



ICPA
International Corrections
& Prisons Association

www.icpa.org



Annual Report

2023/2024



ICPA
International Corrections
& Prisons Association

FOR THE ADVANCEMENT OF PROFESSIONAL CORRECTIONS

ICPA is a not-for-profit organisation
incorporated in Canada since 1998.

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International Corrections and Prisons
Association

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* Cover images courtesy of the Norwegian Prison Service.

This Annual Report provides information on the activities and initiatives of the International Corrections and Prisons Association relating to the Fiscal Year of 1st July 2023 to 30th June 2024.

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Dear ICPA Members,

It is with great pleasure that I present the ICPA Annual Report for the 2023-24 fiscal year. This report provides comprehensive details on the Association's activities, initiatives, and forward-focused planning. This has been a busy year for the Association with ICPA involved in numerous activities, contributing to the continuous improvement of prison and corrections policy and practice around the globe.

One of the key highlights of the 2023-24 fiscal year was ICPA's 25th Annual Conference in Antwerp, which attracted nearly 800 delegates from around 90 countries. The conference featured presentations from a record number of experts across the public, private, non-governmental sectors, and academia. The Belgium Prison Service was an outstanding host, and the theme "Humane Corrections: What More Can We Do" was highly relevant in the context of the ongoing development and adoption of contemporary good practices.

In April 2023, we co-organized with EuroPris the biannual Technology in Corrections (TIC) conference, focusing on "Digital Rehabilitation", and the inaugural Innovation in Prison Infrastructure Conference (IPIC), themed "Sustainable Planning and Design for Better Corrections". TIC attracted over 350 delegates while IPIC drew over 260 delegates, with close to 60 countries represented at both conferences. TIC and IPIC were held in Türkiye, hosted by the General Directorate of Prisons and Detention Houses. These conferences marked the first time ICPA organized two back-to-back events, and the Executive Team and host overcame many unique challenges to ensure a successful outcome for all attendees.

In January 2024, the ICPA Board finalized a new Strategic Plan for 2024-2027 and updated the Business Plan for 2023-2025. These strategic documents emphasize the continued improvement of ICPA's global activities, particularly in regions where ICPA is currently underrepresented. This includes strengthening partnerships with other organizations in the field of prisons and corrections, which has already led to active engagement in conferences in Africa and Latin America and the signing of several Partnership Agreements.

Our members and sponsors have been incredibly supportive, ensuring the Association's effective operation. The ICPA Executive Director, Natalie Boal, completed a "Business Model Review" initiated in 2023. We appreciate the members' participation in this review, which highlighted strengths and opportunities for further improvements. The Board approved a range of actions to enhance our capacity to deliver high-quality services, including hiring an expert in fundraising and sponsorship management, and additional administrative and event management support. To strengthen our financial management, we transitioned from a single contractor to a specialized firm, resulting in the departure of Jessica Roquemore at the beginning of the new fiscal year after many years of dedicated service.

Throughout the year, the ICPA Chapters and Networks remained active, continuing their vital work. Our "Advancing Corrections Journal" produced highly recognized editions, combining academic research, good operational practice, and professional development initiatives. Notably, an edition on "Reforming Corrections through Technology" was very well received by our members and aligned well with our 2024 TIC conference.

At the 2023 AGM, we bid farewell to Vice President Hans Meurisse, who made incredible contributions over many years, and welcomed Paul Geurts as the new Vice President. Unfortunately, Paul had to resign for personal reasons in May 2024. We also said goodbye to Board members Anne Kelly and Mark Inch and welcomed new members Kathleen Van De Vijver, Heidi Washington, and Rob Jeffries.

I extend my heartfelt thanks to the ICPA Board and the Executive Team under Natalie Boal's leadership. The Board's productive and engaged work and the contractors' professional efforts are greatly appreciated.

We look forward to gathering in Singapore in early September 2024 for our annual conference and the 20th anniversary of the "Yellow Ribbon Project," a groundbreaking initiative to raise community awareness about the prison service and engage community members, companies, and organizations in supporting ex-offenders' transition after prison. It will be an excellent opportunity to learn, share, and network in an outstanding location.



Mr. Peter Severin
ICPA President

A handwritten signature in white ink on a blue background. The signature is cursive and appears to read 'Peter Severin'.

OUR MISSION



MISSION:

To promote and share ethical and effective correctional practices to enhance public safety and healthier communities world-wide



VISION:

To be the recognised leader for the advancement of professional and humane corrections and prisons worldwide



VALUES:

Integrity and professionalism;

Effective community corrections and the use of imprisonment only as a last resort;

The sharing of ideas, knowledge, values and experience and working in partnership;

The capacity of individuals to change for the better and the need to support them;

The dignity of all individuals and the duty to protect their rights.



OBJECTIVES:

To maintain ICPA as an innovative, learning organisation, promoting and disseminating good practice;

To enhance co-operation between regions, countries, public, private and voluntary sectors involved in corrections and prisons;

To develop and promote policies and standards for professional and humane corrections and prisons;

To influence governments, policy-makers and the public to adopt humane and effective correctional policies and practices and assist in their implementation.

ICPA is a global member-based agency supporting the improvement of correctional and prison practice. Together with its members and partners, the ICPA community will continue to support the improvement of global corrections.

ICPA mission is to promote and share ethical and effective correctional practices to enhance public safety and healthier communities worldwide

ICPA vision is to be the recognized leader for the advancement of professional and humane corrections and prisons worldwide.

Objectives	<p>We increase our global engagement.</p>	<p>We influence the improvement of correctional practice worldwide.</p>	<p>We understand and respond to our member needs.</p>	<p>We efficiently and effectively manage the Association to enact out vision and mission.</p>
Activity	<ul style="list-style-type: none"> All activity is informed by a strategic approach to member and stakeholder engagement. Regional and sector-specific engagement is prioritized to respond to the diverse needs of correctional professionals. In-person events are organized across the globe to allow for worldwide engagement. Opportunities for engagement through relevant, online offerings are increased. Engagement with key partners is deepened. 	<ul style="list-style-type: none"> Engagement in global forums is increased. Partnerships with organizations that support ICPA's mission are prioritized. Key partners are supported to deliver on activity aligned to ICPA's vision and mission. Projects, research, and activities are supported to improve sector outcomes. ICPA's Practice Transfer Taskforce, Network Groups and Chapters are enabled to influence global correctional practice. 	<ul style="list-style-type: none"> Members are provided with regular opportunities to outline challenges, issues, and opportunities. Feedback is sought following all ICPA conferences. Heads of Service are engaged to enable information sharing and networking. ICPA's Network Groups and Chapters are engaged. ICPA's Aspire Learning Academy continues to deliver relevant online courses. 	<ul style="list-style-type: none"> Association resources are prioritized to meet member needs. Strong governance structures are in place to support organizational activity. Annual Business Plans are developed. Annual Reports are provided in a timely manner to members. ICPA operates transparently with its Board and members.
Goals	<ul style="list-style-type: none"> Increase ICPA's representation at sector events. Hold conferences in all regions of the globe. Provide monthly online learning opportunities. Formalize partnerships with relevant organizations in all regions. 	<ul style="list-style-type: none"> Position ICPA as an important partner in supporting the delivery of best-practice correctional services. Increase engagement across the broader justice system. Operate with a forward activity plan. 	<ul style="list-style-type: none"> Increase engagement with members through social media and email communication. Increase member attendance at conferences and online events. Use member feedback to inform future decisions. 	<ul style="list-style-type: none"> Update policies, procedures, and governance structures. Ensure key documentation is made accessible to members. Operate the Association's annual budget with a surplus. Enable members to easily access the ICPA website.
Outcomes	<p>Through action in these areas, ICPA will:</p> <ul style="list-style-type: none"> Build global cooperation and understanding of good and humane correctional practices. Support its members and partners to promote and implement policies and programs that reduce reoffending. Increase understanding of the efficacy of community corrections and alternatives to custody. Improve globally recognized policies and standards for the professional and humane management of corrections and prisons. 			



ICPA ORGANIZATIONAL UPDATE

ICPA continues to operate and drive change through a dedicated volunteer Board of Directors and Executive Team. This section of the Annual Report provides an update on the ICPA Board and the work of the team.

ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

ICPA's Board of Directors provides leadership and oversight of the Association and its activities. Comprising a wide range of representation across all world regions and experience from a multitude of sectors, Board Members are constantly engaged throughout the year in a variety of Committees, Chapters, Networks, Taskforces and Projects.



Peter Severin
President
Australia



Paul Geurts
Vice-President
The Netherlands



Diane Williams
Treasurer
USA



David Brown
Board Member
Australia



Emiliano Blanco
Board Member
Argentina



Heidi Washington
Board Member
USA



Kathleen Van De Vijver
Board Member
Belgium



Kati Peri
Board Member
Israel



Kim Ekhaugen
Board Member
Norway



Leann Bertsch
Board Member
USA



Marayca Lopez
Board Member
USA



Pedro das Neves
Board Member
Portugal



Rob Jeffreys
Board Member
USA



Raphael Hamunyela
Board Member
Namibia



Steven Van De Steene
Board Member
France



Yong Lee SHIE
Board Member
Singapore

* As of 30 June 2023

ORGANIZATIONAL STRUCTURE

ICPA BOARD UPDATE

At the 25th Annual General Meeting, the President, Vice-President, and three Board Director positions were up for election. Departing the Board was Hans Meurrisse, Vice President. The following appointments were made:

Peter Severin, President, Australia

“I was delighted to be re-elected as ICPA President. While a lot was achieved, my first term was overshadowed by the COVID pandemic. I am looking forward to continuing to lead this fantastic Association for the next four years and to contribute achieving our strategic goals, adding value for our members, and for ICPA to be the recognised leader for the advancement of professional corrections worldwide.”

Paul Geurts, Vice President, The Netherlands*

“When standing for the position of vice-president, ICPA, my dream was to assist the Association in becoming truly global organisation supporting the achievement of approved correctional practice across the world.”

Rob Jeffreys, Board Member, USA

“I am incredibly honored to serve on the executive Board of Directors for the International Corrections and Prisons Association. My dedication is fueled by a deep commitment to global efforts that enhance correctional practices and elevate rehabilitative services for the most transformative outcomes. Life presents us with a profound purpose, and it is our duty to lead with unwavering determination and intention to create a truly meaningful impact.”

Kathleen Van De Vijver, Board Member, Belgium

“Being on the ICPA Board of Directors provides me with a unique opportunity to influence important reforms and policy development within the criminal justice system worldwide. By actively participating in strategic decision-making and collaborating with experts and stakeholders, I can contribute to promoting humane and just detention practices.”

Heidi Washington, Board Member, USA

“Joining ICPA was an opportunity to grow personally and professionally while collaborating with an international network of professionals who share the same goal of advancing the profession of corrections. Additionally, joining ICPA provides a platform to highlight to the world all of the innovative and groundbreaking programs and ideas that are happening throughout US Corrections and are making a real difference in lives.”

* In April 2024, Paul Geurts resigned from his position as Vice-President due to personal reasons. Paul remains a firm friend and supporter of ICPA.

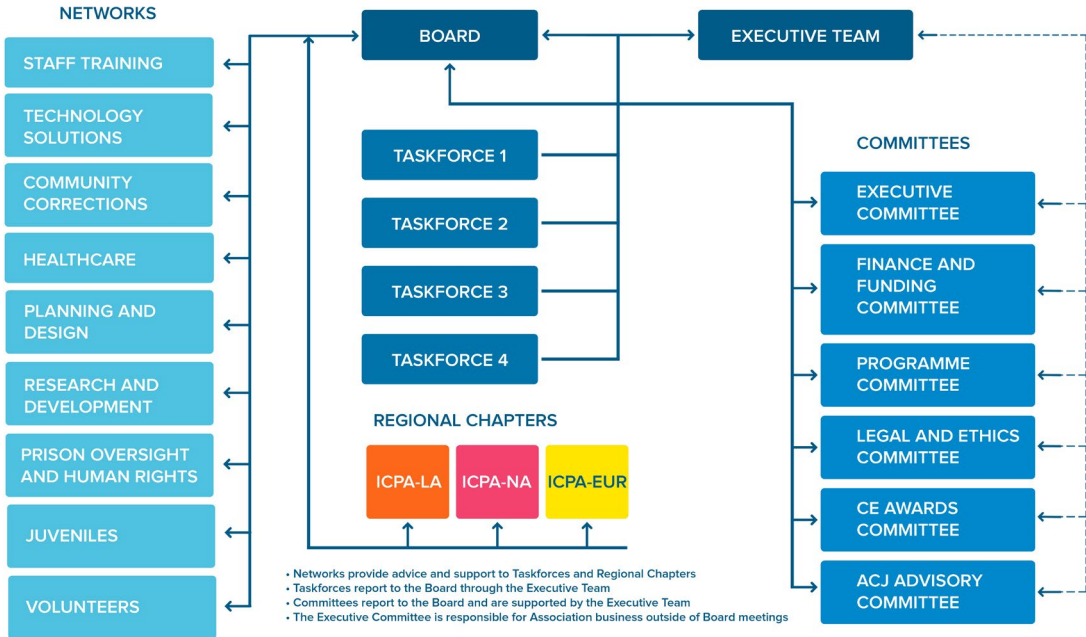
ORGANIZATIONAL STRUCTURE

Regular ICPA Board meetings occurred on the following dates:

- 13 September 2023 (via Zoom)
- 21 October 2023 (in-person)
- 4 December 2023 (via Zoom)
- 7 February 2024 (via Zoom)
- 3 and 4 March 2024 (in-person)
- 11 April 2024 (via Zoom)
- 19 June 2024 (via Zoom)

The ICPA Board held its annual strategic meeting in Dubai on 3 and 4 March 2024. The Meeting focused on mapping delivery against the Association’s Strategic and Business Plans, with a specific focus on regional and topic-specific engagement.

ICPA’s activities continue to be delivered against the organizational structure, includes in Figure One, below.



ORGANIZATIONAL STRUCTURE

EXECUTIVE DIRECTOR UPDATE

This has been a busy year for ICPA's Executive Team. In addition to the Association's business, managing conferences and providing member services, I have focused on renewing the internal operations of ICPA.

As Executive Director, in 2023, I undertook a Business Model Review to provide a roadmap for the Association to continue to deliver against its mission and meet member expectations. The review was holistic in scope, and I am very grateful to the input from the ICPA members who responded to surveys, participated in workshops, and shared from their experience with the Association.

The Business Model Review was completed prior to the 2023 Annual Conference and provides ICPA with a forward plan based on the themes of stabilize, embed, grow. The key deliverables for the Business Model Review were captured in the Association's new Strategic Plan and 2024 – 2025 Business Plan.

In 2023 – 2024, the Executive Team also focused on increasing the offerings to members through a range of content-rich online webinars, delivered in partnership with our Networks, Chapters, and Practice Transfer Advisory Committee. This has created a foundation of online content that ICPA will continue to draw upon.

2023 – 2024 also saw some changes to ICPA's Executive Team. In July 2024, we farewelled Jessica Roquemore as we moved to a new model for management of our finance and accountancy services. I was also excited to welcome Mike Murphy, Sponsorship and Funding Manager, and Grail Mageean-Ray, Event Support, Membership & Administration Officer, to the team.

EXECUTIVE TEAM



Natalie Boal
Executive Director
Australia



Catalin Ungureanu
Events Manager
Romania



Ilinca Cojocaru
Business Manager
Belgium



Laura Andrite
Communications &
Media Manager
Latvia



Michael Murphy
Sponsorship &
Funding Manager
USA



Grail Mageean-Ray
Event Support,
Membership &
Administration Officer
Ireland/UK



YEAR IN REVIEW

ICPA continued to deliver a range of in-person and remote services to its members and the broader correctional community throughout 2023/24. This section of the Annual Report provides an overview of the key activity in the past year.

YEAR IN REVIEW

ICPA 25th Annual Conference Humane Corrections: What more can we do



The 2023 ICPA Annual Conference was hosted by the Belgian Prison Service and took place in Antwerp, Belgium, from October 22 to 27 2023, at the Hilton Old Town. The conference encouraged attendees to explore the limits of controls over individuals and the positive outcomes that can result from promoting people's inherent humanity and dignity.

With over 200 responses to the call for papers the breadth and depth of the programme was significant. The conference began with Penal Reform International's Executive Director, Olivia Rope, reflecting on what humanity in criminal justice means in practice. Olivia Rope provided an assessment of the state of the world's prisons, drawing on the organization's annual flagship publication, Global Prison Trends, and lessons learnt from their 30+ years working with professionals and systems at all levels.

The remainder of the week included a range of presentations tackling significant issues facing correctional jurisdictions worldwide, some of the common themes included:

- Prison management approaches
- Healthcare and mental health
- Recruitment, training, and wellbeing of prison staff
- Challenges within the criminal justice system
- Families and communities

With over 750 attendees from 73 countries, with 1000+ attendees registered online 2023 was ICPA's largest conference to date. As well as the conference programme, the connections made throughout the conference were invaluable to participants.

Technology in Corrections Conference (TIC) Digital Rehabilitation

ICPA, in cooperation with EuroPris, organized the fifth TIC, hosted by the General Directorate of Prisons and Detention Houses in Türkiye, from April 21 to 24, 2024. The conference aimed to:



- Build an environment to exchange ideas and to facilitate creating an ecosystem where solutions can be discussed and developed.
- Challenge the sector to develop innovative and ethical digital solutions for use in corrections to support and modernize the services of prisons and probation today.
- Provide networking opportunities for technology experts in the corrections arena.
- Promote the (ethical and safe) use and implementation of advanced digital technology solutions in corrections.

YEAR IN REVIEW



The Conference included keynotes from Fatih Güngör and Dr Mana Yamamoto. Mr Güngör started the conference by outlining changes within the Turkish prison system’s use of technology and exploring the multifaceted role of technology within correctional facilities. Dr Yamamoto, in a panel discussion, shared the recently released UNICRI report on Digital Rehabilitation in Prisons. This report included an extensive international study that considered the application of technology in psychoeducational approaches. The conference gathered around 300 attendees from 55 countries.

Innovative Prisons Infrastructure Conference (IPIC) ‘Sustainable Planning and Design for Better Corrections’



ICPA, in cooperation with EuroPris, organized the first global IPIC, hosted by the General Directorate of Prisons and Detention Houses in Türkiye, from April 21 to 24, 2024.

As the planning and design framework has changed substantially during recent years, IPIC presented a new opportunity to bring experts in the field of prison planning and design together to improve our understanding of how modern planning and design knowledge can be seen by correctional professionals as a driver for change. Through IPIC, participants connected and shared insights, lessons learned, and information relating to new developments and projects where innovative design solutions are used to help corrections to address issues facing prisons and probation today.

IPIC included keynote presentations from Jean-Marc Zbinden and Sunaree Lawanyawatna. Mr. Zbinden spoke on the need to better understand which climate hazards prison authorities are facing to ensure that we can anticipate and better respond to potential impacts of climate hazards, reduce their associated risks and, in turn, better protect the detainee population from health hazards. Ms. Lawanyawatna spoke on the innovative, decentralized approach to renovations in Thai prisons. The model also allows prisoners with construction skills to actively participate in improving the facility, earning merit credits for goodwill behavior and skill development of fellow inmates.

The conference gathered 242 attendees from 53 countries.

YEAR IN REVIEW

MEMBER SERVICES

In 2023 – 20234 ICPA published two editions of the Advancing Corrections Journal:



Edition 16: Reforming Corrections Through Technology

This issue explores the profound impact of technology on correctional practices, from enhancing service delivery and improving safety and security to promoting successful reintegration. We showcase a wide range of technologies and successful approaches, including public-private partnerships, that are transforming correctional operations and shaping the design of settings, services, treatments, training, and assessment methods.

Edition 17: Designing a Humane Corrections: Possibilities and Challenges

This issue focuses on what types of settings, programs, services, activities, policies and/or practices can make a difference in encouraging the spreading of 'humaneness' throughout correctional services around the world.



In 2022 – 2023, ICPA continued its Present series, a platform that allows members to online presentations and training through live webinar sessions. ICPA's Research and Development Network's webinar highlighted four international examples of applied research that have made a real difference in correctional agencies from Canada, Australia, Singapore, and New Zealand.



ICPA's Learning Academy provides opportunities for learning through a programme of webinars and interactive exchange sessions for those engaged in both custodial and community corrections. ICPA continues to provide two Learning Academy sessions year

Parenting from Prison: Engaging Families in Supporting Reintegration, November 2023

ICPA's exclusive, member-only Learning Academy returned in 2023 to focus on a critical challenge facing correctional professionals worldwide – the impact of parenting and family connections in prison and on release. The sessions examined how parenting programs have succeeded in improving outcomes for prisoners and their families, the challenges faced in implementing these programs, and discussion on what others can learn from these programs.

YEAR IN REVIEW

MEMBER SERVICES



Reaching Beyond Reducing Recidivism: Creating Employment Pathways for Justice Involved Individuals That Can Enhance Their Quality of Life While Responding to Labor Markets Shortages in Our Communities, June 2024

This two-part series highlighted three examples of how creating new employment pathways for justice-involved individuals in North America is achieving significant results, both for the individuals involved and the communities to which they are returning.



In May 2024, ICPA relaunched the Beyond the Wall magazine. The Spring 2024 issue celebrated ICPA's 25th Anniversary, provided updates on community news and events, and shared interviews from keynote speakers at ICPA's recent conferences. The edition also included an interview with Xavier Awican Solda and two special articles: "Culture in Healing" by BC Corrections, and "Shining a Light in Dark Corners" by Dr. Ivan Zinger.



Connect is ICPA's online searchable directory of individuals, agencies and companies involved in prisons and corrections. Create your own profile and connect with others.



Rewind is ICPA's on-demand video library containing recordings from past conference sessions and webinars. Over 300 hours of material available online.

E - BULLETIN

Members receive each a regular round-up of announcements, notifications, highlighted articles and more through our e-Bulletin published each quarter.

YEAR IN REVIEW

ICPA GLOBAL ACTIVITY

ICPA remains committed to supporting the improvement of correctional practice through its contribution to global forums. ICPA holds United Nations consultative status for the advancement of professional corrections and is committed to supporting the work of the United Nations Office on Drugs and Crime and other critical partners.

In 2023 – 2024, ICPA undertook the following activity to support the improvement of correctional practice globally:

- Participated in the American Correctional Association’s Winter Conference, 10 – 13 August 2023, Philadelphia, USA.
- Participated in the Conference on Innovations in Rehabilitation and Rehabilitation of Prisoners and Probation Workers, 1 – 3 November 2023, Tbilisi, Georgia.
- Participated in the EuroPris ICT Expert Group Roundtable, 23 November 2023, Helsinki, Sweden.
- Supported Costa Rica’s joint statement on the social reintegration of persons released from detention and under supervision.
- Participated in the International Committee of the Red Cross’ Regional Workshop on Prisons Infrastructure, 14 – 17 November 2023 in Kampala, Uganda.
- Partnered to support the Models of Care for Sexuality & Gender Diverse People & People with Innate Variations of Sex Characteristics Project.
- Participated in the American Correctional Association’s Winter Conference, 4 – 7 January 2024, Washington DC, USA.
- Participated in the Council for Penological Cooperation, Council of Europe, 20 – 23 March 2024, Strasbourg
- Participated in UNODC’s open-ended intergovernmental expert group meeting on model strategies on reducing reoffending, 25 – 28 March 2024, Vienna.
- Participated in the Asia-Pacific Regional Consultative Meeting to Advance the Application of the Bangkok Rules, co-organized by UNODC and the Thailand Institute of Justice, 28 February - 1 March 2024, Bangkok, Thailand.
- Signed a Partnership Agreement with the Supervision Around the World Project.
- Strengthened ICPA’s relationship with the Association of Caribbean Heads Correctional and Prisons Services (ACHCPS).
- Attended the 6th World Congress on Probation and Parole and co-hosted the Second World Congress for Community Volunteers Supporting Offender Reintegration, 16 – 18 April 2024, The Hague, The Netherlands.
- Co-organized the Segundo Congreso Regional de Seguridad, Inteligencia y Administración Penitenciaria (Second Regional Congress of Security, Intelligence and Penitentiary Administration) with the Bureau of International Narcotics and Law Enforcement, 9 – 13 June 2024, Guatemala.
- Participated in the 29th Council of Europe Annual Conference of Directors of Prison and Probation Services, 24 – 25 June 2024, Sofia, Bulgaria.
- Continued to strengthen ICPA’s relationship with the International Association for Correctional and Forensic Psychology (IACFP).



ICPA NETWORKS

ICPA's Network Groups are critical to the work of the Association as they support best practice knowledge exchange, policy development and change, and networking and dialogue. Through our Networks, ICPA members come together to ultimately drive the development of improved correctional systems worldwide. Groups are chaired and coordinated by dedicated volunteers who help to facilitate communication amongst members.

Community Corrections

External Prison Oversight and Human Rights

Healthcare

Planning and Design

Research and Development

Staff Training and Development

Juvenile Network

Technology Solutions

Volunteers Network

COMMUNITY CORRECTIONS



LINDA JANES
CHAIR



DIANE WILLIAMS
BOARD LIAISON

The Community Corrections Network (CCN) is comprised of practitioners, consultants, academics, and others representing community corrections, community supervision, and re-entry programs in the corrections and treatment continuum of international correctional systems. CCN members include organizations operating residential re-entry, behavioral health treatment, specialty court dockets, workforce development, parole and probation, day treatment programs, etc. Representatives from government, NGOs and

community partners are welcome. The CCN's purpose is to increase the understanding of Community Corrections (CC) as vital components in the range of sanctions & solutions available across the justice continuum and promote continuity of care throughout an individual's involvement with the justice system.

ACTIVITIES: JULY 2023 – JUNE 2024

- CCN is continuing its work to develop a shared understanding of CC that includes the rich variety of programs that are internationally available. Helping others to understand the all-inclusive range of CC programs is an ongoing objective of CCN and a portion of each CCN meeting is devoted reaching this objective.
- The nature of CC programs provides a great deal of opportunity for public-private collaboration and collaboration between NGOs and with government justice systems. CCN is committed to promoting promising practices in CC that are inclusive of families, potential employers, skills instruction, supportive housing and other community-based tools that promote/support desistance.

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

With a change in leadership, there is an opportunity to refocus the CCN, to learn from our over 40 talented network members. To enhance member strategies and involvement, a survey will be distributed to ask what members value about CCN and to identify desired future activities.

CCN will continue to build partnerships with other international associations, including the International Community Justice Association (ICJA), Association of Paroling Authorities International, American Correctional Association, etc. CCN is also working to collaborate with other ICPA Networks where we have common challenges, such as training and research.

CCN will identify countries and jurisdictions that have the most promising CC practices, and then invite them to share their program at a CCN meeting and/or ICPA conference.

CCN will identify reports, briefs and evaluations related to the CC field, to be disseminated to all members and submitted to post on the ICPA website. We will collaborate with the Research and Development Network and rely on their expertise to assist with identifying the most recent, relevant and reliable research findings.

CCN continues our efforts to bring together associations, people and resources. We look forward to connecting in person at the ICPA conference in Singapore. CCN welcomes additional suggested partnerships; ideas regarding how to share information across multiple boundaries; and how to add tools to increase our expertise.

“I am honored to be the newly appointed Chair of the CCN. I have more than 38 years of public and private sector experience in CC, human services and behavioral health. I am currently the Chief Operating Officer of Alvis, Inc., a human services and CC agency based in Columbus, Ohio, USA. Prior to joining Alvis, I was Assistant Director of the Ohio Department of Rehabilitation and Correction and transitioned to become Assistant Director of the Ohio Department of Youth Services.”

- Linda Janes, CCN Chair

EXTERNAL PRISON OVERSIGHT AND HUMAN RIGHTS

The ICPA's External Prison Oversight and Human Rights Network (EPOHRN) exists to share information, best practices, and lessons learned on effective external prison oversight and to enhance openness, transparency and accountability among prison authorities.

The EPOHRN aims to:

- Build an international community and network of organizations responsible for prison oversight.
- Share information on best practices and lessons learned on effective external prison oversight.
- Generate constructive dialogue on the values and benefits of external oversight with prison authorities.
- Promote compliance with the Rule of Law and domestic/international human rights obligations with respect to prisoners and prison staff.
- Provide technical advice and assistance to organizations responsible for prison oversight as requested and appropriate.
- Provide capacity building on oversight operations, including investigations, inspections, visits and alternative dispute resolution.

EPOHRN initiatives include the circulation of a periodic newsletter and the sharing of resources, employment opportunities, and news pertinent to our members. On these fronts we have been quite successful given our limited resources. Most of our engagement occurs via email correspondence, e-bulletins issued through Constant Contact, and social media.

ACTIVITIES: JULY 2023 – JUNE 2024

In addition to the distribution of general updates and announcements pertaining to ICPA activities, the EPOHRN had yet another eventful year.

- In October 2023, our network hosted two panels at the ICPA Annual Conference in Antwerp, Belgium. The first was titled, "Achieving Meaningful Human Rights Reforms in Corrections through External Prison Oversight." This Q&A panel was facilitated by Dr. Ivan Zinger who posed a series of questions to the three panelists: Howard Sapers (Visiting Professor, University of Ottawa, Canada); Mark Kelly (Chief Inspector of Prisons, Ireland); and Barbara Bernath (former Secretary General, Association for the Prevention of Torture, Switzerland).
- The second panel was titled, "Correctional Oversight in the United States." This panel featured three of our network members from the United States of America: Chris Cirrito (Chief Audit Executive, Texas Board of Criminal Justice); Aidan King (Director, Correctional Association of New York); and Noah Barth (Prison Monitoring Director, Pennsylvania Prison Society).



DR. IVAN ZINGER
CHAIR



EMAD TALISMAN
DEPUTY CHAIR



PETER SEVERIN
BOARD LIAISON

- During the conference in Belgium, our very own network Chair, Dr. Ivan Zinger, was honored with the 2023 ICPA Head of Service award! During the award ceremony, Dr. Zinger spoke about the symbolic significance of this award, which demonstrates that ICPA recognizes the value of independent and external prison oversight to the advancement of correctional best practice.
- Finally, on June 7, 2024, we published our 11th newsletter, titled, “Adapting Standards of Best Practice to Local Contexts through Prison Oversight.” This issue explored how standards of best practice can be adapted to local contexts through the work of prison oversight, drawing from experiences in Australia, New Zealand, Canada, England & Wales. With this issue, we also resumed our segment on “Featured Jurisdictions,” with a special focus on a model of correctional oversight employed by three US states: New York, Pennsylvania, and Illinois.

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

EPOHRN will host a panel at ICPA’s 2024 Annual Conference in Singapore, titled, “Adapting Standards of Best Practice to Local Contexts through Prison Oversight.” Panelists will include: Andreea Lachsz, a Quentin Bryce Law Doctoral Scholar and Teaching Fellow; Rafael Barreto Souza, a Crime Prevention and Criminal Justice Officer at the UNODC Office in the Philippines; and Dr. Ivan Zinger, the Correctional Investigator of Canada.

Over the coming 12 months, EPOHRN will continue its newsletter engagement with future topics still under discussion. A key goal for EPOHRN is include the voices of formerly incarcerated individuals in subsequent issues. EPOHRN also aims to grows its membership and build connections across ICPA.

“Our prison system must evolve beyond merely preventing rights violations to actively fostering rehabilitation. The lack of equitable access to programs and services for all inmates, especially those from marginalized communities, can result in prolonged incarceration and perpetuate systemic inequalities. To truly uphold justice and human rights, we must critically examine how well our correctional institutions prepare all individuals for successful reintegration. By addressing these subtle yet impactful issues, we can break the cycle of recidivism and create a more just society for all.”

- Ivan Zinger, EPOHRN Chair

HEALTHCARE

The aim of the Healthcare Network (HN) is to promote and disseminate physical and mental health care practices for the justice involved population, which provide humane and healthy environments, personal well-being, and positive outcomes. We achieve this aim by sharing best practices, and in contributing to publications, and health education and training sessions. Our thinking is informed by the United Nations Mandela and Bangkok

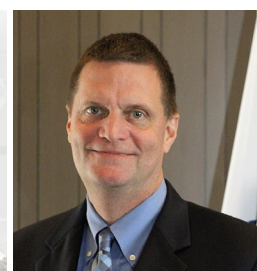
Minimum Rules and other international principles and agreements, and a central focus of the HN is to encourage models of throughcare for persons released from prison and rehabilitation.



IVAN CALDER
CHAIR



WENDY HOEY
DEPUTY CHAIR



JOHN MAY
SPECIAL ADVISOR

ACTIVITIES: JULY 2023 – JUNE 2024

The HN has convened quarterly over the course of the fiscal year. Our current membership sits about 220 individuals representing more than 40 countries and we are always looking for more people to join, learn, and share their incredible work! This year our focus has been on two key deliverables, firstly conducting an e-Delphi into climate change and justice systems, and secondly enlivening the recommendations from the Health in Detention conference which was coordinated by the International Committee of the Red Cross in Geneva in 2022.

- The HN in November 20223 also published the article ‘What is optimal integrated multi-agency Throughcare? A global e-Delphi consensus study defining core components of effective rehabilitation and reintegration programming’ in the Journal of Criminological Research, Policy and Practice. This publication is evidence of our impact and contribution to thought leadership in the field of correctional health.
- Our HN meetings have been enriched by contributions from colleagues situated internationally and from a range of disciplines. In July, Dr. Marc Stern while on mission in Mozambique delivered an outstanding presentation on the ethical issues associated with hunger strikes/ food refusal. This session enabled a great deal of discussion with clinicians, people with lived experience, and justice administrators, which translated into policy review in many countries which our membership represents.
- Our in person and virtual session in October at the ICPA conference in Antwerp, and our subsequent session in April focused on a range of topics including preventative medicine and screening/diagnostics; Artificial Intelligence and new technology in preparation for rich discussion and presentation at the ICPA Technology in Corrections conference held in Istanbul; humane treatment in criminal justice systems; and harm minimization and harm reduction initiatives.

- In May, we were fortunate to have Hilton Freund MBE presented the amazing work delivered by the Twinning Project which creates partnerships between football clubs and prison establishments to upskill and heal men and women in detention. At the same meeting Dr. Rebecca Bosworth energized the group by describing the roles that prisons can play in addressing climate change; an issue that has never been more critical than at any other time in our history.

“The ICPA Healthcare Network has been instrumental in connecting me with academics and practitioners in the Justice Health space, proving invaluable to supporting new and existing research connections and collaborations worldwide.”

- Professor Marie Claire van Hout, South East Technological University, Ireland

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

For the current year some of our focus will be on two key deliverables, firstly continuing the e-Delphi into climate change and justice systems, and secondly continuing the enlivening the recommendations from the Health in Detention conference which was coordinated by the International Committee of the Red Cross in Geneva in 2022. These workstreams will drive significant and positive reform across justice networks globally and demonstrate the relevance and impact of the work of the Healthcare Network.

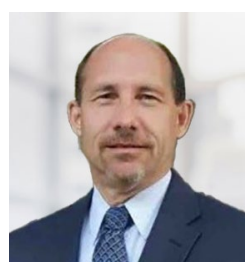
In addition, we will broadcast a webinar in July focused on horizon scanning the deployment of technology in prisons that can assist healthcare delivery. We are always actively looking to our members to contribute to the meeting agendas, and we encourage, welcome, and celebrate diverse content and perspectives. A part of our purview for the year ahead will include a focus on theme of the ICPA Singapore conference which is ‘Enabling Desistance: Beyond Recidivism’. We will also seek to focus on sexual health and disease transmission for the year ahead!

JUVENILE

The ICPA Juvenile Network (JN) exists to promote positive youth outcomes and to share best-practices between the international juvenile justice community to strengthen policies and practices that support transformative juvenile justice policies and practices that will improve outcomes for justice-involved youth and their families.

The JN aims to:

- Identify and share evidence-based best practices in juvenile justice policies and practices.
- Support universal application of acceptable code of practice standards and recommendations.
- Promote safe and humane youth housing.
- Encourage age-appropriate programming, education and structured activities.
- Support the United Nations Mandela Minimum Rules.
- Advance professional education and awareness of the juvenile justice population needs to stakeholders.
- Encourage broad application of family engagement policies and practices.
- Advance juvenile justice tracks for ICPA conferences on topics such as youth housing, conditions of confinement, youth programming, reduction of isolation and restraints, positive youth outcomes and others.



MICHAEL P. DEMPSEY
CHAIR



WENDI DAVIS
CO-CHAIR



ED CORNMELL
DEPUTY CHAIR



RICHARD ROBINSON
SPECIAL ADVISOR



LEANN BERTSCH
BOARD LIAISON

ACTIVITIES: JULY 2023 – JUNE 2024

- The ICPA JN has diligently maintained its commitment to advancing juvenile justice by convening quarterly meetings throughout the year. These gatherings have been instrumental in fostering dialogue and collaboration among experts and stakeholders in the field. In a notable shift, the meetings have begun to incorporate “Think Topics,” which serve as a platform to discuss current juvenile justice trends on a global scale. This evolution reflects the Network’s proactive approach to staying at the forefront of developments and best practices in juvenile justice.
- Currently, the JN is focused on organizing a webinar for ICPA members that will highlight Children’s Rights/Voice, a critical area within juvenile justice. This webinar will feature presentations by staff from His Majesty’s Prison and Probation Service, who are expected to bring valuable insights and expertise to the discussion. The initiative underscores the Network’s dedication to ensuring that the voices and rights of children are prioritized within justice systems worldwide.
- Moreover, the JN’s International Standards Committee is actively engaged in a series of meetings with the United Nations Office on Drugs and Crime (UNODC). These discussions are centered around proposing and reviewing suggested changes to the standard language for “Persons Deprived of Liberties.” This collaboration aims to refine and enhance international standards, ensuring they are robust and reflective of contemporary human rights principles. Through these efforts, the JN continues to play a pivotal role in shaping policies and practices that safeguard the rights and well-being of juveniles in detention.

- The ongoing activities of the ICPA JN highlight its unwavering commitment to juvenile justice reform and its capacity to influence positive change on a global scale.

“Our primary mission with the Juvenile Network is to promote positive youth outcomes by sharing best practices across the international juvenile justice community. By strengthening policies and practices, we aim to support transformative juvenile justice policies that will improve outcomes for justice-involved youth and their families. This not only supports the universal application of acceptable standards but also promotes safe and humane youth housing, ensuring that every child in the system is treated with dignity and respect.”

-Mike Dempsey, Juvenile Network Chair

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

Looking ahead, the JN is thrilled to collaborate with the International Corrections and Prisons Association and Dr. Frank J. Porporino, Chairperson, ICPA Research & Development Network, on the first ever issue of the Advancing Corrections Journal focused solely on the topic of juvenile justice. To this end, on 18 January 2024, we met with Dr. Porporino to discuss the opportunity and learn more about what publishing an issue of the journal entails. The discussion was very enlightening and Dr. Porporino quickly followed up from the meeting sharing helpful and instructive examples of past issues of the journal, previous calls for papers, an example invitation letter for peer reviewers, and a timeline for publication. At the time of the meeting, it was determined that the Juvenile Network will partner with Dr. Porporino and the on the Spring of 2025 Edition (i.e., Issue #19). Thus, the Juvenile Network is now in the process of drafting the call for papers, developing an international distribution list of individuals/entities with whom the call will be shared, and identifying several potential peer reviewers. The theme of the issue will be “Excellence in Juvenile Justice Practice”.

It has been nearly 40 years since the adoption of the United Nations Standard Minimum Rules for the Administration of Juvenile Justice (“The Beijing Rules”) and nearly 35 years since the adoption of the United Nations Rules for the Protection of Juveniles Deprived of Their Liberty (“The Havana Rules”). The special journal issue will feature research articles, views and reviews of relevant or emerging issues/topics, and practice innovations that demonstrate how Member States have sought to align with the general principles, fundamental perspectives, and application of the rules set forth in these seminal documents and other subsequent publications (i.e., The European Prison Rules and the United Nations Standard Minimum Rules for the Treatment of Prisoners).

PLANNING AND DESIGN

ICPA's Planning and Design Network (PDN) exists to promote humane and exemplary practices for the planning, design, and renovation of new and existing prison environments.

The PDN aims to:

- Assemble as many existing physical plant standards/guidelines that impact prison design as can be identified.
- Examine the “dozen” critical guidelines (e.g., space allocation per prisoner for sleeping) that every prison department should aim to achieve.
- Cross reference these critical guidelines with existing minimum standards.
- Identify how and where these guidelines could be included in the UN Minimum Rules.
- Assemble a catalogue of essential technology for consideration by developed nations, developing nations, and post-conflict/disaster conditions.
- Begin the preparation of a basic design guidelines document with examples for the areas above.



KAVAN APPLGATE
CHAIR



MARAYCA LOPEZ
BOARD LIAISON

ACTIVITIES: JULY 2023 – JUNE 2024

The PDN has had its most active year yet, with multiple highly informative and successful workshops at the ICPA's Annual Conference in Antwerp, followed by IPIC held in Istanbul from 24-26 April 2024.

The Antwerp Annual Conference was a huge success, with record numbers of attendees of the conference as a whole and the 32 at the PDN meeting. At our network meeting we heard from the network on both similar and disparate themes about projects in all regions, including:

- Various ways of delivering to the conference theme of “Humane Corrections”
- Projects associated with the replacement of Rikers Island, including reduction of bed numbers across US jurisdictions.
- Research into projects and materiality.
- Accommodating transgender prisoners.
- Comparisons for accommodating persons in custody in developing nations.
- Reform in many jurisdictions, including replacement and upgrade of ageing facilities.
- Greening of prisons – from both sustainability perspectives and biophilic/therapeutic perspectives.
- That therapeutic environments aren't at odds with security.
- The role of Artificial Intelligence in design and operations – the benefits and the hesitations.

The IPIC conference in Istanbul was the first ever global prison design conference and exceeded expectations. Bringing together over 260 attendees from more than 50 countries. Participants included representatives from academia, private, and public sectors such as prison services, non-governmental organisations (NGOs), and various governmental departments, reflecting a diverse array of sectors committed to the future of prison infrastructure.

The conference gathered experts, policymakers, practitioners, and other experts in the field to discuss the latest advancements in prison design, infrastructure, and technology. It focused on creating humane and rehabilitative environments. The knowledge shared and connections made at IPIC will help drive the modernisation of prison facilities, making them more effective and just.

“The highlight for this year for me was the first IPIC conference. It was an event that I was waiting to see put together for very long time, where design was at the centre of the conversation, showing the importance it has in the rehabilitation and re-integration of incarcerated people as well as how it can affect the health and well-being of all other users of the carceral space. The conference was very well planned and executed, and I look forward to seeing how this first conference will influence the planning and design of new institutions around the world after this very insightful, knowledge sharing, conference.”

- Helena Pombares

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

In 2024 – 2025, the PDN will continue to grow and mobilise as the leading global network for prison planning and design.

Some critical goals for the coming year include:

- Establishing quarterly online meetings of the Network for networking and sharing of ideas between the Annual General Meetings.
- Holding a Network meeting at the Annual Conference in Singapore.
- Undertaking a Webinar in January 2025 which will focus on recent exemplary prison projects around the world.
- Reflecting on the success of IPIC and undertaking informal planning for a second global planning and design conference.

RESEARCH AND DEVELOPMENT

An important part of the mission of both ICPA and the Research and Development (R&D) Network is to share knowledge, in different ways, through different mechanisms, and internationally as much as possible. The Mission of the R&D Network is “to effectively disseminate research-informed correctional knowledge and promote its application for the advancement of professional and humane corrections worldwide.” The Mission aligns particularly with ICPA’s Strategic Objectives to increase its global engagement while influencing meaningful improvement in correctional practice.

As an informal collection of both academics and corrections professionals who believe in the value of research for guiding practice, and with a current signed-up count of more than 150 members from over 30 countries, the group concentrates on a few major activities in realizing its mission, the principal ones being the organizing of research-focused Webinars, a biannual Research Conference and the continued publication of our ICPA Journal Advancing Corrections, currently with a Call for Papers issued for its 18th Edition.

In view of the size and spread of the Network, most communication among members is conducted via e-mail as members share information and comments on new research findings and their implications. However, an in-person meeting of the Network is held every year in conjunction with the ICPA Annual Conference, in part to discuss member’s new research initiatives but also to set Network priorities for the coming year.



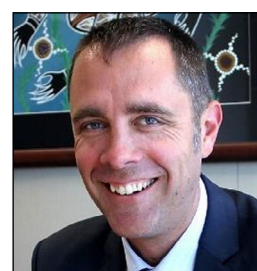
FRANK PORPORINO
CHAIR



DARIAN SHEPHARD-BAYLY
DEPUTY CHAIR



MELVINDER SINGH
SECRETARY



DAVID BROWN
BOARD LIAISON

ACTIVITIES: JULY 2023 – JUNE 2024

The period 2023-24 saw a renewed level of activity for our R&D Network as more members stepped up to assist. In planning future Network activities, regular bi-monthly meetings are now being held by the Chair, Deputy Chair and Secretary of the Network.

- An example of the increased activity was the planning and hosting of a “Highlights of Recent Research on Staff Well Being Webinar”, organized with the support of Melvinder Singh from the Singapore Prison Service, our new Secretary for the R&D Network, and Darian Shephard-Bayly from the Department of Correctional Services of South Australia, our Deputy Chair who moderated the Webinar with finesse. We had 97 sign-ups from 15 countries and about 45 participants on the day of the Webinar. Sign-ups were from across various sectors including practitioners, academics, NGOs and other professional organizations.
- In the 2023-24 period, we published another two theme-focused Editions of ICPA’s Advancing Corrections Journal (ACJ), a 15th Edition on “Reforming Corrections Through Technology” and a 16th Edition to respond to the question of how we might go about “Designing a Humane Corrections.” For both Editions, subject-matter experts were recruited as Associate Editors, a practice that will be continued going forward in order to more actively engage university partnerships and work collaboratively with other ICPA Networks.

- One of the strengths of the Journal is that we continue to attract submissions from around the world – for the last several Editions with contributions from the US, Canada, the UK, Ireland, Scotland, Germany, Belgium, Finland, Norway, the Netherlands, France, Spain, Switzerland, the Czech Republic, Chile, Colombia, Singapore, Hong Kong, India, Australia, New Zealand, Japan, Haiti and Uganda. We are now also attracting more University researchers to share their work, as well as some of our key corrections partners (e.g., ICRC, CEP, PRI, EuroPris).
- Network members continue to make a visible and valuable contribution to our ICPA Annual Conference, as was the case with a number of presentations during the last 2023 Annual Conference in Antwerp, Belgium. In cooperation with the ICPA Program Committee and the IACFP, we continue to identify suitable speakers for the Annual ICPA Distinguished Scholar Lecture. For 2023, we were fortunate to attract Dr. Sonja Snacken to talk on the issue of “Humane Corrections: Forensic Power, Dignity and Identity”, highlighting the growing concerns over the new penal power of forensic psychology. An article based on Dr. Snacken’s lecture was also published in Edition #17 of ACJ.
- The R&D Network Chair also provides input into the selection of the Annual ICPA Research Award. He also continues to support the work of the ICPA Practice Transfer Advisory Committee.

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

In July 2024, the R&D Network will organize a Research to Practice Webinar to look at examples of how operational research can significantly influence agency practice. The Webinar will highlight four examples of how operational research has made a difference from Canada, New South Wales Australia, Singapore and New Zealand, ending with a panel dialogue addressing How Can We Get Research to Have More Influence on Correctional Practice.

The Network will publish another two Editions of the AC Journal around the themes of:

- What Is Working with Women: Correctional Practice in the Post-Bangkok Rules Era (in collaboration with members of the Program Committee for the International Women in Corrections Conference)
- Excellence in Juvenile Justice Practice (in collaboration with the ICPA Juvenile Network)

The R&D Network will continue to continue to support ICPA’s in-person activities by:

- Participating in the Program Committee work for organizing the 4th Corrections Research Symposium to be held in Belfast, Northern Ireland in May 2024.
- Offering support in organizing research focused presentations for the Women in Corrections Conference in 2025.
- Initiating discussions for the first International Research in Corrections Conference in the Southern Hemisphere.
- Organizing (and moderating) a research-focused and theme relevant Parallel Plenary session for the 2024 Annual Conference in Singapore.
- Continuing to encourage R&D members to submit research Workshops for our ICPA Annual Conferences.

The R&D Network will continue to grow its remote presence by:

- Developing a ‘Meet the Author’ virtual discussion series where select authors who have published articles in *Advancing Corrections* can then discuss and elaborate on the implications of their findings for corrections practice.
- Encouraging select jurisdictions to submit summaries of their applied ‘in-house’ research for possible inclusion as Research Infographics in the *ICPA Beyond the Wall* Newsletter.
- Continuing to work on the process for having *Advancing Corrections* reviewed for indexing in the Web of Science citation index.
- Investigating building a collaboration with several correctional jurisdictions who have active Research Departments in conducting a survey of how in-house research priorities are determined, what topics are intended to be investigated in the near to medium term, how the barriers and challenges in implementing evidence-informed practice are being dealt with, etc. The survey findings would hopefully inform the ICPA community about what is going on in operational research units in various ways and lead to some greater inter-agency cooperation to advance evidence-informed correctional practice.

“As the Head of Offender Rehabilitation and Reintegration in Namibia, being a member of the International Corrections and Prisons Association provides me a platform to learn about global best practices and innovative strategies in the field of corrections, which enhances my ability to contribute to effective rehabilitation and reintegration programmes in my country. Personally, the ICPA network offers me invaluable connections with like-minded professionals who contribute to my personal growth in many ways and further inspire me to continue advocating for transformative change in corrections.”

- Mariana Martin, Namibian Correctional Service

ICPA NETWORKS

STAFF TRAINING AND DEVELOPMENT

ICPA's Staff Training and Development Network (STDN) exists to enhance professionalism in corrections, prisons, detention and community services through training and good personal policies.

The STDN exists to:

- Maintain ICPA as an innovative, learning organization, promoting and disseminating good practice through the recruiting, vetting, training of staff and the development and implementation of good personnel policies.
- Enhance co-operation in development of curriculum, lesson plans and training techniques between regions, countries, public, private and voluntary sectors involved in corrections, detention, community services and prisons.
- Develop and promote policies and standards for the training of individuals concerned with the operation of professional and humane corrections, detention, community services and prisons.
- Influence governments, policy makers, correction administrators and managers to adopt good personnel policies and to constantly update and improve training for staff and others associated with the operation of safe, humane and effective corrections, detention, and community services and prisons.



DORIN MURESAN
CHAIR



DOUG DRETKE
DEPUTY CHAIR



PEDRO DAS NEVES
BOARD LIAISON

ACTIVITIES: JULY 2023 – JUNE 2024

The STDN has grown by over 30% in the last 12 months. STDN now has over 100 members from 40 countries.

In November 2023 STDN organize the PO21 Project webinar. The webinar presents an up-to-date state of the art Prison Officers' training framework and pedagogical resources. The quality of the training framework and pedagogical instruments developed under PO21 project is being implemented with good results in many Prison Officer training contexts. The webinar provided an overview of how the instruments were developed and how they enhanced the environments in which they were used, for those who want to learn more about these training tools and wish to apply them in their context.

With support from ICPA's Executive Director, the STDN engaged as Associated Partners in the following projects:

- **INTEGRATE Project: Tutorship Training for Prison officers.** The INTEGRATE Project is a European cooperation with renowned research organizations, training providers, and prison systems in Europe. This project will be proposed to the European Commission in the framework of Erasmus+, Cooperation Partnerships, KA2 VET. The INTEGRATE Project aims to upskill senior officers to act as tutors in a work-based learning approach for the recruits, easing their integration and use training as the bridge to tackle the generational gap between two clashing cultures, whilst fostering a lifelong learning approach among senior officers.

- ETUPGRADE Project: Strengthen the Capacity of VET in the Corrections Context, Neighborhood East (Moldova and Ukraine). The ETUPGRADE Project consists of a European cooperation with renowned research organizations, training providers, and prison systems in Europe. This project will be proposed to the European Education and Culture Executive Agency in the framework of Capacity building in the field of Vocational education and training. The VETUPGRADE Project aims to strengthen the VET capacity in the corrections systems of Moldova and Ukraine by implementing the PO21 Training referential and Recommendations.

Other key activities:

- Dorin Muresan and Doug Dretke represented the STDN at the closing conference of the SECURE project in Bucharest Romania.
- Dorin Muresan represented the STDN at the UNODC Returning Foreign Terrorist Fighters Detention Programme, Phase II in Kazakhstan where he presented on dynamic security in prisons and its essential elements.
- Dorin Muresan represented the STDN at the International Scientific and Practical Conference in Ukraine where he presented on “Probation Reform: An Opportunity to Choose the Future”.

“When we invest in the training and development of our prison staff, we invest in the rehabilitation of offenders, the safety of our communities, and the preservation of human dignity.”

- Dorin Muresan, STND Chair

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

In October 2024, the STDN will organize the Webinar “21st Century Prisons: The Need for Staff Specialization, Support, and Training” with keynote speaker, Professor Craig Haney from the University of California, Santa Cruz.

STDN are also organizing a second webinar for late 2024 with three prison administrations from three different continents (Rwanda, Ukraine, and Kazakhstan) represented, discussing the topic “Recruitment, Training, and Retention of the New Prison Staff Generations”.

STDN are leading on a training mission, hosted by the Namibian Correctional Service for ICPA members across the African Continent. The program presents a Train the Trainer model wherein attendees can support further training in their jurisdictions.

STDN also continue to work on a Training Needs Analysis, as requested by the Uganda Prison Service.

TECHNOLOGY SOLUTIONS

The Technology Solutions Network exists to promote the advancement of corrections through ICT & Technology enabled business transformation, based on available research, supported by proven solutions and methodologies.

The TSN aims to:

- Assemble and share technology solutions, implementations and digital strategy development practices across jurisdictions.
- Promote and support research and evaluation practices related to the usage of technology in Corrections.
- Challenge ICT and technology providers to address specific corrections-specific needs and problems.
- Support world-wide members to use technology for improving the effective delivery of correctional services, improve efficiency and effectiveness.
- Support the development and usage of technology and data/information standards.



SIMON BONK
CHAIR



STEVEN VAN DE STEENE
BOARD LIAISON

ACTIVITIES: JULY 2023 – JUNE 2024

The TSN has been actively engaged in several key initiatives and events to enhance global correctional practices and technology integration.

- In Istanbul, the TSN played a pivotal role in the Technology in Corrections (TIC) conference. This event served as a platform for global experts to discuss and showcase innovations in prison technology, including advancements in surveillance systems, inmate management software, and rehabilitative tools. Participants exchanged ideas on leveraging technology to improve inmate outcomes and operational efficiency in correctional facilities worldwide.
- At the annual ICPA meeting in Antwerp, the TSN facilitated an in-person meeting that was attended by over 70 people and refocused the priorities of the network moving forward. The meeting provided a forum for stakeholders to network, share best practices, and explore collaborative opportunities to address common challenges in the field.
- Network leaders worked to have an agreement in principle to partner with the Integrated Justice Information Systems (IJIS) Institute strengthening the Technology Network's advocacy for interoperability and influencing best practices across justice systems. In response to the growing demand for accessible knowledge-sharing platforms, the TSN has laid the foundation to launch a series of podcasts in 2024. We have established a platform, secured a host, and established a working group to refine early efforts on governance. These podcasts will feature interviews with industry leaders, discussing cutting-edge technologies, successful case studies, and policy insights. The podcasts aimed to educate and inspire correctional professionals globally, fostering continuous learning and innovation.
- The TSN also bolstered its presence at the Corrections Technology Association (CTA) conference, showcasing pioneering technologies and participating in discussions on future trends in correctional technology. This involvement strengthened collaborations with industry partners and facilitated the adoption of transformative technologies in correctional settings worldwide.

“As Chair of the ICPA Technology Network, I am proud to witness how our collaborative efforts are shaping the future of correctional practices globally. By fostering innovation and promoting the responsible use of technology, we empower correctional professionals to enhance safety, efficiency, and rehabilitation outcomes in prisons worldwide. Our network stands as a beacon of progress, driving positive change and advancing standards in correctional technology for the betterment of society.”

- Simon Bonk, TSN Chair

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

Looking ahead, the TSN is poised to embark on several ambitious initiatives to advance correctional technology globally.

Firstly, the network is gearing up to organize the Corrections Technology Conference (CTC) in Asia, a ground-breaking event aimed at fostering regional dialogue on innovative technologies in correctional settings. This conference will serve as a platform for sharing best practices, showcasing emerging technologies, and facilitating collaborations among stakeholders across Asia-Pacific. Topics will include smart prison initiatives, digital rehabilitation programs, and the role of AI in inmate management.

The partnership with the Integrated Justice Information Systems (IJIS) Institute will be further strengthened through collaborative projects focusing on interoperability standards and data integration solutions. Joint efforts will emphasize enhancing information sharing capabilities among justice systems globally, ensuring seamless communication and operational efficiency.

Building on the establishment of the conditions for success of its podcast series, the TSN plans to expand its reach and content diversity. Episodes will feature in-depth discussions with thought leaders, exploring topics such as AI in corrections, how technology can enable a more proactive posture in the corrections sector, and the impact of technology on the business processes in prisons and probation. These podcasts will serve as a valuable resource for education and knowledge dissemination within the correctional community.

Additionally, the TSN will maintain a robust presence at the Corrections Technology Association (CTA) conferences, where it will continue to contribute cutting-edge thought leadership and participate in discussions on future trends. This involvement will strengthen industry partnerships and promote the adoption of innovative solutions in correctional facilities worldwide.

VOLUNTEERS

The ICPA Volunteers Network (VN) exists to increase and promote the valuable role of volunteers in corrections.

The Network aims to:

- Create an international community of organizations that benefit from having volunteers in their correctional system.
- Explore the development of evidence-based documentation to increase the understanding of the important role volunteers play in corrections.
- Promote dialogue on the successes and challenges of working with volunteers.
- Develop standards and guidelines on the management of volunteers.
- Provide assistance, support, and information to jurisdictions wanting to build a volunteer network.



TIAGO LEITÃO
CHAIR



JULIE RENAUD
DEPUTY CHAIR



JEAN CHIANG
DEPUTY CHAIR



YONG LEE SHIE
BOARD LIAISON

ACTIVITIES: JULY 2023 – JUNE 2024

The Network held its second in-person meeting during the ICPA Annual Conference in Antwerp, Belgium in September 2023. Participants' interests raised during the meeting centered on the training and the risks involved when managing volunteers. There was also a short presentation by Mr. Watanabe Hiroyuki from Japan explaining the Hogoshi concept. Hogoshi or Volunteer Probation Officers, are community volunteers who support the rehabilitation and reintegration of probationers and carry out crime prevention activities. He also invited participants to attend the special session on volunteers at the 2024 World Congress on Probation and Parole.

February 2024 saw Katherine Cole leaving the Volunteers Network as chair. We welcomed Tiago Leitao as the new chair in March 2024 and Jean Chiang as a second Deputy Chair in July 2024.

Building on the first such day held at the 2021 World Congress on Parole and Probation in Kyoto, the Ministry of Justice of Japan organized a separate session dedicated to Community Volunteers Supporting Offender Reintegration at World Congress on Parole and Probation held in The Hague, Netherlands in April 2024. ICPA along with the former Chair and Deputy Chair of the Volunteer Network, were actively involved as a partner supporting the coordination of this day with the Congress organizers.

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

The new management of the Volunteer Network had its first meeting in July 2024 and is now looking forward to meet current and future members of the Network at the 2024 ICPA's Annual Conference in Singapore to discuss way forward.

From now until June 2025, the Volunteers Network will continue to build on its objectives and put forward a platform that will see current and future members being able to better communicate, engage and share.



CHAPTERS AND REGIONAL ACTIVITY

As a global association, ICPA engages regionally through the activity of its Chapters and regional partners.

ICPA Chapters assist in developing relations on a regional level and aim to foster cooperation among prison and correctional professionals, agencies and other entities and help to ensure that Association activities and initiatives remain relevant and inclusive throughout other parts of the world.

All ICPA members who live and / or work in a specific region are welcome to engage in their region's Chapter.

Currently, ICPA operates with Chapters in North America, Latin America, and Europe. ICPA also undertakes regional work in Africa and the Asia-Pacific.

CHAPTERS



ICPA NORTH AMERICA (ICPA-NA)

MISSION

ICPA-NA, as the North American/Caribbean Chapter of ICPA, has as its core aims:

- The advancement of ICPA's values in our region (i.e., advocating for the development of a consistently professional and humane corrections).
- The continued expansion of ICPA membership.
- Networking with other key partner organizations/associations
- Seeking ways to bring together correctional leadership in our region to learn from each other and from international developments in the field.



DIANE WILLIAMS
PRESIDENT

“We especially welcome partnerships and collaborations with other Corrections or Criminal Justice Organizations, emphasizing the sharing of knowledge and experience throughout North America and the Caribbean and serving as a conduit for knowledge-sharing internationally on some of the most pressing correctional challenges.”

- Diane Williams, Chair

ICPA NORTH AMERICA - BOARD OF DIRECTORS

- Diane Williams (President, USA)
- Frank Porporino, Ph.D. (Secretary, Canada)
- John May (USA)
- Bernie Warner (USA)
- Bob Goble (USA)
- Steven Carter (USA)
- Doug Dretke (USA)
- Mark Inch (USA)
- Reggie Wilkinson (USA)
- Jennifer Oades (Canada)
- Marayca Lopez (USA)
- Leann Bertsch (USA)
- Rob Jeffries (USA)
- Heidi Washington (USA).

ACTIVITIES: JULY 2023 – JUNE 2024

In this past year, ICPA-NA welcomed the addition of four new members to the ICPA-NA Board: namely Rob Jeffries, Heidi Washington, Leann Bertsch, and Marayca Lopez. Several members resigned from the Board after many years of active participation. Including, Dan Lombardo and John Nurse. We are incredibly thankful to Dan and John for their incredible contributions.

The Board for the ICPA-NA Chapter meets twice per year in conjunction with the American Correctional Association Conferences in August and January, two of the largest gatherings of corrections professionals in North America. ICPA-NA Board Members typically participate in various ACA Committees, including the International Relations Committee, and President Williams is regularly asked to provide an update at the meeting of the Correctional Leaders Association (CLA).

Rob Jeffries, a member of the NA Board is currently the President of CLA and Heidi Washington is a Regional Vice President. The ICPA-NA Board is pleased to have this active connection with US correctional leaders.

Notably, Doug Dretke, a member of the ICPA-NA Board who actively contributes to achieving ICPA's mission globally, was recognized this year with the ER Cass Award, the highest Award granted by ACA. We congratulate Doug.

The active participation of the Chapter at ACA to be a critical factor accounting for the growing positive reputation of ICPA within the NA Chapter Region. ICPA membership from the NA Region has grown steadily over the last decade and NA attendance at the ICPA Annual Conferences has similarly grown exponentially.

The ICPA-NA Chapter actively promoted the last ICPA Annual Conference in Antwerp, Belgium and several of the NA Board members contributed either in giving presentations or moderating sessions. The success of that Conference in terms of both quality of presentations and record-breaking attendance is testament to the fact that the ICPA-NA Chapter is supporting achievement of one of its principal aims – helping ensure there is continued expansion of ICPA membership throughout the NA region.

One of the key activities for the Chapter for the period 2023-24 was to plan and organize the first NA Learning Academy session highlighting excellence in American Correctional Practice, and especially, in describing several innovative approaches for creating employment opportunities for offenders but doing so in a manner that fills community labor gaps, and thereby supports offenders while also supporting our communities.

Heidi Washington presented her now nationally recognized Michigan Vocational Village initiative, Leann Bertsch helped organize a presentation on the MTC Business Entrepreneur Initiative, which is very successfully developed in Texas with female offenders, and Victor Dickson discussed Safer Foundation's award-winning work in linking offenders to employment in the community. Rob Jeffries served as an engaging moderator for this very successful Webinar session that attracted over 100 participants from across North America and elsewhere.

Participation from ICPA-NA Board members was also significant at several recent Conferences organized jointly by ICPA and EuroPris in Istanbul, Turkey. Attendance at TIC and IPIC included Diane Williams, Steve Carter, John May, Leann Bertsch, Heidi Washington, Rob Jeffries, Frank Porporino and Marayca Lopez.

As is true each year, individual NA Board members continued making significant contributions to ICPA initiatives including the promoting of the very innovative UK Twinning Project throughout the US, serving on the Editorial Board of the Advancing Corrections Journal, and sustaining connections through other ICPA committee work (i.e., Practice Transfer Advisory Committee) and remaining part of other forums with other North American Corrections Organizations (ACA, IACFP, APPA, AWEC, CJA).

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

In 2024-2025, the following activities will be prioritized for NA-ICPA:

- Continue to participate in ACA Committees to ensure alignment with the concerns of corrections leaders in the NA region and further reinforce the considerable efforts our Chapter has made in advancing ICPA's values in this region.
- Organize and convene a Leaders Roundtable dialogue with corrections leadership from North America/Caribbean, in conjunction with the upcoming ICPA Annual Conference in Singapore (September 2024). One of the key aims of the ICPA-NA Chapter is to support the networking of corrections leaders from each of the three ICPA-NA Chapter areas, and one of our key priorities for 2024-25 will be to replicate a very successful Leaders Roundtable that we held during the Orlando Conference in 2022. In advocating for a professional and humane corrections, we believe it is important to have regular Executive Leadership dialogue on lessons learned for spreading excellence in practice. The ICPA-NA Chapter wishes to become known for organizing these kinds of events.
- Organize an informal reception preceding the ER Cass Awards Ceremony at the August ACA to increase awareness of ICPA with ACA attendees.
- Plan and deliver an internationally focused Workshop at the January ACA Conference.
- Organize another Webinar highlighting excellence in correctional practice within North America, in collaboration with the Correctional Leadership Association.
- Continue the Chapter's ongoing efforts to build effective partnerships to foster the work of the chapter and ICPA including support of the upcoming Women in Corrections Conference another first for ICPA which is scheduled for February 2024.

ICPA EUROPE (ICPA-EUR)

MISSION

ICPA-Europe, as the European Chapter of ICPA, has as its most important goal, the advancement of ICPA's values in the European region, i.e., promoting the development of a sustainable professional and humane execution of sentences and measures, the expansion of ICPA membership in Europe, networking with other key partner organisations and associations in a broader context including, Council of Europe, EU stakeholders, NGOs, Academics, etc., and most importantly strengthening the position of ICPA in the European environment, complementary to and in good collaboration with existing organisations. We also seek to exchange information on different levels to give ICPA Europe visibility and credibility in these difficult times (without the ability to hold physical meetings or workshops), and to use our first line business experience across specific fields such as technology or prison & design. We also aim to (re)connect with European Heads of Services, re-enforce former relationships and create new ones.



***“It is with great pleasure that I welcome you as chair of the EU Chapter of ICPA. We believe that your expertise and dedication will contribute to the further development of humane and effective prison systems. In our Chapter, we are committed to promoting prisoners’ rights, improving detention conditions and supporting prisoners’ reintegration into society. Together, we will work on innovative solutions and policies that not only promote security but also respect human dignity.*”**

I look forward to working with you and integrating your valuable insights into our joint work. Let us work together towards a more just and humane penological landscape in Europe.”

- Kathleen Van De Vijver

ICPA EUROPE - BOARD OF DIRECTORS

- Kathleen Van de Vijver (President, Belgium)
- Hans Meurisse (Former President, Belgium), retired 2023
- Dorin Muresan (Vice-Chair, Romania)
- Helena Pombares (Secretary, United Kingdom)
- Pedro das Neves (Portugal)
- Kim Ekhaugen (Norway)
- Steven Van de Steene (France)
- Oliver Drews (Germany)
- Fatih Güngör (Turkey)

ACTIVITIES: JULY 2023 – JUNE 2024

In April 2024, the ICPA-EU Chapter met in Istanbul, April 2024, to review the work of ICPA in Europe and undertake initial planning for the remainder of 2024. 2023 – 2024 also saw a change in leadership within the Network with the farewell of Paul Geurts, and ICPA Board Member, Kathleen Van de Vijver, taking on the role of Chapter Chair. Another farewell was of the valuable board member and past chapter chair, Hans Meurisse. Key activities undertaken through the 2023 – 2024 Fiscal Year, including:

- Ensuring representation from Europe at ICPA conferences, including the 2023 Annual Conference, TIC, and IPIC.
- Supporting ICPA representation at many events across Europe, including the UNODC's Open-ended intergovernmental expert group, and EuroPris AGM after Council of Europe meeting.
- Strengthening ICPA-EU as a key contact point for the circulation of expertise from Europe to other parts of the world.

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

In 2024 –2025, ICPA-EU will:

- Hold Chapter Board meetings in September, Singapore, and October, Germany, to develop a forward map for the Chapter.
- Further strengthen relationships with the professional European Correctional Organisations, including Public Sector, NGOs, and private sector professional companies.
- Continue to advocate for, and engage in discussion on, innovative approaches to current and emerging challenges.
- Continue to support ICPA initiatives and further integrate with EU stakeholders.
- Actively promote and support programme development of ICPA conferences in Europe (Annual Conference in Singapore, September 2024, Women in Corrections Conference and Correctional Technology Conference in Thailand, February 2025, and Correctional Research Symposium, May 2025).
- Deepen relationships with key ICPA partners in Europe, including EuroPris, CEP, and the Council of Europe, to guarantee a maximum contribution, collaboration for future growth in the field of corrections, and ensure the success of European conferences.

CHAPTERS



ICPA LATIN AMERICA (ICPA-LA)

ICPA-Latin America (ICPA-LA) exists to bring together all relevant actors in the correctional community of Latin America and the Caribbean region, with the aim of sharing local knowledge, making available best practices, and helping to improve prison services in the region. A focus is the development of community sentences, alternative measures and probation services, all of which are underdeveloped in the Latin American region. ICPA's Latin America Chapter is led by ICPA Board Member, Emiliano Blanco.



ACTIVITIES: JULY 2023 – JUNE 2024

In this past, 12 months ICPA-LA has focused on continuing to support improved correctional practice across Latin America. Significantly, between June 10 and June 12, 2024, the Second Regional Congress on Security, Intelligence, and Penitentiary Administration took place in Guatemala. The event was organized by the Narcotics Affairs and Law Enforcement Section (INL), ICPA-LA, and the Government of Guatemala.

This meeting provided a space in which experts, professionals, and academics were able to share their knowledge and experiences, analyze cases, lessons learned, and practical, effective, and applicable perspectives, and present, consider, and discuss innovative strategies around the use of cutting-edge technologies, effective intelligence methods, and successful rehabilitation programs, enabling opportunities for exchange, collaboration, and joint work among security, intelligence, and prison administration agencies at the local, national, and international levels.

Representatives from public entities in Argentina, Brazil, Chile, Guatemala, Mexico, and Paraguay, as well as international organizations in the region, such as the International Committee of the Red Cross, the ICPA-LA, and INL, along with reintegration project leaders, researchers, analysts, and specialized journalists from Central America, Ecuador, the United States, and Venezuela, participated in the event. In total, twelve countries and around 300 people attended fifteen conferences over three days.

In addition to the Second Regional Congress, ICPA continues to engage in the region through encouraging participation at ICPA in-person and online events and facilitating discussions between Latin America and the rest of the world.

FUTURE ACTIVITIES: JULY 2023 – JUNE 2024

In the coming 12 months, ICPA will continue to build on the activities undertaken, with a focus on:

- Continuing to work with different prison directors and other organizations in prison and probation matters.
- Organizing another regional conference in south America including even more countries and participation of another private sectors.
- Contributing to achieve active participation from LATAM in ICPA central activities.
- Participating in and supporting the activities of other corrections-involved organization, such as ICRC, UNODC or INL.
- Ensuring representation from Latin America at ICPA's Annual Conference.

OTHER REGIONAL ENGAGEMENT

Africa

ICPA continues to support engagement across the Africa with the region well represented in attendance at ICPA conferences, engagement in ICPA Networks, and contribution to other activities of the Association. In 2023, ICPA Executive Director and ICPA Board Member, Raphael Tuhafeni Hamunyela, Namibia, held an in-person meeting of all African Heads of Service during the Annual Conference. At the meeting, it was agreed that ICPA not operate with an African Chapter but instead deepen its connection with the African Correctional Services Association (ACSA).

In April 2024, IPA President and ICPA Executive Director met with the ACSA President to further discussions on ICPA's involvement in Africa and initial discussions regarding the creation of a Memorandum of Understanding were undertaken.

ICPA continues to support the advancement of correctional practice in the region through Association representation at partner events in the African continent.

In Q4 2024, ICPA African public sector members will have access to free training, under a Train the Trainer model, led by ICPA's Staff Training and Development Network and hosted by the Namibian Correctional Service.

Future planning for the region includes planning for an annual conference to be held in Rwanda in 2025 and ongoing ICPA representation at relevant forums that support reform across all elements of the correctional services system.

Asia-Pacific and Oceania

ICPA continued to increase its engagement in the Asia-Pacific and Oceania regions in 20224 - 2025 through a range of engagement and activity. ICPA does not operate with Chapter in the region, given the existing connections and role of the Asia Pacific Conference of Correctional Administrators, but instead engages through existing partnerships to add value and support the improvement of correctional practice with members and engaged agencies. In 2024, ICPA has ensured that several of its webinars have been at an accessible time for members in the region and there has been significant uptake.

In the 2024 – 2025 Fiscal Year, ICPA will hold several key events in the region. Significantly, in September 2024, ICPA will hold its 26th Annual Conference in Singapore. High attendance is expected from the region as the event celebrates the anniversary of Singapore's Yellow Ribbon initiative, hosted by the Singapore Prison Service.

In 2025, ICPA will continue to deepen its engagement in the Asia-Pacific and Oceania regions through the first global Women in Corrections Conference to be held in Bangkok, Thailand from 19 to 21 February, jointly delivered with the Thailand Institute of Justice. Following this event, ICPA will hold the second Correctional Technology Conference on the theme of Smart Prisons. CTC 2025 will take place from 24 to 27 February 2025 in Bangkok, Thailand, hosted by the Thailand Department of Corrections.



TASKFORCES, GROUPS, AND COMMITTEES

ICPA's operates with a series of Taskforces, Groups, and Committees. These are activated to match need in the sector and are comprised of volunteers who work together to undertake specific activities relating to the Association's strategic focus.

Currently, ICPA has an active Communications and Media Group and Practice Transfer Advisory Committee.

GROUPS

ICPA COMMUNICATIONS AND MEDIA GROUP

In 2024, ICPA formed the Association’s Communications and Media Group, providing a global forum for collaboration amongst public sector correctional media professionals. The Group met for the first time in June 2024 with a focus on opportunities and challenges. Moving forward, the Group will meet remotely four times per annum, chaired by the Executive Director, ICPA.

Through the Group, the ICPA provides opportunities for increased communication and engagement between public sector officials and other key partners, including community organizations. The Group also provides a space for members to engage with, and share best practice through, ICPA’s communications and media platforms, including social media, newsletters, and the ICPA website.

The Communications and Media Group aims to enhance communication and engagement with the public sector on correctional best practice by sharing relevant information, networking, and discussing challenges and opportunities in the sector.

Through the Communications and Media Group, the ICPA aims to:

- Create a forum for sharing of ideas, challenges, best practice, and success stories amongst media professionals.
- Improve consistency of engagement amongst ICPA member countries on relevant campaigns, awareness days, and cross-platform content sharing.
- Increase ICPA access to best-practice information that can be shared with a global audience, especially in relation to ICPA conference presentations.
- Develop a content strategy that includes regular newsletters, blog posts, and other forms of digital content to keep the public sector informed and engaged and highlight best practices in the sector.
- Conduct surveys and focus groups to gather feedback from the public sector and incorporate their insights into communication strategies.
- Establish partnerships with community organizations and stakeholders to expand the reach of the group and increase engagement with the public sector.



COMMITTEES

PRACTICE TRANSFER ADVISORY COMMITTEE

The Practice Transfer Advisory Committee (PTAC) seeks to highlight innovation in best practice in jurisdictions around the world and aims to help facilitate their implementation in other jurisdictions. The Committee sees its role as supporting and coordinating the ‘connecting’ of jurisdictions where interest in any particular ‘practice’ idea begins to be accepted. We aim to nudge and promote rather than work actively in implementing or executing any new practice transfer. This follows the principle that real success in introducing innovation depends on the level of commitment and interest that can be generated, both among the originators of the idea and the potential new adopters.

Our PTAC is also expanding the meaning of ‘practice’ to include an idea, strategy, philosophy or approach that is worth pursuing. Each year, ICPA would promote a different ‘practice’, broadly as an Association and making use of various mechanisms of communicating with the ICPA community. We recommend active involvement of ICPA Board members since we believe ‘practice’ transfer should become an Association priority in action that is supportive of ICPA’s mission and values.

ACTIVITIES: JULY 2023 – JUNE 2024

For the 2023-24 period, committee member Bob Goble continued to support the growth of the Twinning Project, particularly in US prisons and jails.

As a new focus, the PTAC worked towards promoting the concept of effective Parenting from Prison and Family Engagement with the goal of deepening and improving understanding of what good practice looks like in this area and how jurisdictions can learn from one another to improve their engagement of families of prisoners throughout the prison term and post-release.

Activities over the past 12 months included the following:

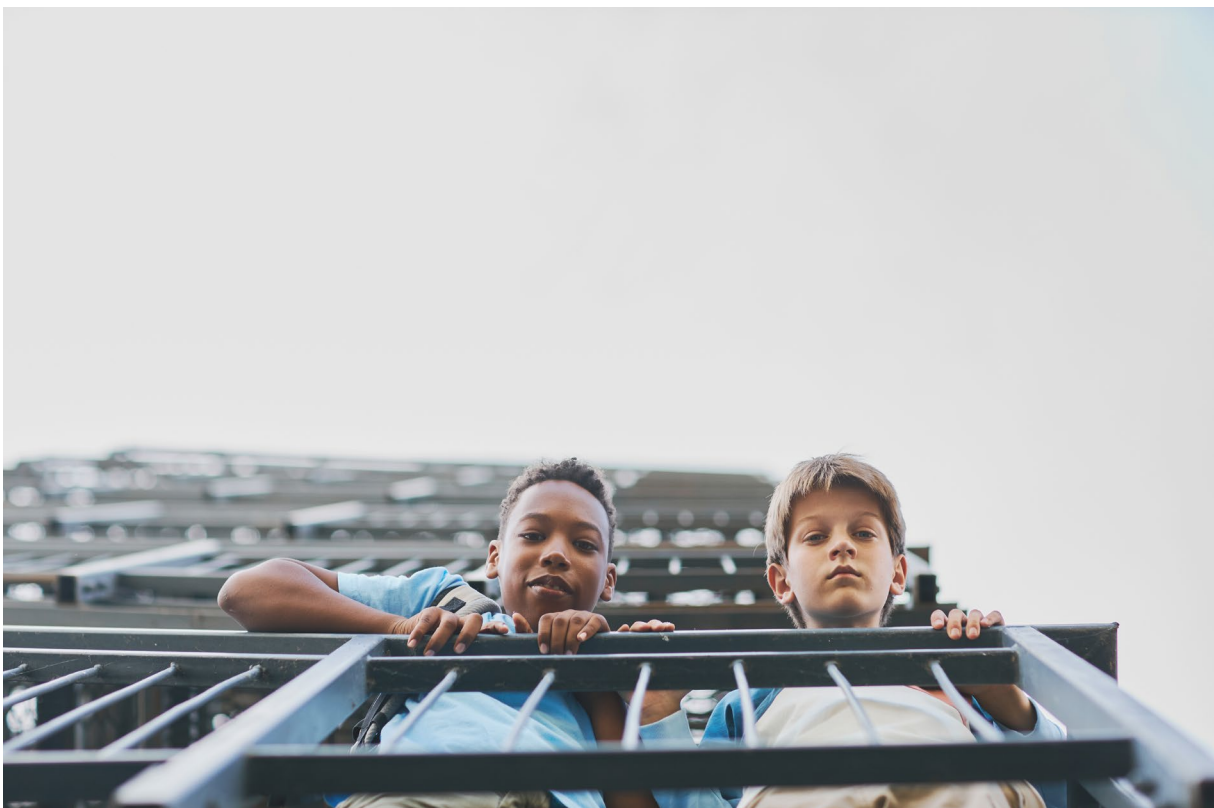
- A Learning Academy Session describing two MODEL programs (one from Canada and another from the UK), as well as a more scholarly presentation of the topic from a child rights perspective.
- Updating of the ICPA Website page for PTAC to provide a connection point for ICPA members.
- Focus on awareness raising throughout the whole year via emails and monthly social media information sharing, these included: reference to research and statistics, Program Highlights, and links to other related information sources, events, and reports.
- Survey of Jurisdictions, especially the ICPA Agency Members, to determine what they are doing in this practice area.
- Preparation for a PTAC Workshop to the ICPA Conference in Singapore, which would include presentation of Singapore’s Project ReKindle.

COMMITTEES

PRACTICE TRANSFER ADVISORY COMMITTEE

FUTURE ACTIVITIES: JULY 2024 – JUNE 2025

- In the coming 12 months, PTAC will continue to build on its successful foundation through:
- Hosting a PTAC Workshop at ICPA's 26th Annual Conference.
- Continuing to build awareness via information sharing on social media and with ICPA's members on the topic of Parenting from Prison and Family Engagement.
- Organize a series of short podcast type interviews with select practitioners involved in promoting parenting from prison and family engagement, pointing to the benefits and advantages of the approach.
- Organize a variety of local awareness activities dedicated to the issue, with coordinated posts and involvement of local family-oriented organizations.
- Seek to identify a new "Focal Practice" at the ICPA 2024 Annual Conference that the Committee could begin promoting in late 2025.
- Organize another Learning Academy Session describing and highlighting some Model Programs that illustrate the new "Focal Practice" in action.





MEMBERSHIP ENGAGEMENT

ICPA is supported by the contributions of our Individuals and Agency Members. This section of the Annual Report provides an overview of membership and financial outcomes in our 2023/2024 fiscal year.

MEMBERSHIP ENGAGEMENT

MEMBERSHIP UPDATE

As the premier worldwide organisation for networking correctional professionals and practitioners, ICPA offers a range of membership opportunities for experts in the field. Membership is available for the following individuals and organisations:

Individuals

- Correctional Staff and Practitioners
- Senior Management and Heads of Service
- Freelance /Consultants/ Business Entrepreneurs
- Academics / Researchers

Public Sector Agencies

- National and State Prison/Correctional agencies
- Probation and Parole Organisations
- Government Departments

Corporate Sector Agencies

- Service Providers
- Technology Companies
- System Developers

Non-Profit/NGO and Academic Organisations

- NGO / Non-Profit Organisations
- Academic Institutes
- Voluntary Organisations



MEMBERSHIP ENGAGEMENT

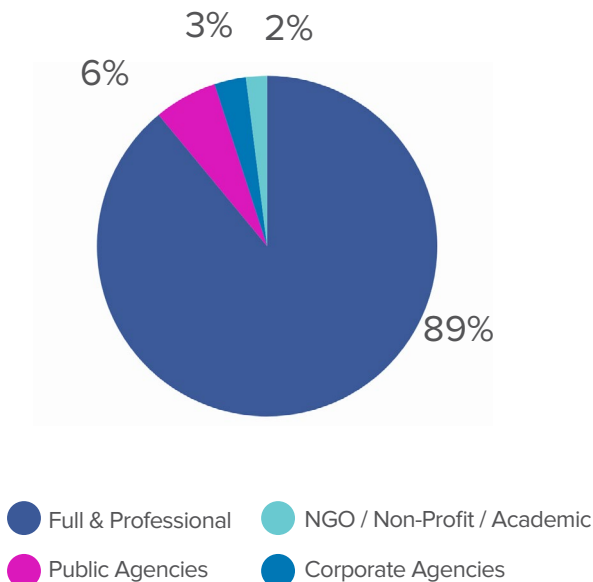
MEMBERSHIP UPDATE

In 2023 - 2024, ICPA saw an increase in overall membership numbers, with Staff and Professional memberships increasing by approximately 20%. There was a slight reduction in agency memberships, especially amongst the non-government sector, which was impacted by the current global financial situation. Agency memberships are forecast to increase in 2024 – 2025 and ICPA continues to consider strategies for ongoing engagement of the NGO and academic sectors.

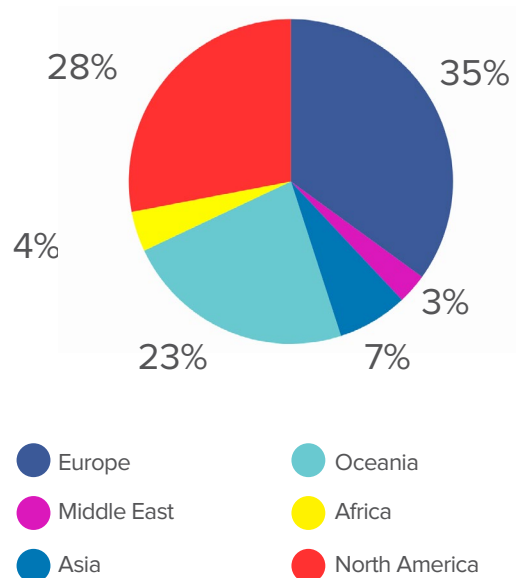
ICPA's Executive Team continue to consider and respond to membership statistics, with greater Association presence in specific regions, including Latin America. In March 2024, the ICPA Board of Directors approved a small fee increase for ICPA membership in line with global inflation, reflective of the increased of undertaking ICPA activity.

Prior to this, fees had not increased in over 10 years. It was also agreed to provide additional Staff membership' for ICPA's Corporate and NGO / NFP / Academic members, to allow greater access to Association content. ICPA is sincerely grateful to the individual members and agency members whose contributions sustain the Association's activities and ensure that ICPA continues to bring together prison and corrections professionals to support the advancement of professional corrections.

Membership Profile



Agency Membership by World Region





**2023 – 2024
FINANCIAL
YEAR
SUMMARY**

FINANCIAL YEAR SUMMARY

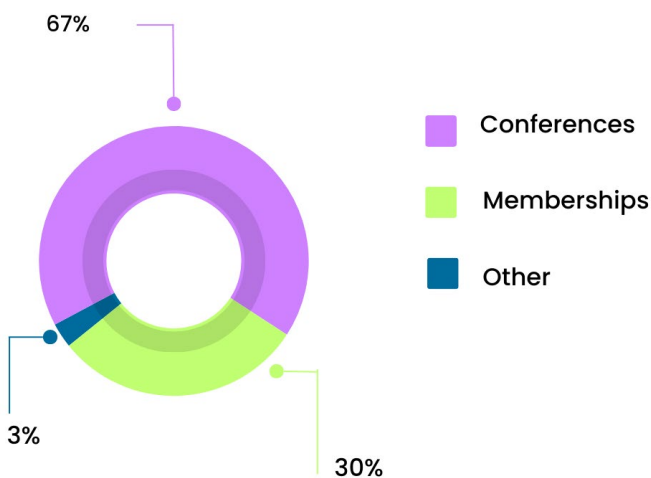
In the 2023 to 2024 Fiscal Year, ICPA forecasted a loss of \$59,489 USD. Following an increase in revenue from ICPA's Annual Conference, financial management, and a reduction in administration and Board workshop expenses, ICPA is now expecting a surplus of \$79,705USD. This outcome continues to solidify the Association's favorable position following a modest surplus in 2022 – 2023, demonstrating a move away from the challenging COVID-19 years.

Despite increases due to inflation, Association travel-related costs were significantly reduced because of careful fiscal management. Conference expenditure was high due to increased attendee numbers. However, this was balanced with increased revenue in these areas.

The following graphs outline the income and expenditure undertaken by the Association in the 2023 to 2024 Fiscal Year.

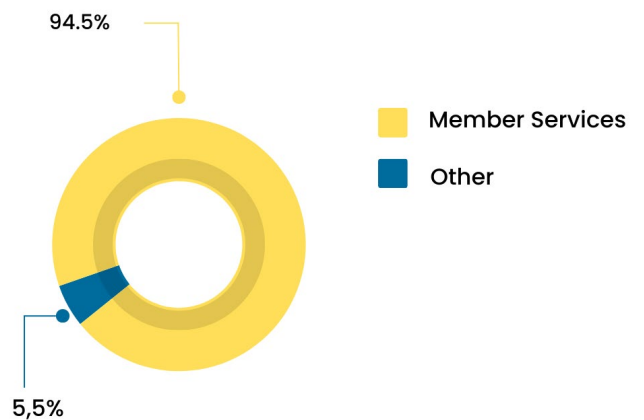
ICPA's finances undergo an external audit every three years. In the years where an audit is not undertaken (including for the 2023 – 2024 Fiscal Year) and external review is undertaken. This information is available to members on request.

FY 2023-2024 Revenues



Membership	\$323,940
Conferences	\$723,698
Other	\$27,394
Total	\$1,075,032

FY 2023-2024 Expenses



Member Services	\$940,786
General Admin	\$54,541
Total	\$995,327

* Figures are in \$US (Dollars)



FUTURE ACTIVITY

FUTURE ACTIVITY

In the coming 12 months, the Association will continue to deliver against its 2024 – 2025 Business Plan and undertake development of a 2025 – 2026 Business Plan, linked closely with the ICPA Strategic Plan, with activity focused across the following strategic areas:

2024 and 2025 will include several online and in-person events. ICPA is committed to a minimum of six online events (webinars and Learning Academy sessions). The following in-person events are scheduled for 2024 and beyond:

2024

ICPA 26th AGM and Annual Conference
Enabling Desistance: Beyond Recidivism
1 – 6 September 2024
Singapore

2025

Women in Corrections Conference
19 – 21 February 2025
Bangkok, Thailand
(Partners: Thailand Institute of Justice)

Correctional Technology Conference
Smart Prisons
24 – 27 February 2025
Bangkok, Thailand

Correctional Research Symposium
May 2025
Belfast, Northern Ireland
(Partners: EuroPris)

ICPA 27th AGM and Annual Conference
26 – 31 October 2025
Kigali, Rwanda

2026+

ICPA 28th AGM and Annual Conference
25 – 30 October 2026
Belfast, Northern Ireland



ACKNOWLEDGMENTS

ICPA would like to especially acknowledge the support, engagement, and leadership from our individual, professional, and agency members.

2023-2024 MEMBERSHIPS

PUBLIC SECTOR

EMERALD

ACT Corrective Services (AU)
Corrections Victoria (AU)
Corrective Services New South Wales (AU)
Department for Correctional Services South Australia (AU)
Department of Corrective Services Western Australia (AU)
Directorate of Norwegian Correctional Services
HM Prison and Probation Service, England & Wales (UK)
Hong Kong Correctional Services Department

Israel Prison Services
Justice Health and Forensic Mental Health Network
Malaysian Prisons Department
Netherlands - Dutch Custodial Institutions Agency
Northern Territory Department of Correctional Services (AU)
Queensland Corrective Services (AU)
Tasmania Prison Service (AU)

RUBY

Correctional Services Canada
Department of Corrections - New Zealand
General Directorate of Prisons and Detention Houses – Türkiye
PNG Correctional Service

Prison and Probation Service of Finland
Singapore Prison Service
Swedish Prison and Probation Service
Uganda Prisons Service

SAPPHIRE

Austrian Prison Service
BC Corrections - Ministry of Public Safety and Solicitor General, British Columbia (Canada)
Belgian Federal Service - CDRGA
Cyprus Prison Department
Bermuda Department of Corrections
Danish Prison and Probation Service
General Directorate Execution of Sentences – Bulgaria
Irish Prison Service

Korea Correctional Service
Kosovo Correctional Service
Mauritius Prisons Service
Ministry of Public Security - Gouvernement du Québec
Namibian Correctional Service
New Jersey Department of Corrections
Prison and Probation Service of Finland
US Department of State (INL-CIV)

2023-2024 MEMBERSHIPS

PRIVATE SECTOR

PLATINUM

Telio Group
ViaPath Technologies
Unilink

GOLD

Honeywell Building Technologies
Serco Limited

SILVER

Allied Universal	IPS Innovative Prison Systems
DLR Group	ODSecurity
Drugloo	Multi-Health Systems Inc. (MHS)
Compliant Tech Solutions	Syscon Justice Systems
Enware Australia Pty Limited	The GEO Group Inc.

BRONZE

Abilis Solutions Inc.	Physician Correctional USA
CGL Companies	Sodexo Justice Services
FPC Antwerpen Gent	Ventia

NGO AND NON PROFIT SECTOR

TOPAZ

Alvis
National Correctional Administration Academy (ENAP)
Safer Foundation (USA)
The Prem Rawat Foundation

2023-2024 MEMBERSHIPS

OPAL

Aproximar, Cooperativa de Solidariedade Social
Australian Community Support Organisation (ACSO)
Correctional Leaders Association (CLA)
Estonian Academy of Security Sciences

International Association for Correctional and Forensic Psychology (IACFP)
Japanese Correctional Association
Probation and Community Corrections Officers' Association (PACCOA)

LIFETIME MEMBERS

Uju Agomoh
Steve Carter
Bob Goble
Jim Gondles
Hans Meurisse
Ole Ingstrup

Chin Chua Kat
Ofra Klinger
Frank Porporino
Haim Szmulewitz
Peter Van der Sande
Reginald Wilkinson

PROFESSIONAL MEMBERS

Teresa Abreu
Ahmed Alshamrani
Glen Babich
Paul Baker
Kübranur Başar
Chukwunonso Belonwu
Leann Bertsch
Sonia Bom
Doug Bond
Salah Buosaibah
Neil Butler
Ivan Calder
Michael Campbell
Claudio Canavati
Michelle Carpentier
Shannon Carst
Serena Cataldo
Matt Cate
Ethan Chambers
Darren Chiappinelli
Chris Collett
Brooke Collignon
Stephanie Covington
Scott Craddock

Paul Crowhurst
Doug Dretke
Paul Dubé
Teri DuTemple
James Flanagan
Alfred Garcia
Paul Geurts
Brent Gibson
Frank Greene
Jesus Hector Grijalva Tapia
Paul Grimmond
Michael Haggerty
Raphael Tuhafeni Hamunyela
Kelly Hartle
Tony Hassall
Monica Hook
Mark Inch
Buddy Johns
Marwan Julfar
Professor Kimora
David Kneller
Brian Koehn
Brian Lovins
Belinda Macdonald

2023-2024 MEMBERSHIPS

Phaello Malataliana
Steve Maltby
John Manning
John May
Sandra McBrayer
Robert McCrie
Anna Motz
Michael Murphy
Sara Murray
Roman Mychajlowycz
Gary Nicholls
Patricia O'Hagan
Kanayo Olisa-Metuh
Khalil Osiris
Michael Page
Bruce Perham
Sharon Pette
Devon Polaschek
Chris Pollard
Joseph Pryor
Tim Purcell
Michelle Purkiss
Rick Raemisch
Jim Randolph
Julie Renaud
Mike Reynolds
William Rodgers
Jessica Roquemore
Mikko Sarvela
Ernest Schall
Peter Severin
Annette Sharpe-Laudani
Chris Siegersma

Tom Smith
Christina Sutcliffe
Josh Tewalt
Mike Thatcher
Akpo Bisong Tim Ntang
Cherie Townsend
Bruce Tripp
James Tweed
Steven Van De Steene
Marie Claire Van Hout
Lenard Vare
Michael S. Vaughn
Gerard Verbiest
Josefin Wikström
Brie Williams
Kevin Wright

2023-2024 MEMBERSHIPS

AGENCY PROFESSIONAL MEMBERS (VIP)

Berfu Altay	Anne Kelly	Rasim Selmani
John Baker	Kevin Kempf	Scott Semple
Nordin bin Muhamad	Friedrich Alexander Koenig	Sarah Shelton
Ian Blakeman	Sarah Kuckert	Yong Lee SHIE
Simon Bonk	Dave Lageweg	Tanja Sieme
Heidi Bottolfs	Daniel Lang	Tal Stein
David Brown	Eric Le Goff	Paul Stewart
Johnson Byabashaija	Tiago Leitão	Larissa Strong
Phil Cople	Rachel Leota	Tetsuya Sugano
Andrew Cupples	Kin-ip (Kenneth) LEUNG	Lisa Sweet
Pedro das Neves	Ka-lun (Charles) LEUNG	Daniel Tan
Victor Dickson	Jeremy Lightfoot	Paul Tatro
Oliver Drews	Daniel Lombardo	Ian Thomas
Ina Eliassen	Kerry Lynn	Beverley Thompson-Brown
Tom Enger	Peter Martin	Robin Timme
Sam Erskine	Jean-Philippe Mayol	Gad Tobaly
Elizabeth Falcon	Caron McCaffrey	Soen TONG
Jo Farrar	Sarah Miles	Francis Toye
Richard Felsher	Laurence Motiuk	Rudy Van De Voorde
Robyn Fisher-Reid	Chiu-kok Kenny Ng	Stefan Van der Veen
Martin Gillå	Karl Mario Norbin	David Van Patten
W Robert Glass	John Nurse	Geert Verbeke
Terrence Goh	Zulkifli Omar	Melissa Westin
Eric Gonzalez	Derek Osborn	Mark Whittaker
Ruth Graver	Philip Pangkat	Zaneta Whitworth
Fatih Güngör	Jay Pyke	Angela Williams
Onur Helvaci	Virva Raitio	Rod Wise
Martin Holmgren	Amy Rees	Kwok-hing WONG
Jenny Hosking	Denise Robinson	Enis Yavuz Yildirim
Hanna Jarl	Jaganaden Rungadoo	Byung-chul YOO
Michelle Jarman-Howe	Jan-Erik Sandlie	Ivaylo Yordanov
Keeva Joell-Benjamin	Lise Sannerud	
Ray Johnson	Wim Saris	



ICPA
International Corrections
& Prisons Association



**INTERNATIONAL CORRECTIONS
AND PRISONS ASSOCIATION**

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