing longer-term reform with a focus on healthcare and particularly mental healthcare.

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6. [www.penalreform.org/resource/covid-19-vaccinations-report-on-global-scan](http://www.penalreform.org/resource/covid-19-vaccinations-report-on-global-scan)

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**We examined the impacts of COVID-19 on the use, implementation, and experience of non-custodial sanctions in Europe and beyond.**

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Drawing on our in-depth research in **Georgia, Hungary, Kyrgyzstan** and **Portugal** and comparative analysis of more than 20 EU member states, we developed and advocated for country-specific recommendations and internationally applicable guidance for more effective, resilient and human rights-based sentencing and probation practices.

# People at the heart of our work

## Children

In 2021, PRI continued the EU funded project to improve the criminal justice systems of **Kyrgyzstan, Tajikistan and Uzbekistan**. It sought to bring law and practice in line with international human rights law and practices to establish fair treatment and humane conditions for individuals including children in contact with the law.

**In 2021 PRI's recommendations on children deprived of their liberty were integrated into the state plan activities on family support, child protection and prevention of child abuse and violence by the Ministry of Health, Labour and Social Protection of the Kyrgyz Republic.**

Children were also reached in **Uganda** as part of the EU Supreme project. In light of our objective for increased access to legal and social benefits, psychosocial counselling sessions were organised for children and two legal aid clinics were instituted for them. Also, we managed to increase the knowledge among justice actors on relevant international standards on the treatment of child offenders. A project working group comprising nine representatives of key institutions was established at the start of the project in January 2021. A total of 124 children participated in peace building activities including dialogues and cultural festivals held.

**From 15-20 November, the 2021 World Congress on Justice with Children brought together more than 4,800 children, policymakers, legal practitioners, academics, and civil society actors online from over 100 countries to explore best practices, foster scientific cooperation, and raise awareness on child-friendly justice.**

The Congress was organised by the Global Initiative on Justice with Children<sup>7</sup>, which is made up of Terre des hommes<sup>8</sup>, PRI, International Association of Youth and Family Judges and Magistrates<sup>9</sup> and the International Institute for the Rights of the Child.<sup>10</sup> The Congress culminated in the adoption of a Global Declaration on Justice with Children,<sup>11</sup> which calls for inclusive access to justice for children without discrimination, resilient access to justice for children in the face of crises and pandemics, and child-friendly access to justice for children in contact with the law.

PRI published an expert blog series alongside the World Congress:

- *Ensuring access to justice for all: the 2021 World Congress on Justice with Children* (by Triona Lenihan, PRI)<sup>12</sup>
- *Ending corporal punishment of children in penal systems* (by Sonia Vohito, End Violence Partnership)<sup>13</sup>
- *10 years on, "I have something to say": Children with incarcerated parents raise their voices* (by Lía Fernández, Plataforma NNAPes)<sup>14</sup>
- *Abolishing life imprisonment for children: A battle that's not won yet* (by Leo Ratledge, Child Rights International Network)<sup>15</sup>

7. [justicewithchildren.org](http://justicewithchildren.org)

8. [www.tdh.ch/fr](http://www.tdh.ch/fr)

9. [www.aimjf.org/en](http://www.aimjf.org/en)

10. [www.childsrightrights.org/en](http://www.childsrightrights.org/en)

11. [www.penalreform.org/resource/2021-global-declaration-on-justice-with-children](http://www.penalreform.org/resource/2021-global-declaration-on-justice-with-children)

12. [www.penalreform.org/blog/the-2021-world-congress-on-justice-with-children](http://www.penalreform.org/blog/the-2021-world-congress-on-justice-with-children)

13. [www.penalreform.org/blog/ending-corporal-punishment-of-children-in-penal-systems](http://www.penalreform.org/blog/ending-corporal-punishment-of-children-in-penal-systems)

14. [www.penalreform.org/blog/10-years-on-i-have-something-to-say](http://www.penalreform.org/blog/10-years-on-i-have-something-to-say)

15. [www.penalreform.org/blog/abolishing-life-imprisonment-for-children-a-battle-thats-not-won-yet](http://www.penalreform.org/blog/abolishing-life-imprisonment-for-children-a-battle-thats-not-won-yet)

- *Unearthing the facts about children facing the most severe penalties in Pakistan* (by Sarmad Ali, Legal Awareness Watch Pakistan)<sup>16</sup>
- *Over-policing of Aboriginal children in Australia: A system that criminalises Aboriginal children* (by Andreea Lachs, Victorian Aboriginal Legal Service)<sup>17</sup>

We also co-published the following resources as part of the Global Initiative on Justice with Children:

- *Brain science and how it affects children accused of crimes*<sup>18</sup>
- *Policing of Children and Young People: A Case for "Child-Friendly Police"*<sup>19</sup>

This publication sets out how children in criminal justice systems are more likely to suffer from neuro-disabilities. Specialists insist that if they receive the support they need early on, then they will be less likely to come into conflict with the law. The publication includes 10 recommendations on how to better connect neuroscience and the sentencing of children.

This briefing paper aims to highlight the challenges that arise during and following police contact with children, and identify and explore common themes and promising practices in relation to child-friendly policing.

## Women

In **Yemen** our work with the female police academy that PRI established with the support of the Embassy of the Netherlands continued.

### PRI provided specialised trainings to 457 female police officers located outside of Aden.

Across 5 days of training, topics included basics of criminal investigations, criminal intelligence, gender-based violence, human rights principles, crime scenes, community policing, security media, principles of prison management and treatment of detainees according to international human rights standards.

In **Uganda** we started a new project to support women in conflict with the law as part of a partnership aimed at women's empowerment and access to justice. It involves

providing women in prison with mental health support services, legal representation, and business skills training as well as improving contact with their families.

As part of our EU Supreme project in **Uganda** (see Children above), which also included women as beneficiaries, psychosocial services and legal aid clinics supported women in conflict with the law and they also participated in the peace building activities. Four women informed PRI staff that they used the knowledge gained during the counselling sessions to represent themselves in Court. One woman released from prison noted; *'When I was taken to Court, I did exactly what the PRI team told us to do. I put up my hand and informed court that I had spent 2 years on remand for assault yet I have a baby and two young ones at home. As a result, I was discharged.'*

Concluding our year-long campaign marking the **10th anniversary of the adoption of the UN Bangkok Rules on women prisoners and offenders**, PRI in collaboration with the Thailand Institute of Justice,<sup>20</sup> published the second edition of our *Guidance document on the Bangkok Rules*.<sup>21</sup> Updated to reflect new standards and practices around the world, it offers practical guidance to a range of actors on areas such as non-custodial measures for women in contact with the law, healthcare in prison, contact with the outside world, rehabilitation, and guidance regarding prison staff. Accompanying the guide, we also launched an **interactive map**<sup>22</sup> on our website showcasing promising practices to implement the Rules from around the world and ran a social media campaign promoting human rights-based ideas for responding to the specific needs of women in the criminal justice system.

## Older persons

Older persons can face particular risks and challenges in prison and may experience multiple and intersecting forms of discrimination. Responding to the ageing prison population – which has important implications for health and age-related policy and practice across criminal justice systems – PRI and the Association for the Prevention of Torture<sup>23</sup> published a new tool, *Older persons in detention: A framework for preventive monitoring*,<sup>24</sup> to support detention monitors in assessing conditions for older persons in prisons in line with international human rights standards, with analysis and practical guidance.

16. [www.penalreform.org/blog/unearting-the-facts-about-children-facing-the-most-severe-penalties-in-pakistan](http://www.penalreform.org/blog/unearting-the-facts-about-children-facing-the-most-severe-penalties-in-pakistan)  
 17. [www.penalreform.org/blog/over-policing-of-aboriginal-children-in-australia-a-system-that-criminalises-aboriginal-children](http://www.penalreform.org/blog/over-policing-of-aboriginal-children-in-australia-a-system-that-criminalises-aboriginal-children)  
 18. [www.penalreform.org/resource/brain-science-and-how-it-affects-children-accused](http://www.penalreform.org/resource/brain-science-and-how-it-affects-children-accused)  
 19. [www.penalreform.org/resource/policing-of-children-and-young-people-a-case-for-child-friendly-police](http://www.penalreform.org/resource/policing-of-children-and-young-people-a-case-for-child-friendly-police)  
 20. [www.tijthailand.org](http://www.tijthailand.org)  
 21. [www.penalreform.org/resource/guidance-document-on-the-bangkok-rules](http://www.penalreform.org/resource/guidance-document-on-the-bangkok-rules)  
 22. [www.penalreform.org/issues/women/bangkok-rules/bangkok-rules-map](http://www.penalreform.org/issues/women/bangkok-rules/bangkok-rules-map)  
 23. [www.ap.toronto.on.ca/en](http://www.ap.toronto.on.ca/en)  
 24. [www.penalreform.org/resource/older-persons-in-detention-a-framework-for-preventive](http://www.penalreform.org/resource/older-persons-in-detention-a-framework-for-preventive)

# Addressing key trends

*Global Prison Trends 2021*, PRI's flagship report published annually with the Thailand Institute of Justice was published in May. It exposed the impact of the global pandemic on prison populations and staff, showing that in the face of the COVID-19 crisis millions of people in prison have suffered as a result of preventive measures, at a huge cost to their mental health and human rights.

The online launch event was attended by over 250 people from 57 countries, with opening remarks from Ruth Dreifuss, former President of Switzerland and member of the Global Commission on Drug Policy. The event was held in English and Spanish, and Executive summaries of the report were published in English,<sup>25</sup> Spanish,<sup>26</sup> French,<sup>27</sup> Russian,<sup>28</sup> and Thai.<sup>29</sup>

## Life imprisonment and extreme sentences

PRI is leading civil society engagement to strengthen international human rights standards and protect the rights of those sentenced to life imprisonment. In 2021, we secured high level commitment from the UN to tackle the growing use of life sentences. At the 14th United Nations Congress on Crime Prevention and Criminal Justice, PRI held an ancillary meeting on life imprisonment, where Ilze Brands Kehris, UN Assistant Secretary-General for Human Rights; H.E. Ms. Francisca Van Dunem, Minister of Justice, Portugal; and others discussed the human rights and corrections-related challenges of life sentences, calling for action. Also in 2021, the United Nations highlighted the worldwide growth of life imprisonment in their first ever *Common Position on Incarceration*.

On 10 October 2021, we marked the World Day Against the Death Penalty, which focused on women sentenced to death, with the launch of a new report on *Women who kill in the context of domestic violence in Uganda*.<sup>30</sup> The report finds that in a significant number of cases where women are convicted of murder or manslaughter, the victim is a male partner or male family member and

there is a history of domestic violence. This report paves the way for a different gender-sensitive approach taken to the sentencing of such cases.

## Natural hazards

People in prison are among the most vulnerable to suffering from the negative effects of natural hazards – yet they are often forgotten in disaster risk reduction. Aiming to address this gap, PRI published, *Natural Hazards and Prisons: Protecting human rights of people in prison in disaster prevention, response and recovery*.<sup>31</sup> Based on primary research, the guide presents practical measures with a human rights-based approach for practitioners and frontline staff working in prison systems. At the online launch, Mr Morris Tidball-Binz, UN Special Rapporteur on extra-judicial summary or arbitrary executions, highlighted the importance of rights-based guidance in this area and noted this guide was the 'first-of-its-kind'. Since its publication there has been pick up on the need to include prisons in disaster risk reduction and humanitarian responses from a number of stakeholders who work in those sectors.

**We were included in the Global Commission on Drug Policy's campaign that saw posters highlighting the negative impact of punitive drug policies around Geneva lake.**

## Decriminalising poverty and status

In 2021 we stepped up our work in bringing international actors' attention to laws that target poor and marginalised members of the community, including through our membership of the Campaign to Decriminalise Poverty and Status. Together we raised the issue at a side event to the Commission on Crime Prevention and Criminal Justice (Crime Commission).

25. [www.penalreform.org/wp-content/uploads/2021/05/GPT-2021.Exec-summary\\_EN.pdf](http://www.penalreform.org/wp-content/uploads/2021/05/GPT-2021.Exec-summary_EN.pdf)

26. [www.penalreform.org/wp-content/uploads/2021/05/GPT-2021.Exec-summary\\_ES.pdf](http://www.penalreform.org/wp-content/uploads/2021/05/GPT-2021.Exec-summary_ES.pdf)

27. [www.penalreform.org/wp-content/uploads/2021/07/GPT-2021.Exec-summary\\_FR.pdf](http://www.penalreform.org/wp-content/uploads/2021/07/GPT-2021.Exec-summary_FR.pdf)

28. [www.penalreform.org/wp-content/uploads/2021/07/GPT-2021.Exec-summary\\_RU.pdf](http://www.penalreform.org/wp-content/uploads/2021/07/GPT-2021.Exec-summary_RU.pdf)

29. [www.penalreform.org/wp-content/uploads/2021/08/GPT-2021.Exec-summary\\_TH.pdf](http://www.penalreform.org/wp-content/uploads/2021/08/GPT-2021.Exec-summary_TH.pdf)

30. [www.penalreform.org/resource/women-who-kill-in-the-context-of-domestic-violence-in-uganda-how-does-the-criminal-justice-system-respond](http://www.penalreform.org/resource/women-who-kill-in-the-context-of-domestic-violence-in-uganda-how-does-the-criminal-justice-system-respond)

31. [www.penalreform.org/resource/natural-hazards-and-prisons-protecting-human-rights](http://www.penalreform.org/resource/natural-hazards-and-prisons-protecting-human-rights)

We published and presented to the Crime Commission new guidance for reforming drug policies to be gender-responsive, reflecting the background and reasons for women's involvement in the illegal drug markets which are complex and thread with violence, coercion and situations of vulnerability. In most cases, for all their lives these women have been excluded from the basic services, protection and support that is expected from the state. We also raised the disproportionate impact of punitive drug policies on women in key multilateral human rights and criminal justice forums, as well as their negative impact on human rights for all, including ongoing use of the death penalty for drug offences and its ineffectiveness as a deterrence for drug-related offences. This included events at key UN forums and making oral statements within the Human Rights Council sessions.

Awareness-raising initiatives of the harms and human rights issues that arise with punitive drug policies PRI produced a poster included in the Global Commission on Drug Policy's poster campaign in Geneva.

## **Technologies**

In the margins of the 48th session of the Human Rights Council, the Permanent Mission of Austria to the UN in Geneva held a side event on "**Digital Technologies and human rights in the Administration of Justice**", covering prisons, virtual court proceedings and use of algorithms in the administration of justice. Co-sponsored by PRI, the International Commission of Jurists (ICJ), United Nations Office on Drugs and Crime (UNODC), and the Office of the High Commissioner for Human Rights (OHCHR), the event provided an overview of digital technologies in the administration of justice and an opportunity to discuss the human rights implications, including concerns around the right to a fair trial, due process, non-discrimination, privacy, and equality and equal protection before the law.

# Practical programmes

## We initiate and support governments to kickstart reform

In **Sudan** we carried out an assessment of the penitentiary system to build momentum for change. The assessment included an examination of prison conditions, the psychological needs of women in prison, and a comprehensive study of the legislative framework governing prisons. Its conclusions, including that there is an urgent need to support the prison system in Sudan in accordance with international human rights standards, were communicated at a high-profile penitentiary conference in Khartoum.

In Central Asia, independent monitoring visits continued in 2021. In March 2021, a roundtable on implementation of the Penal Reform Strategy of the Republic of **Tajikistan** for 2020–2030 was held in Dushanbe to discuss implementation progress of the strategy and other national and legal acts. PRI, in cooperation with the Organization for Security and Co-operation in Europe (OSCE), provided expert support in developing the concept, guidance and internal documents on probation which are currently piloted in four regions of Tajikistan.

The policy dialogue with Ombudspersons across the region that followed the international conference from December 2020 ensured implementation of best practices in the work of the Ombudspersons and National Preventive Mechanism in times of a pandemic. The President of the Republic of **Uzbekistan** Shavkat Mirziyoyev signed a decree “On measures to improve performance of the Ombudsman” from 10 September 2021 which includes the recommendations provided at the conference.

## Prevent torture and ill-treatment

Recommendations developed during PRI’s monitoring visits in **Kyrgyzstan** of closed institutions where children are deprived of their liberty were included in the state plan activities on family support, child protection and prevention of child abuse and violence (Stage 2) for 2021–2024 years by the Ministry of Health, Labor and Social Protection of the Kyrgyz Republic.

As a result of PRI’s project funded by the Special Fund of the Optional Protocol to the Convention against Torture, the methods of the National Preventive Mechanism (NPM) in **Kyrgyzstan** were achieved. The NPM developed

a common understanding of their duty and improved coordination and collaboration with the Ministry of Health. Also, standard operating procedures are used more frequently for monitoring visits which are in line with international standards. Lastly, the capacity of NPM members has strengthened on reporting techniques, formulation of recommendations and follow-up strategies.

## Diversion and non-custodial alternatives

Extend appropriate diversion and non-custodial alternatives to imprisonment.

In **Uganda**, supported by the International Development Law Organization, we promoted the use of non-custodial alternatives for women in Western Uganda through activities including trainings, media campaigns and legal representation of women accused of minor offences. The project achieved improved understanding of alternatives to imprisonment among key stakeholders including journalists, Non-governmental Organisations, Community-based Organisations and local leaders. From the pre-training survey tool, 26% of the participants had knowledge about alternatives to imprisonment while the post-training survey tool showed that 84% of the participants understood the procedures and their roles as stakeholder in the use of alternatives to imprisonment. This accounted for 34% increase in the number of participants aware of the needs for women who have committed minor offences.

In Central Asia, our Baseline study in 2020 found that no methodologies for the use of non-custodial and alternative measures to imprisonment, nor practical guidance on working with probation clients have been developed. With PRI’s support, groundwork was laid in 2021 for **Tajikistan** to create a probation institution.

A regional civil society workshop was organised in **Kyrgyzstan**, Tajikistan and **Uzbekistan** simultaneously on alternative measures to imprisonment and stages of development of probation services. The events included 30 participants and featured presentations by national counterparts in the three target countries, in particular from judges, national human rights institutions, probation services and civil society.

In total, 123 judges took part in a one-day training of trainers in each country held on the basis of the methodology developed for judges on the use of

non-custodial and alternative measures. Judges noted that these trainings gave them an opportunity to analyse the legislation and exchange experience because the comparative analysis of the three countries' legislation was included in the discussions. Questionnaires completed by judges after the training demonstrate that judges will pay more attention to alternative sanctions and try to use alternative measures instead of imprisonment where legislation allows.

In **Europe**, our two projects focused on understanding the state of play in terms of non-custodial measures and alternatives to imprisonment, working with civil society and academic partners as well as national and regional criminal justice actors to identify opportunities and build systemic capacities for greater, non-discriminatory use of community-based sanctions.

## **Rehabilitation and reintegration**

In the **Central African Republic**, PRI initiated and organised a vocational training for people detained. The objectives of this vocational training were to contribute to the reduction of overcrowding in prisons through prevention of recidivism, to contribute to security in prisons through the useful occupation of detainees, to give an opportunity to detainees to learn a job to support their reintegration into society after release, and on the long-term contribution to the development of the communities in which the detainees live, as young people constitute development actors.

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**This vocational training in Central African Republic involved 62 young people including 7 women. The beneficiaries were trained for three months in the fields of carpentry, plumbing, and the manufacture of solar ovens specifically for women involved in the programme.**

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# Stakeholders and partners

## Civil society

In 2021 we continued to be a trustworthy partner of national and international civil society organisations. We worked alongside and catalysed the engagement of civil society in a number of countries, and at the regional and international levels, to impact change together on criminal justice reform.

In **Central African Republic** the 'Plateforme d'appui aux réformes du système pénitentiaire en République centrafricaine' established by PRI continued to be expanded with new civil society organisations joining. PRI supported the platform through which it empowered and equipped civil society organisations (CSOs) with tools through capacity-building to monitor prisons and provide essential COVID-19 equipment.

In Central Asia, a regional workshop was held in May 2021 for 55 CSOs, alongside Ombudsperson representatives from **Kyrgyzstan, Tajikistan and Uzbekistan** on independent monitoring of the prison systems. By bringing together civil society and the Ombudsperson mechanisms, the workshop provided a space for learning and paved the way for greater engagement and work together to improve the rights of persons deprived of liberty in the region.

## Authorities

We take a proactive role with government actors, engaging and convincing them of our agenda by adopting a practical and respectful approach, and building trust and long-term collaboration.

In **Armenia**, with partners, we supported a reform package on criminal justice supporting the Ministry of Justice and agencies to develop a strategy and action plan which will bring a more rehabilitative approach and coordination between the prison and probation services.

We strengthened our relationships with probation services in 2021 in **Georgia and Kyrgyzstan**, where our work to understand the impacts of the COVID-19 pandemic on staff, the broader system and those serving non-custodial sentences resulted in practical recommendations for change which stakeholders in both countries implemented or began actively working toward.

In Central Asia, our partnership with UN Democracy Fund (UNDEF) allowed us to co-develop and initiate multiple governmental strategies and action plans on criminal justice reform. The project led to a governmental plan from **Uzbekistan** on setting up a probation service. In Kyrgyzstan our recommendations were integrated into planned activities for the Ministry of Health, Labour and Social Protection.

## UN and other multilateral forums

PRI engages in multilateral spaces to advocate for human rights standards to be developed and adopted internationally and regionally, and to promote their implementation at national level. In 2021, we contributed the work of the UN Human Rights Council through oral and written statements and hosting events in the margins of Council sessions. We also engaged with relevant Treaty Bodies and Special Procedures by responding to calls for information and sharing knowledge and resources, including presenting new guidance for prison monitors to the Subcommittee on Prevention of Torture, and to the Independent Expert on the human rights of older persons.

In March 2021, at the 14th UN Congress on Crime Prevention and Criminal Justice (the world's largest gathering of policymakers and other relevant actors in the field of crime prevention and criminal justice, held every five years), PRI hosted and contributed to discussions in eight sessions and 'ancillary meetings'. Issues covered ranged from rehabilitation and reducing offending to life imprisonment, women in the criminal justice system (implementation of the Bangkok Rules), and mental health in prisons. We also engaged at the annual UN Commission on Crime Prevention and Criminal Justice, making oral statements and hosting three side events throughout the week.

## People with lived experience of criminal justice systems

We supported people in their journey through the criminal justice system.

In **Europe, Central Asia** and the **South Caucasus** we amplified the voices of people in prison or serving probation during the COVID-19 by documenting their experiences which meant our advocacy and realised reforms were people-centred and informed by realities.

We gave space at **international forums** for people with lived experience to share their experiences and issue their recommendations to policymakers, such as Donna Hylton, author and criminal justice activist who spent 27 years in prison in the US. During our UN Crime Congress event on life imprisonment<sup>32</sup> we engaged with Shoji Sakurai, who spent 29 years in prison in Japan serving a life sentence and was then acquitted.

## Academia

Together with the Institute for Legal Research of the University of Coimbra we embarked on an EU-wide study of the use and implementation of non-custodial sanctions and measures. The comparative analysis includes 22 Member States and informs advocacy and capacity-building activities in **Hungary, Portugal** and beyond as part of our joint project *Promoting non-discriminatory alternatives to imprisonment across Europe*.

The Capstone project on improving human rights education for students and research in **Kazakhstan** ended in 2021. The project aimed at increased awareness of human rights courses and improved capacity of national professors to mentor students carrying out human rights research and projects.

During the final event in Nur-Sultan, representatives of universities shared their experience of participating in the Capstone Project, discussed the advantages and disadvantages of the programme, and made recommendations for further promotion of human rights research among young people in Kazakhstan.

## Detention monitoring bodies

With an increasing focus on preventing and countering violent extremism and radicalisation leading to terrorism (VERLT) in the prison context, states often adopt measures that can have profound impacts on an individual's human rights. In July, PRI and the OSCE Office for Democratic Institutions and Human Rights (ODIHR)<sup>33</sup> launched a new guide *Protecting Human Rights in Prisons while Preventing Radicalization Leading to Terrorism or Violence (VERLT): A Guide for Detention Monitors*<sup>34</sup> which underlines the importance of independent detention monitoring to measures are based on the rule of law and respect for human rights, and looks in detail at a number of specific human rights risk areas in preventing and combatting VERLT in a prison context. This was shared and discussed with the UN Subcommittee on Prevention of Torture at its session in late 2021.

## → See also:

- Our work in Kyrgyzstan to support the National Preventive Mechanism (Chapter 'Practical Programmes', under 'Preventing torture and ill-treatment')
- Our guide for detention monitors on older persons (Chapter 'People at the heart of our work', under 'Older persons')

## We collaborated with memberships

We signed an Affiliation Agreement with the Confederation of European Probation (CEP) in November 2021, strengthening our European network and existing collaboration and support between PRI and CEP in working with justice & probation systems toward improved community-based sanctions & measures.

We remained an active member of World Health Organisations' Health in Prisons Programme's Steering Committee and continued our partnership and engagement with other coalitions – IPDC, World coalition death penalty.

## In addition, we are also part of:

- Vienna NGO Committee on Narcotic Drugs
- Vienna Alliance of NGOs on Crime Prevention and Criminal Justice
- Women in Prison Network
- Global Initiative on Justice With Children
- NGO Panel on Children Deprived of Liberty
- Child Rights Connect Working Group on Children of Incarcerated Parents
- Global Campaign to Decriminalise Poverty and Status
- Informal Coalition on Life Imprisonment, which PRI convenes

## With the humanitarian and peacekeeping international community

In 2021 PRI continued its work in conflict, post-conflict and fragile contexts bringing its expertise in criminal justice to these challenging contexts owing to the lack of financial, material, human and institutional resources, as well as the volatility of the security situation.

PRI continues its work in **Central African Republic** (CAR), as an implementing partner to the United Nations Multidimensional Integrated Stabilization Mission in CAR. In an evaluation conducted internally by PRI's Monitoring and Evaluation specialist on PRI's work since

32. [www.penalreform.org/resource/event-life-imprisonment-at-the-14th-un-crime](http://www.penalreform.org/resource/event-life-imprisonment-at-the-14th-un-crime)

33. [www.osce.org/odihr](http://www.osce.org/odihr)

34. [www.penalreform.org/resource/verlt-guide-for-detention-monitors](http://www.penalreform.org/resource/verlt-guide-for-detention-monitors)

2017 to-date, it was found that our approach since the strategy on demilitarisation of the penitentiary was developed 'has been one which supports and promotes national ownership and leadership, builds on existing resources and structures, and provides technical expertise and knowledge of international best practice. This approach will likely have sustainable results because it has required the investment of national stakeholders.'

We published a new policy briefing, *Fragile and conflict affected settings: Prisons and criminal justice systems*.<sup>35</sup> The briefing included case studies on **Yemen** and **Central African Republic** and outlines ten recommendations for restoring peace and the rule of law by building effective criminal justice systems to guide actors working in fragile and conflict-affected contexts.

→ **See also:**

- In **Sudan**, the assessment by PRI of the country's penitentiary system and work to build momentum for change through a penitentiary conference in Khartoum (Chapter 'Practical Programmes', under 'We initiate and support governments to kickstart reform')
- Our work in **Yemen** saw the continuation of support to female police officers at the established female police academy by providing specialised trainings (Chapter 'People at the heart of our work', under 'Women')

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<sup>35</sup>. [www.penalreform.org/resource/fragile-and-conflict-affected-settings-prisons-and-criminal](http://www.penalreform.org/resource/fragile-and-conflict-affected-settings-prisons-and-criminal)

# Organisational information



# Structure and governance

PRI's governing document is its Articles of Association, which sets out our objectives, mission and powers as a registered Association in the Netherlands. It also sets out the arrangements for the appointment of Board members and their duties and competencies.

In 2021, the Board (the General Board) consisted of 13 members, with a balanced representation of the different regions of the world. The Board holds the powers and responsibilities set out in the Dutch Civil Code. It determines in general terms PRI's policy and approves the annual report and audited accounts of the Association. It elects the officers (Chair, Treasurer and Secretary General) and deputy officers from its membership and these officers constitute the Executive Board.

The Executive Board meets at least three times a year and provides guidance and direction for ongoing activities. It considers the financial accounts of the

past year and the budget for the current year, referring to the Board for approval of decisions. The Board may delegate all or part of its powers to the Executive Board, in so far as compliant with the provisions of Dutch law.

The decisions of the Board and Executive Board are implemented by the Executive Director who reports directly to the Board and Executive Board to set out progress on agreed priorities with reference to PRI's strategic plan.

The Advisory Council established in 2020 has eight distinguished experts, appointed to strengthen our impact and networks to achieve our ambitions. Over the next few years PRI will appoint new Council members to bring greater diversity and a range of expertise. The Board appoints the Advisory Council members who do not hold voting rights.

# Our funders

**PRI would like to thank the following organisations and institutions for their support in 2021**

<b>Funder</b>	<b>Project</b>
Open Society Foundation	<ul style="list-style-type: none"> <li>▪ Institutional grant</li> </ul>
Human Dynamics	<ul style="list-style-type: none"> <li>▪ Provision of Technical Assistance to the Chilungamo (Justice and Accountability) Programme Malawi</li> </ul>
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)	<ul style="list-style-type: none"> <li>▪ Demilitarisation and Prison Reform in Central African Republic</li> </ul>
Linklaters LLP	<ul style="list-style-type: none"> <li>▪ Research on sentencing women convicted of drug offences</li> </ul>
Office of Foreign Affairs, Liechtenstein	<ul style="list-style-type: none"> <li>▪ Reinforcing the protection of human rights in penitentiary systems in case of natural disasters</li> <li>▪ Research on good governance and human rights in criminal justice systems facing disaster and crises</li> </ul>
Thailand Institute of Justice	<ul style="list-style-type: none"> <li>▪ Strategic Partnership 2019-21: Global Prison Trends and 10th Anniversary of the UN Bangkok rules</li> </ul>
Matrix Causes Fund	<ul style="list-style-type: none"> <li>▪ Research on monitoring conditions for older persons in prison</li> </ul>
Council of Europe	<ul style="list-style-type: none"> <li>▪ Short guide to the European Prison Rules</li> <li>▪ Research on the impact of the COVID-19 pandemic on prison reform priorities</li> </ul>
International Penal and Penitentiary Foundation (IPPF)	<ul style="list-style-type: none"> <li>▪ Promoting non-discriminatory alternatives to imprisonment across Europe</li> </ul>
European Union	<ul style="list-style-type: none"> <li>▪ Monitoring Government's commitments and promoting reforms in the penal sector through engagement of CSOs</li> <li>▪ Strengthening rule of law in Yemen: promoting restorative justice and gender responsive justice</li> <li>▪ Supporting the state and Civil Society efforts in combatting torture and other cruel, inhuman or degrading treatment or punishment in Kyrgyzstan</li> <li>▪ Promoting sustainable access to justice for socially deprived women and children in northern Uganda</li> <li>▪ Promoting secure, safe and humane conditions in detention during the COVID-19 pandemic</li> </ul>

<b>The Netherlands Helsinki Committee</b>	<ul style="list-style-type: none"> <li>▪ Assistance in implementing the strategy of the penal system in the Republic of Armenia</li> <li>▪ Monitoring COVID-19 prevention and treatment in Georgia's prisons</li> </ul>
<b>Ministry of Foreign Affairs, The Netherlands</b>	<ul style="list-style-type: none"> <li>▪ Enhance the capacity of female police in Yemen</li> <li>▪ Enhancing Law enforcement response to COVID-19 in Jordan From access to equality (FATE) in Uganda</li> </ul>
<b>Foreign, Commonwealth and Development Office, UK</b>	<ul style="list-style-type: none"> <li>▪ Tackling COVID-19 in Algerian Prisons</li> <li>▪ Penitentiary system reform in Sudan: Meeting international human rights standards</li> <li>▪ Support the Algerian prison directorate in mainstreaming human rights-based approach</li> </ul>
<b>Swiss Embassy, Jordan</b>	<ul style="list-style-type: none"> <li>▪ Technical advice to MOJ Jordan to apply electronic monitoring bracelets as part of alternatives to imprisonment</li> </ul>
<b>United States Agency for International Development</b>	<ul style="list-style-type: none"> <li>▪ Support to the Ministry of Justice of Sudan to reform legal aid</li> <li>▪ To strengthen the engagement of judicial authorities in Kyrgyzstan to take concrete actions to prevent torture and ill treatment in detention centres</li> </ul>
<b>The Organisation for Economic Co-operation and Development (OECD)</b>	<ul style="list-style-type: none"> <li>▪ Reinforcing the rule of law: Developing the capacities of the judiciary in Yemen</li> </ul>
<b>United Nations Democracy Fund (UNDEF)</b>	<ul style="list-style-type: none"> <li>▪ Strengthening the Rule of Law in Kyrgyzstan, Tajikistan and Uzbekistan</li> </ul>
<b>United Nations Development Programme (UNDP)</b>	<ul style="list-style-type: none"> <li>▪ Strengthening the National Preventive Mechanism of Kazakhstan for the prevention of torture</li> </ul>
<b>United Nations Optional Protocol to the Convention Against Torture (OPCAT)</b>	<ul style="list-style-type: none"> <li>▪ Strengthening the visibility of the NPM to develop effective cooperation with State Bodies and CSOs to prevent torture and ill-treatment in Kyrgyzstan</li> </ul>
<b>Democratic Governance Facility</b>	<ul style="list-style-type: none"> <li>▪ Deepening engagement towards the implementation of Torture Prevention safeguards and due process in Uganda</li> </ul>
<b>International Development Law Organisation</b>	<ul style="list-style-type: none"> <li>▪ Promoting the use of gender sensitive non-custodial alternatives in Uganda</li> </ul>
<b>Embassy of France in Uganda</b>	<ul style="list-style-type: none"> <li>▪ Campaign against the death penalty</li> </ul>

# Financial summary

## Our sources of income in 2021

	<b>Amounts €</b>
Avocats sans Frontières	57,911
Council of Europe	41,969
Dai Global	130,500
Democratic Governance Facility (DGF)	134,321
Donations	9,034
Dutch Embassy in Yemen	366,701
Dutch Ministry of Foreign Affairs	64,171
European Union	533,380
Foreign and Commonwealth Office	465,106
Interest	263
International Development Law Organisation (IDLO)	34,787
Liechtenstein office Foreign Affairs	38,959
Linklaters LLP	16,228
Matrix Chambers	2,116
MINUSCA	384,443
Open Society Foundations	90,595
Organisation for economic co-operation and development (OECD)	126,382
Publishing	36
Swiss Embassy Jordan	16,617
Thai Institute of Justice	124,934
The International Penal and Penitentiary Foundation (IPPF)	53,810
The Netherlands Helsinki Committee	16,362
UN Democracy Fund	121,738
UNDP	27,355
University of Helsinki	9,833
UNOHCHR	25,323
US Embassy in Bishkek	26,436
USAID	105,796
<b>Total</b>	<b>3,025,106</b>



## Our expenditure in 2021

	Direct costs €	Support & Governance costs €	Total €
Raising funds	70,521	1,986	72,507
<b>Activities:</b>			
Advocating for prison and penal reform	1,126,576	97,320	1,223,896
Reducing the use of imprisonment	351,918	30,401	382,319
Prevention of torture, cruel, inhumane or degrading treatment	258,614	22,341	280,955
Abolition of the death penalty	20,188	1,744	21,932
Justice for children	145,414	12,562	157,976
Women in the criminal justice system	466,073	40,262	506,335
Countering violent extremism and radicalisation inside prisons	20,188	1,744	21,932
Rehabilitation and reintegration	20,188	1,744	21,932
Health in prisons	259,294	22,399	281,693
<b>Total</b>	<b>2,738,974</b>	<b>232,503</b>	<b>2,971,477</b>

Detailed accounts, with all of PRI's financial information, and a detailed overview of our expenditure and income, alongside our audit and post-audit reports is available on our website at: [www.penalreform.org/resource/pri-annual-accounts-2021](http://www.penalreform.org/resource/pri-annual-accounts-2021).

# Who's who at PRI

## Board

### Current Board

**David Fathi**

*USA*

Chair (from December 2021)

**Erika Marseille,**

*Netherlands*

Treasurer (from February 2022)

**Dr Roselyn Karugonjo-Segawa**

*Uganda*

Secretary General

(from December 2021)

**Dr Catherine Appleton**

*Norway*

Deputy Chair (from December 2021)

**Michelle Carpentier**

*Canada*

Board member

**Suzanne Jabour**

*Lebanon*

Board member

**Paula Litvachky**

*Argentina*

Board member

**Dr Dmitry Nurumov**

*Kazakhstan*

Board member

**Prof Robert van Voren**

*Lithuania*

Board member

### Board members until 2021

**Prof Dirk van Zyl Smit**

*South Africa and UK*

Chair (until September 2021)

**Prof Anton van Kalmthout**

*Netherlands*

Treasurer (until January 2022)

**Dr Natalia Khutorskaya**

*Russia*

Board member

(until December 2021)

**John Nyoka**

*Tanzania*

Board member

(deceased February 2021<sup>36</sup>)

### Advisory Council

**Justice Imman Ali**

*Bangladesh*

**Avril Calder**

*UK*

**Don Deya**

*Kenya*

**Justice Ben Kioko**

*Kenya*

**Ioana-Mihaela Morar**

*Romania*

**Stephen Pitts**

*UK*

**Judge David Rennie**

*UK*

**Harold Giliard Sungusia**

*Tanzania*

**Kathryn Waldegrave**

*UK*

**Coletta A. Youngers**

*USA*

<sup>36</sup>. Tribute to John William Nyoka, Penal Reform International's Board member, [www.penalreform.org/news/tribute-to-john-william-nyoka-penal-reform-internationals](http://www.penalreform.org/news/tribute-to-john-william-nyoka-penal-reform-internationals)

## Offices and staff

### Headquarters

*London, United Kingdom*

#### **Olivia Rope**

Executive Director  
(on maternity leave June to September 2021)

#### **John Usher**

Director of Finance and Operations  
(Deputy Executive Director from June 2021 to January 2022)

#### **Jane Rice**

Strategy and Impact Manager

#### **Triona Lenihan**

Policy and International Advocacy  
Manager

#### **Pauline Jobson**

Executive Officer

#### **Arian Kola**

Finance Officer

### Central Asia

*Astana, Kazakhstan*

#### **Zhanna Nazarova**

Regional Programme Manager

#### **Asset Zhaksybek**

Accountant

#### **Aidana Assykpaveva**

Project Coordinator

*Bishkek, Kyrgyzstan*

#### **Aigerim Azimova**

Project Coordinator

#### **Anel Tleukesh**

Project Coordinator

### Europe

*The Hague, Netherlands*

**Tanja Dejanova**, Project Coordinator

**Edith Riegler**, Project Assistant

### Middle East and North Africa

*Amman, Jordan*

#### **Taghreed Jaber**

Regional Director

#### **Haitham Shibli**

Deputy Regional Director

#### **Huda Abu Atiyyeh**

Projects Manager

#### **Rawan Musharbash**

Senior M&E Officer

#### **Baha'a Akkad**

Administrative and  
Financial Manager

#### **Muhammed Shabanah**

Project Manager

#### **Adel Dabwan Al-Sharabi**

Head of PRI Office Yemen

#### **Ahmed Al Haidary**

Local Finance Officer Yemen

### South Caucasus

*Tbilisi, Georgia*

#### **Tsira Chanturia**

Regional Director

### Sub-Saharan Africa

*Kampala, Uganda*

#### **Doreen Namyalo Kyazze**

Regional Director

#### **Patrick Lugunga**

Finance Manager

#### **Rebecca Nakabugo**

Administration and Finance Officer

#### **Ronald Kazibwe**

Project Officer

#### **Josephine Namukasa**

Legal Officer

#### **Samson Nseko**

Legal Officer

#### **Allan Semalulu**

Office Assistant

#### **Brian Kisomose**

Senior Legal Associate

#### **Deborah Kugonza**

Legal Officer

#### **Rebecca Nandera**

Communications Officer

#### **Isaac Ntensibe**

Project Assistant

#### **Emmy Ocen Olobo**

Paralegal Officer EU Supreme

#### **Winifred Namubiru**

Monitoring and Evaluation Officer

#### **Rachel Nalukwago**

Welfare and Logistics Officer

*Bangui, Central African Republic*

#### **Oscar Arzouma Ouedraogo**

Project Manager

#### **Kevin Junior Abouma**

Project Assistant

# How to keep in touch with PRI

## Globally

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

Sign up for our monthly newsletter at: [www.penalreform.org/keep-informed](http://www.penalreform.org/keep-informed)

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YouTube: [Penal Reform International](https://www.youtube.com/channel/UCv8v8v8v8v8v8v8v8v8v8v8)

## Regionally

### Penal Reform International in Central Asia

Website: [www.penalreform.org/central-asia](http://www.penalreform.org/central-asia)

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

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

### Penal Reform International in Middle East and North Africa

Website: [www.facebook.com/PRIinMENA](https://www.facebook.com/PRIinMENA)

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

### Penal Reform International in South Caucasus

Website: [www.penalreform.org/south-caucasus](http://www.penalreform.org/south-caucasus)

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

### Penal Reform International in Sub-Saharan Africa

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

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

## **About Penal Reform International**

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

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

## FAIR AND EFFECTIVE CRIMINAL JUSTICE

### **Penal Reform International Headquarters**

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 [@Penalreforminternational](https://www.facebook.com/Penalreforminternational)

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