



ICPA
International Corrections
& Prisons Association

www.icpa.org



Annual Report

2025/2026

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 2025 to 30th June 2026.



**FOR THE ADVANCEMENT OF
PROFESSIONAL CORRECTIONS**

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CONTENTS

4	Foreword
5	Our Mission
6	Our Strategic Focal Points
9	Organisational Structure
14	Business Plan Update
24	Year in Review
33	ICPA Networks
56	ICPA Chapters
64	Taskforces, Groups and Committees
68	Membership
71	Financial Year Summary
74	Future Activity
76	Acknowledgements

FOREWORD

The 2025–2026 fiscal year opened with profound sorrow for the global corrections community following the sudden passing of ICPA President Peter Severin in August 2025. Peter’s leadership was grounded in a steadfast belief in human dignity, professional excellence, and the conviction that every person has the capacity for positive change when given fair opportunity and the right support. Across our membership, many have spoken about the clarity he brought to difficult conversations, and the way he consistently returned us to what matters most: humane corrections, ethical practice, and the people we serve. It is especially meaningful that his legacy will be honoured through the renaming of the Head of Service Award in his memory, ensuring that the values he championed remain visible in the work we recognise and encourage.

As Acting President, I have had the honour of guiding the Association through this transition alongside our dedicated Board of Directors. This role has carried both the duty of continuity and the privilege of witnessing the strength of our community at close hand. I am deeply grateful for the support shown across our networks, committees, and agency members. In moments of loss, the character of an organisation is tested, and this year the ICPA community has demonstrated compassion, professionalism, and a shared determination to keep moving forward together.

This reporting period also marked a significant stage in ICPA’s growth and maturation as we moved beyond the midpoint of our Strategic Plan 2024–2027. A central part of this work is the ongoing Network Review, designed to ensure that our member networks remain vibrant, sustainable, and genuinely connected to practice needs across jurisdictions. Our aim is not simply to maintain structures, but to strengthen the conditions for meaningful exchange, shared learning, and practical collaboration that supports safer and more effective corrections systems.

Financially, the Association delivered a strong result, recording an operating surplus of \$75,772 on total revenues exceeding \$1.56 million. This outcome reflects careful stewardship and the continued confidence of our members, supported by expanding agency memberships and the success of our thematic conferences. Importantly, it also provides a stable foundation for the next phase of our strategic delivery and the continued development of services that add value to members.

Our commitment to evidence-informed policy and practice was evident in the scale and quality of our global gatherings over the past year. The 27th ICPA Annual Conference in Istanbul, Türkiye welcomed more than 600 delegates from 83 countries, bringing together perspectives from across regions to explore Wellbeing in Corrections: Initiatives for Staff, Systems and Communities.

Our thematic conferences were of particular note this year. We were proud to convene the inaugural International Research in Corrections Conference in Auckland, New Zealand, which attracted over 300 attendees and created a vital bridge between research insights and operational delivery. Later in the year, we held the first Prison Design and Technology Conference in Rabat, Morocco, welcoming over 250 attendees from 46 countries to focus on human-centred facility design and responsible technology, including the important launch of the UNODC–ICRC Handbook.

Beyond our events, ICPA continued to expand its reach and deepen partnerships. We formalised Memorandums of Understanding with the European Organisation of Prison and Correctional Services (EuroPris) and the African Correctional Services Association (ACSA), advanced plans to reactivate the Latin American Chapter, and strengthened collaborative ties across the North American and the Asia-Pacific regions. These relationships matter because the challenges faced by corrections services are increasingly shared, and progress is faster when jurisdictions learn together rather than in isolation.

I extend my sincere thanks to our Executive Team, including a warm welcome to Ronja Pörhö and Mostapha Ben Mouh, and heartfelt appreciation to Ilinca Cojocaru as she concluded three years of dedicated service. I am equally grateful to our Board of Directors, committee chairs, network leaders, and all members whose commitment and generosity of time make the Association’s work possible.

Looking ahead to our 28th AGM and Annual Conference in Belfast, Northern Ireland, under the theme Partnerships in a Modern Corrections Landscape, ICPA remains focused on supporting humane, ethical, and effective correctional practice worldwide. While this year began with loss, it has also reaffirmed the purpose that brings us together. We carry forward Peter Severin’s values with respect and determination, and we step into the year ahead ready to listen, to learn, and to strengthen the partnerships that improve outcomes for staff, systems, and communities.

David Brown,
Acting President, ICPA



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: We act with honesty, transparency, and professionalism in all our work.

Collaboration and Knowledge Sharing: We value the exchange of ideas, experience, and expertise, and we believe that the global corrections community works best in partnership to achieve shared goals.

Belief in Rehabilitation: We believe in the capacity of individuals to change and are committed to supporting their reintegration to community.

Respect for Human Dignity and Rights: We uphold the inherent dignity of every person and are dedicated to protecting and promoting their rights.

Appropriate Use of Imprisonment: We promote effective community-based corrections and advocate for imprisonment only as a last resort.



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	We increase our global engagement. We influence the improvement of correctional practice worldwide. We understand and respond to our member needs. We efficiently and effectively manage the Association to enact out vision and mission.			
Activity	• 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. • 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. • 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. • 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	• 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. • 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. • 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. • 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	Through action in these areas, ICPA will: • 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.



David Brown
Acting President
Australia



Kim Ekhaugen
Vice-President
Norway



Diane Williams
Treasurer
USA



Fatih Güngör
Board Member
Türkiye



Heidi Washington
Board Member
USA



Kathleen Van De Vijver
Board Member
Belgium



Marayca Lopez
Board Member
USA



Moses Cyrial Ngawaite
Chihobvu,
Zimbabwe



Nadya Radkovska
Board Member
Bulgaria



Pedro das Neves
Board Member
Portugal



Raphael Hamunyela
Board Member
Namibia



Rob Jeffreys
Board Member
USA



Steven Van De Steene
Board Member
France



Yong Lee SHIE
Board Member
Singapore

ORGANIZATIONAL STRUCTURE

PRESIDENT UPDATE

In August 2025, the International Corrections and Prisons Association (ICPA) mourned the passing of its President, Peter Severin, following a sudden illness. Peter dedicated his career to correctional services in Australia and internationally.

Peter Severin’s remarkable career in corrections began in Germany before he relocated to Australia, where he made significant contributions to the field. During his tenure as Commissioner in New South Wales from 2012 to 2021, he oversaw several landmark initiatives, including the implementation of smoke-free policies across the prison system, the management of Australia’s largest prison building programme, and the development of an effective COVID-19 response strategy within correctional facilities. Following his retirement from public service, Peter continued his commitment to correctional reform through his role as President of the ICPA, where he worked to promote best practices in corrections globally.

Peter is remembered by the international corrections community for his fundamental belief in human dignity and rehabilitation. His approach to corrections was guided by the conviction that every individual has inherent value and the capacity for positive change. This philosophy informed his leadership style and the reforms he championed throughout his career.

“At his core was a belief in the inherent value of every human being and a belief in a person’s ability to change,” stated the ICPA Board. “Peter’s legacy of humanity, professionalism, and forward-thinking leadership will continue to inspire correctional professionals around the world for generations to come.” Following his retirement from public service, Peter continued his contribution to the sector as President of ICPA, supporting international collaboration and the advancement of professional correctional practice worldwide.

Peter will continue to be remembered by the internationally community. At the 26th ICPA Annual Conference, Peter was posthumously awarded the Head of Service Award recognizing his decades-long impact on correctional practice. The Award has been renamed the Peter Severin award in honor of his contribution to ICPA.

Following Peter’s passing, the ICPA Board of Directors appointed David Brown as Acting President to lead the organization from September 2025 through to the Annual General Meeting in October 2026, ensuring continuity of governance and strategic leadership during this period.

BOARD OF DIRECTORS UPDATE

At the 26th Annual General Meeting, two Board Director positions were up for election. The following appointments were made:

David Brown (Second Term)
Acting President and Board Member, ICPA, Australia

“I would like to thank the ICPA members for providing me with the opportunity to serve a second term on the ICPA Board, it is a privilege. ICPA provides a truly unique opportunity for correctional practitioners to share the challenges and to learn about innovation and best practice across the globe. I know my own jurisdiction is delivering better community and custodial correctional services based on lessons we have learnt through ICPA. It is good to give back to ICPA by serving on the Board.”

ORGANIZATIONAL STRUCTURE

Marayca Lopez (Second Term)
Board Member, ICPA, USA

“It is a privilege and an honor to be given the opportunity to continue to serve on the ICPA Board of Directors for the next 4 years. Since joining my first ICPA Annual Conference back in 2012, being part of this global Association has allowed me to grow personally and professionally through the meaningful exchange of experiences, knowledge, and innovative solutions in corrections worldwide. Over a decade of involvement with the ICPA has made me appreciate the tremendous value of connecting with corrections experts and leaders from multiple backgrounds in fostering understanding and collaboration and in supporting strategies to drive change, empowering people, organizations and communities to thrive. “

Moses Chihobvu (First Term)
Board Member, ICPA, Zimbabwe

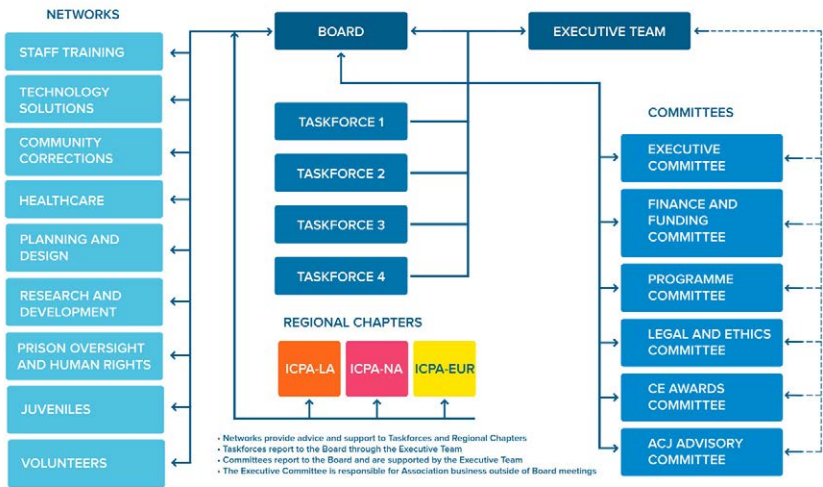
“I am deeply honoured to join the Board of the International Corrections and Prisons Association (ICPA). This opportunity reinforces my dedication to transformative correctional leadership, international cooperation, and the promotion of sustainable rehabilitation and reintegration outcomes.”

Regular ICPA Board meetings occurred on the following dates:

- 23 July 2025 (online)
- 3 September 2025 (online)
- 25 October 2025 (In-person)
- 3 December 2025 (online)
- 28 January 2026 (online)
- 5 and 6 March (in-person)
- 27 May 2026 (online)

The ICPA Board held its annual strategic meeting in Auckland, New Zealand on 5 and 6 March 2026. The Meeting focused on developing a new Business Plan for the 2026 – 2027 Fiscal Year with a focus on revitalizing our Heads of Service Forum and undertaking strategic projects to ensure the Association best meets the needs of members.

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



ORGANIZATIONAL STRUCTURE

EXECUTIVE DIRECTOR UPDATE

This fiscal year began with deep sadness for the ICPA community and the global corrections sector following the sudden passing of Peter Severin. Peter's loss has been deeply felt across our community, including by myself as I was privileged to call Peter a close friend. Peter was exceptionally generous with his time, knowledge, and encouragement, and his impact on people and practice reached far beyond any single role or contribution. In the months since his passing, I have seen the depth of respect and affection held for him across the international corrections community. While his absence is significant, I am encouraged that Peter's legacy and spirit continue to live on through ICPA's work, values, and the many people he inspired.

This year has also marked an important period of growth and maturation for ICPA as we move beyond the midway point of our Strategic Plan. It has been rewarding to see the Association continue to evolve, strengthen its foundations, and expand its influence globally. One of the most important pieces of work currently underway is the ongoing Network Review. Our networks remain central to ICPA's identity and purpose, providing critical opportunities for practitioners, researchers, and leaders to connect across jurisdictions, share expertise, and collaborate on the challenges facing corrections globally. Ensuring these networks remain relevant, sustainable, and impactful into the future is a key priority for the Association.

This year also saw the successful delivery of two thematic conferences focused on emerging and increasingly important areas of practice. The International Research and Corrections Conference (IRCC) represented a significant turning point for ICPA, further solidifying our role in bringing research closer to practice and creating a platform to celebrate and share evidence-based service delivery from across the world. Equally, the Prison Design and Technology Conference (PDTC) demonstrated the continued interest and commitment within our sector to innovation, and to understanding the role that technology and prison design can play in improving outcomes for people in custody, staff, and communities.

What continues to inspire me most is the growth of our global community and the connections that are constantly being formed between members. Across conferences, networks, and collaborative projects, I continue to see meaningful relationships developing that strengthen both professional practice and the shared sense of purpose within our sector. I am particularly excited to come together again with members in Belfast in October 2026. With a conference theme focused on partnerships and the complex challenges we collectively seek to address, it could not be more timely or relevant for our community.

I would also like to sincerely thank our Executive Team, who continue to deliver above and beyond in support of our members and strategic priorities. This year, we were pleased to welcome Ronja Pohro and Mostapha Ben Mouh to the team, while also farewelling Ilinca Cojocaru after more than three years of dedicated service and contribution to ICPA. I am deeply grateful for the professionalism, commitment, and passion shown by our team throughout the year.

As we look ahead, I remain optimistic and energized by the opportunities before us. The need for more humane, evidence-informed, and effective correctional practice has never been more important, and ICPA remains well positioned to support and connect those working toward that goal across the globe.

Natalie Boal
ICPA Executive Director

ORGANIZATIONAL STRUCTURE



Natalie Boal
Executive Director
Australia



Catalin Ungureanu
Events Manager
Romania



Grail Mageean-Ray
Partnerships & Growth
Manager
Ireland/UK



Laura Andrite
Communications and
Media Manager
Latvia



Fraser Bryans
Technology Advisor - IT,
Systems and Events
Scotland



Ronja Pörhö
Business Coordinator
Sweden



Mostapha Ben Mouh
Communications
Coordinator
Morocco



Daryl Churney
Strategic Advisor, Visiting
Assistant Deputy Minister,
Canada

BUSINESS PLAN UPDATE

We increase our global engagement.

Output	Activity	Measure	Timeline	Status
ICPA develops a Regional Engagement Strategy.	ICPA undertakes to continue to provide relevant support to members and partners across each world region – i.e. North America, Asia-Pacific, Europe, Africa, and Latin America	Regional Engagement Strategy approved by the ICPA Board.	May 2026	Complete
ICPA strengthens the Association's presence in Africa.	ICPA partners with the African Correctional Services Association to support the improvement of correctional practice across Africa.	Partnership agreement signed with the African Correctional Services Association.	June 2026	Complete
ICPA strengthens the Association's presence in Latin America.	ICPA undertakes to renew the operations of the Association in Latin America.	Forward plan for ICPA's Latin America Chapter approved by the ICPA Board.	June 2026	Complete
ICPA strengthens the Association's presence in North America.	ICPA continues to support the work of its North American partners to support the improvement of correctional practice across North America.	North American Learning Academy held on the topic of women in corrections.	January 2026	Complete
		Partnership agreements signed with ≥ two North American partners.	June 2026	Ongoing
ICPA strengthens the Association's presence in Europe.	ICPA continues to support the work of its Europe partners to support the improvement of correctional practice across Europe.	Partnership agreements signed with ≥ two European partners.	June 2026	Ongoing

BUSINESS PLAN UPDATE

Output	Activity	Measure	Timeline	Status
ICPA holds its 2025 Annual Conference in Istanbul, Türkiye.	ICPA works collaboratively with the General Directorate of Prisons and Detention Houses in Türkiye to organise and host the 2025 Annual Conference.	≥ 600 individual attendees at ICPA's 2025 Annual Conference in Türkiye.	September 2026	Complete
ICPA holds the first International Research in Corrections Conference (IRCC) in Auckland, New Zealand.	ICPA works collaboratively with the Department of Corrections in New Zealand to organise and host the first IRCC.	≥ 200 individual attendees at ICPA's first IRCC in Auckland, New Zealand.	March 2026	Complete
ICPA holds the first Prison Design and Technology Innovation Conference (PDTIC) in Morocco.	ICPA works collaboratively with the Délégation Générale à l'Administration Pénitentiaire et à la (DGAPR) to organise and host the second IPIC.	≥ 200 individual attendees at ICPA's first PDTIC.	April 2026	Complete
ICPA prepares for the Association's 2026 Annual Conference in Belfast, Northern Ireland.	ICPA works collaboratively with the Northern Ireland Prison Service to prepare for the 2026 Annual Conference.	≥ 100 individuals registered for ICPA's 2026 Annual Conference in Belfast.	June 2026	Complete
ICPA prepares for the Association's 2027 Annual Conference.	ICPA works with potential hosts to determine a host for the 2027 Annual Conference.	Memorandum of Understanding signed with the 2027 Annual Conference host.	January 2026	Complete
		2027 Annual Conference location advertised to ICPA members.		Complete

BUSINESS PLAN UPDATE

Output	Activity	Measure	Timeline	Status
ICPA prepares for the Association's 2028 Annual Conference.	ICPA works with potential hosts to determine a host for the 2028 Annual Conference.	Memorandum of Understanding signed with the 2028 Annual Conference host.	June 2026	Ongoing
		2028 Annual Conference location advertised to ICPA members.		Ongoing
ICPA develops a forward plan for Annual Conference locations for 2029 and 2030.	ICPA works with potential hosts in Asia-Pacific, Oceania, and North America to determine interest in hosting an ICPA Annual Conference in 2029 and 2030.	Expressions of Interest sought for future ICPA Annual Conference hosting opportunities.	June 2026	Complete
ICPA prepares for the fifth Correctional Research Symposium (CRS) in partnership with EuroPris.	ICPA works with potential hosts in Europe to determine a host for the fifth CRS.	Memorandum of Understanding signed with the fifth CRS host. Fifth CRS location advertised to ICPA members.	June 2026	Postponed

We influence the improvement of correctional practice worldwide

More than 70 countries are represented at ICPA's 2025 Annual Conference.	ICPA invites Heads of Services from all countries. ICPA welcomes presentation submissions from all countries.	Number of countries represented at the 2025 Annual Conference. Number of countries presenting at the 2025 Annual Conference.	September 2026	Complete
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BUSINESS PLAN UPDATE

Output	Activity	Measure	Timeline	Status
ICPA is represented at key in-person events around the world to influence improved correctional practices.	ICPA engages with relevant regional and international partners to represent its members across the globe.	Member representation at ≥ one major conference in North America, Europe, Africa, Latin America and the Asia-Pacific.	July 2026	Complete
ICPA investigates formalising agreements with key partners in the criminal justice field to support improved correctional practice.	ICPA engages with critical partners to ensure representation of its members across the globe.	≥ four agreements finalised with partner organisations.	June 2026	Complete
ICPA actively engages with the university sector to support research into correctional practice and justice initiatives.	ICPA invites conference submissions from universities across the world.	≥ 20% of submissions from the academic sector for ICPA's 2025 and 2026 conferences.	June 2026	Complete
	ICPA undertakes the planning to establish the Association's Advancing Corrections Journal as a globally available, indexed publication.	Develop a forward plan to make ACJ available in relevant academic databases.		Complete
	ICPA continues to provide opportunities to support research that is relevant to its members.	≥ two research-focused webinars made available to ICPA members.		Complete
ICPA considers the impact of the broader criminal justice system on corrections agen-	ICPA develops connections with broader criminal justice influencers and organisations.	System influences are invited to present at ICPA's 2026 Annual Conference.	June 2026	Complete

BUSINESS PLAN UPDATE

Output	Activity	Measure	Timeline	Status
ICPA investigates how we transfer good practice across the globe, building on ICPA's Practice Transfer Advisory Committee.	ICPA develops options for how to increase practice transfer through its online and in-person offerings, with input from members.	Practice transfer options paper developed for Board consideration and next steps deter-	June 2026	Postponed
ICPA delivers a suite of live online service offerings to mem-bers.	ICPA has a series of live, online service offerings that meet the needs and interest of members.	All members have access to live streaming of ICPA's Annual Conference.	October 2025	Complete
		≥ four webinars delivered per year.	June 2026	Complete
		≥ one non-English webinar offered to members.	June 2026	Postponed
		≥ two Learning Academy sessions delivered per year.	June 2026	Complete
ICPA delivers a suite of on demand online service offerings to members.	ICPA delivers on-demand online service offerings, including Rewind from all Annual Conferences.	All conference content is made available to members and attendees.	June 2026	Complete

BUSINESS PLAN UPDATE

We understand and respond to our member needs.

Output	Activity	Measure	Timeline	Status
ICPA increases member representation at the 2025 Annual Conference.	ICPA invites mem-bers to attend and encourages new attendees to become members.	> 50% of Annual Conference attend-ees are ICPA mem-bers.	October 2026	Complete
ICPA's 2026 – 2027 Business Plan is informed by Member Feedback.	ICPA releases a 2026-member survey.	Survey response rate of 30%.	February 2026	Complete
ICPA members are up to date on Association activi-ties and events.	ICPA provides member updates on events where members are represented by the Association.	All members receive written updates following ICPA's representation at online and in-person events.	June 2026	Complete
ICPA agency mem-bers understand their membership benefits.	ICPA provides dedicated training to the main point of contact for agency memberships.	Members receive an ICPA membership guide and access to online training.	June 2026	Ongoing
	ICPA's Executive Team respond to member queries quickly.	Member queries are responded to within a maximum of 10 business days.	June 2026	Complete

BUSINESS PLAN UPDATE

Output	Activity	Measure	Timeline	Status
ICPA increases engagement between Heads of Service.	ICPA refreshes its in-person Heads of Service meeting for the 2024-2025 Annual Conference.	≥ Heads of Service attendees report the in-person meeting as useful.	September 2025	Complete
	ICPA provides opportunity for Heads of Service to connect virtually.	≥ two Heads of Service virtual forums are held in 2025-2026.	June 2026	Ongoing
ICPA investigates additional member service offerings to support member training and knowledge needs.	ICPA works collaboratively with its members and partners to develop new service offerings aligned to member needs.	Future service offerings approved by the ICPA Board of Directors and advertised to members.	June 2026	Complete
ICPA reviews its Networks to ensure they are meeting the needs of Association members.	ICPA undertakes a full review of member lists to ensure members are ICPA members.	100% of Network members are members of ICPA.	June 2026	Complete
	ICPA advertises Networks amongst members. ICPA increases information sharing and connection between Network members.	Network membership numbers grow by ≥ 10% amongst ICPA members. ≥ 25% increase in discussions and resources available on Network pages.		
ICPA continues to share good practice through written publications.	ICPA delivers information on engaging research and innovative practice via the Association's ACJ and Beyond the Wall (BtW) newsletter.	Two editions of ACJ are released. Two editions of the BtW newsletter are released.	June 2026	Complete

BUSINESS PLAN UPDATE

Output	Activity	Measure	Timeline	Status
ICPA increases its public sector member base.	ICPA provides mechanisms for interested agencies to access ICPA's website on a trial period.	≥ 10 public sector agencies are provided with temporary access to the ICPA website.	June 2026	Postponed
	ICPA connects new public sector members.	≥ 5% increase in public sector members.		Ongoing

We efficiently and effectively manage the Association to enact out vision and mission.

ICPA delivers a more user-friendly website to improve member and conference attendee experiences.	ICPA finalises the upgrade of its online platform. ICPA incorporates member feedback and testing in the website upgrade project.	New online platform launched.	June 2026	Complete
ICPA's website is a hub for in-person and online events relevant to ICPA members.	ICPA develops an event application portal and associated process to support the sharing of non-ICPA events.	Create an event portal to allow non-ICPA events to be shared with ICPA members.	June 2026	Postponed
ICPA increases member access to relevant global information.	ICPA provides increased opportunities for learning from its partners and sharing of successes amongst members.	ICPA's website, social media, and Annual Report include partner updates. Further opportunities are available to celebrate members successes through BtW, Correctional Excellence Awards, and online.	June 2026	Complete

BUSINESS PLAN UPDATE

Output	Activity	Measure	Timeline	Timeline
ICPA clarifies its policy positions on important issues facing correctional practice.	ICPA reviews its Founding State-ments and makes them available online.	ICPA Founding Statements published online,	March 2026	Complete
ICPA expands its connection to the not-for-profit, non-government, and academic sectors.	ICPA investigates new membership categories for the not-for-profit, non-government, and academic sectors.	New membership model created for member approval at the 2025 Annual General Meeting.	October 2025	Complete
ICPA's by-laws reflect current Association requirements.	ICPA undertakes a review of its by-laws.	Present updated by-laws to members at the Annual General Meeting for approval	October 2025	Postponed



YEAR IN REVIEW

ICPA continued to deliver a range of in-person and remote services to its members and the broader correctional community throughout 2025/26. This section of the Annual Report provides an overview of the key activity in the past year.

YEAR IN REVIEW

Annual Conference 2025: “Wellbeing in Corrections: Initiatives for Staff, Systems and Communities”

26 – 31 October 2025, Istanbul, Türkiye



ICPA
Annual Conference 2025

600 attendees
1000+ registered online
83 countries

ICPA held its 27th Annual Conference “Wellbeing in Corrections: Initiatives for Staff, Systems and Communities” was held in Istanbul, Türkiye, from October 26 – 31, 2025, hosted by the General Directorate of Prisons and Detention Houses, Türkiye. Watch videos from this event and download resources below!

The event brought together correctional leaders, practitioners, academics, researchers, NGOs, innovators, and people with lived experience from across the globe to explore the theme Wellbeing in Corrections: Initiatives for Staff, Systems, and Communities.

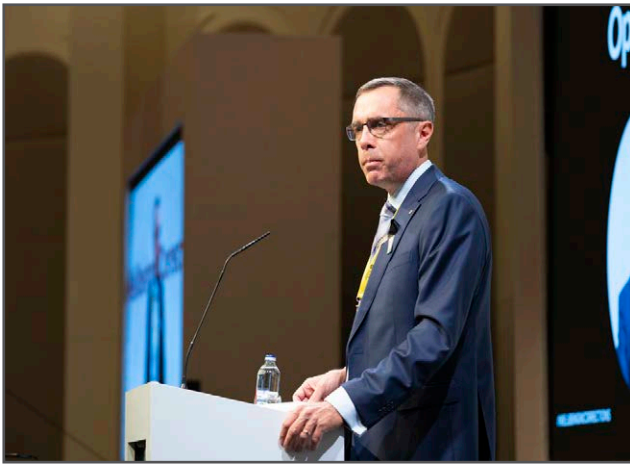
Held during the 10-year anniversary of the adoption of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules), the conference focused on the importance of safety, dignity, rehabilitation, and wellbeing across all areas of correctional practice.

The conference programme featured presentations, workshops, and panel discussions examining practical and evidence-based approaches to improving outcomes for correctional staff, people in custody, individuals supervised in the community, and the wider community. Discussions highlighted the importance of trauma-informed practice, staff wellbeing and resilience, healthcare and rehabilitation, community reintegration, restorative justice, technological innovation, and culturally responsive approaches.

Across four key themes, Wellbeing for Staff, Wellbeing in Systems, Wellbeing in Communities, and the Nelson Mandela Rules, delegates shared research, operational experience, and emerging practices aimed at strengthening humane, safe, and effective correctional systems worldwide.

The conference reinforced ICPA’s ongoing commitment to international collaboration, professional development, and the advancement of correctional practices that support rehabilitation, accountability, and community safety.

With over 600 attendees from 83 countries representing the largest number of countries at attendance at an ICPA event. As well as the conference programme, the connections made throughout the conference were invaluable to participants.



YEAR IN REVIEW

Correctional Excellence Awards Winners

President's Award

John P. May, MD, Health through Walls, USA

Community Corrections Award

Corrections Victoria, The Maribyrnong Community Residential Facility, Australia

Correctional Healthcare Award

Kosovo Correctional Service, Comprehensive Care and Rehabilitation, Kosovo

Head of Service Award

Mr Peter Severin, Australia

Outstanding Correctional Service Employee Award

Northern Ireland Prison Service, Hydebank Wood Secure College, Northern Ireland

Reducing Reoffending Award

Singapore Prison Service, Women's Programming for Reducing Re-offending, Singapore

Research Award

Prison and Probation Service, Finnish Institute for Health and Welfare and Health Care Services for Prisoners, Finnish Prison Population Study, Health and Wellbeing of Prisoners (WattulV), Finland

The Gary Hill Memorial Award for Staff Wellbeing and Development

Sindicatul National al Personalului din Penitenciare (National Trade Union of Prison Police), Romania

YEAR IN REVIEW

309 attendees
23 countries

Across all streams, presentations explored how research, innovation, and evidence-informed practice can contribute to more humane, effective, and responsive correctional systems. Topics included trauma-informed practice, staff wellbeing, violence prevention, rehabilitation programs, mental health, education, employment, housing, and community reintegration.

Importantly, the conference provided a platform for First Nations and Indigenous perspectives in corrections. Presentations highlighted culturally safe, healing-informed, and community-led approaches aimed at reducing overrepresentation and improving justice outcomes for Indigenous peoples.

IRCC 2026 ultimately highlighted two central themes that resonated throughout the conference. The first was the importance of recognizing the real and lasting impact that correctional systems have on individuals, families, and communities affected by the criminal justice system. Across all streams, delegates emphasized the need for corrections to remain grounded in humanity, dignity, cultural responsiveness, and lived experience.

The second theme was also clear: the evidence already exists, and the challenge now is to do the work. The task ahead is to continue the work, the mahi, of translating evidence into practice, strengthening partnerships across sectors, and maintaining a collective commitment to creating more effective and humane correctional systems around the world.

International Research in Corrections Conference (IRCC) 2 – 5 March 2026, Auckland, New Zealand



International Research in Corrections Conference

In March 2026, ICPA held the inaugural International Research in Corrections Conference (IRCC 2026) in Auckland, New Zealand. The conference represented a significant milestone for the Association and for the broader international corrections community, being the first ICPA research conference held outside of Europe.

Held under the theme What Works in Corrections: Research Driving Safe Environments, Rehabilitation, and Reintegration, the conference reinforced ICPA's commitment to advancing evidence-informed policy and practice across all areas of corrections. IRCC 2026 created a dedicated platform for meaningful exchange between those conducting research and those responsible for operational delivery, policy development, and system reform.

The conference attracted strong international participation from across all sectors with delegates representing a broad range of disciplines including criminology, psychology, public health, social work, education, justice policy, design, and rehabilitation services. The conference also highlighted the growing importance of collaboration with people who have lived experience of incarceration and justice system involvement, with several presentations demonstrating the value of co-produced and lived experience-informed research.

The conference programme was structured around four core sub-themes: safer correctional environments, rehabilitation, reintegration, and culturally responsive corrections.

Research is often dismissed by correctional professionals when poorly done, unclear, or irrelevant. However, good research can improve practice. ICPA has committed to sharing evidence-informed knowledge for over 25 years through well-received conferences.

This first International Research in Corrections Conference (IRCC) is a hallmark event promoting research importance internationally. The Programme Committee screened submissions for quality, thematic connection, audience appeal, international representation, and innovation. We received many submissions but hopefully assembled an enjoyable, professionally beneficial conference.

- Frank Porporino, Ph.D., Chair, ICPA Research & Development Network



Across all streams, presentations explored how research, innovation, and evidence-informed practice can contribute to more humane, effective, and responsive correctional systems. Topics included trauma-informed practice, staff wellbeing, violence prevention, rehabilitation programs, mental health, education, employment, housing, and community reintegration.

Importantly, the conference provided a platform for First Nations and Indigenous perspectives in corrections. Presentations highlighted culturally safe, healing-informed, and community-led approaches aimed at reducing overrepresentation and improving justice outcomes for Indigenous peoples.

ICPA held the inaugural Prison Design and Technology Conference (PDTC2026) in Rabat, Morocco from 21–24 April 2026. Held under the theme Humane and Resilient Futures: Rethinking Prisons through Innovation, Infrastructure, and Technology, the conference brought together two areas significantly impacting correctional jurisdictions, architecture and technology, into the one event.

PDTC2026 provided an important international platform for discussion on how prison systems can modernize infrastructure and integrate technology in ways that support safety, dignity, rehabilitation, and sustainability. Across the conference, delegates explored how correctional environments can be designed to better respond to operational realities while also promoting humane treatment, staff wellbeing, and successful reintegration outcomes.

The conference programme focused on four key themes: smart design for safer and more effective environments; humane technology for human-centered corrections; sustainable impact through resilient systems and partnerships; and African realities and African solutions. Discussions examined a broad range of issues including climate-responsive prison architecture, retrofitting ageing facilities, digital justice processes, renewable energy solutions, technology-enabled rehabilitation, dynamic security systems, and the importance of maintaining meaningful human interaction within increasingly digital correctional environments.

A major highlight of the conference was the launch of the joint UNODC and ICRC Handbook on the Use of Technology in Prison Settings. The Handbook provides timely and practical guidance on the responsible use of technology in custodial settings, recognizing the significant opportunities technology can offer in improving safety, healthcare access, record management, communication, and rehabilitation, while also acknowledging the risks associated with over-surveillance, privacy concerns, excessive automation, and reduced human interaction.

YEAR IN REVIEW

The Handbook strongly emphasizes that technology should support, rather than replace, humane and rights-based correctional practice, advocating for a cautious, proportionate, and people-centered approach grounded in international standards and the preservation of human dignity.

As outlined in the Handbook, the conference held a consistent message, that innovation and technology must remain firmly connected to human-centered correctional practice. Delegates emphasized that technology and infrastructure must complement rather than replace the relationships, professional judgement, and human interaction that are central to effective corrections.

[View the Handbook on the Use of Technology in Prison Settings here.](#)

YEAR IN REVIEW

MEMBER SERVICES

In 2025 – 2026 ICPA published tan open access edition of the Advancing Corrections Journal:



Edition 20: Scholarly Reflections on Core Considerations for Correctional Practice

The 20th Anniversary Edition of the Advancing Corrections Journal (ACJ) represents a significant milestone in evidence-based correctional scholarship, bringing together leading researchers and practitioners to examine core considerations shaping modern correctional practice. This special edition explores the fundamental tensions within contemporary corrections, between punishment and rehabilitation, security and humanity, institutional needs and individual wellbeing.



In 2025 – 2026, ICPA continued its Present series, a platform that allows members to online presentations and training through live webinar sessions.

- ICPA Intelligence Network Webinar: Corrections Intelligence Network Group Launch - 30 June 202
- Research and Development Network: Challenges in Conducting Research in Corrections - 6 May 2026
- ICPA Healthcare Network Webinar: Nutrition, Dignity, and Detention: Why Food Is a Human Right Behind Bars - 26 March 2026
- The Power of the Message: Shaping Effective Corrections Communications - 18 March 2026
- Insights from Three Volunteering Programs in Different Stage of the Life Cycle - Early Start, Consolidation Phase and Years of Experience - 17 September 2025
- ICPA Healthcare Network Webinar: Incarcerated Bodies, Invisible Struggles: Gender, Rights, and Health in Prisons - 18 August 2025



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.

YEAR IN REVIEW

MEMBER SERVICES



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. In 2025 – 2026, ICPA delivered one Learning Academy session:

Learning Academy: Women in Corrections

This Learning Academy webinar explored the theme of 'Women in Corrections' across two insightful presentations. Speakers from two U.S. states will highlight South Dakota Department of Corrections' approach to managing pregnancy in prisons, as well as the work of the Hudson Valley Women in Corrections and Community Supervision (HWWICCS).



ICPA continued to deliver its Beyond the Wall newsletter, an opportunity to connect with correctional news across the globe.

The 10th edition explored transformative power of peer support in corrections. Our latest newsletter explores groundbreaking programmes like M4Pris, Singapore's former inmate mentorship initiative, and Türkiye's PPRMPT Program that harness lived experience to create meaningful change.

The 11th edition edition examines the urgent need to prioritize wellbeing as foundational to corrections work. Contributors explore structural approaches to organizational health in European probation, the moral climate of institutions, maternal and child health in custody, and relationship-centered programming. Award-winning initiatives from Romania, Kosovo, Northern Ireland, Singapore, and Health Through Walls demonstrate that staff, resident, and community wellbeing are not separate from the mission of corrections - they are the mission.



Rewind is ICPA's on-demand video library containing recordings from past conference sessions and webinars. Over 900 hours of material available online.

E - BULLETIN

Members each receive a regular round-up of news, 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.

Highlights from ICPA's activity and engagement in 2025 - 2026 include:

- Entered into a Memorandum of Understanding with EuroPris and attended the 2026 EuroPris Annual General Meeting in Malta to strengthen collaborative efforts in advancing correctional practice across Europe.
- Entered into a Memorandum of Understanding with the African Correctional Services to support the advancement of correctional practice across the African continent.
- Engaged in the Working Group of the Council for Penological Co-operation (PC-CP) through several meetings from July 2025 to June 2026. Through these events, the Association contributed to international discussions on prison and probation standards, including the revision of recommendations concerning foreign national prisoners and prison education.
- Represented the global corrections community at the seventh World Congress on Probation and Parole to be held in Bali, Indonesia in April 2026. At the congress, ICPA led a panel discussion on trends in probation and parole with speakers from Oceania, Asia, and North America.
- Participated in the Formal Opening Ceremony of the Guyana Prison Service 2026 Senior Officers' Conference.
- Continued to strengthen ties between ICPA and the Correctional Leaders Association through cross-attendance at CLA and ICPA events.
- Represented ICPA at the 43rd meeting of the Asian Pacific Conference of Correctional Administrators (APCCA) in Seoul, South Korea, from November 9 to 14, 2025.
- Continued to strengthen relationships with the American Correctional Association (ACA) through representation at their Summer and Winter Conferences.
- Partnered as an Associate Partner on two European Grants Projects:
 - INTEGRATE - Tutorship Training for Prison officers – Recruits Inclusion on the job and Seniors Inclusion on Training project.
 - VETUPGRADE Project - Strengthen the capacity of VET in the corrections context – Neighbourhood East – Moldova and Ukraine, a European cooperation with renowned research organisations, training providers, and prison systems in Europe.
- Continued to support the recognition of women working in justice and corrections as a panel member for the UN Trailblazer Award for Women Justice and Corrections Officers.
- Partnered to support the Models of Care for Sexuality & Gender Diverse People & People with Innate Variations of Sex Characteristics Project.



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

Intelligence Network

Planning and Design

Research and Development

Staff Training and Development

Juvenile Network

Technology Solutions

Volunteers Network

WHAT DO THE NETWORKS DO?

ICPA Networks advance the Association’s mandate by mobilizing global expertise, connecting practitioners across disciplines, and translating research and innovation into practical solutions. They create structured spaces for collaboration, elevate evidence informed practice, strengthen international partnerships, and ensure diverse voices contribute to humane, professional, and effective correctional systems worldwide.

HOW NETWORKS CONTRIBUTE TO ICPA’S STRATEGIC PRIORITIES

1. Strengthening a Global Community of Practice

Networks convene international dialogue, peer learning, and cross sector collaboration, connecting practitioners, academics, NGOs, and policymakers across borders.

2. Advancing Evidence Informed, Ethical, and Humane Practice

They anchor ICPA’s work in research, data, and global standards, ensuring humane and ethical approaches remain central.

3. Driving Innovation and Modernization

Networks lead modernization efforts, from responsible AI and digital transformation to human centred design and workforce development.

4. Expanding Partnerships and International Influence

Through collaborations with our members, global partners, and regional bodies, Networks amplify ICPA’s influence into a variety of policy and global guidance.

5. Building Capacity Across Jurisdictions

Networks deliver webinars, workshops, conferences, technical assistance, and peer learning opportunities that strengthen operational capability worldwide.

6. Ensuring Global Representation and Diverse Perspectives

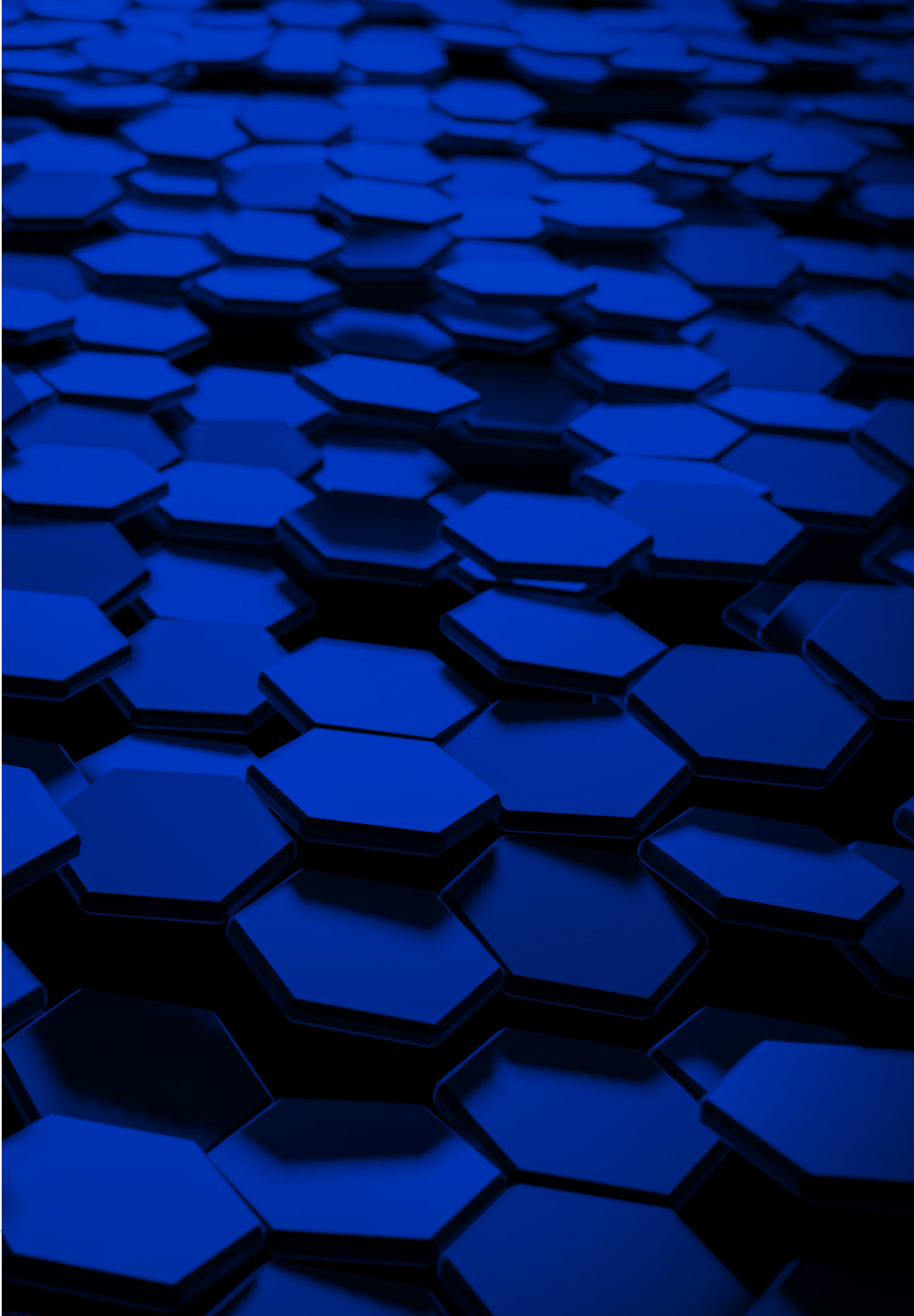
Networks bring together voices from all income levels, sectors, and professional backgrounds, ensuring ICPA’s work is globally informed and inclusive.

7. Turning Strategy into Real World Impact

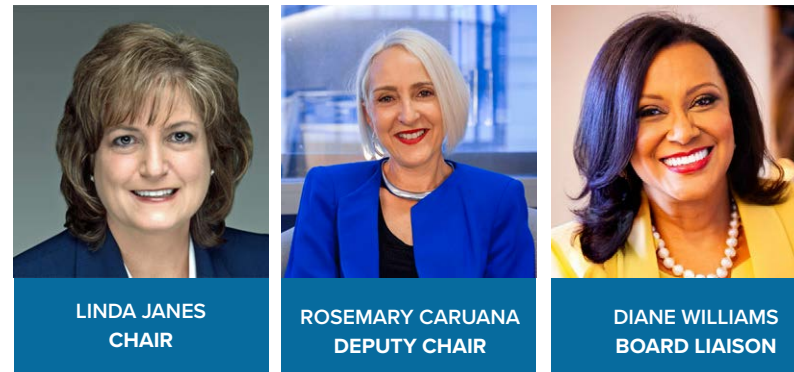
Networks produce tangible outputs, publications, standards, training, research, and practical tools, that support the work occurring on the ground across the ICPA community.

OPPORTUNITIES FOR GROWTH

Across all Networks, the past year revealed strong opportunities to deepen impact and expand global reach. Networks are well positioned to broaden participation, especially in underrepresented regions, and to strengthen cross Network collaboration on shared priorities such as technology, design, research, rehabilitation, and staff development. Many Networks also see potential to develop more practical tools, guidance, and implementation supports. With renewed leadership energy and growing membership, Networks are poised to accelerate innovation and enhance ICPA’s global community of practice.



COMMUNITY CORRECTIONS NETWORK



The Community Corrections Network advances ICPA's mission by promoting effective, humane, and evidence informed community based approaches that support rehabilitation, reintegration, and public safety. Its mandate is to strengthen global understanding of non custodial measures, share practical models, and support jurisdictions in expanding community centred correctional strategies.

MEMBERSHIP AND ENGAGEMENT

Membership continues to grow across probation services, parole boards, NGOs, academics, and justice ministries. Engagement is strong through webinars, virtual meetings, and conference sessions, with increasing participation from regions seeking to reduce reliance on incarceration.

The Network has focused on broadening representation from low and middle income countries and strengthening collaboration with the Volunteer, R&D, and Technology Networks to address shared priorities such as continuity of care, digital supervision tools, and community partnerships.

KEY ACTIVITIES: JULY 2025 – JUNE 2026

Knowledge Sharing & Events

The Network continued to convene quarterly virtual meetings, which remain the primary forum for knowledge exchange and collective learning. A standing feature of each meeting is the development of a shared, internationally relevant understanding of community corrections. Given the diversity of programs and practices worldwide, CCN dedicates time to mapping the full range of community based interventions, from supervision and treatment to housing, employment, and family centred supports.

Recognizing that community corrections is inherently collaborative, the Network also highlights the role of public private partnerships and the contributions of NGOs, community organizations, and local service providers. CCN continues to promote promising practices that support desistance, including family engagement, employer partnerships, skills development, supportive housing, and other community based tools that strengthen reintegration outcomes.

Partnerships & Collaboration

The Network strengthened partnerships with NGOs, community organizations, and academic institutions, while expanding engagement with correctional agencies seeking to develop or modernize community corrections systems. Collaboration with the Volunteer Network deepened through shared work on family engagement, peer support, and community reintegration. The Network also engaged with UNODC and regional bodies on non custodial measures, probation standards, and community based rehabilitation.

Publications & Resources

Members advanced initial planning on the development of practical resources to support jurisdictions in designing and evaluating community corrections programs, including guidance on case management, risk assessment, and partnership development.

Research and Innovation

Discussions throughout the year focused on emerging themes such as digital supervision tools, community embedded programming, trauma informed practice, and the role of lived experience in shaping service delivery. Members emphasized the importance of culturally responsive approaches, strong community partnerships, and evidence informed decision making.

PRIORITIES FOR 2026–2027

- Develop practical guidance on community based supervision and reintegration
- Expand global participation, particularly from underrepresented regions
- Strengthen collaboration with Volunteer, R&D, and Technology Networks
- Produce case studies on non custodial measures and community partnerships
- Support jurisdictions seeking advisory input on community corrections

EXTERNAL PRISON OVERSIGHT AND HUMAN RIGHTS NETWORK



The External Prison Oversight and Human Rights Network brings together agencies and professionals engaged in independent prison oversight to exchange information, share best practices, and strengthen global understanding of the essential role of external scrutiny in humane corrections. The Network promotes a human rights-centred approach to prison administration and serves as ICPA's hub for members interested in oversight frameworks, standards, and emerging issues.

MEMBERSHIP & ENGAGEMENT

Membership continued to grow through targeted outreach to oversight bodies in the United States and Europe. The Network now reaches approximately 250 individuals, including about 130 ICPA members, largely from public and non-profit sectors. With a new leadership team assuming responsibility following the retirement of long serving Chair Ivan Zinger, 2025–26 was a transition year focused on understanding member needs and strengthening engagement. The annual ICPA Conference in Istanbul served as the primary gathering point, hosting the leadership handover and Network sponsored sessions.

KEY ACTIVITIES: JULY 2025 – JUNE 2026

Knowledge Sharing & Events

At the Istanbul conference, former Chair Ivan Zinger led two Network sponsored sessions, and members convened for a formal leadership transition meeting. Network Chair Michele Deitch also participated in a Council of Europe workshop for National Preventive Mechanisms, contributing to cross jurisdictional dialogue on oversight challenges and practices.

Partnerships & Collaboration

The Network deepened international collaboration through engagements with oversight bodies in the UK and the Netherlands, including shadowing inspection teams. These relationships informed new programming, including a session accepted for the 2026 Belfast conference. The Prison and Jail Innovation Lab's Peer Learning Community, facilitated by Network leadership, brought together 18 US oversight directors for shared learning and has helped introduce new practitioners to ICPA.

Publications & Resources

The Network continued its biannual thematic publication, now titled the Prison Oversight and Human Rights Review. The October 2025 issue focused on aging and dying in prison, with contributions from five countries. The upcoming July 2026 issue examines deaths in custody and features a profile of New Jersey's emerging oversight body.

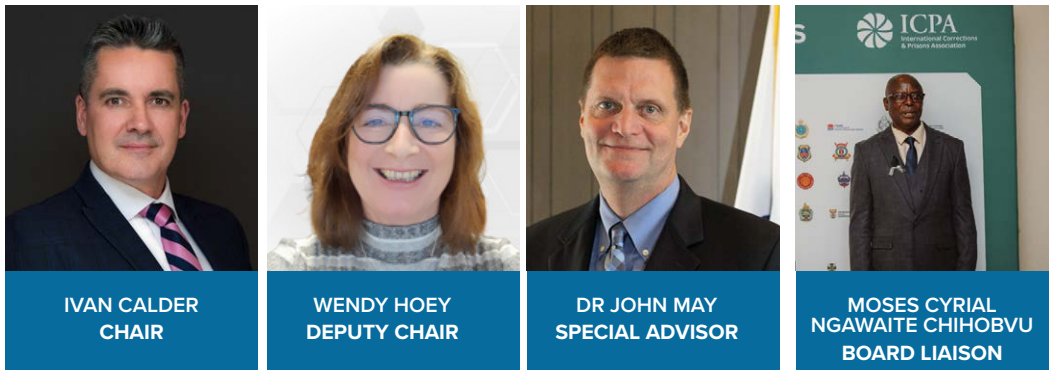
Research & Innovation

The External Prison Oversight and Human Rights Network's work continues to highlight comparative insights on oversight models, inspection practices, and human rights-aligned approaches to prison administration.

PRIORITIES FOR 2026–2027

- Publish the July Edition of the Prison Oversight and Human Rights Review on deaths in custody
- Launching of a periodic member newsletter
- Deliver three Network affiliated panels at the Belfast conference
- Deliver a webinar on deaths in custody in December 2026
- Support the delivery of a collaborative webinar series on aging in custody with Prison and Jail Innovation Lab and the ARCH Network.
- Strengthen membership diversity, particularly among oversight practitioners, as the new leadership team charts the Network's next phase.

HEALTHCARE NETWORK



The Healthcare Network advances ICPA’s mission by strengthening physical and mental healthcare in correctional settings through international knowledge exchange, professional collaboration, and innovation. Bringing together correctional practitioners, healthcare professionals, academics, researchers, NGOs, and global partners, the Network works to improve health outcomes for people in custody and elevate the role of health within correctional reform. Key areas of focus include healthcare quality, continuity of care, public health, infectious diseases, staff wellbeing, ethics, and emerging technologies.

MEMBERSHIP & ENGAGEMENT

The Network now includes approximately 400 members from up to 80 countries, representing correctional agencies, healthcare providers, universities, NGOs, and international organizations. Quarterly meetings draw around a strong core group of participants, with broader engagement through webinars and special events. This reflects a significant transformation since the current leadership team assumed responsibility. Over the past four years, the Network has rebuilt momentum, expanded global reach, and re established itself as a vibrant, multidisciplinary community of practice.

KEY ACTIVITIES: JULY 2025 – JUNE 2026

Knowledge Sharing & Events

The Network delivered two major webinars, Food Security, Nutrition, and Dignity in Correctional Settings and Women in Leadership in Corrections, and hosted quarterly meetings on emerging prison health issues. Discussions explored climate change, digital health, continuity of care, infectious diseases, staff wellbeing, and the needs of vulnerable populations.

Publications, Research & Innovation

Members contributed to several high impact international publications and guidance documents, reinforcing ICPA’s influence in global correctional health:

- Contributed to Essential Standards for Perinatal Care of Women and Children Living in Prison (The Lancet Public Health).
- Led the international Delphi study Best Practice to Promote Resilience, Sustainability, and Safeguard Prisons Against Climate Change.
- Provided expert input to the UNODC–ICRC Handbook on the Use of Technology in Prison Settings, ensuring health perspectives were integrated.

Partnerships & Collaboration

The Network strengthened collaboration with the Technology Network and deepened engagement with academics, practitioners, healthcare leaders, and international organizations. Members contributed expertise to initiatives involving UNODC, ICRC, and other partners, supporting dialogue between correctional services, public health professionals, and NGOs.

Capacity Building

Through webinars, meetings, and peer learning, the Network created space for members to share innovations, operational experiences, and emerging practices, helping bridge research, policy, and practice across diverse jurisdictions.

Contribution to ICPA’s Strategic Priorities

The Network advances ICPA’s mission by promoting humane, evidence informed healthcare, strengthening global collaboration, and contributing to international discussions on public health, human rights, technology, and sustainability.

PRIORITIES FOR 2026–2027

- Launch an international HIV and correctional health webinar series
- Expand collaboration on digital health
- Disseminate findings from the Climate Change Delphi study
- Increase engagement from underrepresented regions
- Promote continuity of care between custody and community
- Explore emerging issues including staff wellbeing, infectious diseases, and health equity

REFLECTION

The Healthcare Network has evolved into a global community of approximately 400 members representing up to 80 countries—a remarkable expansion from the six active participants engaged four years ago. This growth reflects the dedication of members, the leadership team, and ICPA’s support. The Network has become a platform not only for discussion but for generating influential research, shaping international guidance, and advancing health, dignity, and wellbeing for people in contact with correctional systems worldwide.

“What makes the Healthcare Network unique is that it combines passion, expertise, and action. It is a platform that has helped shape international guidance, generate influential research, and elevate the profile of correctional healthcare within the global corrections community.”

— Healthcare Network Member

INTELLIGENCE NETWORK



HELEN GLAZEBROOK
CHAIR



STEVEN GIBSON
CO-CHAIR



DR ERROL D.
TOULON JR
SPECIAL ADVISOR



INV. LIEUTENANT
SHAWN
SPRINGSTEEN
SPECIAL ADVISOR



KIM EKHAUGEN
BOARD LIAISON

The Corrections Intelligence Network was established to strengthen the corrections intelligence discipline through international collaboration, knowledge sharing, and innovation. The Network connects practitioners, academics, and partners to promote learning, improve practice, and build capability across jurisdictions. Its purpose is to advance thought leadership, foster continuous improvement, and increase understanding of corrections intelligence within the global corrections community.

MEMBERSHIP & ENGAGEMENT

Membership is drawn from ICPA members, associates, industry partners, academia, and other stakeholders with an interest in corrections intelligence. As a newly formed Network, engagement is in its early stages, with the inaugural webinar held in June 2026. The Network is focused on expanding participation, strengthening cross jurisdictional engagement, and building a global community of practice that reflects the diversity of intelligence functions across correctional systems.

KEY ACTIVITIES: JULY 2025– JUNE 2026

Since its establishment, the Network undertook a survey of ICPA members current corrections capability before holding its first webinar in June 2026. This session provided members with an overview of how intelligence functions are structured and operate in two jurisdictions, alongside a broader discussion of international best practice. The webinar served as an important foundation for shared understanding and set the stage for future knowledge exchange activities.

Contribution to ICPA's Strategic Priorities

The Corrections Intelligence Network directly supported ICPA's strategic priorities by strengthening global engagement and enabling knowledge transfer in a critical and emerging area of correctional practice. By fostering collaboration and promoting learning, the Network advanced ICPA's mission to share ethical, effective, and evidence informed approaches to corrections intelligence. Its early work contributes to building a global community of practice, encouraging innovation, and supporting partner engagement aligned with ICPA's vision of advancing professional and humane corrections.

As the Network grows, it is positioned to play a significant role in shaping international dialogue on intelligence capability, risk management, safety, and operational decision making across correctional systems.

Challenges & Lessons Learned

A key challenge for the Network has been gaining a clear understanding of the status of intelligence functions across jurisdictions, whether they exist, how they are structured, and the level of maturity within each system. Establishing this baseline is essential for identifying areas where knowledge transfer, capability development, and targeted engagement will have the greatest impact. As insights improve, the Network will be better positioned to tailor its activities and support members more effectively.

PRIORITIES FOR 2026–2027

- Grow membership and increase active participation across jurisdictions
- Expand knowledge sharing and learning on matters related to corrections intelligence
- Strengthen partnerships with other ICPA Networks and external stakeholders
- Promote innovation, capability development, and continuous learning in corrections intelligence

These priorities reflect the Network's commitment to building a strong foundation for long term impact and supporting jurisdictions at varying stages of intelligence development.

REFLECTION

As one of ICPA's newest Networks, the Corrections Intelligence Network is in a formative stage but has already demonstrated strong commitment from its leadership and early members. The Chair and Co Chair are dedicated to building a supportive, collaborative forum that enhances understanding of corrections intelligence and provides meaningful learning opportunities for practitioners worldwide. The Network's establishment reflects growing recognition of the importance of intelligence functions in promoting safety, security, and informed decision making across correctional systems.

JUVENILE NETWORK



LEE MANNING
CHAIR



ROB JEFFREYS
BOARD LIAISON

The Juveniles Network aims to strengthen approaches to the care, safety, rehabilitation, and reintegration of young persons in custody by fostering effective partnership models between correctional agencies, communities, and third sector organisations. The Network promotes evidence informed practice, supports knowledge exchange across jurisdictions, and identifies emerging challenges and opportunities within juvenile justice systems worldwide.

MEMBERSHIP & ENGAGEMENT

Membership spans public, private, academic, and non profit sectors, reflecting the diverse expertise required to support youth in custody. As a relatively new Network, engagement is steadily increasing, with continued growth anticipated in the year ahead. Members bring a broad range of perspectives on juvenile justice, contributing to a developing community of practice focused on improving outcomes for young people across correctional settings.

ACTIVITIES: JULY 2025– JUNE 2026

The Juveniles Network currently meets three times per year. Across the reporting period, meetings provided opportunities for members to share updates on jurisdictional developments, discuss emerging issues in youth custody, and identify areas for future collaboration. These sessions have helped establish a foundation for ongoing knowledge exchange and have supported early efforts to strengthen international engagement on juvenile justice matters.

Recent changes in Network leadership created gaps in momentum and limited progress during the reporting period. With the appointment of new Co Chairs, the Network is now positioned to re establish direction, strengthen coordination, and increase the frequency of meetings and events. This transition highlighted the importance of stable leadership and clear planning to sustain engagement and support members effectively.

PRIORITIES FOR 2026–2027

- Expand engagement with correctional agencies, communities, and third sector organisations to broaden the Network's reach and impact
- Contribute to the October 2026 ICPA Annual Conference in Belfast, Northern Ireland
- Continue sharing best practices related to the care and safety of children in custody across global jurisdictions

These priorities reflect the Network's commitment to strengthening international collaboration, promoting learning, and supporting jurisdictions in advancing safe, humane, and developmentally appropriate approaches to juvenile justice.

PLANNING AND DESIGN NETWORK

The Planning & Design Network advances ICPA's mission by promoting evidence informed, human centred correctional environments that support safety, dignity, rehabilitation, and operational effectiveness. Its mandate is to strengthen global knowledge on correctional planning, design, and infrastructure, and to connect practitioners, architects, policymakers, and researchers around emerging trends and practical solutions.



KAVAN APPEGATE
CHAIR



STEPHEN CARTER
DEPUTY CHAIR



MARAYCA LOPEZ
BOARD LIAISON

MEMBERSHIP & ENGAGEMENT

The Network continues to attract members from public agencies, private sector design firms, academia, and NGOs. Engagement remains strong through virtual meetings, conference sessions, and collaborative events, with growing participation from regions undertaking major modernization projects. The Network's leadership team has focused on expanding global representation and strengthening collaboration with other ICPA Networks, particularly Technology, Community Corrections, and Research & Development.

KEY ACTIVITIES: JULY 2025 – JUNE 2026

Knowledge Sharing & Events

A major highlight was the joint Technology & Planning/Design Conference in Morocco, which brought together international participants to explore the intersection of infrastructure, technology, operational design, and regional correctional challenges. The event emphasized African correctional contexts and showcased innovative approaches to modernization, digital integration, and human centred facility planning.

At the ICPA Annual Conference in Istanbul, the Network hosted a well attended session featuring updates on global design trends, case studies from recent capital projects, and discussions on integrating rehabilitation, staff well being, and cultural considerations into facility design.

Partnerships & Collaboration

The Network strengthened collaboration with the Technology Network through the Morocco conference and ongoing dialogue on digital ready infrastructure. It also engaged with UNODC and ICRC on global guidance related to humane environments and responsible modernization. Several members contributed to international design standards and advisory work in jurisdictions planning new facilities or major renovations.

Publications & Resources

The Network continued to advance thinking on practical resources that support jurisdictions in planning and implementing modern correctional infrastructure

Work progressed on potential guidance materials, case study collections, and a future handbook on evidence informed correctional design. Members also contributed to global publications on technology, human rights, and operational planning.

Research & Innovation

Discussions throughout the year focused on emerging trends such as digital ready facilities, trauma informed design, sustainability, and the integration of technology into physical environments. Members emphasized the importance of aligning infrastructure with operational philosophy, staff culture, and rehabilitation goals.

PRIORITIES FOR 2026–2027

- Explore opportunities for future technology and design focused conference programming
- Develop practical guidance materials and case studies on modern correctional design
- Strengthen collaboration with Technology, Community Corrections, and R&D Networks
- Expand global participation, particularly from regions undertaking modernization projects
- Support jurisdictions seeking advisory input on planning and design

“Being part of the ICPA Planning and Design Network has been one of the most professionally rewarding experiences of my career... The knowledge sharing here is unlike anything else in our field, and we are all stronger when we learn from each other.”

- Andrew Dye, CoreCivic

“The Rabat conference showcased innovative approaches to prison design and reinforced the importance of learning from global best practice... It provided both practical insights and renewed motivation to continue driving rehabilitative design within the UK context.”

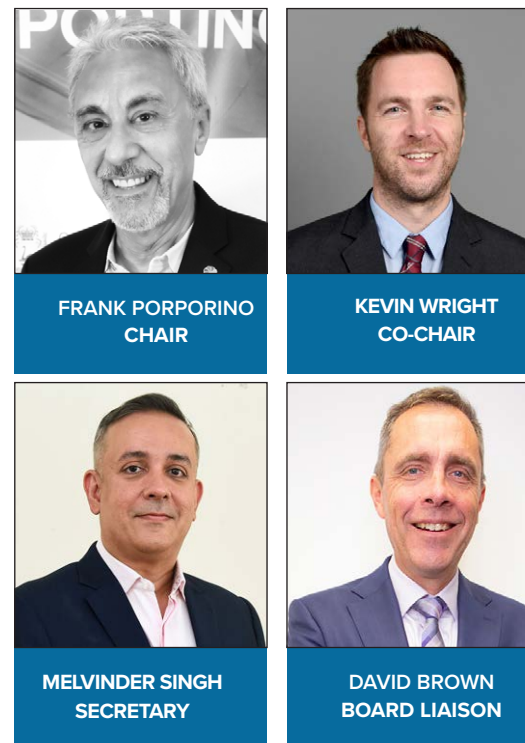
- Nick Dann, HMPPS Prison Supply Directorate

RESEARCH AND DEVELOPMENT NETWORK

The Research & Development (R&D) Network advances ICPA's mission by promoting the dissemination and practical application of research informed correctional knowledge. Its mandate is to strengthen evidence informed practice globally by connecting researchers, academics, and practitioners, and by fostering dialogue on emerging findings, operational challenges, and innovation in corrections.

MEMBERSHIP & ENGAGEMENT

The Network now includes more than 200 members from across the world, representing academia, corrections agencies, NGOs, and consultants. Membership continues to grow steadily, with new participants joining from regions such as Africa, Asia, Eastern Europe, and Latin America. Engagement occurs primarily through email exchanges, quarterly virtual meetings, and in person sessions at ICPA conferences. A 2025 member survey provided insights into member interests and research activity, helping shape future programming.



ACTIVITIES: JULY 2025– JUNE 2026

Knowledge Sharing & Events

The Network contributed significantly to global research dialogue through webinars, conference sessions, and virtual meetings. Highlights included the annual webinar Challenges in Conducting Research in Corrections, moderated by Co Chair Kevin Wright and featuring international experts from Australia, New Zealand, the UK, the US, and Norway. The Network also played a central role in the inaugural International Research in Corrections Conference in Auckland, which attracted more than 300 delegates.

At the ICPA Annual Conference in Turkey, the Network hosted a well attended meeting featuring updates on activities, a dialogue with Distinguished Scholar David Cooke, presentations from Türkiye's correctional research directorate, and short member research summaries. Members expressed strong support for establishing a student sub network and strengthening collaboration with other ICPA Networks.

Publications & Resources

Two thematic editions of Advancing Corrections were published: Edition 19 on juvenile justice and Edition 20, the Anniversary Edition, featuring contributions from 28 scholars across 14 countries. A "Meet the Authors" session is planned for the 2026 Belfast conference.

Partnerships & Collaboration

The Network continued to strengthen partnerships with academic institutions, IACFP, EuroPris, CEP, PRI, and others. Subject matter experts increasingly serve as Associate Editors for Advancing Corrections, expanding academic engagement.

Research & Innovation

A major milestone was the completion of the Network's Research Scoping Exercise, which concluded that sustainable funding and capacity are essential for advancing evidence synthesis and translation across ICPA Networks.

PRIORITIES FOR 2026–2027

- Publish two new thematic editions of Advancing Corrections
- Host quarterly virtual meetings with short research presentations
- Deliver a member focused meeting at the Belfast conference
- Launch a Meet the Author virtual series
- Advance indexing of Advancing Corrections in Web of Science
- Support development of a student sub network
- Conduct a follow up member research survey

"The ICPA serves as a gateway to a veritable treasure trove of information, insights, and analysis on corrections and prisons worldwide... My membership has been invaluable to my international work on rule of law and criminal justice reform."

— Martin Schonteich, Ph.D., Institute for Security Studies, South Africa

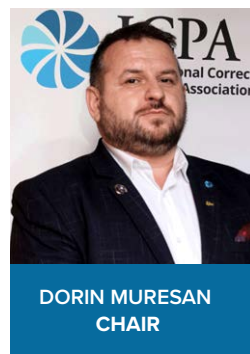
"The ICPA is clearly now the peak body for the advancement of corrections and has a key role to play in setting the agenda for evidence informed and ethical correctional practice around the world."

— Professor Andrew Day, University of Melbourne (Retired)

"I believe it is through learning and leadership that the International Corrections and Prisons Association has actively shaped a global corrections community."

- Larry Motiuk, Ph.D., Retired Assistant Commissioner, Correctional Service of Canada

STAFF TRAINING AND DEVELOPMENT



DORIN MURESAN
CHAIR



DOUG DRETKE
DEPUTY CHAIR



PEDRO DAS NEVES
BOARD LIAISON

The Staff Training & Development Network (STDN) advances ICPA's mission by strengthening the global correctional workforce through knowledge sharing, capacity building, and international collaboration. Its mandate focuses on professionalizing prison staff, fostering conflict responsive corrections, developing future leaders, and harmonizing training standards across jurisdictions.

MEMBERSHIP & ENGAGEMENT

STDN draws members from public, private, academic, and non profit sectors across 48 countries, organized into five regional clusters. Europe remains the largest and most interconnected group, while Africa has seen notable growth through initiatives such as Namibia's Bachelor of Correctional Management program. Asia continues to expand through digital engagement, and Oceania—though small—shows strong potential for bilateral collaboration. Engagement increased through webinars, hybrid events, and regional working groups, with growing interest from underrepresented regions.

KEY ACTIVITIES: JULY 2025 – JUNE 2026

Knowledge Sharing & Events

STDN delivered a series of high impact events, including:

- Recruit, Train, Retain Webinar (June 2025): Addressed global workforce challenges, emphasizing scenario based training, values aligned recruitment, and retention strategies.
- ICPA–UNODC Dynamic Security Training (September 2025): A hybrid, volunteer led program delivered in the Philippines at no cost to ICPA, demonstrating the effectiveness of low cost training models.
- PO21 Philippines Webinar: Presented EU funded project findings to 450 prison directors, leading to BJMP's commitment to ICPA membership.
- Armenian Penitentiary Service Conference (October 2025): Introduced STDN's training framework and launched a Caucasus regional working group.
- TAIEX Program Development: Facilitated strategic planning with Western Balkans and MENA representatives at the Istanbul conference.
- Albania Engagement (December 2025): Supported Albania's commitment to ICPA membership and strengthened collaboration through virtual dialogue.
- Preparation for July 2026 Webinar: All planning and logistics completed in advance.

Partnerships & Collaboration

The Network expanded collaboration with UNODC under the global MoU, supported training requests from Türkiye, and helped onboard new subscribing members in Asia and Europe. Advisory work in Namibia and Albania strengthened STDN's role as a global training resource.

Capacity Building & Technical Assistance

A pro bono Training Needs Analysis in Albania highlighted strong interest in future ICPA led programs. Continued advisory support to Namibia's BCM program ensured alignment with international standards.

Research & Innovation

STDN promoted hybrid and virtual training models, showcased the EU funded PO21 project as a best practice, and encouraged technology enabled learning to reach underrepresented regions.

PRIORITIES FOR 2026–2027

- Transition toward mixed funding models to support sustainable growth
- Expand membership in underrepresented regions
- Launch a digital training toolkit and explore micro credentialing
- Strengthen partnerships with UN agencies and NGOs
- Produce a global retention best practice guide
- Advance STDN's role as a hub for scalable, agile workforce development

“The best weapon we have inside our jails is not force, but communication... This course strengthened our resolve that genuine security is built on trust, compassion, and dialogue.”

— UNODC–ICPA Training Participant, Manila

“The course is very informative and insightful, making us realize what we need to improve and strengthen inside our organization.”

— BJMP NCR Participant

TECHNOLOGY SOLUTIONS NETWORK

The Technology Solutions Network advances ICPA's mission by promoting responsible, ethical, and evidence informed adoption of digital tools, data systems, and emerging technologies across global corrections. Its mandate is to strengthen understanding of technology's role in humane, safe, and effective correctional practice, while supporting jurisdictions in navigating modernization, digital transformation, and innovation.



SIMON BONK
CHAIR



DONNA CREAVAN
DEPUTY CHAIR



STEVEN VAN DE
STEENE
BOARD LIAISON

MEMBERSHIP & ENGAGEMENT

Membership continues to grow across public agencies, private sector innovators, academia, and NGOs. Engagement is strong through virtual meetings, webinars, and conference sessions, with increasing participation from jurisdictions exploring digital modernization. The Network has focused on expanding representation from under resourced regions and strengthening collaboration with the Planning & Design, R&D, and Community Corrections Networks.

KEY ACTIVITIES: JULY 2025 – JUNE 2026

Knowledge Sharing & Events

A major highlight was the joint developed Prison Design and Technology Conference (PDTTC) in Morocco, which brought together practitioners, technologists, architects, and policymakers to examine the intersection of infrastructure, digital systems, and operational design. The event emphasized African regional contexts and showcased practical approaches to modernization, digital ready facilities, and responsible technology integration.

At the ICPA Annual Conference in Istanbul, the Network hosted a session on global technology trends, including digital identity, case management systems, AI governance, and data ethics. Members shared case studies on technology enabled rehabilitation, staff support tools, and operational efficiency.

Partnerships & Collaboration

The Network strengthened partnerships with UNODC, ICRC, and regional bodies on responsible technology use, digital rights, and data protection. Collaboration with the Planning & Design Network deepened through joint programming and shared work on digital ready infrastructure. Members also contributed to international guidance on AI governance, cybersecurity, and technology procurement.

Publications & Resources

The Network advanced work on practical resources to support jurisdictions in adopting technology responsibly.

This included early development of guidance on digital transformation, case studies on implementation challenges, and contributions to global publications on AI ethics, data governance, and technology enabled rehabilitation.

Research & Innovation

Discussions throughout the year focused on emerging trends such as AI assisted decision making, digital literacy for staff and people in custody, virtual programming, and secure communication technologies. Members emphasized the importance of aligning technology with operational philosophy, human rights, and rehabilitation goals.

PRIORITIES FOR 2026–2027

- Develop practical guidance on digital transformation and AI governance
- Expand cross Network collaboration, particularly with Planning & Design and R&D
- Increase participation from underrepresented regions
- Produce case studies on technology implementation and impact
- Support jurisdictions seeking advisory input on modernization

“Technology is increasingly central to the future of corrections, but modernization is not just about tools or systems. It is about people, operations, governance, safety, dignity, and outcomes.”

- Simon Bonk, Network Chair:

“Success will depend not on the tools themselves, but on how responsibly we use them. Modernization requires technology, operations, design, and people working together.”

- Donna Creavan, Network Co Chair

“AI is a means, not an end. Its value lies in how effectively it supports safety, rehabilitation, human rights, and staff empowerment. Providing a forum to explore these questions is one of the Network’s most important contributions.”

- Steven van de Steene, ICPA Board Liaison

VOLUNTEERS NETWORK

The Volunteer Network advances ICPA's mission by strengthening the role of volunteers and community based organizations in humane, rehabilitative, and socially connected correctional systems. Its mandate is to promote effective volunteer engagement, share global practices, and support jurisdictions in building community partnerships that enhance reintegration, well being, and human dignity.



JEAN CHIANG
CHAIR



BETTINA CROSSICK
DEPUTY CHAIR



YONG LEE SHIE
BOARD LIAISON

MEMBERSHIP & ENGAGEMENT

Membership continues to grow across NGOs, faith based organizations, community groups, academics, and correctional agencies. Engagement is strong through virtual meetings, conference sessions, and collaborative exchanges, with increasing participation from regions where volunteer supported programming is expanding. The Network has focused on broadening representation from low and middle income countries and strengthening connections with the Community Corrections, R&D, and Staff Training & Development Networks.

KEY ACTIVITIES: JULY 2025 – JUNE 2026

Knowledge Sharing & Events

The Network delivered a series of well attended webinars and conference sessions highlighting global volunteer practices, community engagement models, and reintegration supports. Presentations showcased diverse approaches—from peer mentorship and restorative programs to arts based initiatives and family support services. At the ICPA Annual Conference in Istanbul, the Network hosted a session featuring case studies from Europe, Africa, and Asia, emphasizing the role of volunteers in strengthening human connection, reducing isolation, and supporting rehabilitation.

Partnerships & Collaboration

The Network deepened collaboration with NGOs, faith based organizations, and community groups, while expanding engagement with correctional agencies seeking to formalize or strengthen volunteer programs. Partnerships with academic institutions supported research on volunteer impact, program evaluation, and community based reintegration. The Network also strengthened ties with the Community Corrections Network to explore shared priorities such as continuity of care, community integration, and family engagement.

Publications & Resources

Members contributed to global publications and case studies on volunteer engagement, trauma informed practice, and community supported reintegration. Work advanced on developing practical resources to help jurisdictions design, manage, and evaluate volunteer programs, including guidance on recruitment, training, safeguarding, and partnership development.

The Chair team decided to post and launch some questions in the platform and to plan a first annual webinar in September 2025. Organisation is undergoing. It is also expected to have a new network meeting in the ICPA annual event.

Research & Innovation

Discussions throughout the year focused on emerging themes such as digital volunteering, peer led support models, culturally responsive programming, and the role of volunteers in supporting staff well being. Members emphasized the importance of structured training, clear governance, and strong partnerships to ensure safe, ethical, and effective volunteer engagement.

PRIORITIES FOR 2026–2027

- Develop practical guidance on volunteer program design and evaluation
- Expand global participation, especially from underrepresented regions
- Strengthen collaboration with Community Corrections and STDN
- Produce case studies on volunteer supported reintegration
- Support jurisdictions seeking advisory input on volunteer engagement

REFLECTION

The Volunteer Network recognizes the essential role that volunteers and third sector organizations play in rehabilitation and reintegration. Their contributions strengthen community connections, support desistance, and enhance the humanity of correctional practice. The Network remains committed to showcasing the benefits of volunteer involvement, sharing best practices, and building a global community of practitioners dedicated to community centred corrections.



ICPA CHAPTERS

As a truly global association, ICPA strengthens its international reach and impact through the work of its regional Chapters and partnerships across the world. These regional networks play a vital role in connecting correctional professionals, agencies, researchers, and partner organizations, ensuring that ICPA remains responsive to the diverse realities, priorities, and challenges facing correctional systems in different jurisdictions.

ICPA Chapters foster collaboration, professional exchange, and regional leadership, while supporting the development of locally relevant initiatives, events, and professional dialogue. Through these networks, members are provided with opportunities to share knowledge, build partnerships, and contribute to international discussions on correctional practice, rehabilitation, reintegration, and reform.

All ICPA members living or working within a region are encouraged to actively engage with their local Chapter and contribute to strengthening regional and global collaboration across the corrections sector. During the year, ICPA continued to support active Chapters in North America and Europe, while also expanding regional engagement and partnerships across Africa and the Asia-Pacific region. ICPA also began work with members in Latin America to reinstate the Latin American Chapter with local leadership.

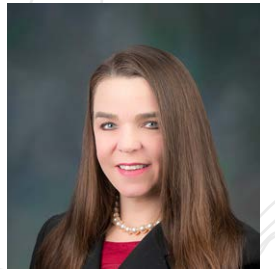
CHAPTERS



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; and most importantly, seeking ways to bring together correctional leadership in our region to learn from each other and from international developments in the field.



HEIDI WASHINGTON
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.

ICPA NORTH AMERICA - BOARD OF DIRECTORS

- | | |
|---------------------------------|--------------------|
| • Heidi Washington - President | • Bernie Werner |
| • Leann Bersch – Vice President | • Steven Carter |
| • Doug Dretke - Secretary | • Mark Inch |
| • Bob Goble – Treasurer | • Reggie Wilkinson |
| • Diane Williams | • Marayca Lopez |
| • Frank Porporino, Ph.D. | • Rob Jeffreys |
| • John May | |

ACTIVITIES: JULY 2025 – JUNE 2026

In 2025-2026, the ICPA-NA Chapter undertook a busy programme of initiatives ranging from learning, engagement, and strengthened governance.

The Board held regular meetings throughout the year, including: August 2025 (Denver – ACA), October 2025 (Istanbul – ICPA), February 2026 (Long Beach – ACA), and July 2026 (Pittsburgh – ACA).

The Chapter hosted a two-session Learning Academy webinar that explored the theme of “Women in Corrections” across two insightful presentations by Kelly Wasko, Director, South Dakota Department of Corrections, and Angeline Stevenson, First Deputy Superintendent, New York Department of Corrections and Community Supervision. Together, their presentations underscored the need for gender-responsive approaches in corrections, both for staff and for incarcerated women.

CHAPTERS



The Hudson Valley Women in Corrections and Community Supervision (HVWICCS) programme showed how women-centred professional networks strengthen confidence, leadership, and retention through mentoring and supportive relationships. In parallel, South Dakota's maternal-bonding initiative highlighted the rising number of pregnant women entering prison and the critical importance of protecting early attachment to reduce long-term harm.

- The ICPA-NA Board added a new member from the Caribbean, enhancing regional representation, and is actively exploring avenues to include Mexican representation within the Chapter. Outreach also began with the newly appointed Commissioner of the Correctional Service of Canada, underscoring the strong bond with Canada and setting the stage for future collaboration.
- The Chapter was represented at key ICPA events including the International Research in Corrections Conference (IRCC) held in Auckland, New Zealand, and the Prison Design & Technology Conference held in Rabat, Morocco.

FUTURE ACTIVITIES: JULY 2026 – JUNE 2027

The Chapter began developmental work toward hosting a three-part webinar series, tentatively scheduled to begin in January 2027, focused on highlighting best practices across North America in addressing aging in correctional settings. The series anticipates an opening session dedicated to exploring the correctional landscape and how demographic trends are impacting traditional correctional environments, followed by a session that explores aging behind bars and innovative practices, then a third installment focused on release, re-entry, and community partnerships.

CHAPTERS



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.



KATHLEEN VAN DE
VIJVER
PRESIDENT

"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, Chair, ICPA Europe Chapter

ICPA EUROPE - BOARD OF DIRECTORS

- Kathleen Van de Vijver (Chair, Belgium)
- Dorin Muresan (Deputy-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)
- Torben Adams (Germany)

CHAPTERS



ACTIVITIES: JULY 2025 – JUNE 2026

The European Chapter has continued to maintain and strengthen its presence within the European correctional network throughout the 2025-26 fiscal year, while laying the foundations for renewed engagement and future development.

Throughout the year, Kathleen Van de Vijver, as European Chapter Chair, attended all Council of Europe meetings as an ICPA observer. At the joint annual meeting of EuroPris and the Council of Europe, ICPA's Acting President, David Brown, also had the opportunity to connect with European Directors General, further strengthening relationships and raising ICPA's profile among senior European correctional leaders.

A key priority for the year was to enhance ICPA's visibility among our European colleagues, strengthen existing partnerships, and encourage new memberships. I am pleased to report that we received a very positive response from both EuroPris and the Council of Europe, with clear appreciation for ICPA's continued engagement and renewed presence within the European network.

A significant achievement in 2026 has been the strengthening of ICPA's partnership with EuroPris through the establishment of a Memorandum of Understanding, providing an important platform for enhanced cooperation and the advancement of correctional practice across Europe.

These developments provide a strong foundation for the European Chapter to build on its existing relationships, expand its activities, and contribute to the advancement of correctional practice across Europe in the coming year.

CHAPTERS



ICPA LATIN AMERICA (ICPA-LA)

The Latin American Chapter of the International Corrections and Prisons Association (ICPA-LA) has historically played a pivotal role in fostering regional dialogue and promoting modern correctional policies grounded in human rights, innovation, and professional management across Latin America.

The Chapter has been dedicated to fostering regional collaboration, professional development, and the implementation of international best practices in corrections and prison reform. It serves as a key platform for dialogue, knowledge exchange, and capacity building across Latin America and other jurisdictions, with the overarching goal of supporting humane, effective, and sustainable criminal justice systems in the region.

In 2025-2026, ICPA committed to improving engagement across Latin America with a focus on reestablishing ICPA—LA, a project led by Dr. Marayca Lopez and Pedro das Neves.

In March 2025, an introductory meeting for those interested in engaging on the re-launch of ICPA-LA was conducted, the meeting focused on:

- Formally introducing ICPA, including its operational framework, networks, and membership options.
- Revisiting the previous organisational structure and activities of the ICPA Latin American Chapter.
- Introducing the purpose and objectives of restarting the Chapter and gather interest from individuals and jurisdictions wishing to join or actively participate.
- Identifying opportunities for regional collaboration, knowledge exchange, and the development of a shared agenda for future activities.

KEY ACTIVITIES JULY 2025 – JUNE 2026

- The Federal Prison Service of Argentina joined ICPA as a member.
- March 31, 2026: The ICPA Latin American Chapter Introductory Meeting was hosted, marking an important step in reactivating the Chapter and strengthening regional collaboration.
- July 23–24, 2025: Marayca Lopez represented ICPA at the ICRC launching event in Santo Domingo, Dominican Republic. This provided an opportunity to promote the relaunch of ICPA-LA and raise awareness of the Chapter's renewed objectives and activities.

PRIORITIES AND NEXT STEPS

ICPA-LA will continue to strengthen its regional network, encourage active participation from member jurisdictions, and promote cooperation among correctional administrations and international partners. In the 2026-2027 fiscal year, ICPA-LA will establish a Regional Steering Committee for the Chapter to support coordination, leadership, and the development of future activities.

This committee will be supported by a regional meeting to gather priorities, identify common topics of interest, and collect proposals from countries across the region to inform a shared work agenda. Through these initiatives, ICPA-LA aims to build on its renewed foundations and contribute to more humane, effective, and sustainable correctional systems across Latin America.

OTHER REGIONAL ENGAGEMENT

Africa

2025–2026 marked a significant milestone in ICPA’s engagement across the African continent with the formal signing of a Memorandum of Understanding (MoU) between ICPA and the African Correctional Services Association (ACSA) during the Prison Design and Technology Conference in Rabat, Morocco. The agreement was signed by ICPA Vice President Kim Ekhaugan and ACSA Chairperson Makgothi Samuel Thobakgale, reinforcing a shared commitment to advancing humane, ethical, and effective correctional systems across Africa through collaboration, professional exchange, research, and capacity building.

The MoU established a framework for strengthened cooperation between the two organizations, including joint conferences, training opportunities, technical cooperation, research initiatives, and knowledge exchange aimed at supporting correctional systems aligned with international standards and human rights principles. The partnership reflects the growing importance of regional collaboration in addressing shared correctional challenges and promoting innovation, rehabilitation, and institutional development throughout the continent.

ICPA’s engagement in Africa continued to strengthen throughout the year, including ongoing planning and collaboration with the Zimbabwe Prisons and Correctional Service ahead of the ICPA Annual Conference to be hosted in Zimbabwe in 2027. The appointment of Dr. Moses Cyril Ngawaite Chihobvu, Commissioner-General of the Zimbabwe Prisons and Correctional Service, to the ICPA Board at the 2025 AGM further reinforced the Association’s commitment to ensuring strong African leadership and representation within its global governance structures.

Looking ahead, ICPA is committed to continuing to build meaningful partnerships across Africa in line with the objectives of the MoU, supporting regional collaboration, professional development, and the advancement of safe, humane, and rehabilitative correctional systems across the continent.



Asia-Pacific and Oceania

ICPA continued to increase its engagement in the Asia-Pacific and Oceania regions in 2025 - 2026 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.

ICPA Board Member, Mr. Fatih Gungor, attended the 2025 Asia Pacific Conference of Correctional Administrators to represent the Association and deepen support and connection with correctional services across the region.

During 2025–2026, ICPA continued to strengthen engagement across the Asia-Pacific region through a range of events, partnerships, and professional exchanges. A significant milestone for the region was the successful delivery of the inaugural International Research in Corrections Conference (IRCC 2026), held in Auckland, New Zealand in March 2026.

The conference brought together researchers, correctional leaders, practitioners, policymakers, and community organisations from across the region and internationally to explore the theme What Works in Corrections: Research Driving Safe Environments, Rehabilitation, and Reintegration.

As ICPA’s first conference dedicated specifically to corrections research, IRCC 2026 established an important new platform for evidence-informed dialogue, collaboration, and knowledge exchange. The event generated strong regional and international participation and highlighted the growing importance of research, lived experience, and cross-sector collaboration in shaping safer, more humane, and more effective correctional systems.

In 2025, ICPA deepened its engagement in the Asia-Pacific and Oceania region by building on the first global Women in Corrections Conference to begin preparation for a second event in 2027. ICPA continues to work in collaboration with the Thailand Institute of Justice to plan for this event.

“ICPA has played a pivotal role in connecting correctional professionals, researchers and leaders from the Asian-Pacific region with those around the world through her programmes and services. ICPA has helped foster sharing of best practices, advancing and promoting, correctional excellence and innovation in this region and beyond. In 2025, Asia-Pacific correctional professionals attended the main and thematic conferences organised by ICPA. ICPA was also privileged to be invited as an observer at the Asian and Pacific Conference of Correctional Administrators (APCCA) 2025 in Korea, where we benefited from valuable networking opportunities with correctional leaders in Asian-Pacific region.”

- SHIE Yong-Lee



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

During 2025–2026, the ICPA Communications and Media Group joined Correctional News in co-organising an open-access webinar, “The Power of the Message: Shaping Effective Corrections Communications.”

The webinar highlighted the critical role of effective communication in today's rapidly evolving justice landscape. It explored how corrections professionals could navigate media scrutiny, build community trust, demonstrate transparency and accountability, and communicate transformative change effectively.

Participants were introduced to strategies for developing comprehensive communication plans aligned with organisational goals and designed to strengthen public trust. The session also examined ways to build constructive relationships with the media and to communicate clearly, confidently, and credibly during high-pressure and crisis situations. Practical tools and approaches were shared to help participants strengthen their communication skills and apply them within their organisations.

The webinar brought together three experienced leaders from the corrections and communications sectors:

- Kaela Bailey, Strategic Communications Manager at HDR, shared insights from 20 years of experience in strategic communications, stakeholder engagement, change management, and justice-sector communications.
- Torrey Sims, President of WMH Media and publisher of Correctional News, provided an insider perspective on the relationship between corrections and the media, drawing on more than 15 years of experience and an award-winning journalism background.
- Ashley Oddo, Deputy Director of the Arizona Department of Corrections, Rehabilitation & Reentry, shared perspectives from the frontlines of correctional leadership, violence reduction, and reentry initiatives.

The webinar provided participants with practical strategies for strengthening organisational communications, improving engagement with stakeholders and the media, and responding effectively to the communications challenges facing the corrections 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's role is supporting and coordinating the 'connecting' of jurisdictions where interest in any particular 'practice' idea hopefully 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.

ENGAGEMENT

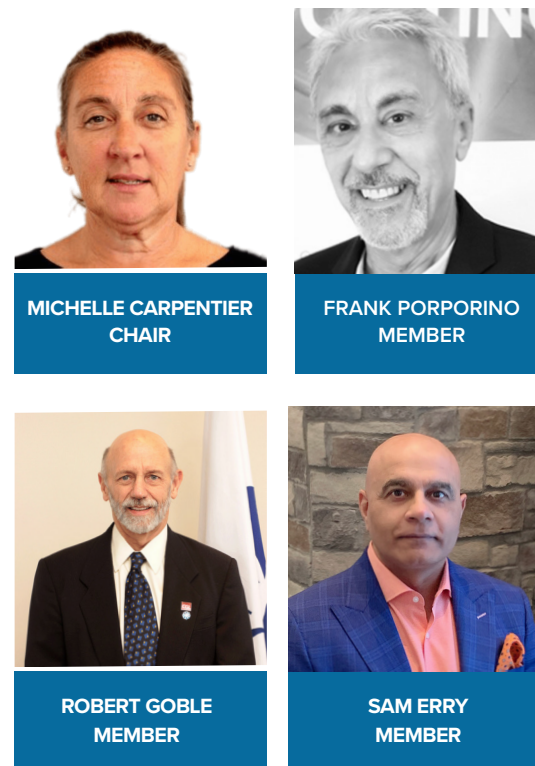
ICPA is committed to promoting and sharing ethical and effective correctional practices to support the enhancement of public safety and healthier communities worldwide. The actions of the PTAC reflects this commitment. Our activities bring together perspectives from government, academia, advocacy and frontline lived experience to the ICPA memberships.

ACTIVITIES: JULY 2025 – JUNE 2026

As a new focus for the 2025-26 period, the PTAC worked towards promoting Mental Health and Lived Experience. We are putting practice transfer where it matters most: supporting mental health in corrections, guided by people who have lived the system.

Activities over the past 12 months have included the following:

- Regular Zoom meetings of the Committee were held to discuss and prepare upcoming practice transfer activities.
- A PTAC Workshop on the concept of effective Peer Mentoring and Peer Support, engaging persons with experiential knowledge was delivered at the ICPA Conference in Istanbul, including a presentation of The Louisiana Parole Project (USA) and one from the host country, the General Directorate of Prisons and Detention Houses (Türkiye) both related to the engagement of people with lived experience.
- Two new members with lived experience were welcomed, Ms. Tassie Ghilani and Mr. Andrew Hundley, to support us for this year's focus practice.
- The ICPA Communications and Media Manager continues to support the Committee.
- Preparation for an upcoming Webinar which will explore how lived experience, peer support and relational practice can help build safer, more effective justice systems. Our panel will bring together perspectives from government, academia, advocacy and frontline lived experience.
- A variety of awareness activities presented 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.



COMMITTEES

PRACTICE TRANSFER ADVISORY COMMITTEE

- Preparation for a PTAC Workshop at the ICPA Annual Conference 2026 in Northern Ireland, which is entitled "Not just Criminals – From Service User to System Developers" will continue the discussion from the Webinar. This workshop will examine how peer-led roles can move beyond isolated initiatives to foster systemic change in culture, violence reduction, and mental health care.

CONTRIBUTION TO ICPA'S STRATEGIC PRIORITIES

The PTAC was put in place to support the ICPA's Mission of promoting and sharing correctional practices in order to enhance public safety and healthier communities worldwide. For the Committee, the meaning of 'practice' is to include an idea, strategy, philosophy or approach that is worth pursuing. Each year through its Practice Transfer Advisory Committee, ICPA is able to promote a different 'practice', broadly as an Association and making use of various mechanisms of communicating with the ICPA community.

FUTURE ACTIVITIES: JULY 2026 – JUNE 2027

In the coming 12 months, PTAC will continue to build on its successful foundation through:

- Hosting a PTAC Workshop at ICPA's 28th Annual Conference.
- Continuing to build awareness via information sharing on social media and with ICPA's members on the topic of Mental Health and Lived experience, engaging individuals with experiential knowledge who are still living or may have lived through incarceration.
- Seeking to identify a new "Focal Practice" at the ICPA 2026 Annual Conference that the Committee could begin promoting in 2027.
- Organizing a Webinar Session describing and highlighting some model programs that illustrate the new "Focal Practice" in action.

REFLECTIONS

The PTAC was created and developed with the intent that it would be integrated and closely linked with the ICPA business planning process. We envisaged a strong working alliance with the ICPA Programme Committee, the Networks, and the Board in promoting and supporting adoption of a given promising practice each year. Unfortunately, this vision of a more coordinated approach has not occurred. Our Committee members suggest that a review of the Committee's mandate might be in order. A strategy is needed to mobilize a more determined and broad approach to practice transfer.



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 2025/2026 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 2025–2026, ICPA maintained a strong and diverse membership base, with 75 agency members, of which 40 (53%) were public sector agencies. During this year, ICPA welcomed 21 new agency members, with 11 (52%) of new members coming from the public sector.

Sapphire was the dominant membership grade among new members, accounting for 38.1%. This continued growth reflects ICPA's ongoing global expansion and the success of its enhanced programme of both in-person and online events.

At the 2025 ICPA Annual General Meeting, the membership approved the implementation of a new membership focusing on small and emerging organisations in the not-for-profit and academic sectors. In the first eight months that the Garnet membership was available, ICPA welcomed one new member and several membership inquiries with Garnet memberships looking to increase significantly in the coming fiscal year. This demonstrates the desire for not-for-profit and academic organisations to engage with our community.

ICPA's membership approved a move to a three-year membership model for corporate members at the 2025 ICPA Annual General Meeting. This model requires new corporate members to commit to long-term engagement with the Association and, under this model, ICPA was pleased to welcome three new corporate members in the fiscal year.

ICPA continued to look for opportunities to better understand member needs. The 2026 member and network surveys revealed a desire for ICPA's public sector members to better understand and utilise their memberships. As a result, ICPA's Executive Team have begun work on a comprehensive membership guide, alongside membership engagement sessions (virtually held) to be completed in the first quarter of the 2026–2027 fiscal year.

The restructure of the Executive Team toward the end of the 2025-2026 fiscal year will also see increased focus on membership services and clearer points of contact for ICPA's members with Grail Mageean-Ray now serving as the Association's Partnerships and Growth Manager, and Ronja Pörhö stepping into the role of Membership and Business Coordinator.

ICPA is sincerely grateful to all of the Association's members whose commitment and ongoing support make the important work of the Association possible. Through their membership, participation, expertise and collaboration, ICPA's members enable improved connection amongst prison and correctional professionals from around the world, fostering the exchange of knowledge, experience and innovation. Together, ICPA's members strengthen the global corrections community and support the Association's mission to advance professional correctional practice.



2025 – 2026 FINANCIAL YEAR SUMMARY

FINANCIAL YEAR SUMMARY

Financial Performance

ICPA closed the 2025–2026 fiscal year with a strong financial performance, recording a surplus of \$75,772, compared with a budgeted surplus of \$40,346. This positive result was driven by increased revenue from membership dues and thematic conferences, together with careful financial oversight. Total income reached \$1.56 million, exceeding the approved budget by more than \$228,000.

Membership revenue increased by \$43,876, reflecting growth in new agency memberships and continued successful follow-up with individual members. ICPA’s two thematic conferences, IRCC and PDTC, also performed strongly, exceeding their projected combined surplus by \$35,936, primarily due to increased sponsorship revenue.

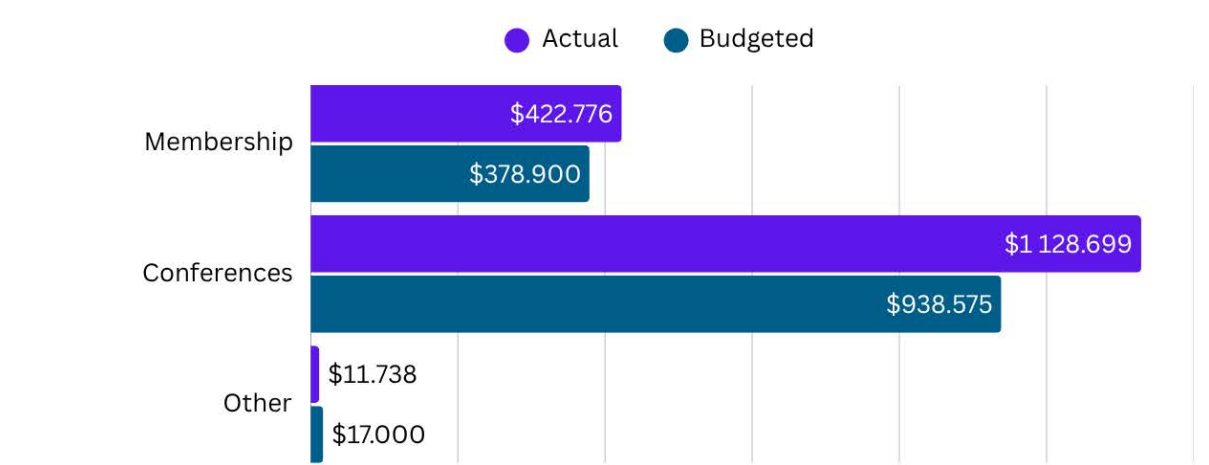
Total expenses increased by \$193,472, largely reflecting higher event attendance, approved investments in ICPA’s contractual services, and increased travel-related costs. Despite these increases, ICPA maintained a strong financial position. The 2025–2026 fiscal year demonstrates the Association’s financial stability and adaptability and provides a solid foundation for continued growth in 2026–2027.

The following graphs provide an overview of the Association’s income and expenditures for the 2025–2026 fiscal year.

External Financial Review

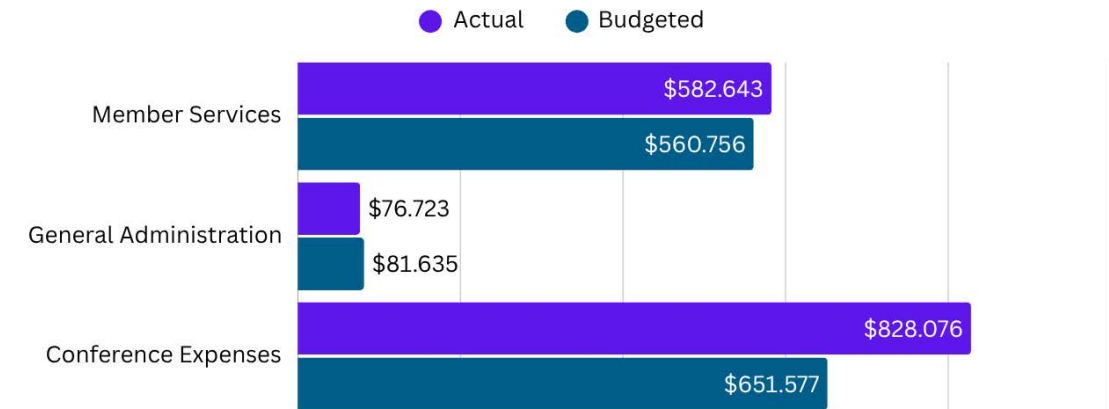
ICPA’s financial statements undergo either an external review or an external audit annually, currently conducted by Abernethy & Company, P.C. The 2025–2026 fiscal year will be subject to an external review. The outcome of the review will be presented at the Association’s AGM and made available to members upon request.

2025-2026 REVENUES



FINANCIAL YEAR SUMMARY

2025-2026 EXPENSES



Approved Budget

Total Income	\$1,334,315
Total Expenses	\$1,293,969
Net Surplus/(loss)	\$40,346

Year End

Total Income	\$1,563,213
Total Expenses	\$1,487,441
Net Surplus/(loss)	\$75,772

* Figures are in \$US (Dollars)



FUTURE ACTIVITY

FUTURE ACTIVITY

In the coming 12 months, the Association will deliver against its 2025 – 2026 Business Plan and undertake development of a 2026 – 2027 Business Plan, linked closely with the ICPA Strategic Plan, with activity focused across the following strategic areas:

- We increase our global engagement
- We influence the improvement of correctional practice worldwide
- We understand and respond to our member needs
- We efficiently and effectively manage the Association to enact our vision and mission.

The remainder of 2025 and 2026 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 2025 and beyond:

2026

ICPA 28th AGM and Annual Conference

Partnerships in a Modern Corrections Landscape

25 – 30 October 2026

Belfast, Northern Ireland

2027

Corrections Workforce Conference

Recruit. Retain. Renew.

10 - 13 May 2027

Wroclaw, Poland

Women in Corrections Conference

June

Canada

ICPA 29th AGM and Annual Conference

I Am Because We Are: Restoring People, Strengthening Communities

24 - 29 October 2027

Harare, Zimbabwe



ACKNOWLEDGMENTS

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

2025-2026 MEMBERS

PUBLIC SECTOR

EMERALD

ACT Corrective Services
Corrections Victoria
Corrective Services NSW
Department for Correctional Services South Australia
Department of Corrective Services Western Australia
DGAPR (Délégation Générale à l'Administration Pénitentiaire et à la Réinsertion du Royaume du Maroc)
Directorate of Norwegian Correctional Services
Dutch Custodial Institutions Agency
HM Prison and Probation Service (HMPPS)

Hong Kong Correctional Services Department
Justice Health and Forensic Mental Health Network
Malaysian Prisons Department
Northern Territory Department of Correctional Services
Queensland Corrective Services
Rwanda Correctional Service
State Department for Correctional Services Kenya
Tasmania Prison Service
Uganda Prisons Service

RUBY

Abu Dhabi Judicial Department - Rehabilitation & Correctional Centers
Department of Corrections, New Zealand
General Directorate of Prisons and Detention Houses, Türkiye

Northern Ireland Prison Service
Singapore Prison Service

SAPPHIRE

Agentschap Justitie en Handhaving (Agency for Justice and Enforcement), Belgium
Austrian Prison Service
BC Corrections - Ministry of Public Safety & Solicitor General, British Columbia
Belgian Federal Service - CDRGA
Bermuda Department of Corrections
Correctional Service Canada
Cyprus Prisons Department
Danish Prison and Probation Service
Department of Corrections, Thailand
Federal Prison Service Argentina
General Directorate Execution of Sentences - Bulgaria
Irish Prison Service

Korea Correctional Service
Kosovo Correctional Service
Mauritius Prisons Service
Namibian Correctional Service
National Administration of Penitentiaries, Romania
New Jersey Department of Corrections
Ohio Department of Rehabilitation and Correction
Prison and Probation Administration Iceland
Prison and Probation Service of Finland
Swedish Prison and Probation Service
US Department of State (INL-CIV)
Zimbabwe Prison and Correctional Service
Barbados Prison Service

2025-2026 MEMBERS

CORPORATE SECTOR

PLATINUM

Mi-Case	ViaPath Technologies
Steinbach & Vollmann GmbH (STUV)	Virtu Medical
Telio Group	

GOLD

Community Health and Wellbeing Limited (CHW)	Papilon - Savunma Teknoloji Ve Ticaret Anonim
Honeywell Building Technologies	Sirketi
Multi-Health Systems Inc. (MHS)	Serco Limited
Optimation	Unilink Software

SILVER

Allied Universal	Garrett Electronics Inc
B&B Locks	IPS Innovative Prison Systems
CoreCivic	ODSecurity
DLR Group	SOPRA STERIA
Eribel NV	Syscon Justice Systems
	The GEO Group Inc.

BRONZE

CGL Companies
Ventia

NON-PROFIT/ NGO AND ACADEMIC ORGANISATIONS

TOPAZ

Alvis
International Association for Correctional and Forensic Psychology (IACFP)
Safer Foundation (USA)
The Prem Rawat Foundation

GARNET

ACAIP

2025-2026 MEMBERS

OPAL

Aproximar, Cooperativa de Solidariedade Social	Probation and Community Corrections Officers' Association (PACCOA)
Correctional Leaders Association (CLA)	The National Trade Union of Prisons Policemen (SNPP)
Estonian Academy of Security Sciences	University of Justice, Poland

LIFETIME MEMBERS

Uju Agomoh	Chin Chua Kat
Steve Carter	Ofra Klinger
Bob Goble	Frank Porporino
Jim Gondles	Haim Szmulewitz
Hans Meurisse	Peter Van der Sande
Ole Ingstrup	Reginald Wilkinson

PROFESSIONAL MEMBERS

Dieudonné Koyenga	Kamal Alnazzawi
Steven Van De Steene	Jim Gondles
Stephen Carter AICP	Diane Williams
Frank Porporino	Andie Moss
Haim Szmulewitz	Sonia Bom
Ole Ingstrup	Teri DuTemple
Michelle Carpentier	Melissa Hamilton
Ofra Klinger	Staci Shaffer
Bruce Tripp	Heather Sullivan
Robert Goble AICP	Pamela Valera
Phaello Malataliana	Dan Keen
Uju Agomoh	Robert Boraks
Peter Van der Sande	Cody Wilde
Ivan Calder	Frank Greene FAIA OAA
Ernest Schall	Belinda Macdonald
Stephanie Covington	Alfred Garcia
Kevin Wright	Ilina Taneva
Hans Meurisse	Leann Bertsch
Reginald Wilkinson	Faye Taxman
Devon Polaschek	Michael Bell
Brian Lovins	Kaveh Ofogh
John May	Deanna Dwenger
Sandra Osteen	Daryl Churney
	Dave Redemske
	Christin M. Johnson

2025-2026 MEMBERS

Marc Stern
Stephen Walker
Jessica Roquemore
Michelle Earle
Scott Craddock
Carolina Moreno
Jennifer Dungy
Gethin Jones
Justin Sterett
Cynthia Scheiderer
Romney Ruder
Wendy Ware
Roman Mychajlowycz
Jon Ozmint
Derrick Schofield
Alan Richardson
Michael S. Vaughn
Jeff Mellow
Laurence Motiuk
Chris Sweney
Corrie Jones-Raynor
Orit Adato
Tony Hassall
Anna Eriksson

Donald Halloran
Patrick Crosby
Michael Campbell
Mark Inch
Baby Noel Montalvo
Ruby Santos - Matibag
Foluso Adegalu
Cliff Richard Torres
Wayne T Salisbury Jr
Mbaye SARR
Carole Cafferty
Fadoua Mbarka ACHBAR
James Adamini
Fred Meyer
Michael Doyle
Tim Purcell MAIPM
Shane Bryans
Joanna Pays
Brent Gibson
Guillermo Corona Garrido
Dylan Corona Gaytan
Karen Sanderson
Moussa Diomande
Jessica Williams

2025-2026 MEMBERS

Larissa Strong
Mark Whittaker
Erin Gunnarson
Friedrich Alexander Koenig
Johnson Byabashaija
Simon Bonk
Yashar Hanafi Razi
Berfu Altay
Caron McCaffrey
Lise Sannerud
David Byrne
Alicia Murphy
Tom Enger
Karl Mario Norbin
Ivaylo Yordanov
Andreas Kupka
Wim Saris
Soen TONG

James McEwan
Gary McCahon
Jaganaden Rungadoo
Andrew Cupples
Patrick Aranduh
Salome M. Beacco
Byung-chul YOO
Richard Felsher
Heidi Bottolfs
Leo Zelenkevich
Chiu-kok Kenny NG
Felix Becker
Sarah Kuckert
Beverley Thompson-Brown
Adrian Neagoe
Mikkel Ravn
Lynn Kelly
Michal Sopinski

David Brown
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Ina Eliassen
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Robyn Fisher-Reid
Tanja Sieme
Stefan Van der Veen
Dave Lageweg
Gad Tobaly
Ka-lun (Charles) LEUNG
Stephen Martin
Denise Robinson
Kathleen Van De Vijver
Jan-Erik Sandlie
Kim Ekhaugen
Rachel Leota

AGENCY PROFESSIONAL MEMBERS (VIP)

Matthew Varley
Colin Shepherd
Shadrack Kavutai
José Ramón López
Santamaría
Chihobvu Moses C. Ngawaite
Fatih Güngör
Paul Tatro
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Zaneta Whitworth
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Wendy Hoey
Hanna Jarl
Talal Dakalbab
Victor Dickson
Oliver Drews
Siu-hang CHAN



ICPA
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