



**ICPA**  
International Corrections  
& Prisons Association

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



# Annual Report

**2024/2025**

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 2024 to 30th June 2025.



**FOR THE ADVANCEMENT OF  
PROFESSIONAL CORRECTIONS**

ICPA is a not-for-profit organisation  
incorporated in Canada since 1998.  
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As I reflect on the 2024–2025 period, I am honored to present this Annual Report on behalf of the International Corrections and Prisons Association. This has been a year of sustained progress, deepened collaboration, and meaningful contribution with our members and partners. ICPA continues to play an essential role in the global community as a platform for knowledge exchange, professional development, and the advancement of humane and effective correctional practices worldwide.

Our 2024 Annual Conference was a special occasion as we joined with our hosts, the Singapore Prison Service, to celebrate the 20th anniversary of the Yellow Ribbon project. Under the theme Enabling Desistance: Beyond Recidivism, ICPA 2025 encouraged attendees to explore how our systems, policies, and research can support second chances for incarcerated and formerly incarcerated individuals.

A further highlight was the inaugural Women in Corrections Conference, delivered with our partners the Thailand Institute of Justice (TIJ). Through WICC 2025, we commemorated the 15th anniversary of the Bangkok Rules, celebrated progress, assessed implementation, and identified areas for further improvement. WICC 2025 was followed by our second Correctional Technology Conference, also held in Thailand with our hosts the Thailand Department of Corrections, and attendees were encouraged to consider the opportunities presented by technology to enhance outcomes across our correctional systems.

Throughout the year, our Networks, Committees, and Chapters continued to work diligently to support our members' professional growth and to promote the values that define our Association. For instance, the Research and Development Network maintained its position as a vital contributor to evidence-informed practice, producing two editions of our \*Advancing Corrections Journal\* and supporting the fourth Corrections Research Symposium in Belfast, which brought together over 250 participants from 36 countries to strengthen the connection between research and practice.

I would also like to once again acknowledge Peter Severin, who served as President of ICPA throughout the 2024–2025 fiscal year. Peter's leadership was instrumental in delivering all of the successes outlined in this Annual Report and his presence will be missed in the coming year.

Looking ahead, we have ambitious plans for the coming year. ICPA will continue to deliver a series of member webinars, we will release a special 20th anniversary edition of the ICPA Advancing Corrections Journal, and we will deliver two new conferences for our global community. In March 2025, the first International Research in Corrections Conference will be held in New Zealand followed by the Prison Design and Technology Conference, which will take place in Rabat, Morocco, in April.

I want to express my sincere appreciation to our Board of Directors, network chairs, regional chapter leaders, and all members who have contributed their time, expertise, and dedication to advancing corrections. Your commitment to improving correctional systems and supporting the people who work within them, and those affected by them, is what makes ICPA a respected voice in the international corrections community. The volunteer leadership and active participation of our members are the foundation of everything we accomplish.

David Brown,  
Acting President, ICPA



# OUR MISSION



## MISSION:

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



## VISION:

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



## VALUES:

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

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

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

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

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



## OBJECTIVES:

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

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

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

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

International Corrections and Prisons Association **Strategic Plan 2024 – 2027**

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

# ICPA ORGANIZATIONAL UPDATE



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

## ORGANIZATIONAL STRUCTURE

### BOARD OF DIRECTORS

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



**Peter Severin**  
President  
Australia



**Kim Ekhaugen**  
Vice-President  
Norway



**Diane Williams**  
Treasurer  
USA



**David Brown**  
Acting President  
Australia



**Emiliano Blanco**  
Board Member  
Argentina



**Fatih Güngör**  
Board Member  
Türkiye



**Heidi Washington**  
Board Member  
USA



**Kathleen Van De Vijver**  
Board Member  
Belgium



**Kati Peri**  
Board Member  
Israel



**Marayca Lopez**  
Board Member  
USA



**Nadya Radkovska**  
Board Member  
Bulgaria



**Pedro das Neves**  
Board Member  
Portugal



**Rob Jeffreys**  
Board Member  
USA



**Raphael Hamunyela**  
Board Member  
Namibia



**Steven Van De Steene**  
Board Member  
France



**Yong Lee SHIE**  
Board Member  
Singapore

# ORGANIZATIONAL STRUCTURE

## ICPA BOARD UPDATE

At the 26th Annual General Meeting, three Board Director positions were up for election. Departing the Board was Leann Bertsch, Board Member, USA. The following appointments were made:

**Fatih Güngör (First Term), Board Member, ICPA, Türkiye**

*Serving on the ICPA Board represents an invaluable opportunity to contribute to a genuinely global association that encompasses an exceptionally broad geography and brings together diverse cultures, legal frameworks, and correctional practices. This plurality constitutes a unique comparative sample that facilitates reciprocal learning and the advancement of evidence-based approaches in the field of corrections. On a personal level, it offers both the privilege and responsibility of contributing to the development of more humane and internationally coherent prison standards. The truly global character of ICPA demonstrates that sustainable progress in corrections acquires its deepest meaning when shared across borders, and I am honored to engage in this collective endeavor.*

**Nadya Radkovska (First Term), Board Member, ICPA, Bulgaria**

*“Being a member of the Board of Directors of the International Corrections and Prisons Association is both an honor and a responsibility I deeply value. It represents a commitment to advancing meaningful prison reform — grounded in dignity, human rights, and evidence-based practices. Through this role, I have the opportunity to collaborate with global leaders and passionate people from around the world dedicated to transforming correctional systems into institutions that promote rehabilitation, reintegration, and lasting social impact.”*

**Shie Yong Lee (Second Term), Board Member, ICPA, Singapore**

*“ICPA plays an important role in creating platforms to bring together correctional practitioners from the government, academia, private and people sectors to exchange expertise, knowledge and experiences, with respectful appreciation of each country’s unique operating context and laws. I am deeply honored to be given the opportunity to continue to serve on the ICPA Board of Directors, to connect with and support correctional agencies and partners, to advance and strengthen effective corrections together.”*

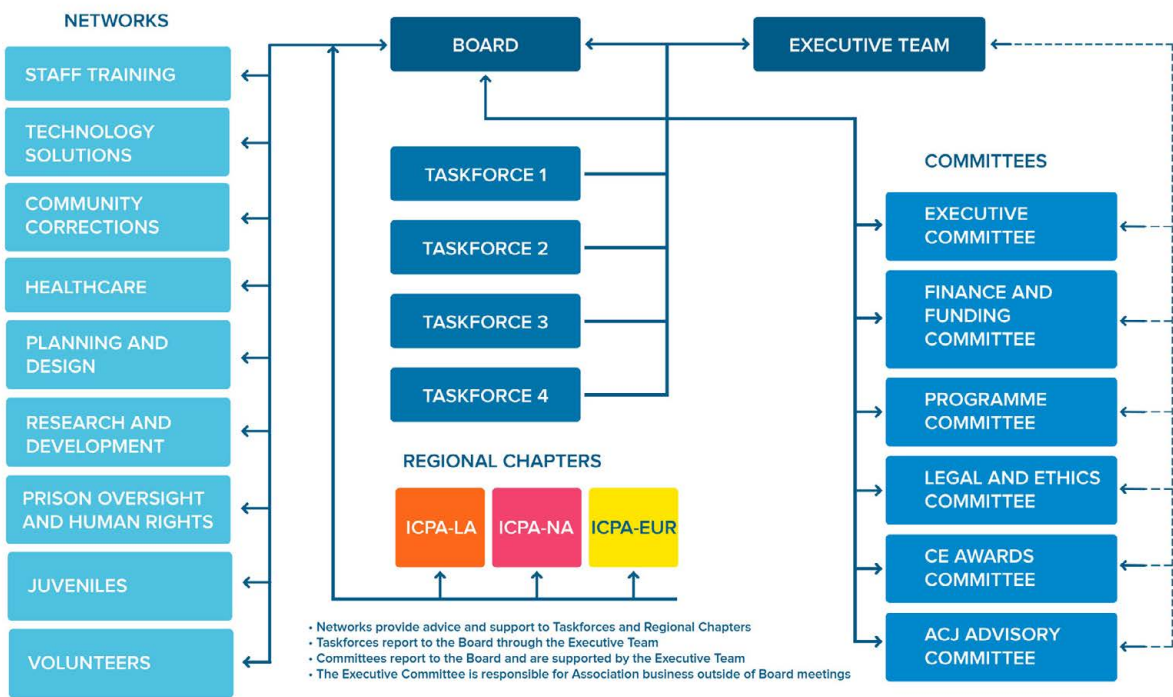
\* Following the sudden passing of longstanding President Mr Peter Severin on August 17, 2025, the ICPA Board of Directors appointed Board Member David Brown to the position of Acting President, effective from September 2025 to the 2026 ICPA AGM.

# ORGANIZATIONAL STRUCTURE

Regular ICPA Board meetings occurred on the following dates:

- 7 August 2024 (online)
- 31 August 2024 (In-person)
- 13 November 2024 (online)
- 4 December 2024 (online)
- 30 January 2025 (online)
- 12 February 2025 (online)
- 26 March 2025 (online)
- 30 April 2025 (online)
- 16 and 17 May 2025 (in-person)
- 25 June 2025 (online)

The ICPA Board held its annual strategic meeting in Belfast, Northern Ireland on 16 and 17 May 2025. The Meeting focused on developing a new Business Plan for the 2025 – 2026 Fiscal Year with a focus on ensuring a broad range of opportunities for our members across the globe and strengthening partnerships with critical regional organizations.



# ORGANIZATIONAL STRUCTURE

## EXECUTIVE DIRECTOR UPDATE

The 2024–2025 year has been one of significant achievement and growth for ICPA’s Executive Team. With a full calendar of events, ongoing operational and strategic developments, and increased engagement across our global community, I am proud to reflect on a year of progress and impact.

Our conference programme reached new heights, with record-breaking attendance. The Annual Conference in Singapore (1–6 September 2024) was our largest yet, drawing more delegates than any previous gathering. We also successfully introduced a new digital registration system that significantly enhanced the experience for attendees, which has since been rolled out across our thematic events.

This year also marked the highest number of thematic conferences ever delivered by ICPA. In February 2025, we hosted both the Women in Corrections Conference (WICC) and the Correctional Technology Conference (CTC) in Thailand, attracting nearly 700 participants across both events. In May 2025, we held our fourth Correctional Research Symposium in Northern Ireland, continuing to demonstrate our commitment to facilitating evidence-based dialogue within the field.

Beyond event delivery, we continued to refine the work of the Association. A major focus was the implementation of recommendations from the 2023 Business Model Review. Guided by the themes of Stabilize, Embed, Grow, we made strides in modernizing our operations and laying the foundation for future sustainability. I am especially impressed by our activity against the 2024 – 2025 Business Plan, with the vast majority of actions successfully completed and a small number (less than five), still underway.

Key achievements in 2024–2025 included:

- A significant increase in webinars and Learning Academy sessions to support professional development and sharing of evidence-based research and practice amongst members.
- A review and refresh of our Network operations, supporting increased access for members to topic-specific information and activity.
- Engagement with current and former members through sector-based surveys (including NGO/NFP, academic, and private sector consultations) to ensure we continue to meet the evolving needs of our community.
- Increased and more strategic communication with members and the broader sector, including the continued publication of our Beyond the Wall newsletter.
- Significant activity towards a new website. One of the most exciting milestones of the year was the signing of a contract with our website provider, Pixl8, in June 2025. This marks the beginning of a full website renewal that will improve access to the Association’s growing digital library of content and enhance the overall member experience.

We also experienced some changes within our Executive Team. We farewelled Mike Murphy, Sponsorship and Funding Manager, and I was pleased to have Grail Mageean-Ray transition into the new role of Sponsorship and Event Coordinator. We successfully launched our internship programme, with our first intern contributing to communications and media activities and joining us at the Thailand conferences. Recruitment also began for a new Business Support contractor, which we finalized in July 2025.

On behalf of the Executive Team, I would like to extend sincere thanks to the many volunteers who make ICPA’s work possible. In particular, our Network Chairs who continue to provide outstanding leadership and member support through their thematic expertise and commitment.

I am excited for what lies ahead and remain committed to supporting the global corrections community.

Natalie Boal  
ICPA Executive Director

# ORGANIZATIONAL STRUCTURE



Natalie Boal  
Executive Director  
Australia



Catalin Ungureanu  
Events Manager  
Romania



Ilinca Cojocaru  
Business Manager  
Belgium



Laura Andrite  
Communications and  
Media Manager  
Latvia



Grail Mageean-Ray  
Sponsorship and Event  
Coordinator  
Ireland/UK



Fraser Bryans  
Technology Advisor - IT,  
Systems and Events  
Scotland



Ronja Pörhö  
Business Support  
Sweden

# BUSINESS PLAN UPDATE

## We increase our global engagement.

| Output                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Activity                                                                                                            | Measure                                                                                                                                        | Timeline       | Status       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|
| ICPA develops a member and stakeholder engagement strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ICPA ensures the strategy underpins future engagement and support with its partners.                                | ICPA Member and Stakeholder Engagement Strategy approved by the ICPA Board.                                                                    | March 2024     | Complete     |
| Member and stakeholder engagement strategy complete. The strategy focuses on ensuring ICPA communicates regularly with members and partners and provides targeted value based on sector and location.                                                                                                                                                                                                                                                                                                                                  |                                                                                                                     |                                                                                                                                                |                |              |
| ICPA holds its 2024 Annual Conference in Singapore.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | ICPA works collaboratively with the Singapore Correctional Service to organise and host the 2024 Annual Conference. | >600 individual attendees at ICPA's 2024 Annual Conference in Singapore.                                                                       | September 2025 | Complete     |
| >1100 individual attendees were present at ICPA's 2024 Annual Conference in Singapore.                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                     |                                                                                                                                                |                |              |
| ICPA prepares for its 2025 Annual Conference in Rwanda, 2026 Annual Conference in Northern Ireland, and 2027 Annual Conference in Dubai.                                                                                                                                                                                                                                                                                                                                                                                               | ICPA works collaboratively with the relevant correctional services to prepare for future annual conferences.        | >200 individuals registered for ICPA's 2025 Annual Conference in Rwanda.<br><br>Forward plans are confirmed for all future annual conferences. | June 2025      | Not Achieved |
| In February 2025, the ICPA Board made the difficult decision to change the location of ICPA's 2025 Annual Conference given the current security situation on the Rwanda-DRC border. ICPA is now in conversation with other African member jurisdictions regarding hosting a future Annual Conference. In September 2024, Dubai informed ICPA that they were no longer in a position to host an ICPA Annual Conference. ICPA will instead partner with a new jurisdiction for the 2027 Annual Conference and planning is well underway. |                                                                                                                     |                                                                                                                                                |                |              |

# BUSINESS PLAN UPDATE

| Output                                                                                                           | Activity                                                                                                                                                                                                                 | Measure                                                                               | Timeline      | Status   |
|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------|----------|
| ICPA partners with EuroPris to hold its 2024 thematic conferences in Türkiye, Europe.                            | ICPA works collaboratively with EuroPris and the General Directorate of Prisons and Detention Houses in Türkiye to organise and host the 2024 Technology in Corrections and Innovative Prison Infrastructure Conference. | >250 individual attendees at ICPA's 2024 TIC and IPIC in Türkiye, Europe.             | April 2025    | Complete |
| ICPA's TIC and IPIC conferences resulted in >400 individual attendees from 57 countries.                         |                                                                                                                                                                                                                          |                                                                                       |               |          |
| ICPA holds its 2025 Women in Corrections Conference in Thailand, Asia.                                           | ICPA works collaboratively with the Thailand Institute of Justice to organise and host the 2024 Annual Conference.                                                                                                       | >150 individual attendees at ICPA's 2025 Women in Corrections conference in Thailand. | February 2025 | Complete |
| ICPA held the first Women in Corrections Conference in Bangkok, Thailand, with >350 attendees from 55 countries. |                                                                                                                                                                                                                          |                                                                                       |               |          |
| ICPA holds a 2025 Corrections Technology Conference in the southern hemisphere.                                  | ICPA works with its members and partners to determine a host for the 2025 Corrections Technology Conference.                                                                                                             | >200 individual attendees at ICPA's 2025 Corrections Technology conference.           | June 2025     | Complete |
| ICPA held the second CTC in Bangkok, Thailand, with >300 attendees from 41 countries.                            |                                                                                                                                                                                                                          |                                                                                       |               |          |

# BUSINESS PLAN UPDATE

| Output                                                                                                                                                                | Activity                                                                                                                                         | Measure                                                                         | Timeline   | Status   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------|----------|
| ICPA partners with EuroPris to deliver the 2025 Correctional Research Symposium in Northern Ireland, Europe.                                                          | ICPA works collaboratively with EuroPris and the Northern Ireland Prison Service to deliver the 2025 Correctional Research Symposium.            | >200 individual attendees at the 2025 CRS .                                     | April 2025 | Complete |
| ICPA held the fourth CRS in Belfast, Northern Ireland, with >260 attendees from x37countries.                                                                         |                                                                                                                                                  |                                                                                 |            |          |
| ICPA engages with Asia Pacific members to investigate a research conference in the southern hemisphere.                                                               | ICPA works collaboratively with Australia and New Zealand regarding hosting a research conference in Asia Pacific.                               | An agreement is in place for a southern hemisphere research conference.         | June 2025  | Complete |
| ICPA has signed an MoU with the New Zealand Department of Corrections for the first International Research in Corrections Conference (IRCC) to be held in March 2025. |                                                                                                                                                  |                                                                                 |            |          |
| ICPA prepares for future thematic conferences in North / Central America.                                                                                             | ICPA works collaboratively with the North America Chapter and members in North and Central America regarding future opportunities in the region. | An agreement is in place for future thematic events in North / Central America. | June 2025  | Ongoing  |
| ICPA continues to discuss future conference opportunities with the North American Chapter.                                                                            |                                                                                                                                                  |                                                                                 |            |          |

# BUSINESS PLAN UPDATE

| Output                                                                                                                         | Activity                                                                                                                                                                                                | Measure                                                                                                                                                                                     | Timeline                          | Status   |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------|
| ICPA delivers a suite of online service offerings to members.                                                                  | ICPA has a series of online service offerings, including Learning Academy sessions and webinars.<br><br>ICPA delivers on-demand online service offerings, including Rewind from all Annual Conferences. | ≥ Two Learning Academy sessions per calendar year.<br><br>≥ Five webinars per year.<br><br>All conference content available within three months of ICPA's 2023 and 2024 Annual Conferences. | June 2025                         | Complete |
| ICPA delivered six webinars and two Learning Academy sessions between January 2024 and June 2025.                              |                                                                                                                                                                                                         |                                                                                                                                                                                             |                                   |          |
| <b>We influence the improvement of correctional practice worldwide.</b>                                                        |                                                                                                                                                                                                         |                                                                                                                                                                                             |                                   |          |
| Output                                                                                                                         | Activity                                                                                                                                                                                                | Measure                                                                                                                                                                                     | Timeline                          | Status   |
| More than 70 countries are represented at ICPA's 2024 Annual Conference.                                                       | ICPA invites Heads of Services from all countries.<br><br>ICPA invites presentation submissions from all countries.                                                                                     | Number of countries represented in Singapore 2024.<br><br>Number of countries presenting in Singapore 2024.                                                                                 | September 2024                    | Complete |
| 74 countries were represented in Singapore 2024 as attendees and 25 countries were represented in Singapore 2024 as speakers.  |                                                                                                                                                                                                         |                                                                                                                                                                                             |                                   |          |
| ICPA develops a forward activity plan to support the advancement of professional and humane corrections and prisons worldwide. | Develop ICPA 2024 Action Plan.<br><br>Develop ICPA 2025 Action Plan.                                                                                                                                    | 2024 Action Plan approved by the ICPA Board.<br><br>2025 Action Plan approved by the ICPA Board.                                                                                            | January 2024<br><br>December 2024 | Complete |

# BUSINESS PLAN UPDATE

2024 and 2025 Activity Plans developed and approved with a focus on a mix of ICPA online and in-person events, and representation at other forums.

| Output                                                                                                     | Activity                                                                                                                                                                                                                                                           | Measure                                                                                                    | Timeline  | Status   |
|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------|----------|
| ICPA is represented at key in-person events around the world to influence improved correctional practices. | ICPA engages with Correctional Leaders Association (USA), Council of Europe, World Congress on Probation and Parole, International Committee of the Red Cross (ICRC), African Correctional Services Association, and other organisations to ensure representation. | ICPA is represented at ≥ one major conference in North America, Europe, Africa, and Asia-Pacific per year. | July 2025 | Complete |

In 2024 and 2025, ICPA was well represented at the World Congress on Probation and Parole in the Netherlands, the American Correctional Association's summer and winter conferences, and the Correctional Leader's Association Summer Event. In 2024, ICPA supported the First African Conference on Health in Detention, organised by ICRC, and was a partner in the Latin American Second Regional Conference on Security, Intelligence, and Penitentiary Administration, with the Bureau of International Narcotics and Law Enforcement.

|                                                                                                  |                                                                                                |                                                                             |            |          |
|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------|----------|
| ICPA presents on best practice in corrections globally at the 2024 World Police Summit in Dubai. | ICPA experts present on the theme of Resilience and Sustainability at the World Police Summit. | ICPA provides ≥ six presentations at the 2024 World Police Summit in Dubai. | March 2024 | Complete |
|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------|----------|

ICPA hosted a roundtable on corrections and two plenary presentations at the 2024 World Police Summit.

# BUSINESS PLAN UPDATE

| Output                                                                                                                              | Activity                                                                                                 | Measure                                                        | Timeline  | Status  |
|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------|---------|
| ICPA investigates formalising agreements with key partners in the criminal justice field to support improved correctional practice. | ICPA engages with critical partners as per the Association's member and stakeholder engagement strategy. | ICPA enters into ≥ four agreements with partner organisations. | June 2025 | Ongoing |

ICPA has signed a number of partnerships with small organisations. ICPA continues to work with its critical regional partners to develop formal agreements.

|                                                                                                                          |                                                                                                     |                                                        |           |          |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------|----------|
| ICPA actively engages with the university sector to support research into correctional practice and justice initiatives. | ICPA develops a governance structure and advertises opportunities for engagement with universities. | ICPA initiates conversations with ≥ four universities. | June 2025 | Complete |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------|----------|

ICPA is a partner in the Monash University Models of Care for Sexuality & Gender Diverse People & People with Innate Variations of Sex Characteristics Project. Programme Committees for ICPA thematic conferences include university representation with more than four universities represented across the CRS and WICC programme committees. The Association is now undertaking a survey of academics to determine how best to ensure ongoing engagement either formally or informally.

## We understand and respond to our member needs.

|                                                       |                                                                                                                                    |                                            |                |              |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------|--------------|
| >50% of Annual Conference attendees are ICPA members. | ICPA invites members to attend.<br><br>ICPA encourages new attendees to become members.<br><br>ICPA provides discounts to members. | Annual conference member attendee numbers. | September 2024 | Not achieved |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------|--------------|

# BUSINESS PLAN UPDATE

In 2024, ICPA recorded 20% of attendees as members. These numbers reflect a high number of staff members that register without their agency membership and a need to review the focus on supporting non-members to transition to membership before or during the conference. In 2025, ICPA will review how to better support conference attendees to become ICPA members.

| Output                                                                                             | Activity                                                                                            | Measure                                                 | Timeline  | Status   |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------|----------|
| ICPA members are aware of, and attend, ICPA's online events (i.e., webinars and Learning Academy). | ICPA delivers online events that meet member needs.<br><br>ICPA informs members of upcoming events. | ≥ 20 % of ICPA members attend one or more online event. | June 2025 | Complete |

ICPA online events held between January 2024 and May 2025 resulted in 700+ registered attendees, achieving an attendance rate of ≥ 20% of individual ICPA members.

|                                                                  |                                                |                              |                                    |          |
|------------------------------------------------------------------|------------------------------------------------|------------------------------|------------------------------------|----------|
| ICPA's 2025 – 2026 Business Plan is informed by Member Feedback. | ICPA releases member surveys in 2024 and 2025. | Survey response rate of 50%. | February 2024<br><br>February 2025 | Complete |
|------------------------------------------------------------------|------------------------------------------------|------------------------------|------------------------------------|----------|

Public sector member survey released Q1 2024. All member survey released in Q1 2025. All member survey released in Q1 2025.

|                                                                                 |                                                                                                 |                                                                                                                                                              |                            |          |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------|
| ICPA members are up to date on Association (and partner) activities and events. | ICPA provides regular general and targeted communication to members via email and social media. | Social media followers increased by 25%.<br><br>ICPA information is shared a minimum of twice per month via email and three times per week via social media. | June 2025<br><br>June 2025 | Complete |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------|

ICPA social media followers have increased by 33% from final numbers of 2023 to present. Member communication has increased via both email and social media platforms. Between January 2024 and March 2025, ICPA sent an average of five emails per month and posted, on average, 3.5 times per week.

# BUSINESS PLAN UPDATE

| Output                                             | Activity                                                                                                                    | Measure                                                                                                                          | Timeline  | Status   |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------|----------|
| ICPA members understand their membership benefits. | Members receive guidance and support to use their benefits.<br><br>ICPA's Executive Team respond to member queries quickly. | Members receive annual membership benefits updates.<br><br>Member queries are responded to within a maximum of 10 business days. | July 2025 | Complete |

The ICPA Executive Director contacted all members in April 2025 to ensure they understand their member benefits. ICPA continues to provide advice as requested by members and is developing a new member package to ensure new members understand their benefits with ICPA.

|                                                             |                                                                    |                                    |           |         |
|-------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------|-----------|---------|
| ICPA's systems provide accurate data regarding memberships. | ICPA undertakes a website renewal project to ensure data accuracy. | Website renewal project completed. | July 2025 | Ongoing |
|-------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------|-----------|---------|

ICPA is in the process of finalising the website renewal project with the renewal to begin mid-June 2025 utilising an agile methodology. The final website upgrade will be completed by early 2026 depending on testing and rebuild requirements.

|                                                                               |                                                                                           |                                                           |           |          |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------|----------|
| ICPA members have access to Networks and Chapter activity in a timely manner. | ICPA updates its website to ensure members can connect easily with Networks and Chapters. | Networks aspect of the website renewal project completed. | July 2024 | Complete |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------|----------|

ICPA Networks' function has been updated, and Network Chairs and Co-Chairs have tested the website. Further updates will occur following the completion of the website renewal project.

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

# BUSINESS PLAN UPDATE

| Output                                                                                                                         | Activity                                                                               | Measure                                                      | Timeline      | Status   |
|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------|----------|
| ICPA implements the findings of its Business Model Review.                                                                     | Develop Business Model Review Implementation Plan.                                     | Implementation Plan approved by ICPA Board.                  | January 2024  | Complete |
|                                                                                                                                | Implement BMR.                                                                         | Member update in 2024-25 Annual Report.                      | June 2025     | Ongoing  |
| Business Model Review Plan implemented. Action against the Business Model Review Implementation Plan is ongoing.               |                                                                                        |                                                              |               |          |
| ICPA has appropriate internal policies and procedures to guide future activity.                                                | Update all ICPA policies and processes.                                                | Revised policies and procedures approved by ICPA Board.      | January 2025  | Complete |
|                                                                                                                                | A full review has been undertaken and key policies updated to guide internal activity. |                                                              |               |          |
| Relevant ICPA policies and processes accessible to all members.                                                                | Upload relevant policies and processes accessible to ICPA website.                     | ICPA members informed of accessible policies and procedures. | February 2025 | Ongoing  |
| All relevant policies and processes will be uploaded with the website renewal.                                                 |                                                                                        |                                                              |               |          |
| Undertake a project to renew ICPA's website to increase usability for members.                                                 | Develop ICPA website renewal project scope.                                            | Project scope shared in ICPA 2023-24 Annual Report.          | June 2024     | Complete |
|                                                                                                                                | Undertake ICPA website renewal project.                                                | Project update in 2024-25 Annual Report.                     | June 2025     | Ongoing  |
| The project scope is complete and final roadmap underway. The website renewal is underway and will be completed by early 2026. |                                                                                        |                                                              |               |          |

# BUSINESS PLAN UPDATE

| Output                                                        | Activity                                   | Measure                                                             | Timeline  | Status   |
|---------------------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------|-----------|----------|
| ICPA membership plans are updated to current operating costs. | Review and update ICPA's membership plans. | Members informed of updated costs for the 2024 – 25 Financial Year. | June 2024 | Complete |
| Budget provided to members in AGM pack.                       |                                            |                                                                     |           |          |



# YEAR IN REVIEW

**ICPA continued to deliver a range of in-person and remote services to its members and the broader correctional community throughout 2024/25. This section of the Annual Report provides an overview of the key activity in the past year.**

## YEAR IN REVIEW

**ICPA's 26th Annual Conference  
Enabling Desistance: Beyond Recidivism  
1 – 6 September 2025, Singapore**



**ICPA 2024  
Annual Conference**

**1000 attendees  
1000+ registered  
online  
73 countries**

*"The Singapore Prison Service is deeply honoured to have been the host for ICPA 2024 which brought over 1000 participants from 73 countries together, anchored by a common purpose of creating safer prisons and safer communities for a safer society. It was also our immense privilege to have our ICPA participants join us at the Yellow Ribbon Prison Run and the Yellow Ribbon Community Day to celebrate the 20th anniversary of the Yellow Ribbon Project, to raise awareness about the importance of second chances, increase acceptance and garner community action towards the rehabilitation and reintegration of former inmates."*

*- Shie Yong Lee, Commissioner of Prisons*

In 2024, ICPA's Annual Conference was held in Singapore from September 1 – 6 hosted by the Singapore Prison Service, at the Grand Copthorne Hotel. The conference, on the theme of Enabling Desistance: Beyond Recidivism, focused on showcasing best practices that promote rehabilitation, desistance, and reintegration, aligning with international standards like the Mandela and Bangkok Rules. Key themes included lived experience, health and mental health, social capital, purposeful activity, post-release support, and inclusive, holistic approaches tailored to diverse populations.

The conference programme continued to emphasize the diversity within the ICPA community with presentations from over 45 countries. The conference was opened by Denise M. Robinson, President and CEO of Alvis, Inc., who challenged the focus on recidivism as a measure of success and called for a more holistic approach that values broader indicators of wellbeing and reintegration.

Over the four days, the conference also featured three renowned keynote speakers who explored desistance, recovery, and reintegration. Professor Fergus McNeill (University of Glasgow) drew on his extensive experience in criminology and social work to examine the role of belonging in rehabilitation in his keynote "Finding a Way Home: Desistance, Rehabilitation and Belonging." Professor David Best (Leeds Trinity University, ANU, Monash) presented on "Strengths-Based Approaches to Desistance and Recovery," sharing his expertise in addiction science and recovery capital. Professor Mark Halsey (Flinders University) delivered the IACFP Distinguished Scholar Lecture on "Assisted Desistance," drawing from decades of research into the conditions that support long-term change after incarceration.

The wealth of expertise and evidence shared by the four keynotes and all speakers.

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

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

With over 1000 attendees from 73 countries, 2024 was ICPA's largest conference to date. As well as the conference programme, the connections made throughout the conference were invaluable to participants.

# YEAR IN REVIEW

## Correctional Excellence Awards Winners

|                                                                                                                                                                               |                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>President's Award</b><br>The Yellow Ribbon Project (YRP), Singapore Prison Service, Yellow Ribbon Singapore and CARE Network partners, Singapore                           | <b>Outstanding Correctional Service Employee Award</b><br>Sandra Sinsch-Gouffi, Salus Forensic State Hospital Saxony-Anhalt, Germany                                         |
| <b>Community Corrections Award</b><br>Project JET, Hong Kong Correctional Services Department, China                                                                          | <b>Reducing Reoffending Award</b><br>Inside to Outside Jobs Strategy, Corrections Victoria, Australia                                                                        |
| <b>Correctional Healthcare Award</b><br>Online Psycho-Social Support Services (OPSS), General Directorate of Prisons and Detention Houses, Ministry of Justice (MoJ), Türkiye | <b>Research Award</b><br>Danielle S. Rudes, Sam Houston State University, USA                                                                                                |
| <b>Head of Service Award</b><br>Moses Cyril Ngawaite Chihobvu, Commissioner General of Zimbabwe Prisons and Correctional Service, Zimbabwe                                    | <b>The Gary Hill Memorial Award for Staff Wellbeing and Development</b><br>Tomorrow's Senior Managers (TSM), Department for Correctional Services South Australia, Australia |

## Women in Corrections Conference 19 – 21 February 2025, Bangkok, Thailand



The inaugural Women in Corrections Conference (WICC), co-hosted by the International Corrections and Prisons Association (ICPA) and the Thailand Institute of Justice (TIJ), was held in February 2025 in Bangkok to commemorate the 15th anniversary of the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (Bangkok Rules). These rules, adopted in 2010, were designed to address the specific needs and rights of women in the criminal justice system and promote gender-sensitive, non-custodial measures. The conference brought together correctional leaders, practitioners, academics, individuals with lived experience, and international organizations to reflect on the progress made since the adoption of the Bangkok Rules and to identify areas for continued reform.

WICC 2025 served as a global platform to share research, best practices, and policy innovations aimed at improving outcomes for corrections-involved women. Discussions spanned five key themes: pathways into prison, reintegration and non-custodial measures, translating policy into practice, supporting women working in corrections, and responding to the needs of specific cohorts. Presenters were drawn from diverse sectors and were encouraged to include evidence-based insights and discussion prompts. The conference emphasized collaboration, especially between NGOs and public institutions, and promoted inclusive dialogue to drive meaningful, gender-responsive change across the corrections landscape.

# YEAR IN REVIEW

*“This first global conference was attended by representatives from over 50 countries who gathered to focus on the most invisible—women and girls in the criminal justice system.*

*This conference celebrated the 15th anniversary of the Bangkok Rules and provided an opportunity for learning and support. I was reminded of how powerful it is when professionals and those with lived experience come together to support women and girls with empathy, understanding, and evidence-based care. The sense of community and shared purpose was genuinely inspiring. We all look forward to meeting again at the next conference.”*

*- Stephanie S. Covington, PhD, LCSW, Institute for Relational Development Center for Gender & Justice*

The Conference’s opening keynote, delivered by Dr. Stephanie S. Covington, Co-Director of the Center for Gender & Justice, explored the importance of gender-responsive, trauma-informed services for justice-involved women. Drawing on over three decades of experience, Dr. Covington emphasized the need for systems to recognize the distinct pathways and needs of women in custody, referencing key frameworks such as the U.S. Gender-Responsive Strategies Report and the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (Bangkok Rules).

She introduced participants to the three levels of trauma-related work—trauma-informed, trauma-responsive, and trauma-specific—and shared insights from her recent publication *Hidden Healers*, which amplifies the voices of incarcerated women. These stories revealed how, despite personal struggles, many women in prison provide vital support to others in the absence of adequate institutional care. Her keynote called for justice systems to adopt compassionate, evidence-based practices that truly meet the needs of women.

WICC 2025 was the first fully sold-out event for ICPA, and the Association is keen to continue to partner with TIJ to support the global advancement of the rights of women and girls impacted by incarceration.

## Correctional Technology Conference: The Smart Prison: Unravelling the Meaning of SMART in the Context of Prison and Probation Services, 24 – 27 February 2025, Bangkok, Thailand



*“The Corrections Technology Conference 2025 (CTC) was a meaningful milestone for Thailand Department of Corrections (DOC), marking our return as host of an international corrections event. It provided a valuable opportunity to engage with global partners, explore emerging technologies, and exchange innovative ideas to strengthen the future of corrections. The conference also inspired us to further integrate technology-driven solutions into digital rehabilitation and safe, effective prison management systems to enhance operational efficiency, support our correctional staff, and ensure safe and humane custody.”*

*- Vitchavud Suppipat  
Director, Foreign Affairs Sub-Division  
Penology Division*

# YEAR IN REVIEW

311 attendees

436 registered online

41 countries

*I had an incredible time at CTC2025! The energy was infectious, and the cultural diversity that centered conversations around making correctional facilities more humane was exactly what I hoped to witness. These are tense moments that we are living in, and most times, people that live inside of a correctional facility are forgotten about amidst the chaos. I wanted to bring an inspiring message of hope and tactical things that we can do with our technologies that can help improve lives, public safety, and build communities. Congratulations on an incredible conference ICPA!*

- Marcus Bullock, CEO/Founder, Flikshop

Through conference included a variety of session formats, including keynote presentations, engaging workshops, engaging themed breakout sessions, and showcases to, address three core challenges facing modern corrections: ensuring technologies are user-friendly for staff, individuals in custody, and their families; promoting sustainable, long-term digital solutions; and embedding intelligent systems such as AI and smart buildings into strategic planning. Attendees were invited to share not only innovations and pilot projects, but also lessons learned from setbacks and complexities. The conference emphasized the diversity of interpretations of “smart” across jurisdictions and encouraged critical reflection on the opportunities, risks, and future skillsets needed to support a tech-enabled, human-centered approach to corrections.

The keynote session From Prison to Tech CEO: Connecting our World for Good marked a critical start to the conference, placing lived experience at the forefront of the programme. Attendees welcomed the opportunity to hear directly from someone who had navigated the justice system and gone on to create meaningful change through innovation, advocacy, and entrepreneurship.

Delivered by Marcus Bullock, Founder and CEO of Flikshop, the session offered a powerful and personal narrative on the role of technology in justice reform. Bullock shared his journey from incarceration as a teenager to becoming a successful entrepreneur and justice advocate, driven by a deep commitment to strengthening the social bonds of incarcerated people. He spoke about the creation of Flikshop, a mobile app that allows families and nonprofits to send digital postcards to incarcerated individuals, and how this seemingly simple act of connection can profoundly impact mental health, family stability, and post-release outcomes. Bullock also discussed the Flikshop School of Business, an educational initiative that teaches returning citizens coding, business skills, and entrepreneurship, helping to break cycles of poverty and reoffending. With energy, humor, and humility, he challenged the audience to think differently about the role of technology in fostering dignity, opportunity, and hope within corrections systems worldwide. His story underscored the need to center lived experience in conversations about reform and demonstrated the real-world impact of innovative, human-centered solutions.

# YEAR IN REVIEW

## Correctional Research Symposium: From Individual to Ecosystem: Sharing Research that Matters for Corrections

13 – 15 May 2025, Belfast, Northern Ireland



264 attendees

37 countries

*The 4th CRS attracted a gathering of more than 250 corrections professionals with diverse backgrounds but with one underlying and shared value, a belief in the importance of research for designing, shaping, adjusting and sustaining effective practice. The biennial CRS is a clear testament to ICPA's commitment for encouraging international dialogue that can help influence policy and practice.*

- Frank Porporino, Ph.D., Chair ICPA R&D Network

In 2025, ICPA continued their partnership with the European Organisation for Prison and Correctional Services (EuroPris) to hold the fourth Correctional Research Symposium (CRS), hosted by the Northern Ireland Prison Service (NIPS). The symposium reinforced both organizations shared belief that high-quality research is essential to guiding the design and delivery of effective correctional services. Building on the tradition of previous symposia, CRS 2025 emphasized that rehabilitative efforts focused solely on justice-involved individuals are insufficient; instead, meaningful change requires engaging and expanding support from the wider ecosystem surrounding those individuals.

The symposium brought together researchers, practitioners, policymakers, and lived experience experts to explore this broader perspective across four thematic tracks: individual differences, interpersonal factors, community transitions, and organizational and policy adjustments. Over the course of the event, participants shared evidence-based research, program evaluations, and practical insights aimed at improving rehabilitative responses and community reintegration. The conference facilitated critical dialogue on tailoring corrections approaches to diverse individual needs, strengthening social supports, overcoming community barriers, and addressing organizational culture and policy challenges. Through collaboration and knowledge exchange, CRS 2025 highlighted the importance of holistic, ecosystem-focused strategies to enhance outcomes in corrections worldwide.

The conference opened with a keynote address by Professor Faye S. Taxman, a distinguished health service criminologist from George Mason University. She focused on advancing correctional practice through the effective implementation of the Psychology of Criminal Conduct and Risk-Need-Responsivity (PCC/RNR) frameworks. Professor Taxman emphasized three key solutions: promoting organizational commitment to staff professionalism and collaborative problem-solving, creating flexible practice frameworks that enable fair and informed decision-making, and modernizing RNR principles by broadening the definition of risk and needs to include social determinants of health and individualized approaches. She highlighted how expanding these frameworks to involve non-criminal justice agencies and a wider range of strategies could improve quality of life, support desistance, and reduce recidivism.

The Northern Ireland experience resonated strongly with participants during the plenary session Navigating the Road to Reform: Lessons from Northern Ireland, which focused on the transformation of Hydebank Wood from a Young Offender Institution into the UK's first Secure College. The panel combined academic research, oversight insights, and operational leadership to explore the challenges and successes of implementing these reforms. Speakers highlighted how collaborative efforts helped balance security, education, and rehabilitation, with Hydebank Wood recently receiving top marks in inspections and being recognized as a model of good practice.

# YEAR IN REVIEW

## MEMBER SERVICES

In 2024 – 2025 ICPA published two editions of the Advancing Corrections Journal:



**Edition 18: What Is Working With Women: Correctional Practice in the Post Bangkok Rules Era**

This edition explores research and practical implementations in gender-responsive correctional practices. From innovative animal-assisted therapy in Hong Kong to digital rehabilitation in Finnish Smart Prisons, this collection demonstrates how evidence-based approaches are transforming women’s corrections globally.

**Edition 19: Excellence in Juvenile Justice Policy and Practice**

This issue showcases global efforts to align with the principles of the Beijing and Havana Rules, highlighting evidence-based practices and innovations that promote the well-being and rights of juveniles within the justice system. Issue 19 explores various aspects of juvenile justice, including classification, physical environment, education, health care, community engagement, restraint limitations, disciplinary procedures, personnel development, community reintegration, and the impact of these influential rules.



In 2024 – 2025, ICPA continued its Present series, a platform that allows members to online presentations and training through live webinar sessions.

- ICPA Staff Training and Development Network Webinar: Recruit, Train, Retain: Navigate the New Prison Workforce - 24 June 2025
- ICPA Planning and Design Network Webinar: Reuse and Renewal – Enhancing Rehabilitative Impact of Existing Environments with a Sustainability Lens - 11 February
- Understanding and Containing Monkeypox in African Correctional Facilities: Strengthening Public Health and Security Responses in Protecting the Vulnerable Population, 28 November 2024
- 21st Century Prisons Officer Training: The Need for Staff Specialization, Support and Training - 29 October 2024
- Prison Health is Public Health: A Critical Conversation - 1 October 2024
- ICPA R&D Network: Research to Practice – Highlights from Canada, Australia, Singapore & New Zealand - 6 August 2024

# YEAR IN REVIEW

## MEMBER SERVICES



ICPA’s Learning Academy provides opportunities for learning through a programme of webinars and interactive exchange sessions for those engaged in both custodial and community corrections. In 2024 – 2025, ICPA delivered one Learning Academy session:

**Learning Academy Session: Peer Mentoring and Peer Support April and May 2025**

ICPA and our Practice Transfer Advisory Committee hosted the Learning Academy Session to highlight how individuals with lived experience are being acknowledged and, in many instances, how they have developed innovative service-delivery models to complement and enhance the efforts of correctional services.



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

The ninth edition of ICPA’s Beyond the Wall Newsletter featured articles from leading women in corrections to mark the 15th anniversary of the Bangkok Rules. The newsletter covers global innovations from Poland and Rwanda, innovative approaches such as the Lego Serious Play Methodology and an insightful interview about Finland’s Smart Prison initiative.



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



Rewind is ICPA’s on-demand video library containing recordings from past conference sessions and webinars. Over 600 hours of material available online.

## E - BULLETIN

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

# YEAR IN REVIEW

## ICPA GLOBAL ACTIVITY

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

In 2024 – 2025, ICPA undertook the following activity to support the improvement of correctional practice globally:

- Represented the global corrections community at the First African Conference on Health in Detention, 3 to 5 July 2024.
- Continued to strengthen ties between ICPA and the Correctional Leaders Association through cross-attendance at CLA and ICPA events.
- Presented on community-based alternatives and rehabilitation at the 13th Annual Association of Caribbean Heads of Corrections and Prisons Services Conference hosted, in The Bahamas Department of Correctional Services, 9 – 10 September 2025.
- Represented ICPA at the ICRC Workshop on Prison Infrastructure in Africa / Atelier Sur Les Infrastructures Penitentaires En Afrique in Madagascar, 30 September 2024 to 4 October 2024.
- Represented ICPA at the 42nd meeting of the Asian Pacific Conference of Correctional Administrators (APCCA) in Hong Kong, 18 to 22 November 2024.
- Continued to strengthen relationships with the American Correctional Association (ACA) through representation at their Summer and Winter Conferences, including having Board Treasurer Diane Willimas represented as a panelist in the inaugural Women of Distinction in Corrections Panel. ACA was in turn represented at ICPA's 2024 Annual Conference.
- Partnered (associate partner) on two European Grants Projects:
  - INTEGRATE - Tutorship Training for Prison officers – Recruits Inclusion on the job and Seniors Inclusion on Training project.
  - VETUPGRADE Project - Strengthen the capacity of VET in the corrections context – Neighbourhood East – Moldova and Ukraine, a European cooperation with renowned research organisations, training providers, and prison systems in Europe.
- Participated in UNODC's Second Intergovernmental Expert Group on Strategies on Reducing Reoffending (NGO) in Vienna, 1 to 4 April 2025.
- Represented ICPA's global community at the 38th Working Group Meeting of the Council for Penological Co-operation (PC-CP), Council of Europe, in Spain, 20 to 22 May 2025.
- Participated in the fifth Workshop on Prison Infrastructures in Africa (WPIA) for English-speaking countries in Namibia, 9 to 13 June 2025, including contributing to a panel discussion on correctional philosophy and prison design.
- Continued to support the recognition of women working in justice and corrections as a panel member for the UN Trailblazer Award for Women Justice and Corrections Officers.
- Partnered to support the Models of Care for Sexuality & Gender Diverse People & People with Innate Variations of Sex Characteristics Project.
- Supported planning for the 7th World Congress on Probation and Parole to be held in Bali, Indonesia in April 2026.



# ICPA NETWORKS

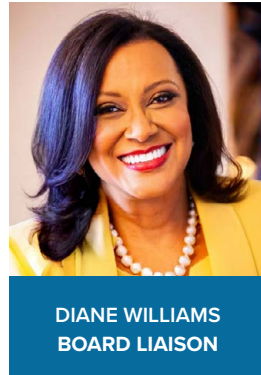
**ICPA's Network Groups are critical to the work of the Association as they support best practice knowledge exchange, policy development and change, and networking and dialogue. Through our Networks, ICPA members come together to ultimately drive the development of improved correctional systems worldwide. 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 NETWORK



LINDA JANES  
CHAIR



DIANE WILLIAMS  
BOARD LIAISON

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

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

### ACTIVITIES: JULY 2024 – JUNE 2025

- The CCN expanded its membership to over 90 members. During virtual quarterly meetings, the CCN is continuing its work to develop a shared understanding of CC that includes the rich variety of programs that are internationally available. Helping others to understand the all-inclusive range of CC programs is an ongoing objective of CCN and a portion of each CCN meeting is devoted to reaching this objective.
- The nature of CC programs provides a great deal of opportunity for public-private collaboration; as well as collaboration between NGOs and with government justice systems. CCN is committed to promoting promising practices in CC that are inclusive of families, potential employers, skills instruction, supportive housing and other community-based tools that promote/support desistance.

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

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

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

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

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

*“Community corrections play a crucial role in reducing recidivism, which refers to the tendency of offenders to re-offend. By providing targeted interventions, support, and supervision, community corrections programs address the underlying factors contributing to criminal behaviour and help individuals develop the necessary skills to lead law-abiding lives.”*

- Source: Advantage Treatment Services

## EXTERNAL PRISON OVERSIGHT AND HUMAN RIGHTS NETWORK

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

The EPOHRN aims to:

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

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

### ACTIVITIES: JULY 2024 – JUNE 2025

It's been a relatively quiet year for the network. We hosted a panel at last year's annual conference in Singapore. Dr. Ivan Zinger was joined by distinguished co-panellists: Andreea Lachsz (Quentin Bryce Law Doctoral Scholar and Teaching Fellow, NSW, Australia) and Rafael Barreto Souza (Crime Prevention and Criminal Justice Officer, UNODC, Philippines). The session — "Adapting Standards of Best Practice to Local Contexts through Prison Oversight" — featured a dynamic Q&A and strong engagement from attendees.

We have also emailed the network a substantive update to welcome the many new members who've joined since 2024 Annual Conference, to share links to our past newsletters, and to announce the upcoming conferences.

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

For the coming year, we plan to publish at least one newsletter and to facilitate a virtual workshop. Further, Dr. Zinger will be attending the annual conference in Istanbul and has submitted a presentation abstract under the network.



DR. IVAN ZINGER  
CHAIR



EMAD TALISMAN  
DEPUTY CHAIR



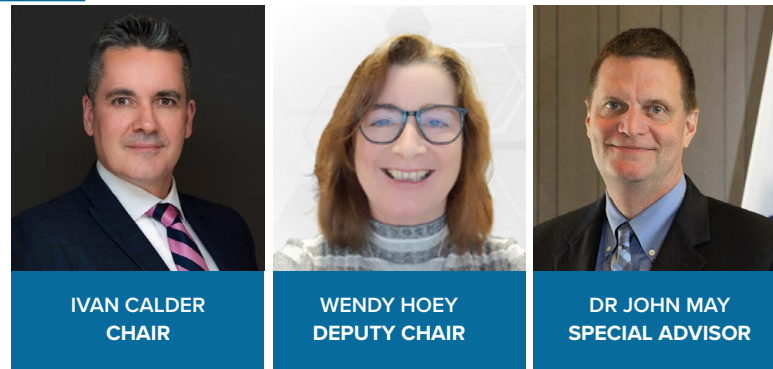
PETER SEVERIN  
BOARD LIAISON

*"Since the 2024 ICPA Annual Conference in Singapore, we've welcomed a surge of new members — a reflection of the increasing global interest in external prison oversight and human rights."*

*- Ivan Zinger, Chair, EPOHRN*

## HEALTHCARE NETWORK

The aim of the Healthcare Network (HN) is to promote and disseminate physical and mental health care practices for the justice involved population, which provide humane and healthy environments, personal well-being, and positive outcomes. We achieve this aim by sharing best practices, and in contributing to publications, and health education and training sessions. Our thinking is informed by the United Nations Mandela and Bangkok Minimum Rules and other international principles and agreements, and a central focus of the HN is to encourage models of throughcare for persons released from prison and rehabilitation.



### ACTIVITIES: JULY 2024 – JUNE 2025

Emerging trends in prison healthcare, as observed by the ICPA Healthcare Network, reflect a growing commitment to more ethical, integrated, and evidence-based approaches to care within correctional settings. The Network, which brings together professionals from across the globe, notes a shift toward recognizing the healthcare needs of incarcerated individuals as an essential part of broader public health efforts.

One of the key developments the Network observes is the increasing integration of prison healthcare with national public health systems. There is greater awareness that the health of people in custody has direct consequences for the wider community, especially as many return to society. This has led to more emphasis on continuity of care, preventative strategies, and tackling health inequalities that are often prevalent in prison populations.

The adoption of technology is another notable trend. Digital health tools, electronic medical records, and artificial intelligence are being introduced in some prison systems to improve efficiency, accuracy, and access to care. These tools are also helping to bridge gaps in remote or under-resourced settings, where specialist care might otherwise be unavailable.

The Network also highlights a renewed focus on upholding medical ethics, patient rights, and professional standards. There is growing advocacy for ensuring that incarcerated individuals receive care equivalent to what is available in the community, in line with international human rights guidelines.

Additionally, staff training and health education are being prioritized. Programs focused on staff well-being and inmate health literacy are increasingly common, promoting a more informed and health-conscious environment within institutions.

Overall, the ICPA Healthcare Network identifies a strong momentum toward more humane, effective, and interconnected models of prison healthcare that serve both individuals in custody and the wider society.

From July 2024 to June 2025, the ICPA Healthcare Network has focused its efforts on driving innovation, strengthening global partnerships, and advancing health equity in correctional systems. This period has reflected our commitment to practical, ethical, and inclusive healthcare approaches that improve the lives of people in detention and contribute to broader public health outcomes. Our leadership team have focused on expanding the membership and impacts of the Network.

A major milestone was our participation in the ICPA Regional Conference in Singapore, where our colleagues from the Singapore Prison Service presented their outstanding work in integrated prison healthcare. Their showcase reflected key principles we champion—holistic mental health support, continuity of care, and humane rehabilitation practices.

As part of our regular knowledge exchange, we hosted the impactful webinar “Prison Health is Public Health.” This session reaffirmed our core belief that health in detention settings is inseparable from the health of our communities. It featured global voices calling for systemic approaches that embed prison health into national public health agendas.

We also highlighted creative and therapeutic approaches to prison wellbeing through a session led by ICPA award-winning music therapist Sandra Sinsch-Gouffi. Her work aligned closely with our focus on mental health, demonstrating how music therapy can play a vital role in trauma recovery, emotional regulation, and reducing stress in incarcerated populations.

Our work in Haiti, in partnership with Enterprise Aquatics, introduced aquaponics systems into correctional settings to reduce food insecurity. This initiative not only enhances nutrition and health but also provides vocational training and a sense of purpose for participants—an example of how sustainability and health innovation can go hand in hand.

Additionally, our colleagues showcased peer-led education programmes in Malawi and the Dominican Republic, where trained individuals within the incarcerated population are leading efforts to reduce HIV stigma. These initiatives have proven highly effective in increasing awareness, improving access to testing and treatment, and fostering inclusive, supportive prison communities.

Together, this body of work reflects our global mission to foster ethical, effective, and sustainable healthcare in prisons, ensuring dignity and equity for all.

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

The ICPA Healthcare Network is actively expanding its global collaborations, notably strengthening ties with the African Correctional Services Association (ACSA) and the African Correctional Healthcare Network (ACHN). These partnerships aim to enhance healthcare standards across correctional facilities in Africa. A significant milestone in this collaboration was the 1st African Conference on Health in Detention, held in Nairobi in July 2024. Co-hosted by the ICRC, Kenya’s State Department for Correctional Services, and supported by ACSA and the Africa CDC, the conference focused on developing African-led solutions to improve health outcomes in detention settings.

Looking ahead, the ICPA Healthcare Network plans to continue its quarterly meetings, providing a platform for professionals to discuss emerging challenges and share best practices in correctional healthcare. Additionally, the Network will host webinars featuring global experts to facilitate knowledge exchange and promote ethical, evidence-based care practices.

## HEALTHCARE NETWORK

The Network is also addressing the growing concern of climate change and its impact on prison environments. Recent studies have highlighted the heightened health risks incarcerated individuals face due to extreme weather events, such as heatwaves and floods. For instance, research indicates that prisons in the southern United States have experienced a significant increase in hazardous heat exposure, exacerbating health vulnerabilities among inmates. These findings underscore the need for climate-resilient infrastructure and emergency preparedness in correctional facilities.

In parallel, the ICPA Healthcare Network is promoting the use of emerging technologies to improve prison health outcomes. Artificial intelligence is being explored to support disease diagnosis and risk stratification, especially in resource-limited settings where specialist access may be restricted. Digital platforms are also being utilized to assist in harm reduction strategies—such as substance use monitoring and intervention—and to increase family connectedness through secure virtual visitations and communication tools. These innovations contribute to more humane and supportive correctional environments.

At the same time, the Network is acutely aware of the challenges posed by shrinking global health funding. Sustaining and expanding prison healthcare requires not only strategic planning but also diversified financial support. The Network is advocating for prison health to be recognized as a core component of public health systems, highlighting its cost-effectiveness and social impact. It is actively working to engage public health agencies, philanthropic organizations, and academic partners to develop sustainable funding models that ensure long-term continuity and innovation in correctional healthcare delivery.

Through these initiatives, the ICPA Healthcare Network aims to foster a collaborative environment that advances prison healthcare globally, ensuring that the health needs of incarcerated individuals are addressed within the broader context of public health, technological advancement, and environmental sustainability.

*“The ICPA Healthcare Network is more than a professional group—it’s a global community committed to transforming prison health. We share not only best practices but a shared vision of dignity, equity, and care for all those in detention.”*

- Mr. Ivan Calder, Chair, Healthcare Network

*“Through this network, we are breaking down silos between regions and disciplines. Whether it’s climate resilience in facilities or the use of music therapy, our members are driving change through innovation and compassion.”*

- Ms. Wendy Hoey, Co-Chair, Healthcare Network

*“Being part of the ICPA Healthcare Network has been instrumental in amplifying our work in Africa. It’s a platform where local challenges are met with global solidarity, and where African-led solutions are both supported and celebrated.”*

- Dr. Lawrence Acheampong, Chair, African Correctional Healthcare Network (ACHN)

*“The strength of this network lies in its diversity. From peer-led HIV education in Malawi to aquaponics in Haiti, every contribution shapes a more just, effective, and human correctional health system.”*

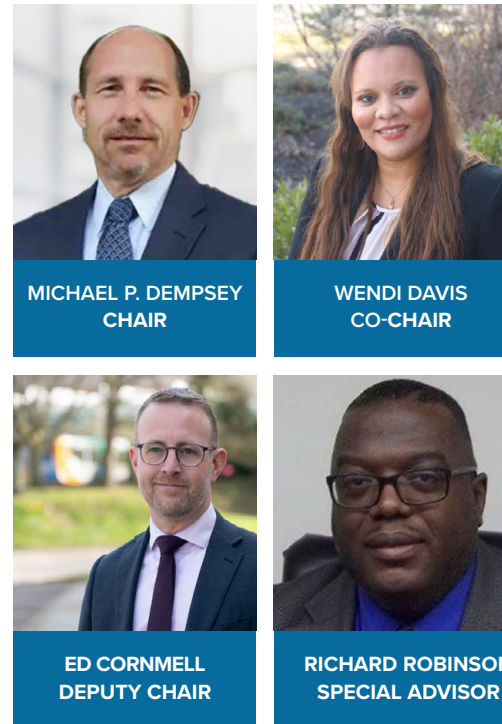
- Mdme Karine Duverger, Member, Healthcare Network

## JUVENILE NETWORK

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

The JN aims to:

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



## ACTIVITIES: JULY 2024– JUNE 2025

- The ICPA Juvenile Network has diligently maintained its commitment to advancing juvenile justice by convening quarterly meetings throughout the year. These gatherings have been instrumental in fostering dialogue and collaboration among experts and stakeholders in the field. In a notable shift, the meetings have begun to incorporate “Think Tank Topics,” which serve as a platform to discuss current juvenile justice trends on a global scale. This evolution reflects the Network’s proactive approach to staying at the forefront of developments and best practices in juvenile justice.
- Currently, the Juvenile Network is focused on the collaboration with ICPA Research & Development Network, on the first ever issue of the Advancing Corrections Journal focused solely on the topic of juvenile justice. The theme of the issue will be “Excellence in Juvenile Justice Practice”.
- The ongoing activities of the ICPA Juvenile Network highlight its unwavering commitment to juvenile justice reform and its capacity to influence positive change on a global scale.

*“The Juvenile Network believes in the power of age-appropriate programming, education, and structured activities to transform the lives of justice-involved youth. Our goal is to create environments that encourages growth, learning, and rehabilitation.”*

*“Our objectives include encouraging broad application of family engagement policies and advancing juvenile justice tracks for ICPA conferences. Topics such as youth housing, conditions of confinement, and reduction of isolation and restraints are critical to promoting positive youth outcomes and shaping a more just and humane juvenile justice system.”*

*- Wendi Davis, Co-Chair, Juvenile Network*

## FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

Over the next year, the Juvenile Network will continue to build momentum by hosting quarterly meetings that bring together juvenile justice professionals from around the globe to share insights, challenges, and emerging practices. These meetings will remain a vital platform for collaboration, connection, and the exchange of innovative ideas that support the advancement of youth justice systems worldwide.

In addition to our regular convenings, we will be exploring potential webinar topics to present to the broader ICPA membership. These webinars will be designed to highlight key issues and promising strategies in juvenile justice—from facility-based practices to community-based interventions—and will feature voices from both leadership and front-line practitioners. Our goal is to amplify learning, elevate reform efforts, and promote dialogue that leads to stronger outcomes for youth and their families.

## PLANNING AND DESIGN NETWORK

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

The PDN aims to:

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



### ACTIVITIES: JULY 2025 – JUNE 2025

The Planning and Design Network has had a very active year, with many informative and successful workshops at the ICPA's Annual Conference in Singapore. With over 60 members at our Planning and Design Network meeting, predominantly in person, but also online, we heard updates and themes from members around the world, including:

- Various responses to the theme of “Enabling Desistance: Beyond Recidivism”
- Redevelopment projects, repurposing prisons in jurisdictions where prisoner numbers have dropped
- Research into alternative technologies and materiality
- Benefits of partnerships between government and private organisations
- Trends towards smaller prisons, or smaller community sizes within larger prisons
- Emergence of detention houses in European countries
- Reflections on the Innovation in Prison Infrastructure Conference (IPIC) held in Istanbul earlier in the year

February hosted the Planning and Design Network Webinar: Reuse and Renewal – Enhancing Rehabilitative Impact of Existing Environments with a Sustainability Lens. In the first presentation, Bozhidar Hinkov, from Arrogant Architects presented on Integrating Adaptive Learning and Community Interaction in the New Prison in Samoranovo. The second presentation had Lana Sandas and Andrew Dye presenting on Project Vista – the normalisation project of facilities across the US.

Planning and Design focussed presentations were highly engaging and informative at the first ever Women in Corrections Conference in Bangkok in February, with topics including Denmark's first Women's Prison, Creating Better Models for the Design of Women-Centred Secure Treatment Facilities, Responding to the Bangkok Rules through Architecture.

*“Participation in the ICPA Planning and Design Network provides context and inspiration for our efforts to transform the custody system to a more humane and treatment focused mission. It's exhilarating to practice in this moment when there is such a hunger to do better and the knowledge sharing in our gatherings gives sustenance to our pursuit of excellence.”*

- Frank Greene, Member, Planning and Design Network

*“I had the privilege of joining the ICPA Planning and Design Network last fall during the Annual ICPA '23 in Antwerp. Since then, maintaining contact with and following other members of the network online has opened connections to a world of experts in our field. On behalf of our company and personally, I believe that the PD Network holds significant potential, yet to be fully unveiled, in terms of the dynamics that can evolve from upcoming meetings, exchange programs, collaborations, and more. I am very much looking forward to being a part of future initiatives!”*

- Sonia Bom, Alex Poulsen, Members, Planning and Design Network

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

In 2025-2026, the Planning and Design Network aims to expand its member base through active engagement with current members and the ICPA's ongoing advocacy for the benefits of network participation.

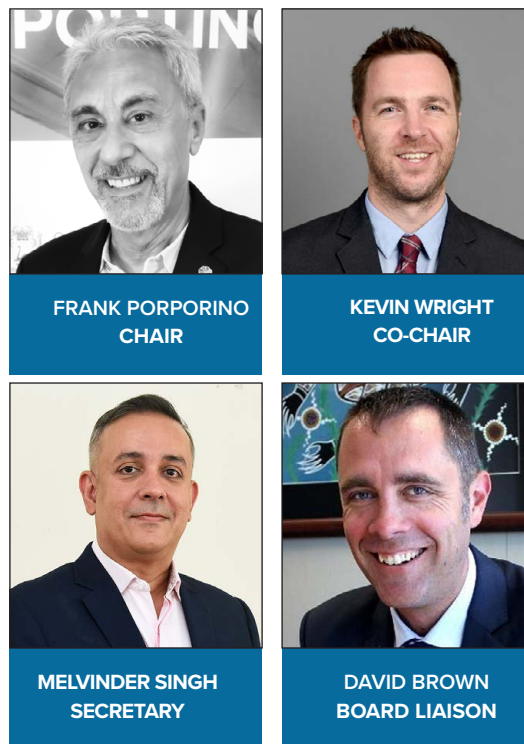
- The Network will continue to hold informal online meetings to facilitate broader networking and idea exchange.
- The annual conference in Istanbul in October will feature multiple presentations focused on planning and design, and will also host the annual meeting of the Planning and Design Network.
- Additionally, the Prison Design and Technology Conference is scheduled for April 2025 in Morocco, aiming to gather experts, policymakers, practitioners, and other professionals to discuss recent advancements in prison design, infrastructure, and technology, with an emphasis on creating humane and rehabilitative environments.

## RESEARCH AND DEVELOPMENT NETWORK

An important part of the mission of both ICPA and the R&D Network is to share knowledge, in different ways, through different mechanisms, and internationally as much as possible. The Mission of the R&D Network is “to effectively disseminate research-informed correctional knowledge and promote its application for the advancement of professional and humane corrections worldwide.”

The Mission aligns particularly with ICPA’s Strategic Objectives to increase its global engagement while influencing meaningful improvement in correctional practice. As an informal collection of both academics and corrections practitioners who believe in the value of research for guiding practice, and with a current signed-up count of more than 180 members from over 30 countries, the group concentrates on a few major activities in realizing its mission, the principal ones being the organizing of Webinars to discuss practice-focused research that members are involved, assisting in the planning of a biannual Correctional Research Symposium, and the continued publication of our ICPA scholarly Journal Advancing Corrections, most recently with a Call for Papers issued for its 20th Anniversary Edition.

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



### ACTIVITIES: JULY 2024– JUNE 2025

- The period 2024-25 witnessed considerable growth for our R&D Network as more and more practitioners, academics, and other corrections professionals requested to join the Network. The Network also welcomed a new Deputy Chair, Dr. Kevin Wright, Associate Professor at the School of Criminology & Criminal Justice at Arizona State university and Director of the Centre for Correctional Solutions. We also continued to receive the active assistance of our Network Secretary, Melvinder Singh from the Singapore Prison Service.
- A highlight this past year was the organizing of a “Research to Practice” webinar looking at some key examples of how operational research can significantly influence agency practice. The Webinar included discussion of four examples of how operational research has made a difference within the Correctional Service of Canada, and in the Correctional Services of New South Wales, Singapore and New Zealand. ending with an interesting panel dialogue addressing How We Can Get Research to Have More Influence on Correctional Practice.
- In planning future Webinar events and other Network activities, regular bi-monthly meetings are now being held by the Chair, Deputy Chair and Secretary of the Network.

- In the 2024-25 period, we published another two theme-focused Editions of ICPA’s Advancing Corrections Journal (ACJ), a 17th Edition on “Designing a Humane Corrections” and an 18th Edition on “What is Working with Women” looking at progress made since UN adoption of the Bangkok Rules in 2010. For both Editions, subject-matter experts were involved as Associate Editors, a practice that will be continued going forward in order to more actively engage university partnerships and work collaboratively with other ICPA Networks. Thanks to the support of the Thai Institute of Justice, print copies of the 18th Edition were distributed to the more than 350 participants at the First International Women in Corrections Conference held in Bangkok in February 2025.
- One of the strengths of the Journal is that we continue to attract submissions from around the world – for the last several Editions with research papers from dozens of countries. We are also now attracting more University researchers to share their work, as well as contributions from members of some of our key corrections partners (e.g., ICRC, CEP, PRI, IACFP, EuroPris).
- Network members continue to make a visible and valuable contribution to our ICPA Annual Conference, as was the case with a number of Workshop presentations and several Plenaries during the last 2024 Annual Conference in Singapore. Notable Plenary sessions delivered by R&D Network members included Kevin Wright on “Reimagining Incarceration: A Holistic Strengths-Based Approach to Empower People in Prison”, as well as Danielle Rudes, Kevin Wright and Rosemary Ricciardelli on “Research to Practice: Improving Correctional Wellness by Using What We Already Have”.
- In cooperation with the ICPA Program Committee and the IACFP, we continue to identify suitable speakers for the Annual ICPA Distinguished Scholar Lecture. For 2024, we were fortunate to attract Dr. Mark Halsey to talk on the issue of “Assisted Desistance” highlighting the way that prisons can transform in order to more consistently support desistance. Dr. Halsey’s was also invited for a stimulating question/answer discussion during our R&D Network Meeting.
- The R&D Network Chair served as Chair of the Programme Committee and Global Chair of the 4th Corrections Research Symposium held in Belfast, Northern Ireland in May 2024. Numerous R&D Network members attended and presented at the event. Over 250 participants from 36 countries benefitted from more than 50 Workshop presentations, five Plenary sessions, and two very interesting Showcase sessions allowing for informal dialogue with corrections practitioners who have developed some especially innovative programs.
- The Chair continues to provide input into the selection of the Annual ICPA Research Award. He also continues to support the work of the ICPA Practice Transfer Advisory Committee (PTAC). A highlight this past year was the delivery of a Learning Academy Webinar on Peer Mentoring & Peer Support in Corrections that was very well attended.
- A request was received from the Polytechnic of Namibia to review their new Africanised Bachelor of Correctional Management curriculum. The Chair provided a comprehensive review of the curriculum.

## RESEARCH AND DEVELOPMENT NETWORK

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

- Organize a series of member Webinars featuring a number of short ten-minute presentations highlighting practice-focused research that members around the world may be involved with.
- Publish another two Editions of the AC Journal around the themes of:
  - Excellence in Juvenile Justice Policy and Practice (in collaboration with the ICPA Juvenile Network and the Council of Juvenile Justice Administrators);
  - A special 20th Anniversary Edition on Scholarly Reflections on Core Issues for Correctional Practice
- Participate in the planning and Program Committee work for organizing the 1st International Research in Corrections Conference in New Zealand in early March 2026.
- Continue to encourage R&D members to submit research-based Workshops and Plenaries for our ICPA Annual Conference in Istanbul.
- If ICPA Executive Team support is available, possibly introduce a 'Meet the Author' virtual discussion series where select authors who have published articles in Advancing Corrections can then discuss and elaborate on the implications of their findings for corrections practice.
- Encourage select jurisdictions to submit summaries of their applied 'in-house' research for possible inclusion as Research Infographics in the ICPA Beyond the Wall Newsletter.
- To continue working on the process for having Advancing Corrections reviewed for indexing in the Web of Science citation index.
- Conduct a survey of our R&D membership to ask about their research priorities and interests, what topics they may intend to investigate in the near to medium term, how they are dealing with the barriers and challenges in implementing research-informed practice ... etc. The survey findings would give us a picture of our members interests but hopefully also inform the broader ICPA community about what is going on in operational research around the world. Our goal would be to encourage greater inter-agency cooperation to advance evidence-informed correctional practice globally.

*"ICPA is the only organization that actively tries to support the entire global corrections community. For the last several decades it has given me a sense of belonging to that community and that feeling of belonging has become an important part of my identity as a correctional professional."*

*- Frank Porporino, Ph.D., Chair, ICPA R&D Network*

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

*- Mariana Martin,  
Namibian Correctional Service*

*"ICPA has been a blessing to me professionally and personally. ICPA is a community which enables 2 key things. Firstly, it allows all of us in this field to be able to draw from and contribute to the body of knowledge of how to 'do corrections' more effectively and efficiently. Secondly, the people in this community continue to inspire and encourage us on to belief and work towards the transformation of individuals, families and communities affected by crime."*

*- Karam Singh, Chief Psychologist/Director,  
Singapore Prison Service*

*"ICPA is a very helpful source by personal contacts or online searches for finding changes and innovations happening in correctional services worldwide."*

*- Robert T. Goble, Executive Vice-President Emeritus,  
CGL Companies*

## STAFF TRAINING AND DEVELOPMENT

ICPA's Staff Training and Development Network (STDN) exists to:

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



**DORIN MURESAN**  
CHAIR



**DOUG DRETKE**  
DEPUTY CHAIR



**PEDRO DAS NEVES**  
BOARD LIAISON

### ACTIVITIES: JULY 2024 – JUNE 2025

- As of April 30, 2025, our Network has grown impressively to include 118 members from 49 countries - up from 45 in 2024. We're excited to keep our doors open to all ICPA members! Plus, we have three more applications in the pipeline, so our community is continuing to expand.
- In September 2024, we gathered for our annual meeting of the Staff Training and Development Network in sunny Singapore, right in the middle of our Annual Conference. It was great to have Deputy Network Chair Doug Dretke there with us in person, while our Chair, Dorin Muresan, joined the conversation via Zoom. During the meeting, we shared updates on what our network has been up to and the resources available for everyone. The real highlight, though, was the lively discussion we had about new activities and services we could offer to our members. Here are some of the ideas we came up with:
  1. Resource Sharing: We talked about making more resources available on our network website, which is a fantastic way for everyone to access helpful materials.
  2. Engagement Opportunities: We want to create spaces on the website where members can ask questions, share their own resources, and engage in lively discussions. Think of it like a virtual community board where everyone can contribute and collaborate!
  3. Zoom Meetups: We also discussed setting up regional and global Zoom meetings. These would be great for us to come together, focus on our challenges and needs, share our best practices, and build connections among members.
  4. Learning from Experience: Another exciting idea was to create a central place for "after action reports" and serious incident reviews. This would be a valuable resource for learning from past experiences and improving our training programs.

- In October 2024, the Network hosted the webinar titled "21st Century Prisons: The Need for Staff Specialization, Support, and Training." Dorin Muresan served as the facilitator, with the session commencing with a presentation by the keynote speaker, Professor Craig Haney from the University of California, Santa Cruz. This was succeeded by contributions and insights from additional panellists: Kim Ekhaugen, the Director of International Cooperation for Norway and Vice President of the ICPA; Adrian Neagoe, Vice President of the National Trade Union of Prison Policemen in Romania; and Doug Dretke, Director of Comparative and International Education and Leadership at Sam Houston State University. The focus of this webinar was on the professional experiences of prison officers and the specifics of their training.
- We received a request for support from the Namibian Correctional Service, and we delivered the mission following the approval from the ICPA Executive Committee. The primary goal of this training was to enhance the skills, knowledge, and capabilities of training officers to ensure that the NCS workforce is equipped with the competencies necessary to uphold international and national human rights obligations. The aim of the Namibia Training-of-Trainers (ToT) was to prepare the trainees for their future role as trainers. During the session, case studies from the Erasmus @PO21 Project were used with the goal of promoting a practical, interactive, problem-solving, and participant-cantered approach to the training. Where feasible, we also considered the characteristics and competencies of the future trainers and their potential to undertake the tasks for which they are being trained. We used presentations, group discussions, demonstrations, and role-plays. In the role-plays, trainers practiced playing the role of facilitator. The session was highly participatory, with a focus on interactive group discussions, demonstrations, and role-plays to allow trainers to practice various parts of the facilitator training workshops. The overall purpose of the ToT will be to train trainers to do the following:

1. Understand content and delivery well enough to train others
2. Understand the recommended training and supervision approach for future training participants
3. Organize and conduct future training workshops following the session.

A Training Needs Analysis request was expressed by the Uganda Prison Service, and we are in close contact with them.

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

In June 2025, we are also planning to organize a second webinar where we will have three prison administrations from three different continents (Europe, Asia, Africa) with the topic of Recruitment, Training, and Retention of the new Prison Staff Generations. A Training Needs Analysis request was expressed by the Uganda Prison Service, and Nigeria expressed interest in the ToT program delivered in 2025.

We look forward to entering into a limited number of projects just as an Associated Partner with the scope to increase the visibility of the association in Europe - in front of prison services, NGOs, and academic organizations, the Council of Europe, and the European Commission - through joint work with European jurisdictions and other organizations and the contribution to the development of new knowledge relevant to its mission. We're gearing up for another exciting webinar in June 2025. This time, we'll hear from prison administration representatives from Europe, Asia, and Africa, including an academic researcher from Canada about how we can better recruit, train, and retain the next generation of prison personnel.

## STAFF TRAINING AND DEVELOPMENT

### Webinar: Recruit, Train, Retain: Navigating and Thriving with the Evolving Prison Workforce

What's It All About? We're diving into how we can build a strong prison workforce by not just hiring people, but by finding the right individuals who can truly make a difference. Managing a prison workforce today isn't easy. It's not just about filling roles; we need people who are dedicated to making a positive impact. The job can be tough, so it's essential to attract candidates who are not only capable but also enthusiastic about bringing change. Once we find the right people, we have to make sure they get the training they need. Good training goes beyond the basics—it helps recruits understand the unique challenges they'll face, teaches them how to handle difficult situations, and encourages effective communication with inmates and colleagues. When staff feel confident in their skills, everyone benefits.

Retaining skilled staff is just as critical as hiring them. We have to create an environment where employees feel appreciated and can grow in their careers. When team members recognize their importance and see paths for advancement, they are more likely to stick around for the long haul. In short, effectively managing today's prison workforce means we need to focus on recruitment, training, and retention. If we do this right, we can create a better and more compassionate correctional environment for everyone involved.

### Collaborative Initiatives with ICPA as an Associate Partner

In the initial quarter of 2025, we initiated a series of dynamic projects aimed at enhancing our profile throughout Europe. We are teaming up with correctional facilities, non-governmental organizations, educational institutions, and others to gather significant insights that resonate with our mission.

#### Project Highlights:

#### 1. INTEGRATE Initiative - Mentorship Development for Correctional Officers

Objective: To fortify the connection between newly enlisted personnel and seasoned officers by honing the mentoring capabilities of senior staff.

#### Our Actions:

- Constructing three training modules that emphasize gender-related aspects.
- Formulating a detailed mentorship training guide.
- Equipping senior officers to serve as effective mentors.
- This initiative aligns with our ambition to elevate global involvement and establish ICPA as a frontrunner in correctional services.
- Consortium Members: PPHS (Poland), IPS (Portugal), SNPP (Romania), GDES (Bulgaria), DGRSP (Portugal), Serbian PO Union (Serbia).

#### 2. Executing the PO21 Training Framework in Moldova and Ukraine

Objective: To advance vocational training within prisons by implementing the PO21 framework and ensuring our policies embody fundamental European principles.

#### Central Actions:

- Creating a strategic plan to introduce the PO21 framework in Armenia and Azerbaijan.
- Enhancing connections between these nations and EU member states in correctional affairs.

- Similar to the first project, this endeavor bolsters our commitment to enhancing correctional practices on a global scale and solidifies ICPA's position as a significant contributor in this domain.
- Consortium Members: IPS (Portugal), UBI/BSAFE LAB (Portugal), SNPP (Romania), GDES (Bulgaria), DGRSP (Portugal), NAP Moldova, Moldova Training Academy, DCEP (Ukraine), PAU (Ukraine).

Future Prospects: ICPA remains integral to these projects, offering crucial insights and engaging in international conferences to disseminate best practices.

### 3. A New Look at Correctional Management Education: Evaluating the Africanized Correctional Management Curriculum (Bachelor's Degree in Correctional Management)

On behalf of ICPA, Professor Bruyns from the Correctional Management Department at the Namibia University of Science and Technology has invited Dorin Muresan and Doug Dretke to evaluate the Bachelor's curriculum he created in Correctional Management. Both Dorin and Doug assessed the curriculum and provided their valuable feedback. Professor Bruyns has meticulously crafted this curriculum, which could act as a model for other educational organizations.

Collaborating with the African Correctional Services Association, this initiative holds promise for substantial advancements. ICPA is eager to support this endeavor and facilitate Dorin and Doug's roles as advisory board members for the curriculum at their academic institution. Additionally, Dorin and Doug have expressed their commitment to remaining active as part of the advisory board for this curriculum and program at their university. As Professor Bruyns collaborates with the African Correctional Services Association, this program has the potential to significantly influence the realm of correctional management.

#### Conclusion & Next Steps

#### Q1 Achievements:

- Increased membership and expanded global outreach.
- Initiated 2 EU-funded projects with concrete deliverables.
- Progressed in webinar organization and curriculum assessment.

#### Q2 2025 Priorities:

- Conduct the June webinar and disseminate results.
- Track project deliverables (INTEGRATE and PO21).
- Investigate collaborations for further regional training opportunities.

*"When we support each other and learn from our experiences, we become a stronger community."*

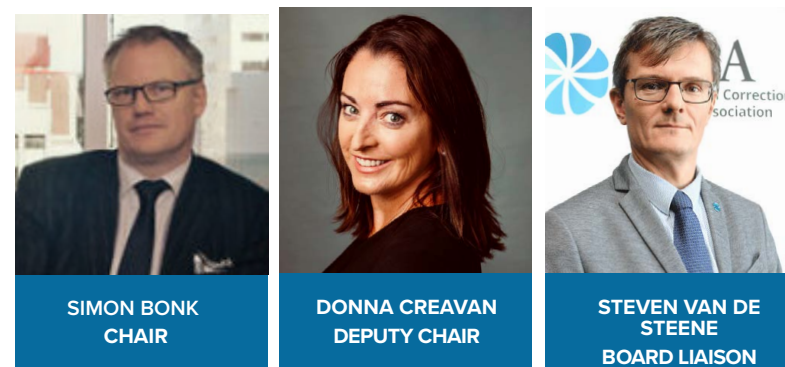
*"We all have the potential to rise above our hurdles, and with the right support and resources, we can make incredible progress."*

## TECHNOLOGY SOLUTIONS NETWORK

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

The TSN aims to:

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



### ACTIVITIES: JULY 2024 – JUNE 2025

The International Corrections and Prisons Association’s Technology Network continued to make meaningful progress in advancing the responsible use of technology in corrections, while fostering knowledge exchange, building global partnerships, and exploring emerging innovations in the sector.

In February 2025, the Network was instrumental in the successful delivery of the Corrections Technology Conference (CTC) in Bangkok, Thailand. In addition to contributing leadership on the event’s Programme Committee, a number of Technology Network members also served as presenters, sharing expertise on AI, digital transformation, integrated systems, and innovation strategies. The event provided a regional platform for knowledge-sharing and elevated the global dialogue on technology in corrections.

The Network also convened in person at the ICPA Annual Conference in Singapore, where members discussed how to bring even greater value to the community through intentional collaboration and responsive programming. These sessions reaffirmed our commitment to listening, adapting, and evolving to serve the global correctional technology ecosystem.

This year, the Network made significant strides in developing a global podcast series. All key elements—including speakers, topics, host, and logistics—were in place; however, just weeks before launch, unforeseen circumstances beyond our control required the project to be postponed. We are currently recalibrating and expect to launch later in 2025. The podcast remains a strategic platform to foster dialogue and amplify stories and innovations that matter to the field.

To ensure alignment with member needs, we conducted a Network-wide survey that gathered insights on interests, challenges, and areas of opportunity. The results will be used to refine priorities and shape a refreshed action plan, to be discussed in an upcoming meeting.

We hosted several virtual meetings throughout the year, including two that featured guest speakers on the topic of Artificial Intelligence (AI). These discussions offered timely insight into both the promise and complexity of implementing AI in justice and corrections environments.

Our membership also continues to grow. We are actively working to expand the Network, and have been regularly adding new members from across regions and sectors. This growth is helping to diversify perspectives and enrich the knowledge base of the community.

Externally, the Technology Network remains an active contributor to strategic partnerships with the Integrated Justice Information Systems (IJIS) Institute and the Corrections Technology Association (CTA). Through updates, participation, and knowledge exchange, the Network plays a vital role in supporting interoperability and modernization across justice systems.

Finally, we are pleased to report the appointment of Donna Creavan of the Irish Prison Service as Co-Chair of the Technology Network, a move endorsed by the ICPA Board. Donna brings a wealth of experience and insight that strengthens the leadership team and supports a renewed focus on strategic growth.

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

Looking ahead, the Technology Network is preparing to build on the momentum of the past year with several key priorities. The network will be actively involved in organising a combined technology and prison infrastructure conference which a strong focus on African regional challenges. For this event that will take place in Morocco in April 2026, we will actively work together with the Planning and Design network.

Efforts are also underway to launch the podcast series, using it as a platform to explore topics such as AI, ethics, public-private partnerships, smart prison infrastructure, and how digital solutions can improve outcomes for both staff and individuals in custody. We will continue to engage Network members through regular virtual sessions, bringing in expert voices, sharing innovations, and working together to solve shared challenges. The survey results will guide this programming, ensuring it remains grounded in real-world needs.

Our partnerships with IJIS and CTA will remain a priority, offering additional opportunities to scale innovation, align standards, and advance collaborative solutions across the sector. With expanded leadership, growing membership, and a clear vision, the Technology Network is well-positioned to continue driving meaningful impact across global corrections.

*“I’m honoured to join as Co-Chair of the Technology Network at a time when digital innovation is reshaping how we approach safety, rehabilitation, and reintegration. The Network plays an essential role in bringing together voices from across the world to share, learn, and lead with purpose.”*

*- Donna Creavan, Deputy Chair, Technology Solutions Network*

## VOLUNTEERS NETWORK

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

The Network aims to:

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



TIAGO LEITÃO  
CHAIR



JEAN CHIANG  
DEPUTY CHAIR



YONG LEE SHIE  
BOARD LIAISON

### ACTIVITIES: JULY 2024 – JUNE 2025

There is a robust activity of exchange between Europe and other continents following active projects like CoPPeR in Europe or “Volunteer Case Officer” from Singapore. Across the globe correctional services thrive in finding solutions to enhance their mission impact within and beyond their direct intervention. It is well known that their intervention capacity ends with the sentence fulfillment but the challenges for the reintegration of their clients don’t. It is of common sense that volunteering can, and must, play a role.

But it is much more complex and challenge to erect volunteering programmes, manage volunteers and volunteering organizations’ and even more to make them continuously effective.

The activity developed within the Volunteering Network has been mostly focus on setting a feasible annual plan. The network high moment was in the last ICPA Annual Event in Singapore whereas more than 20 participants joined in the Volunteering Network Meeting.

Considerable efforts followed in organising the network and communicating via email and from December 2024 via ICPA platform. The network members can be more active, and we believe that some improvements in the ICPA platform might trigger more interactivity. The network has received several requests for membership from different countries: Ghana, England and Wales, Benin and China (Hong Kong).

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

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



# CHAPTERS AND REGIONAL ACTIVITY

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

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

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

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

# CHAPTERS

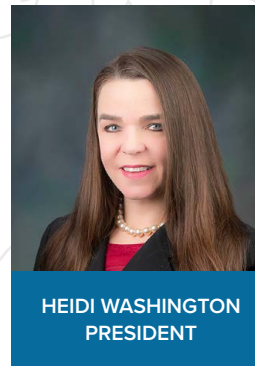


## ICPA NORTH AMERICA (ICPA-NA)

### MISSION

ICPA-NA, as the North American/Caribbean Chapter of ICPA, has as its core aims, the advancement of ICPA's values in our region (i.e., advocating for the development of a consistently professional and humane corrections); the continued expansion of ICPA membership; networking with other key partner organizations/associations; 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.



HEIDI WASHINGTON  
PRESIDENT

### ICPA NORTH AMERICA - BOARD OF DIRECTORS

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

### ACTIVITIES: JULY 2024 – JUNE 2025

- This past year has been a year of transition with our founding chapter President, Diane Williams, stepping down from the President position, and Frank Porporino, Ph.D., stepping down as Secretary. We are forever grateful for their leadership, commitment, and vision in establishing the ICPA-NA Chapter. Their commitment to the Chapter remains, as both will remain on the board of the ICPA-NA.
- The Board of ICPA-NA at their January 2025 Board Meeting unanimously elected Heidi Washington to serve as President and Doug Dretke to serve as Secretary.
- The Board for the ICPA-NA Chapter meets regularly twice per year in conjunction with the American Correctional Association Conferences in August and January, two of the largest gatherings of corrections professionals in North America. ICPA-NA Board Members typically participate in various ACA Committees, including the International Relations Committee, and our President is regularly asked to provide an update at the Correctional Leaders Association (CLA) meeting. One of the members of our NA Board is currently the President of CLA (Rob Jeffreys), and our President, Heidi Washington, serves as their Vice President. The ICPA NA Board is pleased to have this very influential and active connection with US correctional leaders.

# CHAPTERS



- Notably, Doug Dretke, Secretary of our ICPA NA Board, was recognized this year with the ER Cass Award, the highest Award granted by ACA at their summer conference, August 2024.
- We regard this presence and active participation of our Chapter at ACA to be a critical factor accounting for the growing positive reputation of ICPA within the NA Chapter Region. We believe that ICPA membership in the NA Region has grown steadily over the last decade, and that NA attendance at our ICPA Annual Conferences has increased exponentially.
- The ICPA-NA Chapter actively promoted the last ICPA Annual Conference in Singapore, and a number of the NA Board members contributed either by giving presentations or moderating sessions. The success of that Conference, in terms of both the quality of presentations and Strong attendance, is testament to the fact that the ICPA-NA Chapter is supporting the achievement of one of its principal aims – helping ensure the continued expansion of ICPA membership throughout the NA region.
- Participation from ICPA-NA Board members was significant at several recent Conferences organized jointly by ICPA, including the Women in Corrections Conference, Bangkok, Thailand; the Correctional Technology Conference, Bangkok, Thailand; the Correctional Research Symposium, Belfast, Northern Ireland; and the Innovation in Prisons Infrastructure and Technology in Corrections, Istanbul, Türkiye.
- Reggie Wilkinson and Doug Dretke attended and presented at the Association of Caribbean Heads of Corrections and Prison Services, in the Bahamas, September 2024, representing ICPA and our ICPA- NA Chapter.
- As is true each year, individual NA Board members continued making significant contributions to ICPA initiatives, including promoting the continuing and very innovative UK Twinning Project throughout the US, serving on the Editorial Board of the Advancing Corrections Journal, and sustaining connections through other ICPA committee work (i.e., Practice Transfer Advisory Committee) and remaining part of other forums with other North American Corrections Organizations (ACA, IACFP, APPA, AWEC, CJA).

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

We are choosing to focus our priorities for 2024-25 as follows:

- Target additional board members from Canada and the Caribbean to ensure full representation of our chapter's geographical area.
- With new leadership, establish strategic priorities and direction for the chapter in alignment with the ICPA Strategic Plan
- Deliver our second ICPA-NA Webinar. The Webinar will focus on Women in Corrections. Specifically, the webinar will explore an inspiring program in the South Dakota Department of Corrections that allows women to keep their babies with them in special housing for a period of time after their birth. The second part of the webinar will feature a supportive program in New York that focuses on women working in the field of corrections.

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The webinar will be a multi part series featuring Kellie Wasko, Director of the South Dakota DOC and Angelene Stevenson, The First Deputy Superintendent at the Fishkill Correctional Facility in New York and also President of the New York State Hudson Valley Women in Corrections Organization

- Continue to participate in ACA Committees to ensure alignment with the concerns of corrections leaders in our NA region and further reinforce the considerable efforts our Chapter has made in advancing ICPA's values in our region.
- One of the continuing key aims of the ICPA-NA Chapter is to support the networking of corrections leaders from each of the three ICPA-NA Chapter areas, and one of our key priorities will be to replicate the very successful Leaders Roundtable that we held during the Orlando Conference in 2022. In advocating for 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.

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## ICPA EUROPE (ICPA-EUR)

### MISSION

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



KATHLEEN VAN DE VIJVER  
PRESIDENT

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

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

*- Kathleen Van De Vijver, Chair, ICPA Europe Chapter*

### ICPA EUROPE - BOARD OF DIRECTORS

- Kathleen Van de Vijver (Chair, Belgium)
- Dorin Muresan (Deputy-Chair, Romania)
- Helena Pombares (Secretary, United Kingdom)
- Pedro das Neves (Portugal)
- Kim Ekhaugen (Norway)
- Steven Van de Steene (France)
- Oliver Drews (Germany)
- Fatih Güngör (Turkey)
- Torben Adams (Germany)

## ACTIVITIES: JULY 2024 – JUNE 2025

Key activities undertaken through the 2024 – 2025 Fiscal Year, including:

- Ensuring representation from Europe at ICPA conferences, including the 2024 Annual Conference, the 2025 Women in Corrections Conference, the 2025 Correctional Technology Conference, and the 2025 Correctional Research Symposium.
- Supporting ICPA representation at many events across Europe, including the UNODC’s Open-ended intergovernmental expert group, the EuroPris AGM, and Council of Europe meetings.
- Strengthening ICPA-EU as a key contact point for the circulation of expertise from Europe to other parts of the world.

The EU Chapter has set itself the goal of raising the profile and awareness of ICPA among its European colleagues. To this end, a delegation travelled to Hamburg in October 2024 to meet with prison management and local prison directors and staff. The exchange was very enriching. The visit to the Hamburg prison was enhanced by the presence of the DG from Bremen. We hope to welcome both parties as members in the near future.

Following the successful CRS conference in Belfast (May 2025), we had the opportunity to exchange information with the Northern Ireland Prison Service. An exchange between colleagues working within the prison system proves to be an incredibly valuable experience. It not only broadens one’s perspective by exposing professionals to different practices, policies, and institutional cultures, but it also encourages critical reflection on one’s own working methods. Such exchanges are highly educational, offering opportunities to learn from each other’s successes and challenges. Moreover, they often lead to the generation of fresh, innovative ideas that can contribute to improvements in daily practice, rehabilitation approaches, and overall institutional effectiveness.

## FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

In 2025 – 2026, the European Chapter will further strengthen relationships with the professional European Correctional Organisations, including Public Sector, NGOs, and private sector professional companies.

Specifically, ICPA-EU will:

- 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 Istanbul, October 2025).
- Deepen relationships with key ICPA partners in Europe, including EuroPris, CEP, and the Council of Europe, to guarantee a maximum contribution, collaboration for future growth in the field of corrections, and ensure the success of European conferences.
- Support the 2025 and 2026 Annual Conferences in Europe (Istanbul, Türkiye, and Belfast, Northern Ireland).
- Support sharing of information from Europe across the world and learning for European members from other international jurisdictions, including via ICPA’s conferences in New Zealand and Morocco.

## ICPA LATIN AMERICA (ICPA-LA)

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

ICPA LA consolidated itself as a regional coordination platform for the dissemination of correctional best practices, fostering cooperation between prison administrations, international bodies, and civil society organizations. ICPA LA became more than a platform for discussion; it served as a laboratory for horizontal cooperation, in prison staff and prison management and reintegration policies and also a reference in terms of international cooperation.

The Latin American Chapter of the International Corrections and Prisons Association (ICPA-LA) is dedicated to fostering regional collaboration, professional development, and the implementation of international best practices in corrections and prison reform. The chapter serves as a key platform for dialogue, knowledge exchange, and capacity building across Latin America and other jurisdictions, with the overarching goal of supporting humane, effective, and sustainable criminal justice systems in the region.



## ACTIVITIES: JULY 2024 – JUNE 2025

### Second Regional Congress on Security, Intelligence, and Penitentiary Administration

**Date:** June 10-12, 2024

**Location:** Guatemala City, Guatemala

This flagship event was jointly organized by ICPA-LA, the Narcotics Affairs and Law Enforcement Section (INL) of the U.S. Embassy in Guatemala, and the Government of Guatemala. The Congress brought together over 300 participants from 12 countries, including public officials, international experts, NGOs, journalists, and academics. Topics covered included prison security, intelligence coordination, rehabilitation strategies, and inter-agency cooperation. The event featured fifteen specialized sessions, reinforcing the region’s commitment to reform and professional exchange.

### Dialogue on Prison Management - BPR Initiative

**Date:** September 2024

**Location:** Santiago de Chile

ICPA-LA participated in a high-level dialogue hosted by the Chilean Ministry of Justice and the Inter-American Development Bank (IDB), under the Better Prisons and Rehabilitation (BPR) initiative. The discussions focused on enhancing prison management systems, improving the rehabilitation and reintegration of incarcerated individuals, and reducing violence and recidivism. Board Members Marayca Lopez and Pedro das Neves represented ICPA-LA and contributed key insights into regional challenges and best practices.

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## ICPA LATIN AMERICA (ICPA-LA)

### **Promoting Regional Cooperation**

Throughout the year, ICPA-LA has worked to facilitate communication and coordination between prison directors, academic institutions, and civil society organizations. This ongoing engagement promotes collaboration on critical issues related to prison and probation systems and fosters the development of innovative regional initiatives.

### **Representation in ICPA Global Events**

The Chapter has maintained active participation in ICPA global activities, helping to amplify the perspectives and contributions of Latin American practitioners. ICPA-LA continues to encourage involvement in international working groups, conferences, and collaborative projects.

### **Collaboration with External Organizations**

In addition to ICPA-led events, ICPA-LA has engaged in multiple initiatives hosted by other regional and international organizations involved in prison and probation reform. These partnerships have strengthened the chapter's network and impact across Latin America.

## **FUTURE ACTIVITIES: JULY 2025 – JUNE 2026**

ICPA-LA is currently organizing 2025 Regional conference, tentatively scheduled for September or November 2025 in City of Buenos Aires, Argentina. The upcoming event aims to continue the momentum generated by previous congresses and further expand participation from across Latin America.

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## 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 2024, ICPA Executive Director and ICPA Board Member, Raphael Tuhafeni Hamunyela, Namibia, held an in-person meeting of all African Heads of Service during the Annual Conference. At the meeting, it was agreed that ICPA would continue to support the work of the African Correctional Services Association (ACSA) and is currently progressing the development of a Memorandum of Understanding between the two organizations.

ICPA continues to support the advancement of correctional practice in the region through Association representation at partner events in the African continent. In May 2025, Raphael Tuhafeni Hamunyela, Namibia, represented ICPA at the multi-day ACSA event in Morocco.

In 2024, ICPA's Staff Training and Development Network Chair and Co-Chair hosted training in Namibia, available to all ICPA African public sector members. The free training training enhanced the skills, knowledge, and capabilities of training officers to ensure that the NCS workforce is equipped with the competencies necessary to uphold international and national human rights obligations.

Future planning for the region includes planning for the first Correctional Design and Technology Conference to be held in Morocco in April 2026 and an Annual Conference to be held in the region in October 2027. In addition, ICPA remains committed to providing representation and support at relevant forums that support reform across all elements of the correctional services system.

### **Asia-Pacific and Oceania**

ICPA continued to increase its engagement in the Asia-Pacific and Oceania regions in 2025 - 2026 through a range of engagement and activity. ICPA does not operate with Chapter in the region, given the existing connections and role of the Asia Pacific Conference of Correctional Administrators, but instead engages through existing partnerships to add value and support the improvement of correctional practice with members and engaged agencies. In 2025, ICPA has ensured that several of its webinars have been at an accessible time for members in the region and there has been significant uptake.

ICPA President, Mr. Peter Severin, attended the 2024 Asia Pacific Conference of Correctional Administrators to represent the Association and deepen support and connection with correctional services across the region.

In the 2024 – 2025 ICPA held multiple key events in the region. Significantly, in September 2024, ICPA held its 26th Annual Conference in Singapore. There was high attendance from the region and ICPA was pleased to join the Singapore Prison Service in celebrating the 25th anniversary of Singapore's Yellow Ribbon initiative.

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



# TASKFORCES, GROUPS, AND COMMITTEES

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

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

## GROUPS

### ICPA COMMUNICATIONS AND MEDIA GROUP

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

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

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

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

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

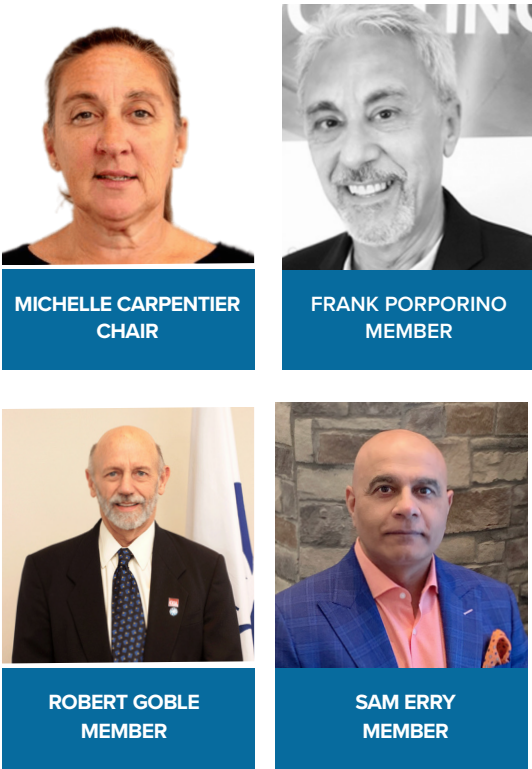


# COMMITTEES

## PRACTICE TRANSFER ADVISORY COMMITTEE

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

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



### ACTIVITIES: JULY 2024 – JUNE 2025

As a new focus for the 2024-25 period, the PTAC worked towards promoting the concept of effective Peer Mentoring and Peer Support, engaging persons with experiential knowledge with the goal of deepening and improving understanding of what good practice looks like in this area and how jurisdictions can learn from one another to improve their engagement of people with lived experienced.

Activities over the past 12 months included the following:

- Regular Zoom meetings of the Committee were held to discuss and prepare upcoming practice transfer activities.
- A PTAC Workshop was delivered at the ICPA Conference in Singapore, including a presentation of Singapore’s Project Rekindle related to the last practice transfer concept of Parenting and Family Engagement.
- A new member with lived experience was welcomed, Mr. Iridian Grenada, to support us for this year’s focus practice.
- Two interns were provided by ICPA, (Zydre Lebedeviene from Lithuania and Kaspars Ozols from Latvia), to support the Committee for a few months. With their help, survey of Jurisdictions were conducted to determine what they were doing in this practice area. The responses from Singapore and Türkiye can be found on the PTAC page on the ICPA website.

# COMMITTEES

## PRACTICE TRANSFER ADVISORY COMMITTEE

- A Learning Academy Session describing four MODEL programs (one from Canada, another from Norway and two from USA), as well as a more scholarly presentation of our topic on Peer mentoring and Peer Support.
- More updates of the ICPA Website page for PTAC to provide a better connection point for ICPA members.
- A Bibliography was prepared of recent research articles looking at the contribution of persons with lived experience.
- A variety of awareness activities presented throughout the whole year via emails and monthly social media information sharing, these included: reference to research and statistics, Program Highlights, and links to other related information sources, events, and reports.
- Preparation for a PTAC Workshop to the ICPA Conference in Istanbul, which would include presentations of Louisiana Parole Project in the USA and from the Directorate General of Prisons and Detention Houses in Türkiye.

### FUTURE ACTIVITIES: JULY 2025 – JUNE 2026

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

- Hosting a PTAC Workshop at ICPA’s 27th Annual Conference.
- Continuing to build awareness via information sharing on social media and with ICPA’s members on the topic of Peer Mentoring and Peer Support, engaging individuals with experiential knowledge who are still living or may have lived through incarceration.
- Seeking to identify a new “Focal Practice” at the ICPA 2025 Annual Conference that the Committee could begin promoting in 2026.
- Organizing another Learning Academy Session describing and highlighting some model programs that illustrate the new “Focal Practice” in action.
- The possibility of proposing a new ICPA Network on People with Lived Experience.



# 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 2024/2025 fiscal year.

## MEMBERSHIP ENGAGEMENT

### MEMBERSHIP UPDATE

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

#### Individuals

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

#### Public Sector Agencies

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

#### Corporate Sector Agencies

- Service Providers
- Technology Companies
- System Developers

#### Non-Profit/NGO and Academic Organisations

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



# MEMBERSHIP ENGAGEMENT

## MEMBERSHIP UPDATE

In 2024–2025, ICPA saw a steady increase in membership across several categories. Agency membership grew by 25%, with particularly notable growth among Public Sector Agency Members (11%), and African Agency Membership doubling compared to the previous year. This increase reflects ICPA’s continued global expansion and the success of its enhanced programme of both in-person and online events.

Following the Board’s 2024 decision to extend additional Staff Memberships to Corporate, NGO/ NFP, and Academic Members, the Association recorded a 16% increase in Staff Memberships this year. This development demonstrates the positive impact of initiatives designed to broaden access to ICPA’s resources and foster greater engagement across all membership types.

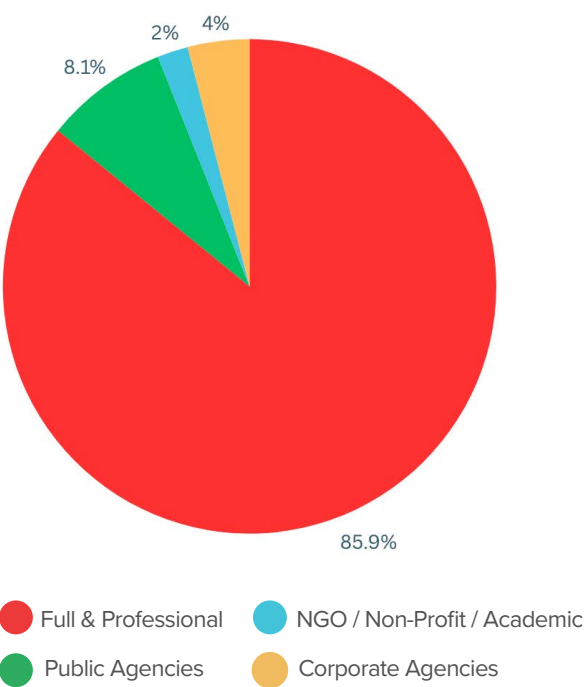
Throughout the first half of 2025, ICPA also undertook several surveys of members and non-members to build the Association’s understanding, especially of sector-specific needs. A review of membership opportunities for the not-for-profit, non-governmental, and academic sectors is now underway.

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.

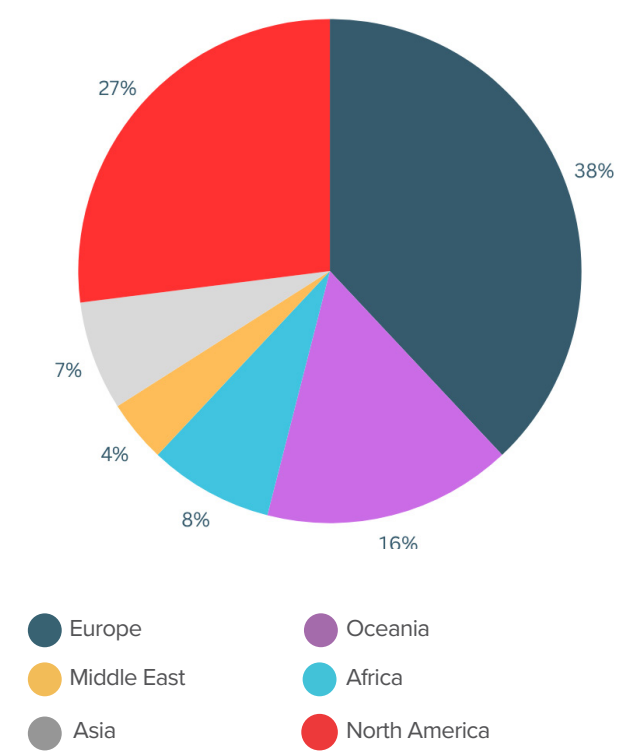


# 2024 – 2025 FINANCIAL YEAR SUMMARY

Membership Profile



Agency Membership by World Region



# FINANCIAL YEAR SUMMARY

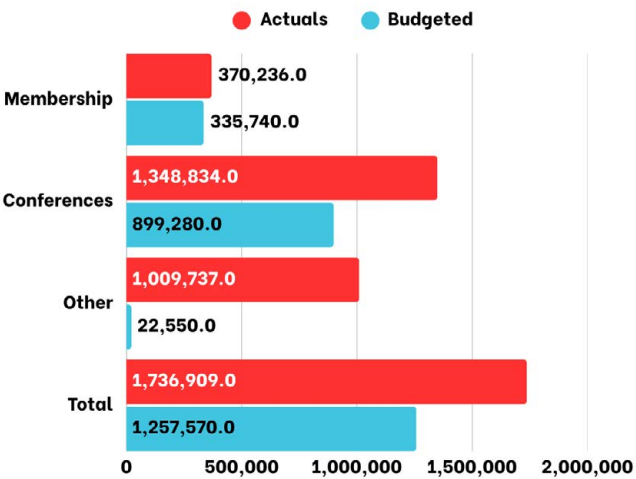
ICPA closed the 2024–2025 fiscal year with a strong financial performance, ending in a surplus of \$101,403 against a forecasted breakeven. This was driven by increased revenue from membership, the Annual Conference, and thematic conferences (WICC and CTC), alongside careful financial oversight. Total income reached \$1.74 million, significantly exceeding the approved budget by \$479,339. Membership revenue grew by \$34,496, particularly through successful follow-up on individual members and an increase in new agency memberships.

Expenses rose by \$381,800, largely due to higher attendance at events and approved investments in administration, contractual services, and financial systems. The financial year demonstrates ICPA's stability and adaptability, providing a solid foundation for continued growth in 2025–2026.

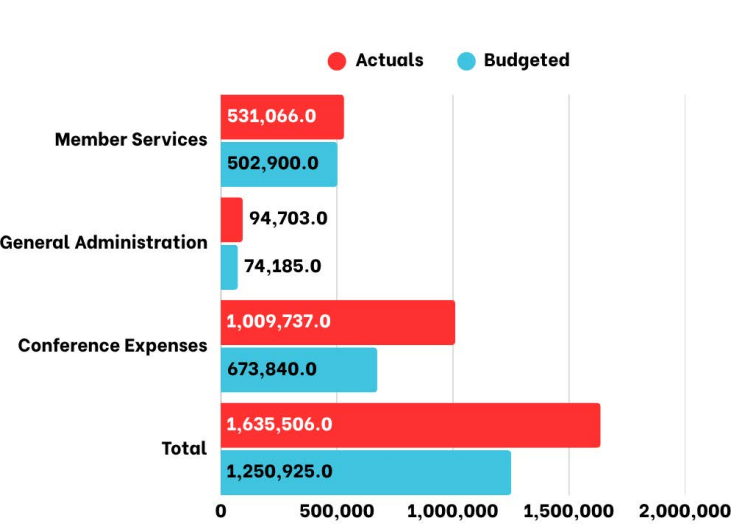
The following graphs outline the income and expenditure undertaken by the Association in the 2024 to 2025 Fiscal Year.

ICPA's finances undergo either an external review or an external audit on an annual basis, currently undertaken by Abernethy & Company, P.C. The Fiscal Year 2024 – 2025 will be subject to an external audit (including for the 2023 – 2024 Fiscal Year). The outcome of the audit is available to members on request.

## FY 2024-2025 Revenues



## FY 2024-2025 Expenses



## Approved Budget

|                    |             |
|--------------------|-------------|
| Total Income       | \$1,257,570 |
| Total Expenses     | \$1,250,925 |
| Net Surplus/(loss) | \$6,645     |

## Year End

|                    |             |
|--------------------|-------------|
| Total Income       | \$1,736,909 |
| Total Expenses     | \$1,635,506 |
| Net Surplus/(loss) | \$101,403   |

\* Figures are in \$US (Dollars)



# FUTURE ACTIVITY

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

The remainder of 2025 and 2026 will include several online and in-person events. ICPA is committed to a minimum of six online events (webinars and Learning Academy sessions). The following in-person events are scheduled for 2025 and beyond:

## 2025

### **ICPA 26th AGM and Annual Conference**

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

26 - 31 October, 2025

Istanbul, Türkiye

## 2026

### **International Research in Corrections Conference**

What Works in Corrections: Research Driving Safe Environments, Rehabilitation, and Reintegration

2 - 5 March, 2026

Auckland, New Zealand

### **World Congress on Probation and Parole (ICPA Partner Event)**

Getting Smart on Justice: Healing Hearts & Safer Societies

14 - 17 April, 2026

Bali, Indonesia

### **Prison Design and Technology Conference**

Humane and Resilient Futures: Rethinking Prisons through Innovation, Infrastructure, and Technology

21 - 24 April, 2026

Morocco, Rabat

### **ICPA 28th AGM and Annual Conference**

Partnerships in a Modern Corrections Landscape: Responding to Increasing Growth and Complexity

25 - 30 October 2026

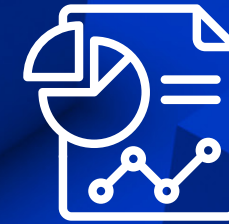
Belfast, Northern Ireland

## 2027

### **ICPA 29th AGM and Annual Conference**

Zimbabwe

24 - 29 October 2027



# ACKNOWLEDGMENTS

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

# 2024-2025 MEMBERSHIPS

## PUBLIC SECTOR

### EMERALD

|                                                                                                               |                                                             |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| ACT Corrective Services (AU)                                                                                  | HM Prison and Probation Service, England & Wales (UK)       |
| Corrections Victoria (AU)                                                                                     | Hong Kong Correctional Services Department                  |
| Corrective Services New South Wales (AU)                                                                      | Justice Health and Forensic Mental Health Network           |
| Department for Correctional Services South Australia (AU)                                                     | Malaysian Prisons Department                                |
| Department of Corrective Services Western Australia (AU)                                                      | Netherlands - Dutch Custodial Institutions Agency           |
| DGAPR, Morocco (Délégation Générale à l'Administration Pénitentiaire et à la Réinsertion du Royaume du Maroc) | Northern Territory Department of Correctional Services (AU) |
| Directorate of Norwegian Correctional Services                                                                | Queensland Corrective Services (AU)                         |
|                                                                                                               | Rwanda Correctional Service                                 |
|                                                                                                               | Tasmania Prison Service (AU)                                |
|                                                                                                               | Uganda Prison Service                                       |

### RUBY

|                                                                       |                              |
|-----------------------------------------------------------------------|------------------------------|
| Abu Dhabi Judicial Department - Rehabilitation & Correctional Centers | Kenya Prison Service         |
| Department of Corrections - New Zealand                               | Singapore Prison Service     |
| General Directorate of Prisons and Detention Houses – Türkiye         | Correctional Services Canada |

### SAPPHIRE

|                                                                                             |                                          |
|---------------------------------------------------------------------------------------------|------------------------------------------|
| Agentschap Justitie en Handhaving (Agency for Justice and Enforcement), Belgium             | Irish Prison Service                     |
| Austrian Prison Service                                                                     | Isreal Prison Service                    |
| BC Corrections - Ministry of Public Safety and Solicitor General, British Columbia (Canada) | Korea Correctional Service               |
| Belgian Federal Service - CDRGA                                                             | Kosovo Correctional Service              |
| Bermuda Department of Corrections                                                           | Mauritius Prisons Service                |
| Correctional Service Canada                                                                 | Namibian Correctional Service            |
| Cyprus Prisons Department                                                                   | New Jersey Department of Corrections     |
| Danish Prison and Probation Service                                                         | Prison and Probation Service of Finland  |
| Department of Corrections, Thailand                                                         | Swedish Prison and Probation Service     |
| General Directorate Execution of Sentences – Bulgaria                                       | US Department of State (INL-CIV)         |
|                                                                                             | Zimbabwe Prison and Correctional Service |

# 2024-2025 MEMBERSHIPS

## CORPORATE SECTOR

### PLATINUM

Telio Group  
ViaPath Technologies

### GOLD

|                                                       |               |
|-------------------------------------------------------|---------------|
| Honeywell Building Technologies                       | Serco Limited |
| Multi-Health Systems Inc. (MHS)                       | Unilink       |
| Papilon - Savunma Teknoloji Ve Ticaret Anonim Sirketi |               |

### SILVER

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

### BRONZE

CGL Companies  
Steinbach & Vollmann GmbH (STUV)

## NON-PROFIT/ NGO AND ACADEMIC ORGANISATIONS

### TOPAZ

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

# 2024-2025 MEMBERSHIPS

## OPAL

|                                                |                                                                    |
|------------------------------------------------|--------------------------------------------------------------------|
| Aproximar, Cooperativa de Solidariedade Social | Probation and Community Corrections Officers' Association (PACCOA) |
| Compassionate Reprieve                         | University of Justice, Poland                                      |
| Correctional Leaders Association (CLA)         |                                                                    |
| Estonian Academy of Security Sciences          |                                                                    |

## LIFETIME MEMBERS

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

## PROFESSIONAL MEMBERS

|                     |                             |
|---------------------|-----------------------------|
| Teresa Abreu        | Paul Crowhurst              |
| Ahmed Alshamrani    | Doug Dretke                 |
| Glen Babich         | Paul Dubé                   |
| Paul Baker          | Teri DuTemple               |
| Kübranur Başar      | James Flanagan              |
| Chukwunonso Belonwu | Alfred Garcia               |
| Leann Bertsch       | Paul Geurts                 |
| Sonia Bom           | Brent Gibson                |
| Doug Bond           | Frank Greene                |
| Salah Buosaibah     | Jesus Hector Grijalva Tapia |
| Neil Butler         | Paul Grimmond               |
| Ivan Calder         | Michael Haggerty            |
| Michael Campbell    | Raphael Tuhafeni Hamunyela  |
| Claudio Canavati    | Kelly Hartle                |
| Michelle Carpentier | Tony Hassall                |
| Shannon Carst       | Monica Hook                 |
| Serena Cataldo      | Mark Inch                   |
| Matt Cate           | Buddy Johns                 |
| Ethan Chambers      | Marwan Julfar               |
| Darren Chiappinelli | Professor Kimora            |
| Chris Collett       | David Kneller               |
| Brooke Collignon    | Brian Koehn                 |
| Stephanie Covington | Brian Lovins                |
| Scott Craddock      | Belinda Macdonald           |

# 2024-2025 MEMBERSHIPS

|                       |                                    |
|-----------------------|------------------------------------|
| Alfred Garcia         | Jennifer Brown                     |
| Andie Moss            | Jessica Roquemore                  |
| Andrew Hundley        | Jesus Hector Grijalva Tapia        |
| Anna Motz             | Jim Randolph                       |
| Belinda Macdonald     | John May                           |
| Brian Lovins          | Jordine Rose Ocon                  |
| Bruce Tripp           | Josefin Wikström                   |
| Bryan Jakovcic        | Joseph Pryor                       |
| Buddy Johns           | Justin Sterett                     |
| Carolina Moreno       | Kamal Alnazzawi                    |
| Cherie Townsend       | Kanayo OLISA-METUH                 |
| Chris Pollard         | Kaveh Ofogh                        |
| Christin M. Johnson   | Kelly Hartle                       |
| Christina Sutcliffe   | Kevin Wright                       |
| Christopher Poulos    | Khalil Osiris                      |
| Cody Wilde            | Koert Swierstra                    |
| Dan Chafe             | Kübranur BAŞAR                     |
| Darren Chiappinelli   | Laura Krieger-Sample               |
| Daryl Churney         | Laura Rodas                        |
| Dave Redemske         | Leann Bertsch                      |
| David Kneller         | Marc Stern                         |
| Deanna Dwenger        | Marie Claire Van Hout              |
| Desire SIMBI CHAMBALI | Mark Inch                          |
| Devon Polaschek       | Matt Cate                          |
| Diane Williams        | Mboahangy Fanambinana Rakotoarisoa |
| Dieudonné Koyenga     | Melissa Hamilton                   |
| Dominique Moran       | Michael Bell                       |
| Doug Dretke           | Michael Murphy                     |
| Douglas Keillor       | Michael S. Vaughn                  |
| Elizabeth Falcon      | Michelle Carpentier                |
| Emily Troshynski      | Michelle EarleRobin Timme          |
| Ernest Schall         | Roman Mychajlowycz                 |
| Faye Taxman           | Ron Forte                          |
| Frank Greene          | Salah Buosaibah                    |
| Frederick Lusk        | Sandra McBrayer                    |
| Gary Nicholls         | Sandra Osteen                      |
| Gethin Jones          | Scott Craddock                     |
| Heather Sullivan      | Sedjro Jiles Yekpe                 |
| Hugh Lester           | Serena Cataldo                     |
| Ilina Taneva          | Sharon Pette                       |
| Ivan Calder           | Sinead Meade                       |
| James Flanagan        | Sonia Bom                          |
| James Tweed           |                                    |

# 2024-2025 MEMBERSHIPS

|                    |                            |                      |
|--------------------|----------------------------|----------------------|
| Michelle Purkiss   | Paul Baker                 | Shaffer              |
| Mike Reynolds ACM. | Paul Baker                 | Stephanie Covington  |
| Mike Thatcher      | Paul Dubé                  | Stephen Walker       |
| Mikko Sarvela      | Peter Severin              | Steven Van De Steene |
| Monica Hook        | Phaello Malataliana        | Sujata Tiwari        |
| Muna Alkulaibi     | Raphael Tuhafeni Hamunyela | Sven Akerman Jr      |
| Muna Al-Saadi      | Rick Raemisch              | Tahlia Pead          |
| Nathaniel Dadzie   | Robert Boraks              |                      |
| Pamela Valera      | Robin Timme                |                      |
| Patricia O'Hagan   | Roman MychajlowyczStaci    |                      |

## AGENCY PROFESSIONAL MEMBERS (VIP)

|                            |                            |                     |
|----------------------------|----------------------------|---------------------|
| Andrew Cupples             | Jeremy Lightfoot           | Rolando Nooks       |
| Anne Kelly                 | Jo Farrar                  | Ruth Graver         |
| Berfu Altay                | Johnson Byabashaija        | Salome M. Beacco    |
| Beverley Thompson-Brown    | Ka-lun (Charles) LEUNG     | Sarah Kuckert       |
| Beverley Wall              | Karl Mario Norbin          | Sarah Miles         |
| Byung-chul YOO             | Keeva Joell-Benjamin       | Sarah Shelton       |
| Caron McCaffrey            | Kevin Kempf                | Simon Bonk          |
| Cherie Townsend            | Kim Ekhaugen               | Siu-hang CHAN       |
| Chiu-kok Kenny NG          | Kwok-hing WONG             | Soen TONG           |
| Daniel Lang                | Larissa Strong             | Stefan Van der Veen |
| Dave Lageweg               | Leanne Close               | Stephen Martin      |
| David Brown                | Lise Sannerud              | Tanja Sieme         |
| Denise Robinson            | Mark Tesreau               | Tiago Leitão        |
| Enis Yavuz Yildirim        | Mark Whittaker             | Tom Enger           |
| Eric Gonzalez              | Martin Gillå               | Victor Dickson      |
| Erin Gunnarson             | Martin Holmgren            | Virva Raitio        |
| Fatih Güngör               | Matthew Wee                | W Robert Glass      |
| Francis Toye               | Melissa Westin             | Wendy Hoey          |
| Friedrich Alexander Koenig | Michael Reynolds           | Wim Saris           |
| Gad Tobaly                 | Michal Sopinski            | Yong Lee SHIE       |
| Gert Daniels               | Michelle Jarman-Howe       | Zaneta Whitworth    |
| Gloria Haché               | Mohamed Salah Tamek        |                     |
| Hanna Jarl                 | Oliver Drews               |                     |
| Heidi Bottolfs             | Paul Stewart               |                     |
| Ian Blakeman               | Paul Tatro                 |                     |
| Ian Broom                  | Pedro das Neves            |                     |
| Ina Eliassen               | Peter Martin               |                     |
| Ismail Dibrani             | Philip Pangkat             |                     |
| Ivaylo Yordanov            | Raphael Tuhafeni Hamunyela |                     |
| Jaganaden Rungadoo         | Richard Felsher            |                     |
| James McEwan               | Robyn Fisher-Reid          |                     |
| Jan-Erik Sandlie           | Rockey Francisco Junior    |                     |
| Jenny Hosking              | Rod Wise                   |                     |



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