



**ICPA**  
International Corrections  
& Prisons Association

[www.icpa.org](http://www.icpa.org)



# Annual Report

2022/2023



**ICPA**  
International Corrections  
& Prisons Association

# ***FOR THE ADVANCEMENT OF PROFESSIONAL CORRECTIONS***

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

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Brussels, 1050  
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\* Cover images courtesy of the Singapore Prison Service.

This Annual Report provides information on the activities and initiatives of the International Corrections and Prisons Association relating to the Fiscal Year of 1st July 2022 to 30th June 2023.

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## Dear ICPA Members,

It is my pleasure to present the 2022-23 Annual Report. This year saw a range of fantastic initiatives and some changes to the ICPA Executive Team. Again, our members and sponsors have been most supportive and guaranteed that the Association continues to operate effectively. Over the past year, we have continued to support many other exciting initiatives including our Advancing Corrections Journal and through the ICPA Chapters and Networks remaining continuing their important work.

In October 2022, we had a most successful conference with over 700 participants from more than 60 countries in Orlando, Florida. The conference theme, **Excelling beyond the 'old' normal: Corrections after the global pandemic**, reflected ICPA's desire to continue the global dialogue on good correctional practice and innovation. The Florida Department of Corrections was a fantastic host, which we are very grateful for.

At the end of March 2023, we jointly hosted the Corrections Research Symposium with EuroPris in Porto, Portugal. Again, we learned from a range of correctional experts and academics about contemporary research and impressive prisons and corrections initiatives around the globe. The Portuguese Reintegration and Prison Service was a most supportive host of the symposium.

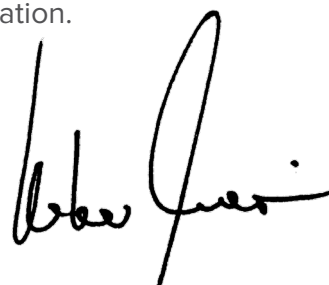
For the first time, ICPA hosted the Corrections Technology Conference in May 2023 in Adelaide, Australia. The South Australian Department for Correctional Services hosted this outstanding event on the theme of **Technology - A Partner and Inspiration of Correctional Modernisation**.

For the first time, following a global search, we appointed a new Executive Director in March 2023, contracted by ICPA. In our 24-year history, we were always very fortunate to have public sector member organisations seconding senior staff as Executive Directors. I thank Corrective Services Canada most sincerely for seconding four Executive Directors, as well as the Scottish and Belgium Prison Services for seconding one Executive Director each. In March 2023, we welcomed Ms Natalie Boal to the Executive Director role. Natalie is a corrections professional from Australia who has particular expertise in high level project and strategic management. One of the first major undertakings the Board requested of Natalie is a Business Model Review to assess ICPA's strengths and opportunities for improvement, to ensure ICPA is positioned well for the future.

I also acknowledge Fraser Bryans, ICPA's longstanding Operations Director, who has decided to pursue other career opportunities. Fraser has provided an outstanding service to the Association and he will continue to support ICPA with specific projects. We also farewelled our Communications Officer Aleksandar Petrov and welcomed Ilinca Cojocar as Membership and Project Officer and Laura Andrite as Communications Officer.

I extend my sincere thanks and appreciation to the ICPA Board for their support for ICPA. At the 2022 AGM, we confirmed Diane Williams as Treasurer and saw Raphael Humunyela, Pedro das Neves and Steven Van De Steene being re-elected to the Board.

Now we are looking forward to coming together at the end of October in Antwerp, Belgium to hear about and discuss: **Humane Corrections: What more can we do**. It will be fantastic to learn, share and network in what no doubt is an outstanding location.





**Mr. Peter Severin**  
**ICPA President**

# OUR MISSION



## MISSION:

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

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## VISION:

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

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## VALUES:

- Integrity and professionalism;
  - Effective community corrections and the use of imprisonment only as a last resort;
  - The sharing of ideas, knowledge, values and experience and working in partnership;
  - The capacity of individuals to change for the better and the need to support them;
  - The dignity of all individuals and the duty to protect their rights.
- 



## OBJECTIVES:

- To maintain ICPA as an innovative, learning organisation, promoting and disseminating good practice;
- To enhance co-operation between regions, countries, public, private and voluntary sectors involved in corrections and prisons;
- To develop and promote policies and standards for professional and humane corrections and prisons;
- To influence governments, policy-makers and the public to adopt humane and effective correctional policies and practices and assist in their implementation.

# KEY AREAS OF FOCUS IN OUR ACTIVITIES

ICPA's Strategic Focal Points exist to help frame and contextualise the work of the Association. They are flexible and can change in response to the environment and the needs of our members.

## Reducing Reoffending:

We will work towards **Reducing Reoffending** through the identification of research and findings that evidences 'what works', including efforts to promote implementation science and to develop partnerships with relevant organisations to support collaborative developments.

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## Effective Community Corrections:

We will renew our focus on the promotion of **Effective Community Corrections**. As an Association with the stance of using prison as a last resort this focal point will look to identify good supervision practices, outline the evolution of community corrections services and highlight pathways for enhancements and to raise awareness and acceptance of these practices.

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## Investing in Staff:

We will promote **Investment in Staff** and in doing so identify the essential qualities of correctional staff, promote effective staff training, continuous learning and professional and ethical development of individuals. Recognising correctional staff at the centre of the rehabilitative process, this strategy will also seek to promote the value of staff and their wellbeing.

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## Offender Population-Specific Strategies:

We will support the development of **Offender Population-Specific Strategies** which identify the needs of inmates with special requirements or considerations, identifying good practice examples from the community and helping to shape offender management approaches.

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## Enabling Strategies:

We will develop **Enabling Strategies** for increasing our engagement with various stakeholders, members, partners and the wider correctional community to ensure that our platform for the advancement of professional corrections is both accessible and effective for the sharing of practices, knowledge and expertise



# 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

## EXECUTIVE BOARD

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



**Peter Severin**  
President  
Australia



**Hans Meurisse**  
Vice President  
Belgium



**Diane Williams**  
Treasurer  
USA



**David Brown**  
Board Member  
Australia



**Emiliano Blanco**  
Board Member  
Argentina



**Kati Peri**  
Board Member  
Israel



**Kim Ekhaugen**  
Board Member  
Norway



**Leann Bertsch**  
Board Member  
USA



**Marayca Lopez**  
Board Member  
USA



**Paul Geurts**  
Board Member  
Netherlands



**Pedro das Neves**  
Board Member  
Portugal



**Raphael Hamunyela**  
Board Member  
Namibia



**Steven Van De Steene**  
Board Member  
France



**Yong Lee SHIE**  
Board Member  
Singapore

# ORGANIZATIONAL STRUCTURE

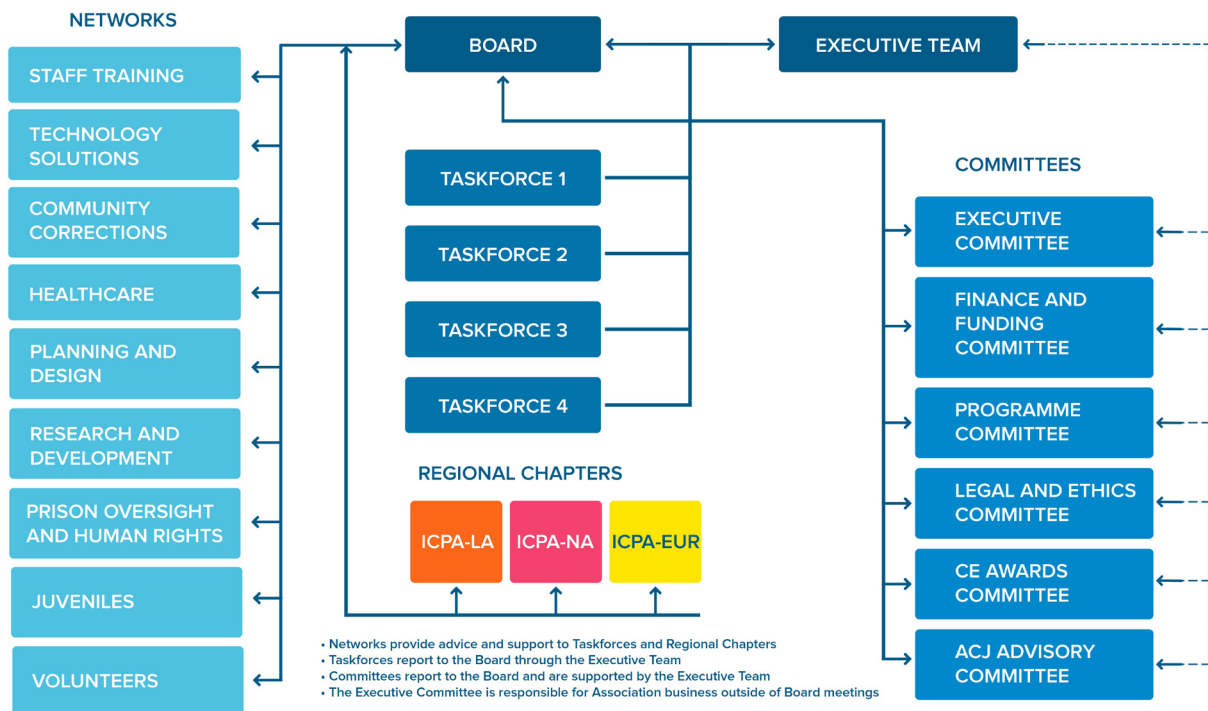
## ICPA BOARD UPDATE

At the 24th Annual General Meeting, Diane Williams (Treasurer) Raphael Humunyela, Pedro das Neves, and Steven Van De Steene were re-elected for a second term. Departing the Board were Dorin Muresan, March Inch, and Anne Kelly.

Regular ICPA Board meetings occurred on the following dates:

- 20 September 2022 (via zoom)
- 22 October 2022 (in person)
- 7 December 2022 (via zoom)
- 15 February 2023 (via zoom)
- 26 and 27 March 2023 (in person)
- 17 May 2023 (via zoom)
- 18 June 2023 (via zoom)

The ICPA Board held its annual strategic meeting in Porto, Portugal on 26 and 27 March 2023. This meeting focused on an in-depth review of ICPA’s financial and strategic position following the COVID-19 period, which had a significant impact on the Association. The meeting also focussed on ICPA’s service offerings and global engagement strategies.



# ORGANIZATIONAL STRUCTURE

## EXECUTIVE TEAM

Our Executive Team works diligently to deliver products and services to our members and provide planning and support to the Association’s events and annual conference.



**Executive Director**  
**Natalie Boal**  
Australia



**Operations Director**  
**Fraser Bryans**  
Scotland



**Events Officer**  
**Catalin Ungureanu**  
Romania



**Finance Manager**  
**Jessica Roquemore**  
USA



**Membership Liaison &  
Project Support Officer**  
**Ilinca Cojocaru**  
Belgium



**Communications &  
Marketing Officer**  
**Laura Andrite**  
Latvia

ICPA is underpinned by a governance structure which comprises:

- Committees - for monitoring and progressing internal activities.
- Taskforces - groups of volunteers for taking forward specific projects.
- Networks - thematic engagement groups open to members with shared interests and expertise.
- Chapters - groups established in various world regions to increase our relevance and to undertake activities specific to a particular area.

# ORGANIZATIONAL STRUCTURE

## ICPA EXECUTIVE TEAM UPDATE

ICPA's Executive Team continues to work diligently to deliver products and services to ICPA members and provide planning and support to the Association's events and annual conference.

The 2022 – 2023 Financial Year marked some significant changes to the ICPA Executive Team. New team members include:

- Natalie Boal, Executive Director
- Ilinca Cojocaru, Membership Liaison and Project Support
- Laura Andrite, Communications and Marketing Officer

## ICPA Business Model Review

As well as business as usual activity, a central focus for ICPA's Executive Director has been undertaking a Business Model Review. The review was holistic in scope with a focus on the following areas:

- Association purpose
- Activities and services
- Member and partner engagement
- Organizational management
- Future direction and strategic planning

The Review involved sourcing, collating, and reviewing information to determine common themes, gaps, and opportunities for improvement. Information and data were sourced through several channels, including:

- ICPA Executive Team meetings
- ICPA Executive Team individual team self-assessment
- Existing document review:
- Member survey
- Member focus groups
- Network Group chairs focus group
- Individual ICPA Board member interviews
- Individual private sector member interviews
- Individual interviews with key historic members
- ICPA Auditor individual interview
- Individual interviews with partner organisations

The Business Model Review will be finalised in 2023. The review will support the development of a forward Strategic Plan for the Association with underpinning activities to be undertaken from 2024 onwards.





# YEAR IN REVIEW

**ICPA continued to deliver a range of in-person and remote services to its members and the broader correctional community throughout 2022/23. This section of the Annual Report provides an overview of the key activity in the past year.**

# YEAR IN REVIEW

## ICPA 24th Conference and Annual General Meeting Excelling Beyond the 'Old' Normal: Corrections after the Global Pandemic



**ICPA  
2022**

ICPA held its first post-pandemic Annual Conference from 23 to 28 October 2022. The Annual Conference was hosted by the Florida Department of Corrections, and held in Orlando, FL, USA, from 23-28 October 2022 at the Gaylord Palms Convention Centre. Conference speakers drew on lessons from the pandemic to share the changes that had led to improved correctional systems.

The Annual Conference had over 590 attendees from 72 countries with the significant representation from both the public and private sectors. The conference was also offered to ICPA public sector members via livestream, resulting in 425 online registrations from across the world.

## Correctional Research Symposium Rehabilitating Reintegration: Research and Reflections on What Works



**CRS  
2023**

ICPA, in partnership with EuroPris, held the third international Correctional Research Symposium (CRS) from 27 – 30 March 2023 in Porto, Portugal. The conference was hosted by the Portuguese General Directorate of Reintegration and Prisons. CRS had over 290 attendees from 23 countries.

Fergus McNeill, Professor of Criminology and Social Work, University of Glasgow, presented a compelling keynote address on the key findings of the Distant Voices: Coming Home project. This presentation set the scene for the conference by considering the issues faced by the correctional system and beginning the conversation on what more constructive and effective responses to crime and conflict could look like.

## Corrections Technology Conference Technology: A Partner and Inspiration of Correctional Modernisation



**CTC 2023**

TECHNOLOGY - A PARTNER AND INSPIRATION  
OF CORRECTIONAL MODERNISATION  
ADELAIDE, 23-25 MAY 2023

ICPA's first global Corrections Technology Conference was held in Adelaide, Australia from 23 to 25 May 2023, hosted by the Department for Correctional Services South Australia. The conference brought together speakers from around the world to discuss the challenges, lessons learned, and opportunities in the areas of digital readiness, User-focused design & delivery, collaboration and integration, and the human aspect of technology. Throughout the presentations, the impact on people in custody, their families, and those working at the frontline was always a clear priority.

CTC had 290 registrations from 22 countries with the significant representation from both the public and private sectors. The conference was also offered to ICPA public sector members via livestream, resulting in 276 online registrations from across the world.

# YEAR IN REVIEW

## MEMBER SERVICES

In 2022 – 2023, ICPA published two editions of the Advancing Corrections Journal:



- Edition 14 was a second volume on the theme of “What Else Works?”, building on the popularity of the What Else Works theme.
- Edition 15 responded to the question “What is Effective Reintegration?”



In 2022 – 2023, ICPA continued its Present series, a platform that allows members to online presentations and training through live webinar sessions. On 29 November 2022, ICPA held a session on Integrating Technology in a Prison Setting – Matching Positive Outcomes with Security & Safety Needs. The session brought together experienced professionals who explored how the use of technology can enhance institutional security while recognising the need to protect our IT assets. The session, which was moderated by ICPA Board Member Steven Van De Steene, had speakers from across the global, including: James Levy, Michael Page, and Sir Tim Purcell.



ICPA continued to develop its online Learning Academy programme with planning for a session in late 2023 on the topic of Parenting from Prison: Engaging Families in Supporting Reintegration. 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.

## e-BULLETIN

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

## CONNECT

Online searchable directory of individuals, agencies and companies involved in prisons and corrections. Create your own profile and connect with others.



The ‘Rewind’ service is an on-demand video library containing recordings from past conference sessions and webinars. Over 300 hours of material available online.



# YEAR IN REVIEW

## EUROPEAN PROJECTS

ICPA continued to support the delivery of several European Projects in 2022 – 2023. These projects were conducted through ICPA's European 'Stichting Foundation'; a separate entity operates to collaborate on European initiatives with other organisations from around the world. These projects enhance international cooperation, produce guidance and tools, and help to develop standards that contribute to the advancement of professional corrections.

During the year, four (4) projects were completed. ICPA continues to finalise elements of the accounting related to these projects:



The R4JUST Project - Radicalisation Prevention Competence Development Programme for Justice Professionals. The project aims to raise the awareness and provide training to judges and prosecutors on using risk assessment information to support sentencing, which is of particular interest in criminal cases involving individuals accused of violent extremism related crimes and/or terrorist involvement.



The PO21 Project - European Prison Officers for the 21st Century. The project seeks to fill the gaps and divergences mentioned by identifying existing and emerging skill needs within prison officers; strengthening the exchange of knowledge and practices and adapting vocational education and training to skills needs, while promoting qualification standards in the sector, with a particular emphasis on digital skills.



The CCJ4C Project - European Career Counselling Guidelines for Staff Working in the Criminal Correctional Justice System. The aim of the project is to develop, test and set in place a working methodology for starting or improving the career guidance process in the criminal correctional justice (CCJ), focusing on the competencies needed to manage their own career. The online training within the CCJ4C project was a success, being one of the most impressive and effective online activities.



The EDUPRIS Project - Education, Training and Lifelong learning as Dynamic interventions to promote Inclusion and Common values in Correctional Justice for Minors and Young adults with Educative challenges. The project aims to improve the learning outcomes of education in juvenile settings through the direct and active promotion of inclusive learning environments; Improve the management of teaching and learning professionals in the juvenile justice system in the partner countries and at European level.



# 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 2020/2021 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 - a bit weird without comas?
- 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 2022 – 2023, ICPA saw an increase in agency members by 23.5%. This increase in membership was support by the Association returning to face-to-face events and the resulting increase in global engagement. Analysis of membership numbers has demonstrated the need for a greater Association presence in specific regions, which is highlighted in the regional strategies in the coming pages of this report.

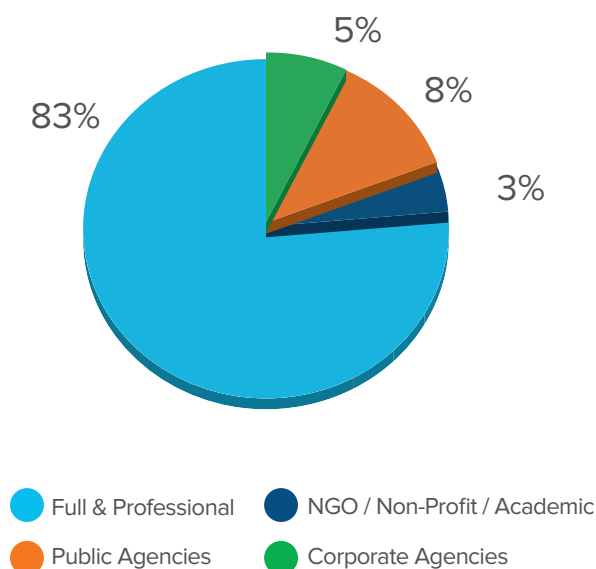
ICPA continues to maintain its agency members, with insert percentages by membership tier here. Individual members dropped in 2022 – 2023 by 6.6%, demonstrating the need for ICPA to continue to engage this membership tier in a longer-term manner through increased communication and online engagement opportunities.

ICPA is sincerely grateful to the individual members, agency members, and non-member supporters whose contributions sustain the Association’s activities and ensure that ICPA continues to bring together prison and corrections professionals to support the advancement of professional corrections.

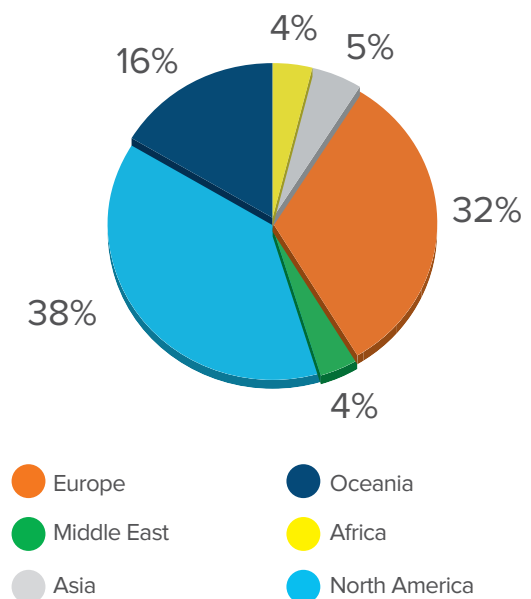
ICPA would like to welcome the following agency members who joined the Association in 2022 - 2023:

- Falcon, Inc.
- Honeywell
- Serco Limited
- CORE Systems
- Enware Australia Pty Limited
- I-CON Systems, Inc.
- Scanning Pens, Inc.
- Physician Correctional USA
- Amity Foundation
- The University of Newcastle
- Bahamas Department of Correctional Services
- New Jersey Department of Corrections

**Membership Profile**



**Agency Membership by World Region**





# ICPA NETWORKS

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

**Community Corrections**

**External Prison Oversight and Human Rights**

**Healthcare**

**Planning and Design**

**Research and Development**

**Staff Training and Development**

**Juvenile Network**

**Technology Solutions**

**Volunteers Network**

## COMMUNITY CORRECTIONS



The Community Corrections Network (CCN) is comprised of practitioners, consultants, academics, and others representing community corrections, community supervision, and re-entry programs in the corrections and treatment continuum of international correctional systems.

CCN members include organizations operating residential re-entry, behavioural health treatment, specialty court dockets, workforce development, parole and probation, day treatment programs, and other community programs. Representatives from government, non-government organisations, and community partners are welcome members.

CCN's purpose is to increase understanding of community corrections as vital in the range of sanctions and solutions available across the justice continuum and promote continuity of care throughout an individual's involvement with the justice system.

### ACTIVITIES: JULY 2022 – JUNE 2023

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CCN has continued its work to develop a shared understanding of community corrections that includes the rich variety of programs that are internationally available. Helping others to understand all inclusive range of community corrections programs is an ongoing objective of CCN and a portion of each CCN meeting is devoted reaching this objective. Each person on the CCN has been asked to provide a one-page summary of community corrections programs in their jurisdiction.

CCN has expanded its collaborative work previously focused on women in community corrections systems around the world, to include collaborative work on programs addressing the needs of children whose mothers and/or fathers are involved in correctional systems. Community corrections providers focus on techniques to help the parent who has been in custody to connect or reconnect with their children and to promote reunification, when appropriate, as the parent transitions to a community program/community supervision.

Research indicates that programs which effectively meet the needs of families who have been impacted by one member's involvement in the justice system have the following characteristics: parenting instruction, cognitive behavioural treatment; clinical services for children as needed; prevention and/or desistance education and academic supports for the child(ren); and structured opportunities to build relationships and strengthen family bonds.

The nature of community corrections programs provides a great deal of opportunity for public-private collaboration and collaboration between NGOs. CCN is committed to promoting promising practices in community corrections that are inclusive of families, potential employers, skills instruction, supportive housing, and other community-based tools that promote/support desistance.

## CCN in Antwerp 2023

There are numerous workshops scheduled at ICPA Antwerp detailing successful community corrections collaborations, some of which include:

- Strengthening Assessment in community corrections and Implementing Treatment Through Public-private Collaboration.
- Women in Prison and Previous Victimization: The Need for a Partnership with Women's Shelters.
- A Collaborative Approach to Success: Family, Community and Employer Engagement.
- Juvenile Justice Continuum of Care from Community Interventions to Detention.
- Developing Best Practice Principles for Programs and Services for People Exiting Custody.
- Life After Custody: How to Make it Work? A Belgian Approach.
- Cooperation as an Answer to the Complexity of Reintegration of Prisoners.

## FUTURE ACTIVITIES: JULY 2023 – JUNE 2024

CCN will continue to build partnerships with other international associations, including the International Community Justice Association (ICJA), American Parole and Probation Association (APPA), Association of Paroling Authorities International, Global Correctional Services (GCS, the international affiliate of the American Correctional Association), Confederation of European Probation (CEP), and others. CCN is also working to collaborate with other ICPA Networks where we have common challenges, such as training and support for individuals working in the corrections / community corrections field.

Denise M. Robinson, Network Chair, became the 108th President of the American Correctional Association in January 2023. She is the first person from the field of community corrections to be elected President of ACA. This will open more opportunities for collaboration.

CCN is working to collect practices, policies, and standards of existing community corrections programs in order to support new initiatives and organisations that are trying to enhance their program offerings. CCN members are also looking for available research about some of the forms of de-carceration that arose during the pandemic. The goal is to develop a compendium of emergent best practices that will become an easily accessible community corrections reference centre on the ICPA website.

CCN's subcommittee dedicated to redefining community corrections is continuing its work in 2023-2024. We look forward to a robust discussion at the CCN meeting in Antwerp.

It is CCN's goal, going forward, to have a community corrections article in "Advancing Corrections" Journals. Members are encouraged to submit outlines/summaries for articles to Dr. Frank Porporino, Editor, who will provide guidance to shape the article.

## EXTERNAL PRISON OVERSIGHT AND HUMAN RIGHTS NETWORK

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

EPOHRN boasts over 140 participants from roughly 30 countries. The Network seeks to facilitate a constructive and professional dialogue between organisations responsible for external prison oversight and prison authorities subject to their oversight.

Network initiatives focus on the circulation of a periodic newsletter and the sharing of resources, and news pertinent to EPOHRN’s members. The Network aims to:

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

### ACTIVITIES: JULY 2022 – JUNE 2023

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In addition to several general updates and announcements pertaining to ICPA activities, EPOHRN accomplished the following between July 2022 and June 2023.

- Published the eighth EPOHRN Newsletter: “Training and Resources for Prison Oversight and Monitoring Bodies” (25 July 2022)
- Published the ninth EPOHRN Newsletter: “External Oversight and Women in Places of Detention” (9 January 2023).
- Published the tenth EPOHRN Newsletter: “Juvenile Detention and Justice” (20 June 2023).
- Engaged with, and received contributions from, individuals and oversight bodies in Australia, Scotland, Canada, England and Wales, New Zealand, Switzerland, and the USA, as well as our international collaborators: The Association for the Prevention of Torture and the International Committee of the Red Cross.
- EPOHRN’s latest newsletter honoured our dear friend and colleague, Dr. Francisco Mugnolo (the Penitentiary Prosecutor of Argentina) who had passed away on May 26, 2023. His sudden loss has affected many who had the privilege of working with him.
- In October 2022, EPOHRN hosted a panel at the ICPA Annual Conference in Florida. The panel was titled, “External Prison Oversight, Human Rights and the Pandemic: International Perspectives”. For this panel, Dr. Ivan Zinger was joined by co-presenters, Michael Horowitz (Inspector General, US Department of Justice) and Fiona Rafter (Inspector of Custodial Services, New South Wales, Australia).



**DR. IVAN ZINGER**  
CHAIR



**EMAD TALISMAN**  
Deputy Chair



## *EPOHRN in Antwerp 2023*

The topics of external oversight and human rights are central themes in ICPA's 25th Annual Conference on the theme of "Humane corrections: what more can we do". At the 2023 Annual Conference, EPOHRN will:

- Host a panel titled, "Achieving Meaningful Human Rights Reforms in Corrections through External Prison Oversight." Panellists will include Dr. Ivan Zinger, Howard Sapers (former correctional investigator of Canada), Mark Kelly (Chief Inspector of Prisons, Ireland), and Barbara Bernath (Secretary General, Association for the Prevention of Torture).
- Sponsor a panel titled "Correctional Oversight in the United States." This panel will feature Chris Cirrito (Texas Board of Criminal Justice), Brian Patrick (Office of the Independent Ombudsman, Texas), and Aiden King (Director, Correctional Association of New York).

EPOHRN aims to continue to address emerging trends and challenges, including inspection standards and going beyond findings and recommendations to effect meaningful follow-up on oversight recommendations.

## **FUTURE ACTIVITIES: JULY 2023 – JUNE 2024**

Specific activities planned for 2023-24 include:

- In collaboration with the Inspectorate of Prisons, EPOHRN will produce a newsletter profiling the work of prison oversight and monitoring in Ireland. This will include a look at recent developments in that country towards the ratification of OPCAT.
- Future newsletters are still in development with consideration being given to how best to include contributions from members outside the Five Eyes.
- Continue to engage EPOHRN members in the broader work of ICPA.

## HEALTHCARE

The ICPA Healthcare Network (HN) exists to promote and disseminate physical and mental health care practices for the justice involved population which provide humane and healthy environments, personal wellbeing, and positive outcomes.



**IVAN CALDER**  
CHAIR



**WENDY HOEY**  
Deputy Chair



**JOHN MAY**  
Deputy Chair

HN aims to:

- Identify and share evidence-based practices of physical and mental health care and wellness.
- Protect universal principles of medical ethics, professionalism, confidentiality and patient autonomy.
- Promote health training, sensitization and wellness programs among staff and incarcerated persons.
- Support and promote the United Nations Mandela and Bangkok Minimum Rules and other international principles and agreements.
- Advance professional education and awareness of the health needs of persons in prison to health and corrections leadership and the broader community.
- Encourage models of throughcare for persons released from prison and rehabilitation.
- Identify and share practice advances that involve new technologies and improve healthcare.
- Contribute articles to ICPA publications, participation in ICPA trainings, and involvement in other ICPA activities.
- Advance treatment sessions for ICPA conferences on topics such as nutrition and food security, contagious disease, mental illness, isolation, addiction, aging, chronic illness, suicide prevention, populations with special needs and public health.

## ACTIVITIES: JULY 2022 – JUNE 2023

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Over the past 12 months, HN has expanded its leadership and revised its aims and objectives. A total of five network meetings have been held during this period with a variety of member proposed sessions designed to explore and progress current and emerging issues in international correctional healthcare. Thematically, the group has:

- Discussed the purpose and desired impacts of the HN.
- Focused on reintegration and rehabilitation and the importance of ‘connectedness’.
- Considered the importance of the use of new technologies enabled with Artificial Intelligence in disease identification and treatment.
- Developed communities of practice and thought leadership in relation to managing suicide and self-harm.
- Discussed the importance of food security and the ethical dimensions of food refusal in places of detention.

A significant achievement is that HN has undertaken research in partnership with Liverpool John Moore’s University. HN is delighted to have submitted an ‘e-Delphi’ study on rehabilitation for publication and they are eagerly awaiting the response from the Journal of Criminological Research, Policy, and Practice.

HN has also held collaborative meetings with the Juvenile Justice Network and the Technology Network with the aims of integrating further as the governance of HN is strengthened.

HN has also strengthened its partnership with the International Committee of the Red Cross, and they allocated dedicated time on the agenda at the Health in Detention Conference in Geneva in 2022 to support HN to re-energize. ICPA is delighted that colleagues from the ICRC support and contribute to the rich discussion of the HN along with colleagues from many justice, educational, and policy based organizations internationally.

HN membership has also grown significantly over the course of the last 12 months. HN meetings have included over 40 attendees representing 12 countries across four continents. Active participation has also increased with members suggesting subject areas for problem-solving/sharing practice and initiate discussion via well-considered presentations.

*“The ICPA HN is a welcoming and inclusive arena for all interested parties. We seek to include diverse content to engender useful and solutions focused discussion that can lead to action. We ask members to bring success stories, we actively moderate the sessions, and we create a space so that member can share in new learning together.”*

## HN in Antwerp 2023

There are numerous workshops scheduled at ICPA Antwerp focused on the topic of healthcare as it impacts people connected with the corrections system. They include:

- Healthcare Performance Assessment of the Sierra Leone Correctional Service.
- Ghana Prisons Surgical Project: A Tool for Creating Humane Corrections.
- Advancing Humane Treatment: Determining Baseline Prevalence of TB and Associated Conditions in Mozambique’s Prisons.
- Access Unlocked: Improving Health Care Access in Adult Correctional Settings in NSW Australia.
- Community Based Health in Detention: A Model to Improve Health and Wellbeing for People Deprived of their Liberty.

## FUTURE ACTIVITIES: JULY 2023 – JUNE 2024

In 2023-24, HN will focus on the impacts of global climate change on the health of people in places of detention. Food insecurity, natural disasters, prisons as amplifiers for disease spread, human rights advocacy and justice systems strengthening represent some of the thematic areas that HN will discuss and seek to influence positive impacts as a part of the Network’s schedule of work.

To enhance member strategies and involvement, a survey is under development to ask HN membership what they value about the network, and to identify what needs to be adapted to increase relevance and impact.

## PLANNING AND DESIGN

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

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



## ACTIVITIES: JULY 2022 – JUNE 2023

PDN continues to support its goals through engagement at ICPA conferences, with several successful workshops at ICPA’s 24th Annual Conference in Orlando.

The work of the PDN has focused significantly over the past 12 months in planning for the first global Innovative Prisons Infrastructure Conference (IPIC) to be held in April 2024. IPIC presents a new opportunity to bring experts in the field of prison planning and design together to improve our understanding of how modern planning and design knowledge can be seen by correctional professionals as a driver for change.

PDN has strengthened its engagement in planning for IPIC with other organisations, including EuroPris and the International Committee of the Red Cross.

### *PDN in Antwerp 2023*

The impact of the built prison environment remains critical to delivering humane corrections. This is evidenced in the volume of planning and design related presentations planned for ICPA’s 25th Annual Conference, which include:

- A Decade of Redevelopment – How Clear Vision and Strong Design Objectives were achieved in four South Australian Corrections Projects.
- Beyond Normative Environments to Designing for Normative Living How a Sustainable Building Embodies Humane Treatment and Promotes Hope and Healing.
- Green Corrections; An Oasis Beyond Caged Walls.
- East-West and In Between.
- “Not just another new Prison Building”: A New Prison Delivering a Psychologically Informed Operating Model.
- Improving Prison Environments to Maximize Inmate Outcomes.

## FUTURE ACTIVITIES: JULY 2023 – JUNE 2024

In 2023 – 2024, PDN will primarily focus on the successful delivery of IPIC. The conference is a world first and focuses on the theme of: “Sustainable Planning and Design for Better Corrections”. IPIC is underpinned by four tracks, which are:

1. Operational-led Design, Providing Design Solutions that Support Improvements in Program and/or Service Delivery Outcomes.
2. Where and How to Invest Resources for Change.
3. Can Technology Actually Increase Sustainability and Improve Outcomes?
4. Creation of Normalised Environments.

In addition to IPIC, PDN will support the development of cross-network linkages and continue to monitor relevant emerging trends and challenges in the planning and design space, including:

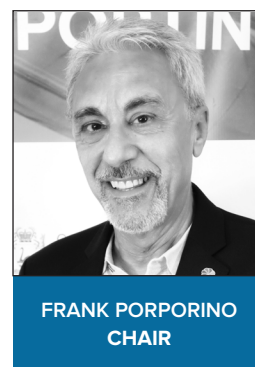
- The reduction of incarceration rates across some countries (including the US) which is opening up options for repurposing parts of, or entire facilities.
- Greater focus on design that assists operations in program implementation and reduction of recidivism.



## RESEARCH AND DEVELOPMENT

The Research and Development Network's (RDN) mission is "to effectively disseminate research-informed correctional knowledge and promote its application for the advancement of professional and humane corrections world-wide".

As an informal collection of academics and corrections professionals who believe in the value of research for guiding practice, and with a current signed-up count of more than 90 members from over 20 countries, the group concentrates on a several activities in realizing its mission, the principal one being continued publication of the ICPA Journal Advancing Corrections, with the 16th Edition soon to be released in November 2023 on the Theme of "Reforming Corrections Through Technology".



In view of the size and spread of RDN, most communication among members is conducted via e-mail as members share information and comments on new research findings and their implications.

RDN aims to:

- Assist ICPA members to become more aware of the most recent, relevant, and reliable research findings in the field.
- Help in translating practice and policy-related implications of this research knowledge.
- As it becomes practical and possible to do, offer 'technical assistance' for capacity building in select jurisdictions/agencies in implementing and evaluating research-informed change in correctional operations.
- Conduct some useful and needed cross-national comparative studies (i.e. surveys and/or other data gathering efforts) in thematic areas identified in conjunction with the other ICPA Network Groups.

Work towards establishing collaborative partnerships and garnering greater support and involvement from the academic and scientific research communities in ICPA's Annual and Regional Conferences, Newsletter, Web Site, and other ICPA activities.

## **ACTIVITIES: JULY 2022 – JUNE 2023**

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Many RDN members play a significant role on the Editorial Board of ICPA's Advancing Corrections journal. In the 2022-23 period, ICPA published another two excellent Editions of the Journal:

Edition 14 was a second volume on the theme of "What Else Works?", building on the popularity of the What Else Works theme.

Edition 15 responded to the question "What is Effective Reintegration?"

Advancing Corrections has significant global reach, with over 22 countries represented in recent editions, and the journal continues to be established academically, with more University researchers wishing to share their work with the practitioner community. In the past year, RDN also began the process of having Advancing Corrections reviewed for indexing in the Web of Science citation index. If successful, Advancing Corrections will be eligible for inclusion in the Social Sciences Citation Index.

RDN also continued to support ICPA's Annual Conference, by assisting to identify suitable speakers for the Annual ICPA Distinguished Scholar Lecture, in cooperation with the ICPA Program Committee and the International Association for Correctional and Forensic Psychology. At ICPA's 24th Annual Conference in Florida, Dr. Reuben Miller, University of Chicago, spoke on the 'aftermath' of mass incarceration, based on his award-winning book *Halfway Home: Race, Punishment, and the Afterlife of Mass Incarceration*, 2021.

In addition to the above active, the RDN Chair continued to provide critical input into the selection of the Annual ICPA Research Award, support the ICPA Practice Transfer Taskforce, and assist in reviewing various research funding proposals that ICPA is asked to support.

## *RDN in Antwerp 2023*

RDN supported the identification of the Annual ICPA Distinguished Scholar Speaker for its 25th Annual Conference in Antwerp. Sonja Snacken's presentation will seek to answer challenging questions, including: How should we understand "humane" corrections? What does it mean to do "more"? And who are "we"?

## **FUTURE ACTIVITIES: JULY 2023 – JUNE 2024**

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In 2023 – 2024, RDN will:

- Continue the process of indexing *Advancing Corrections* in the International Web of Science and solidifying the Journal's reputation as the premier, international, practitioner-oriented publication in the field.
- Publish another two Editions of the *Advancing Corrections* around the themes of:
  - Reforming Corrections Through Technology
  - Designing a Humane Corrections: Possibilities & Challenges
- Continue to support planning for the fourth Corrections Research Symposium to be held in Northern Ireland in 2024.
- Support the organisation of a Women in Corrections Conference in 2024, an event for which the Thailand Institute of Justice.
- Continue to engage in, and present at, ICPA's Annual Conference.
- Investigate the introduction of a 'Meet the Author' virtual roundtable discussion series linked to papers in *Advancing Corrections*.
- Engage in jurisdictional 'in-house' research through the development of research summaries and a survey to support the ICPA community to build greater inter-agency cooperation to advance evidence-informed correctional practice.

## STAFF TRAINING AND DEVELOPMENT

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

As of June 2023, the STDN had over 65 members from 24 nations. The group exchanges information and cooperates with correction training academies, criminal justice information centres. The Network also communicates with EuroPris, American Correctional Association, International Association of Correctional Training Personnel, United Nations Programme Network Institutes, the African Correctional Services Association and the European Penitentiary Training Network.



The aims of the STDN are to:

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

### ACTIVITIES: JULY 2022 – JUNE 2023

In 2022 – 2023, the STDN has worked to finalise three European-focused projects where ICPA was involved as partner (EDUPRIS, CC4J & PO-21), these included:

- The European Career Counselling Guidelines for Staff Working in the Criminal Correctional Justice System (CCJ4C) project, which aimed to analyse the process of cultural change in correctional settings, reflecting on the career of staff and the support provided to prisoners. The project sought to find out to what extent there is an ideal approach to developing career management skills of prison staff and, as far as it can be developed, to identify the elements of this model that translate into a change in public policy.
- The Education, Training and Lifelong learning as Dynamic interventions to promote Inclusion and Common values in Correctional Justice for Minors and Young adults with Educative challenges - EDUPRIS project, which focused on reducing the disparities in the learning outcomes of the educational experience of a young offender, supporting reaching quality educational outcomes by integrated methods, supporting the multidisciplinary approach, and promoting the essential role of education in criminal correctional justice.
- The European Prison Officers for the 21st project (PO21), which sought to fill the gaps and divergences mentioned by identifying existing and emerging skill needs within prison officers, to strengthen the exchange of knowledge and practices, and to adapt vocational education and training to skills needs, while promoting qualification standards in the sector, with a particular emphasis on digital skills.



In addition, STDN worked to create a database on ICPA website with the deliverables from all nine European Union projects where ICPA was involved. By participating in European projects, ICPA has increased its visibility and engagement with European Prison and Probation jurisdictions with a significant number of stakeholders involved in these regions.

## *STDN in Antwerp 2023*

The importance of staff culture, training, and development in supporting the development of human prisons is a critical issue for ICPA's 25th Annual Conference. Presentations on these topics include:

- How Connection Can Improve Outcomes for Correctional Staff and Incarcerated Individuals.
- “I’m Tired”: Understanding Compassion Fatigue, Secondary Traumatic Stress, and Burnout in Correctional Healthcare Staff.
- Perceived Occupational Adversity and the Wellbeing of Community Corrections Officers: International Findings.
- How Can We Support Correctional Officer Wellbeing? Mixed Method Results and Recommendations.
- You Can’t Pour from an Empty Cup: Implementing Peer Support Teams to Improve Corrections Worker Health.
- Correction Officer Stories: The Hidden Voice.
- “Between the Blue and Green”: Building Community Cohesion within a Correctional Centre.

## **FUTURE ACTIVITIES: JULY 2023 – JUNE 2024**

STDN will also continue to engage with all relevant global partners and monitor future trends, including:

- Over-crowding in prisons at a global level and the impacts that this has on important prison domains, including living and working in prisons, prison management, and the treatment of people in custody.
- Issues of staff recruitment, retention, burnout, and wellness.
- Justice-involved females, especially females who are incarcerated and close to release. Re-entry programming for justice involved women must become more of a priority regardless of the numbers.

As STDN closes a significant number of grants in 2023, the Network will continue to support projects in this space as an Associated Partner. In doing so, the Network will aim to:

Increase visibility of the association in Europe and more broadly.

Disseminate knowledge, tools, and training materials generated through the projects, making these accessible to its members.

Ensure that any revenue raised through involvement in these projects is reinvested in other ICPA initiatives to ultimately support the improvement of correctional practices worldwide.

## JUVENILE NETWORK

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

The JN seeks to:

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



**MICHAEL P. DEMPSEY**  
CHAIR



**WENDI DAVIS**  
CO-CHAIR

## ACTIVITIES: JULY 2022 – JUNE 2023

JN was created in August 2022 and held its first in-person meeting during the ICPA Annual Conference in Orlando, Florida (with approximately seven members). Following the formal announcement of the Network, participation in JN has grown to 40 members and the Network now operates under a three-year workplan. JN held its first virtual meeting in January 2023 where members were encouraged to engage in ICPA conferences and submit workshops on the topic of juvenile justice.

*“Since its inception, JN has focused its efforts on building a solid infrastructure to support effective network and subcommittee communication and operations to support achievement of the Network’s goals.”*

*“ The ICPA Juvenile Network is an excellent opportunity to create new connections and share information, including best practice across different jurisdictions. Over the last year I have really valued being able to connect with other colleagues working in this important area. ”*

In early 2023, JN undertook a survey to increase understanding of member needs. Information gathered included the top challenges and issues faced by each jurisdiction, programs, services, or activities that each jurisdiction does well, and suggestions for JN subcommittees. Following this, JN created two subcommittees.

- Best Practices, chaired by Sharon Pette (USA) and Co-Chair Sayed Mawismi Bin Sayed Mohamad Mustar (Malaysia).
- International Standards, chaired by Richard I. Robinson (USA).

## *JN in Antwerp 2023*

JN has worked actively to encourage its members to present and engage on the topic of juvenile corrections at ICPA's Annual Conference. This is reflected in the following presentations at ICPA's 25th Annual Conference:

- San Diego, California- Juvenile Justice Continuum of Care from Community Interventions to State of the Art Detention Facility.
- "I Even Forgot I was in Prison." REEDU's Inclusive Education Methodology for Juvenile Detention: Theory and Practice.
- Custodial Transitions: Are the Needs of Young Adults Being Met in Ireland?
- Humane Youth Justice: The Challenge of Change.
- Children Have Human Rights Too: A Comparative Analysis of Correctional Service Staff Training in EU Youth Justice.

The B.R.A.V.E. Unit: Incarcerated Young Fathers in Massachusetts Prisons.

## JUVENILE NETWORK (CONT.)

### **FUTURE ACTIVITIES: JULY 2023 – JUNE 2024** \_\_\_\_\_

JN will focus on the following goals for 2023 – 2024:

- Creating two webinars on critical topics in juvenile justice (as identified by the Juvenile Network members).
- Developing a whitepaper that focuses on the application of specific standards or providing considerations for operationalizing an identified best practice.
- Updating current international rules and standards and presenting the revised standards for consideration to the United Nations for adoption.

JN has identified numerous topics of interest through formal discussions and surveys. In 2023 and beyond, JN will continue to engage on the following topics:

- Defining and standardizing “best practices” for the international community.
- Organizational and change management theories and application.
- Staff recruitment, hiring, and retention of direct care staff.
- Effective and promising treatment modalities for working with juvenile offenders (i.e., trauma-informed care, holistic approaches, neurodiversity, etc.).
- Education and academic support.
- Vocational training programs.
- Cultural considerations and implementing research proven practices in the context of culture.
- Working and engaging families in juvenile rehabilitation.
- Working with youth with mental health issues.
- Community integration and transition services (from secure settings back into the community).
- Conditions of confinement - i.e. the use of isolation; incidents of violence; use of force strategies, etc.
- Working with older youth in secure juvenile facilities.
- Meaningful measures of agency and facility success (outcome and process measures).
- Components of successful agencies and facilities.
- Advocacy, coordination, and collaboration with experts and service partners.

JN members also recognize the deep challenge inherent in engaging in international work and, therefore, remain committed to this goal of increasing committee membership. The committee also plans to include this goal in subsequent years of its three-year strategic workplan beyond 2023. JN will continue to discuss potential strategies and identify additional avenues for effectively addressing this need.

## TECHNOLOGY SOLUTIONS

The mission of ICPA's Technology Solutions Network (TSN) is to promote the advancement of corrections through ICT and Technology enabled business transformation, based on available research, supported by proven solutions and methodologies. TSN continues to build partnerships and enhance relationships across the corrections ecosystem to promote the responsible use of technology to modernise corrections.



TSN aims to:

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

### ACTIVITIES: JULY 2022 – JUNE 2023

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In May 2023, TSN critically supported ICPA's inaugural Corrections Technology Conference (CTC), hosted in Adelaide Australia. CTC was attended by close to 300 participants from around the globe with world class presenters inspiring attendees to think, utilise and leverage technology to enable correctional modernisation.

TSN also held a webinar in early 2023, focussed on IT Security, that was well attended.

TSN strengthened its partnership with the Corrections Technology Association (CTA) through a presentation exchange program at each organisations' respective conferences. The exchange of ideas at these two events strengthened the value propositions for both organisations by bringing a diversity of perspective to the sector, influencing how good corrections can be done, and importing examples from TSN.

TSN continues to strengthen and build further partnerships, including by:

- Undertaking initial conversations on a potential partnership between the American Probation and Parole Association Technology Committee (APPA) and TSN for the development of data exchange standards.
- Exploring of how the ICPA Technology Committee can contribute to the IJIS Institute's Corrections Advisory Committee.
- Contributing to Justice Trends Technology Edition, exploring the role the Network and technology plays in the modernisation of the corrections sector.
- Partnering with other ICPA Networks, including the Research Network, where TSN members contributed papers for Edition 16, and Healthcare Network, where engagement has focused investigating how to better align the digital opportunity with the opportunities that exist in the Health Sector of Corrections.
- Participating in an Inter-America Development Bank.

## TECHNOLOGY SOLUTIONS (CONT.)

### *TSN in Antwerp 2023*

Technology continues to be a critical topic represented at both ICPA regional and annual conferences. Some relevant presentations on the topic of technology at ICPA's 25th Annual Conference include:

- Computer-Aided Detection (CAD): Using Artificial Intelligence to Provide Humane Treatment in Haitian Prisons.
- Transforming Incarceration: The Impact of Prisoner Tablets on Daily Life Behind Bars.
- Evaluation of Digital Technological Developments in Terms of Prisoners' Freedom of Communication.
- "Smart Prison" in Hong Kong.
- Providing Cell Phones and Peer Support is Effective at Engaging People After Release from Custody into Hepatitis C Care.
- Digital Transformation in Belgian Prisons: Improving the Daily Life of Inmates and Staff.

### **FUTURE ACTIVITIES: JULY 2023 – JUNE 2024**

A critical focus for TSN in 2024 is the organisation of the fifth Technology in Corrections (TIC) Conference on the topic of 'Digital Rehabilitation'. The conference will be developed in partnership with EuroPris and hosted by the General Directorate of Prisons and Detention Houses in Türkiye. TIC will focus on the following sub-themes:

- The new normal is digital.
- Intelligent and efficient offender management and treatment.
- Data-driven development and evidence-based practices.

In addition, TSN will build on engagement undertaken in the past year that focused on refining the Network's efforts around topics that could have an impact on the sector. The following were flagged as critical priorities for ongoing consideration:

- Business Case to Secure Investment for Correctional Modernisation
- Emerging Technology
- Change Management Process unique to Corrections
- Procurement

## VOLUNTEERS NETWORK

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

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



**KATHERINE COLE**  
CHAIR



**JULIE RENAUD**  
DEPUTY CHAIR

## ACTIVITIES: JULY 2022 – JUNE 2023

As a result of ICPA's 2021 (virtual) Conference, 2022 Annual Conference, and the World Congress on Parole and Probation in Ottawa in 2022, several countries are now connected and well positioned to collaborate on promoting the value of volunteers.

During 2022 – 2023, as the first year of the VN, the Network has focused on connection and information sharing with its members. The Network was excited to hold its in-person meeting during the ICPA Annual Conference in Orlando, Florida.

## FUTURE ACTIVITIES: JULY 2023 – JUNE 2024

In 2024, VN members will focus on collaborating and promoting volunteers in supporting at outcomes at:

- The World Congress on Parole and Probation, the Hague
- ICPA's 26th Annual Conference, Singapore.

As part of the World Congress on Parole and Probation, the Ministry of Justice of Japan will be organizing a separate day dedicated to Community Volunteers Supporting Offender Reintegration, building on the first such day held at the 2021 World Congress in Kyoto. ICPA and VN are actively involved as a partner supporting the coordination of this day with the Congress organizers.



# CHAPTERS AND REGIONAL ACTIVITY

**As a truly global association, ICPA engages regionally through the activity of its Chapters.**

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

**All ICPA members who live and / or work in a specific region are welcome to engage in their region's Chapter. Currently, ICPA operates with Chapters in North America, Latin America, Europe, and Africa.**



# 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.



***“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.”***

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### ICPA NORTH AMERICA - BOARD OF DIRECTORS

- Diane Williams (President, USA)
- Frank Porporino, Ph.D. (Secretary, Canada)
- Dan Lombardo (Treasurer, USA)
- John May (USA)
- Bernie Warner (USA)
- Bob Goble (USA)
- Steven Carter (USA)
- John Nurse (Barbados)
- Doug Dretke (USA)
- Mark Inch (USA)
- Reggie Wilkinson (USA)
- Jennifer Oades (Canada)
- Marayca Lopez and Leann Bertsch (Board liaison and support).

## ICPA NORTH AMERICA (ICPA-NA)

### ACTIVITIES: JULY 2022 – JUNE 2023

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- Meetings** The Board for the ICPA-NA Chapter meets twice per annum, in conjunction with the American Correctional Association Conferences in August and January. ICPA-NA Board Members typically participate in various ACA Committees, including the International Relations Committee, and President Williams is regularly asked to present at the meeting of the Correctional Leaders Association (CLA) to provide updates on ICPA activities.
- Conferences** The ICPA-NA Chapter actively promoted the last ICPA Annual Conference in Orlando Florida (October 2022). The success of that Conference in terms of both quality of presentations and record-breaking attendance is testament to the fact that the ICPA-NA Chapter is supporting achievement of one of its principal aims – helping ensure there is continued expansion of ICPA membership throughout the NA region.
- Engagement** Following an in-person Strategic Planning Session in March 2020, the ICPA-NA Chapter agreed to plan and organize our first Correctional Leadership Roundtable. A sub-committee was formed to design and disseminate a survey to correctional leaders in the NA Chapter jurisdiction. Importantly, the survey was facilitated by working with the leadership of the CLA, the secretariat of the Heads of Corrections in Canada, and our NA Chapter Board member from the Caribbean (John Nurse). The intent was to learn how the NA Chapter could be of more value to the correctional leadership in our region. Specifically, we also wanted to gauge the level of interest there might be to participate in a Leadership Roundtable to be held in conjunction with the ICPA Conference in Orlando. The response was enthusiastic, and plans proceeded for organizing the Roundtable event.
- Networking** One of the aims of the ICPA-NA Chapter is to support networking of corrections leaders from each of the three ICPA-NA Chapter areas, and one of our key priorities for 2023-24 (see below) is to replicate this type of event focusing on other shared correctional challenges. In advocating for a professional and humane corrections, we believe it is important to have regular Executive Leadership dialogue on lessons learned for spreading excellence in practice. The ICPA-NA Chapter wishes to become known for organizing these kinds of events.

## ICPA NORTH AMERICA (ICPA-NA)

### ACTIVITIES: JULY 2022 – JUNE 2023

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#### Activity

As is true each year, individual Board members made significant contributions to ICPA initiatives including:

- Promoting of the UK Twinning Project throughout the US,
- Leading in organizing the third Corrections Research Symposium,
- Supporting the establishment of ICPA's Juvenile Justice Network (ICPA's first major initiative for Juveniles in Corrections),
- Sustaining connections through committee work and other forums with other North American Corrections Organizations (ACA, IACFP, APPA, AWEC, CJA),
- Serving on the Editorial Board of Advancing Corrections,
- Supporting planning efforts for the first Corrections Technology Conference (CTC), Learning Academy sessions and other ICPA corporate initiatives.

### FUTURE ACTIVITIES: JULY 2023 – JUNE 2024

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In 2023 - 2024, ICPA-NA will:

- Increase high-level corrections leaders' presence on the Chapter's Board and committees to ensure alignment and to increase even more the considerable efforts our Chapter has made in advancing ICPA's values in our region.
- Organize at least one virtual discussion of key regional leaders based on priorities set by survey results.
- Organize and convene another Regional Roundtable dialogue with corrections leadership from North America/Caribbean, in conjunction with the upcoming ICPA Annual Conference in Singapore (September 2024) and the celebration of the 2024 Yellow Ribbon campaign.
- Organize North America based international "symposiums" in 2024 to address key regional practice challenges, in collaboration with the Correctional Leadership Association in the US.
- Continue the Chapter's ongoing efforts to build effective partnerships to foster the work of the chapter and ICPA including support of the upcoming Innovative Prisons Infrastructure Conference another first for ICPA which is scheduled for April 2024.

# 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, NGO's, 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.



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### ICPA EUROPE - BOARD OF DIRECTORS

- Hans Meurisse (Chair, Belgium)
- Dorin Muresan (Vice-Chair, Romania)
- Pedro das Neves (Secretary, Portugal)
- Paul Geurts (Netherlands)
- Michael Spurr (United Kingdom)
- Esa Vesterbäcka (Finland)
- Steven Van de Steene (France)
- Oliver Drews (Germany)
- Helena Pombares (Turkey)
- Kathleen Van de Vijver (Belgium)

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### ACTIVITIES: JULY 2022 – JUNE 2023

The emergence of the Covid pandemic finally ended. It became easy again for the ICPA-Europe Board members to meet physically. Members of the ICPA EU Chapter Board did so during several occasions. Most Chapter Board Members attended Florida for ICPA's annual 2022 Orlando Conference. Some good networking helped us for promoting right away ICPA's next conference in Antwerp 2023. At the last day in Florida, Thursday, we had an early morning gathering with most European participants. Chapter secretary Pedro das Neves explained our plans for the next years. There was a lot of interest in future developments, topics related to a real start for the Chapter.

## ICPA EUROPE (ICPA-EUR)

### ACTIVITIES: JULY 2022 – JUNE 2023

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Engagement	<p>All ICPA Europe Board Members used their networks to highlight the existence of the Chapter. Through this, the ICPA obtained Observer Status in the Council of Europe (Strasbourg) with active participation in the Working Group of the Penological Council and participation in the annual the Council of Europe CDPPS in Berlin 2023, May.</p> <p>The Chapter gathered in Brussels and participated in February 2023 in an EU project meeting of EDUPRIS in Brussels. The active participation of the EU Chapter members in this conference has been much appreciated. It gave us the possibility to connect with many professionals from different organisations and to promote the association's activities and services.</p>
Leadership	<p>The Board of Directors expanded with new members were chosen to ensure engagement across Europe and within a range of sectors.</p>
Webinars	<p>Several Chapter members of actively contributed to ICPA's Planning &amp; Design webinar.</p>
Conferences	<p>The EU Chapter contributed to ICPA's first Corrections Technology Conference, held in Adelaide, Australia in May 2023.</p> <p>The EU Chapter also began planning for the 2024 IPIC and Technology in Corrections conferences to be held back-to-back in Istanbul. Through these conferences, ICPA's European Chapter will increase ties between ICPA's Technology Network and future initiatives in both the technology and design arenas.</p>

### FUTURE ACTIVITIES: JULY 2023 – JUNE 2024

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In 2023 - 2024, ICPA-EU will:

- Update the ICPA Europe Board with a first complete Chapter Board gathering in Antwerp 2023 ICPA Conference and hold a special meeting moment during Antwerp 2023 Conference.
- Further strengthen relationships with the professional European Correctional Organisations, including Public Sector, NGOs, and private sector professional companies.
- Continue to advocate for, and engage in discussion on, innovative approaches to current and emerging challenges.
- Continue to support ICPA initiatives and further integrate with EU stakeholders.
- Actively promote and support programme development of ICPA conferences in Europe (Annual Conference in Belgium, October 2023, and TIC and IPIC in Turkey, April 2024).
- Deepen relationships with key ICPA partners in Europe, including EuroPris, CEP, and the Council of Europe, to guarantee a maximum contribution, collaboration for future growth in the field of corrections, and ensure the success of European conferences.

# CHAPTERS



## ICPA LATIN AMERICA (ICPA-LA)

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



### ACTIVITIES: JULY 2022 – JUNE 2023

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Regional Focus	ICPA-LA has been seriously involved in supporting the region in their management of critical issues, primarily staff wellbeing and burn out. The Chapter engaged in discussions with several countries regarding the development of public policies to tackle the effects of burn out in staff and the development of specific approaches in terms of health and mental health.
Meetings	ICPA-LA continues to participate in relevant meetings with member countries, interested jurisdictions, and academics active in the region. The Chair of the Chapter also met with several Heads of Service and other correctional leaders in the Latin America and Caribbean regions to help determine their priority areas of concern and interests in networking with fellow corrections leaders.
Engagement	ICPA-LA participated in critical conferences, in the region, including those organised by the United Nations Office on Drugs and Crime, focused on organized crime, risk assessment, and public protection, the Bureau of International Narcotics and Law Enforcement, the Inter-American Development Bank, and the Guatemalan prison service.

### FUTURE ACTIVITIES: JULY 2023 – JUNE 2024

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In 2023 - 2024, ICPA-LA will:

- Continue to deepen its engagement with key partners, including with the United Nations Office on Drugs and Crime, the Bureau of International Narcotics and Law Enforcement, and the Inter-American Development Bank.
- Continue to engage with, and support, heads of service from across the region.
- Initiate planning for future in-person ICPA events in the region.

## OTHER REGIONAL ENGAGEMENT

### Africa

ICPA continues to support engagement across the Africa with the region well represented in attendance at ICPA conferences, engagement in ICPA Networks, and contribution to other activities of the Association. In 2023, ICPA Board Member, Raphael Hamunyela, Namibia, wrote to all regions of the African Continent to seek for support and nomination of candidates for the Board of Directors, African Chapter.

ICPA also continued to support the advancement of correctional practice in the region through Association representation at the biannual conference of the African Correctional Services Association, held in Dakar, Senegal, from 15 to 19 May 2023. The conference brought together correctional services from across the continent to discuss the theme of Building Resilient Correctional Systems: Lessons from the COVID-19 Pandemic. Alongside key partners, including Penal Reform International, the ICRC, UNODC and UNITAR, ICPA participated in important discussions and strengthened bonds to ultimately support prison reform.

In 2023 – 2024, ICPA aims to finalise the African Chapter’s Board of Directors and formally constitute the Chapter. At ICPA’s 25th Annual Conference, African delegates will be invited to a strategic planning meeting to discuss engagement and forward planning for ICPA involvement in the region.

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

### Asia-Pacific and Oceania

ICPA increased its engagement in the Asia-Pacific and Oceania regions in 2023-2024 through a range of engagement and activity. Given the existing connections and role of the Asia Pacific Conference of Correctional Administrators, ICPA will not be forming a Chapter in the region and will instead engage through existing partnerships to add value and support the improvement of correctional practice with members and engaged agencies.

In May 2023, ICPA held the first Correctional Technology Conference in Adelaide, Australia. The conference had close to 300 attendees from 22 countries with over 80% of attendees coming from the Asia-Pacific and Oceania regions. The success of CTC highlighted the significant interest from the region in engaging in ICPA activities.

In 2024 and 2025, ICPA will continue to deepen its engagement in the Asia-Pacific and Oceania regions through dedicated online and face-to-face engagement with Learning Academy sessions to be offered in a time zone for active participation, through the delivery of ICPA 26th Conference and Annual General Meeting in Singapore from 1 – 6 September 2024, and through the first global Women in Corrections conference to be held in Thailand and jointly delivered with ICPA and the Thailand Institute of Justice.



# TASKFORCES AND SPECIAL PROJECTS

ICPA's Taskforces are comprised of volunteers who work together to undertake specific activities relating to the Association's strategic focus. These activities are supported by the ICPA Reinvestment Fund\*, and teams of subject-matter experts work together to advance professional corrections through their projects and initiatives.

\*The ICPA Reinvestment Fund is formed from surplus revenues as a result of ICPA's events and activities. This surplus is then reinvested into projects and initiatives which provide value back to our Members and the wider Global Corrections Community.



# TASKFORCES

## PRACTICE TRANSFER TASK FORCE

ICPA's breadth of activities in sharing knowledge has steadily multiplied and matured over the years. The recently established Practice Transfer Task Force (PTTF) was established in response to the reality that transfer of knowledge does not always easily translate into the transfer of new practice. The PTTF aims to begin closing this gap by introducing a formalized process for following-up on a few of the 'best' ideas presented at the Annual Conference and encouraging further implementation. On a yearly basis, PTTF seeks to identify only two to three examples of innovative new practices where ICPA could champion broader application. Here, the PTTF serves to connect and facilitate collaboration by working together with originators and new implementors in ensuring there is continued collaboration and sharing of information for a smooth process of practice transfer.

### **ACTIVITIES: JULY 2022 – JUNE 2023**

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In 2022 - 2023, the PTTF:

- Developed a Concept Paper to guide the functioning of the new PTTF, which was formally approved by the ICPA Board of Directors.
- Developed selection criteria = for identifying new innovative practices worthy of 'transfer'.
- Presented a workshop at the ICPA 2022 Annual Conference in Florida to describe the aims and purpose of the PTTF and welcome feedback on strategies for effective practice transfer.
- Developed a nomination form to ask attendees at the ICPA 2022 Annual Conference to nominate new projects or practices that could be considered for practice transfer.
- Selected three initial innovative practices that were presented during the ICPA 2021 Virtual Conference for possible practice transfer and made initial contact with the originators of these projects (i.e., the UK Twinning Project; Uganda Pen Project; Canadian ART and Justice Humanization Program).
- Undertook active support in promoting the UK Twinning Project, which resulted in the project recently being launched very successfully in the US on Rikers Island in NYC, the Century Women's Detention Facility in LA, and soon to be launched in Florida, Australia, and South Africa.

### **FUTURE ACTIVITIES: JULY 2023 – JUNE 2024**

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In 2023 – 2024, the PTTF will:

- Work towards recruiting new international members for the ICPA PTTF.
- Present another Workshop at the ICPA 2023 Annual Conference to discuss lessons learned to date and to profile the success of the transfer of the Twinning Project to US jurisdictions (and elsewhere).
- Conduct another survey of ICPA 2023 Conference attendees to identify new and innovative projects worthy of consideration for practice transfer,
- Organize and present an ICPA Learning Academy session in November 2023 to help promote innovative approaches for supporting 'fatherhood' from behind prison walls.
- Develop strategies for encouraging practice transfer of one or two new projects (depending on what is identified as promising practice during the ICPA 2023 Conference).
- Investigate another Learning Academy session in 2024.



# 2022 – 2023 FINANCIAL YEAR SUMMARY

# FINANCIAL YEAR SUMMARY

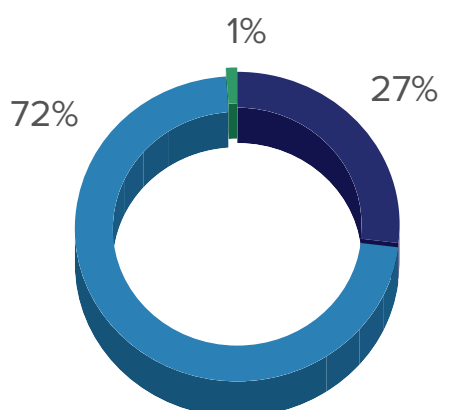
In the 2022-23 financial year, ICPA forecasted a loss of \$86,800 USD. Following significant increases in revenue from all ICPA conferences, careful financial management, and a reduction in expenses relating to travel and accommodation, ICPA has closed with a surplus of \$47,998 USD. This places the Association in a favourable position following a deficit in 2021 – 2022 resulting from COVID-19 limitations on revenue streams.

The significant improvement in ICPA’s financial position for the 2022-23 financial year was a direct result of increased revenue from all ICPA conferences, primarily CTC. In addition, ICPA agency membership revenue was higher than forecasted due to increases in most membership categories.

The 2022-23 financial year resulted in higher costs in the areas of one-off outside contractual services, one-off legal services, and Executive Team contractual services. Despite increases due to inflation, Association travel-related costs were significantly reduced. Conference expenditure was also high due to increased attendee numbers. This was balanced with increased revenue in these areas.

The following graphs outline the income and expenditure undertaken by the Association in the 2022 to 2023 Financial Year.

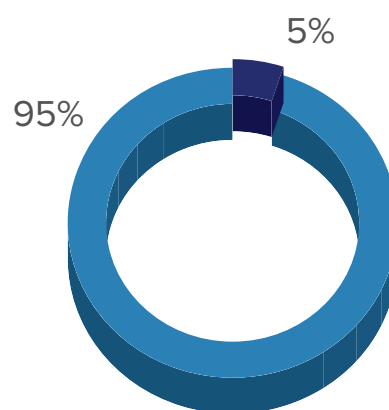
## FY 2020-2021 Revenues



● Memberships ● Conferences ● Other

<b>Memberships</b>	\$350,767
<b>Conferences</b>	\$922,664
<b>Other</b>	\$8,738
<b>Total</b>	<b>\$1,282,169</b>

## FY 2020-2021 Expenses



● Member Services ● General Administration

<b>Member Services</b>	\$1,169,134
<b>General Admin.</b>	\$65,118
<b>Total</b>	<b>\$1,234,252</b>

\* Figures are in \$US (Dollars)



# FUTURE GOALS AND VISION

# FUTURE GOALS AND VISION

As the Association enters its 25th year, this presents an opportune time for review and forward strategic plan. As well as continuing the core ICPA activity, the primary goal of 2023 – 2024 is to finalise the Business Model Review and develop a four-year Strategic Plan for the Association, aligned to the Presidential Term.

The Strategic Plan will focus on embedding current operations and looking forward to the growth and ongoing maturation of the Association. The Strategic Plan will provide a framework for outlining the activity that ICPA will undertake to achieve its agreed objectives, goals, and outcomes. The Strategic Plan will focus on the following areas:

- Increasing global engagement
- Responding to member needs
- Influencing improved correctional practice
- Improving organisational management

An annual Business Plan will be developed to provide further depth for the immediate goals of the Association.

## KEY DATES: 2023 AND BEYOND

2023 and 2024 will include several key activities for members, including:

### 2023 – 2024

ICPA 25th AGM and Annual Conference  
Humane Corrections: What more can we do  
22 to 27 October 2023  
Antwerp, Belgium

Learning Academy  
Parenting from Prison: Engaging Families in Supporting Reintegration  
20 and 27 November 2023  
Online

Technology in Corrections (TIC)  
Digital Rehabilitation  
21 to 24 April 2024  
Istanbul, Türkiye

Innovative Prison Infrastructure Conference (IPIC)  
Sustainable Planning and Design for Better Corrections  
24 to 26 April 2024  
Istanbul, Türkiye

Learning Academy  
Theme TBC  
Q2 2024  
Online

# FUTURE GOALS AND VISION

2024 – 2025

ICPA 26th AGM and Annual Conference  
Enabling Desistance: Beyond Recidivism  
1 to 5 September 2024  
Singapore

Women in Corrections Conference  
Q1 2025  
Bangkok, Thailand

Correctional Research Symposium  
May 2025  
Belfast, Northern Ireland





# ACKNOWLEDGMENTS

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

# 2022-2023 AGENCY MEMBERSHIPS

## PUBLIC SECTOR

### EMERALD

Malaysian Prisons Department

HM Prison and Probation Service

Tasmania Prison Service

Department for Correctional Services South Australia

Corrective Services New South Wales

Corrections Victoria

Department of Corrective Services Western Australia

Israel Prisons Service

Hong Kong Correctional Services Department

Queensland Corrective Services

Netherlands - Dutch Custodial Institutions Agency

ACT Corrective Services

Directorate of Norwegian Correctional Services

Northern Territory Department of Correctional Services

Correctional Service Canada

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### RUBY

Prison and Probation Service of Finland

Singapore Prison Service

Department of Corrections - New Zealand

Swedish Prison and Probation Service

Uganda Prisons Service

General Directorate of Prisons and Detention Houses - Türkiye

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### SAPPHIRE

Korea Correctional Service

New Jersey Department of Corrections

BC Corrections - Ministry of Public Safety and Solicitor General, British Columbia

Mauritius Prisons Service

Barbados Prison Service

Cyprus Prisons Department

Danish Prison and Probation Service

General Directorate Execution of Sentences - Bulgaria

Kosovo Correctional Service

Austrian Prison Service

Irish Prison Service

Correctional Service of Solomon Islands

Namibian Correctional Service

Bermuda Department of Corrections

Ministry of Public Security - Gouvernement du Québec

US Department of State (INL-CIV)

Belgian Federal Service - CDRGA

The Bahamas Department of Correctional Services



# 2022-2023 AGENCY MEMBERSHIPS

## PRIVATE SECTOR

### PLATINUM

Telio Group  
Falcon Inc.  
Unilink Software  
ViaPath Technologies

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### GOLD

Serco Limited  
Honeywell Building Technologies

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### SILVER

Syscon Justice Systems	Enware Australia Pty Limited
DLR Group	IPS Innovative Prison Systems
Allied Universal	Core Systems
Scanning Pens Inc.	The GEO Group Inc.
I-CON Systems, Inc.	ODSecurity

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### BRONZE

FPC Antwerpen Gent	CGL Companies
Physician Correctional USA	Ventia
VA Insight Software Pte Ltd	Sodexo Justice Services
Abilis Solutions Inc.	

# 2022-2023 AGENCY MEMBERSHIPS

## NGO AND NON PROFIT SECTOR

### TOPAZ

Alvis

National Correctional Administration Academy (ENAP)

Safer Foundation (USA)

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### OPAL

The University of Newcastle

Swiss Center of Expertise in Prison and Probation

Aproximar, Cooperativa de Solidariedade Social

Amity Foundation

Probation and Community Corrections Officers' Association (PACCOA)

Japanese Correctional Association

International Association for Correctional and Forensic Psychology (IACFP)

Australian Community Support Organisation (ACSO)

Volunteers of America - Delaware Valley

Correctional Leaders Association (CLA)

Estonian Academy of Security Sciences

Prison Fellowship International



**ICPA**  
International Corrections  
& Prisons Association



**INTERNATIONAL CORRECTIONS  
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