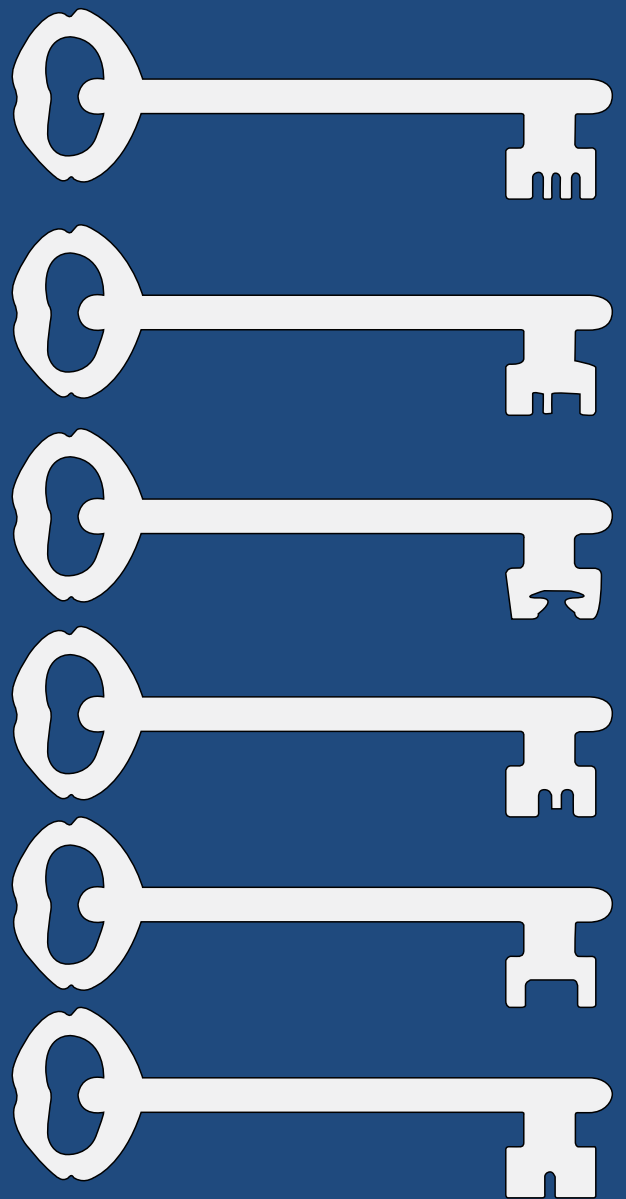


# APCCA

Newsletter of the Asian and Pacific Conference of Correctional Administrators  
[www.apcca.org](http://www.apcca.org)

Issue No 33 | October 2012

## Specialised Regimes In Prison



Life-skills Training In Western Australia Prisons

Canada's Federal Prisons Provide a Healing Approach for Aboriginal Offenders

A Peek into Singapore's Changi Women's Prison

An Introduction to the Correctional Services of Solomon Islands

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# editor's note

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This edition of the APCCA newsletter highlights some of the specialised regimes adopted by member jurisdictions. Offender populations are quite often diverse and non-homogeneous, necessitating a spectrum of custodial regimes and rehabilitation programmes in order to ensure safe and secure custody and effective intervention. The articles generously provided by the various members offer insights into the various initiatives tailored for specific groups of inmates.

Australia highlights life-skills training programmes where pre-release inmates are grouped together in 'houses'. There they learn to live and work together as a team, gaining skills critical for re-integration.

Canada shares its approach in facilitating effective corrections of their Aboriginal offenders. The Pathways Initiatives focus on Aboriginal-specific institutional healing programmes and services and are intended to reduce re-incarceration rates and to increase the probability of successful reintegration into the community.

Singapore offers a peek into the Changi Women's Prison. Staffed by female prison officers, it is the only female institution in the country. The article offers an interesting perspective on working in a women prison, from the officers' point of view. Last but not least, the Solomon Islands provides us with a comprehensive introduction to her correctional service and highlights several strategic initiatives such as the construction of a new low-medium security correctional centre.

I would like to express my heartfelt appreciation to the APCCA members who have contributed to this issue. May all of us continue to share our experiences and achievements through this newsletter so as to broaden each other's perspectives and enrich the corrections community.

**Soh Wai Wah**  
**Singapore Prison Service**



# Life-skills Training at Boronia Pre-release Centre for Women and Bunbury Regional Prison

Contributed by Department of Corrective Services, Western Australia

At some Western Australian prisons,  
a unique life skills opportunity exists with prisoners  
able to do their grocery shop 'on the inside'.

## No corner store

For most of us, grocery shopping is a weekly chore that is not high on the list of popular activities. We spend our allocated time each week navigating the often horrifying landscape that is the local shopping centre, negotiating wonky-wheeled trolleys, avoiding screaming toddlers and walking up and down each of the aisles in search of that exact brand of milk or canned soup.

But for the prisoners at Boronia Pre-release Centre for Women in Perth, Western Australia and the pre-release unit at Bunbury Regional Prison south of Perth, shopping is often a highlight of the week. As part of developing prisoners' life skills and preparing them for their inevitable release back into the community, both prisons have supermarket-type facilities where prisoners do their weekly shopping.





A cleaner and a cook are elected for each house, usually based on existing skills and they are then in charge of either the house cleaning or the menu-planning, shopping and cooking for the house. Eileen said a democratic process was used to elect the house cook. "It is almost always determined among the prisoners within the house who the cook will be. Team work is encouraged and they have to learn to live and work together as a team, much like they would have to out in the community. They are encouraged to plan the menus together and take turns doing the cooking, but the cook is still in charge and does most of the cooking for the house".

Life Skills Officer Penny said prisoners at the unit took to the system quickly. "They have really embraced the chance to learn about the different seasonal fruits and vegetables and cuts of meat. One of the highlights for me is when a prisoner finds a new recipe and tries something different.

At Bunbury Regional Prison, the shop and canteen are run by Vocational Support Officer (VSO) Canteen/Laundry Officer **Eileen Driscoll** and Life Skills Officer Penny Wright. Once a week, prisoners are given the opportunity to use their personal spends (from individual gratuities) as well as shop for their 'house'.

They will often try out family recipes or cultural dishes that, on the outside, they may not have bothered to take the time to learn. We've had some delicious dishes made by prisoners embracing new and different styles of cooking".

On average, each house holds nine prisoners and has a shared kitchen, fridge and freezer. Eileen said each house operates as an individual unit making it a much more flexible process than in the traditional prison system. Each house is allocated a budget depending on the number of prisoners living there for the week.

Penny said the system also encouraged prisoners to learn the value of property. "Each house has their own pots, pans, appliances and utensils and the prisoners are great at making sure newer prisoners respect the house property and look after what they have. They take ownership of their house items and make sure they are clean and looked after. This is often the first time they have ever considered the worth of things and to respect property."



At Boronia, the supermarket works in a different way as it has to cater for mothers and children also. The shop is managed by Catering Coordinator Patrick Wingert and is run by four prisoners who are enrolled in accredited training. Patrick said the women were involved in every aspect of the supermarket. “They manage the stock levels, operate the till, stock the shelves and fridges and put together the orders. The women working in the shop also act as mentors for newer prisoners, showing them how the system works. They take a great deal of pride in their work and do an excellent job keeping everything organised and running.”

The supermarket was introduced as a pilot program at Boronia when it opened in 2004. It is open Monday to Friday and each of the 17 houses is allocated two weekly shops which are scheduled on a rotation. Patrick said the whole house was involved in the shopping process. “The residents work together to plan their daily menus, put together a shopping list and do all of their shopping. We also have

a life skills officer who cooks with the ladies and shows them new recipes on occasion.”

When prisoners first arrive at either facility, they are put through food safety and preparation training with life skills officers. Both prison shops follow the healthy food pyramid and foods are divided into red foods (for high fat, high sugar, high salt foods), yellow foods (medium fat, medium sugar, medium salt foods) and green foods (staples and healthy foods). The house budget is then divided so only a certain amount can be spent on each section including a white category for cleaning products and general household items.

One of the prisoners working in the Boronia shop said the colour system helped to reinforce healthy eating practices. Both supermarkets are also able to cater for special dietary requirements such as diabetes, vegetarian diets, gluten-free options, religious diets and coeliacs.





# Canada's Federal Prisons Provide a Healing Approach for Aboriginal Offenders: Pathways Initiatives and Healing Lodges

Contributed by Correctional Service of Canada

## Introduction

The widely documented challenges facing Aboriginal peoples are not limited to Canadian communities from coast to coast to coast. These challenges are also manifested in our correctional facilities where Aboriginal offenders are disproportionately overrepresented. According to the 2006 Census of Population, Aboriginal peoples – including First Nations, Métis and Inuit – comprised 3.8% of Canada's population but represented 18.5% of the total federal offender population. The Correctional Service of Canada (CSC), the federal department responsible for the management of federally sentenced offenders serving over 2 years is working with other government departments, Aboriginal communities and key stakeholders to foster effective correctional practices that increase reintegration chances for Aboriginal offenders.

Since the early 1990s, CSC has taken several key measures to facilitate effective corrections and produce positive correctional results for



Smudge bowl and eagle feather

Aboriginal offenders. Some of these measures include the establishment of correctional programs unique to Aboriginal offenders, development of a culturally sensitive policy framework to guide CSC operations and reintegration, and establishment of Healing Lodges. Healing Lodges combine holistic correctional approaches, as a prelude to release where individualized programming is delivered within a context of community interaction.

The Corrections and Conditional Release Act (CCRA) - the Act of Parliament that sets legislative framework for CSC – was promulgated in 1992. Following this and building on its long-standing reintegration principles, CSC focused on enhancing its operations by creating correctional environments that facilitate Aboriginal programming and intervention, including engaging Aboriginal communities in providing correctional services to Aboriginal offenders. In 1995, CSC opened its first 30-bed healing lodge in Maple Creek, Saskatchewan, in partnership with the Nekaneet First Nation. Okimaw Ochi Healing Lodge was designed to address to the needs of Aboriginal women offenders in a culturally relevant environment. CSC would open eight other Healing Lodges across Canada in the ensuing years.

In addition to establishing separate Healing Lodges, CSC recognizes the intrinsic value of Aboriginal Elders in offender healing and rehabilitation. In 2003, CSC formed the National Elders Working Group (NEWG) to guide and advise on effectively implementing a continuum of care model designed to recognize the past, present and the future direction of Aboriginal peoples as a whole in the process of rehabilitation. Aboriginal Elders provides healing to offenders through the use of traditional ceremonies and teachings in our institutions. As a result of their important contributions, the vision for Pathways Initiatives began.



## Pathways Initiatives

Pathways Initiatives are specialized living units established to focus on the provision of Aboriginal-specific institutional healing programs and services. These units offer appropriate cultural support to Aboriginal offenders in order to reduce their re-incarceration rates and to increase the probability of successful gradual reintegration into the community. Pathways Initiatives support the journey of offenders who have demonstrated a significant commitment to healing by engaging in work with Aboriginal Elders and spiritual advisors within dedicated correctional environments that are ideal for more intensive institutional healing interventions.



At the core of Pathways is the value of RESPECT; an essential foundation of assessing an offender's admission into the initiative. Eligible offenders must demonstrate their commitment to positive change emotionally, mentally, physically and spiritually. Respect, honor and love are deeply rooted in Aboriginal culture and tradition. Respect for personal independence means that the offenders must show their ability to make decisions about their commitment to change and exhibit respect towards themselves, other offenders, Elders, CSC employees and the Pathways living unit environment in general. As indicators of their commitment, participating offenders must:

Have engaged in a traditional healing process and participated in ceremonies and counselling consistently for a period of approximately six months;

Demonstrate their sustained commitment to their Correctional Plans which outlines their risk and needs;

Maintain a substance-free lifestyle within the institution and voluntarily submit to random drug testing upon request; and

Demonstrate acceptable and respectful institutional behaviour that supports the safety and security of staff members and other offenders.

In 2002, CSC launched its first three Pathways Units. An evaluation released in 2006 demonstrated that offenders participating in Pathways initiatives had better correctional results (including commitment to their correctional plans), lower institutional incidents, and increased transfers to lower security institutions. As a result, CSC expanded Pathways to seven other institutions in

subsequent years. There are currently 25 Pathways Units in our institutions across Canada. And since 2009, the flow-through data of Aboriginal offenders in Pathways Units has demonstrated a yearly increase from 226 offenders in 2009 to 367 offenders in 2012.

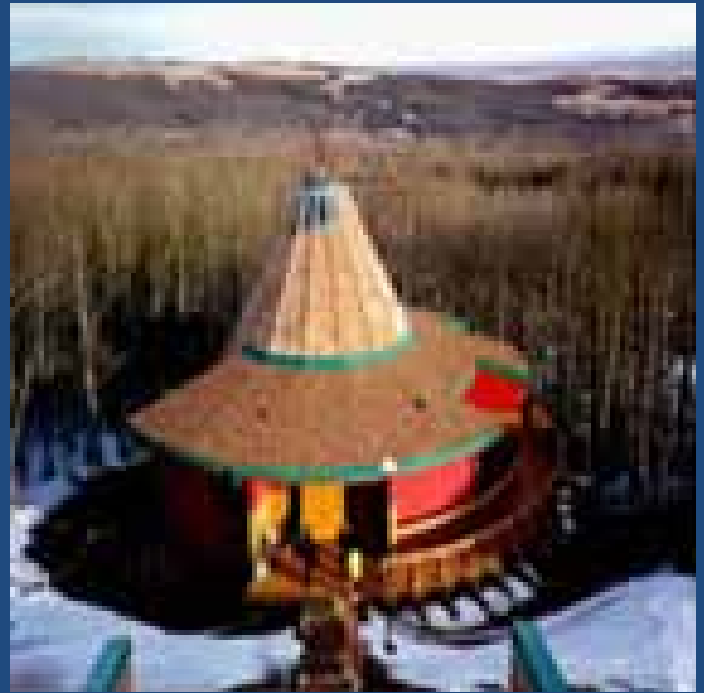
Pathways Initiatives are available in three forms: Pre-Pathways, Pathways and Pathways Transition Houses. Pre-Pathways are day programs at maximum-security institutions aimed at identifying and preparing offenders for transfer to lower security institutions. Pathways Units are living units in medium security institutions and multi-level women institutions where the offender is engaged in intensive healing guided by Elders and spiritual advisors. Elders and spiritual advisors ensure that interventions integrate cultural, traditional and ceremonial practices that promote changes in personal values, as well as behavior. Pathways Transition Houses are living units in minimum-security institutions designed to safely facilitate and support the reintegration of offenders through conditional releases into the community.

Given that the primary focus of Pathways is positive change, this is achieved by utilizing a cultural approach to healing, promoting a traditional way of life and living that enables offenders to integrate Aboriginal culture and beliefs. Pathways teams across the country work to strengthen Aboriginal offender accountability for their personal healing journey, which increases the likelihood of success when returning to their family community.

# Healing Lodges

In an effort to recognize and support the unique needs of Aboriginal offenders and to recognize the need for culturally appropriate environments which integrate Aboriginal culture, CSC established correctional facilities, operated in partnership with Aboriginal communities, that offer services and programs in an environment that incorporates Aboriginal peoples' traditions, beliefs, and practices. In a Healing Lodge, the needs of Aboriginal offenders serving federal sentences are addressed through Aboriginal teachings and ceremonies, the services of the Elders, and culturally competent programming.

CSC administers four Healing Lodges in partnership with Aboriginal communities: Pê Sâkâstêw Centre (Prairie Region); Okimaw Ohci Healing Lodge (Women's facility, Prairie Region); Willow Cree Healing Lodge (Prairie Region); and Kwikwéxwelhp Healing Village (Pacific Region). In these facilities, CSC retains responsibility for the care and custody of federal offenders, however partnerships with the First Nations allow for ongoing engagement with, and involvement of, the local Aboriginal community, ensuring that the healing lodge environment remains culturally relevant and appropriate. A commitment by CSC to create employment opportunities from within the community facilitates a greater understanding of holistic approaches to safety and rehabilitation, ensuring effective administration from an Aboriginal perspective.



**Okimaw Ochi Healing Lodge (Saskatchewan)**

In addition, section 81 of the CCRA allows for the Minister (or a person authorized by the Minister) to enter into an agreement with an Aboriginal community for the provision of correctional services to Aboriginal offenders. There are currently five Section 81 Healing Lodges in operation: Native Counselling Service of Alberta – Stan Daniels Healing Centre (Alberta); Ochichakkosipi Healing Lodge (Manitoba); Prince Albert Grand Council Spiritual Healing Lodge (Saskatchewan); Waseskun Healing Centre (Quebec); and Buffalo Sage Wellness House (Women's facility, Alberta). Aboriginal communities operate these healing lodges independent to, but in partnership with, CSC providing offenders with community based alternatives to traditional correctional facilities.

If you would like more information on Pathways Initiatives or Healing Lodges, please visit our website at: [www.csc-scc.gc.ca](http://www.csc-scc.gc.ca).



# A Peek into Changi Women's Prison

Contributed by Singapore Prison Service

*You have read the stories, you have heard the rumours and urban legends. But what really goes on behind the gates of Singapore's only female offender facility?*

For many prison officers, Changi Women's Prison (CWP) is shrouded in an air of mystery. This is especially so for male officers who would probably never get a chance to work in CWP. This article provides an inside story to this unique stand-alone institution.



The housing units (HU) in CWP do not have dayrooms. Thus, inmates often have to be escorted from their respective landings to other landings or other blocks. Given the physical infrastructure of CWP, the routine for a HU staff is indeed physically demanding. The high level of movement within a HU keeps staff on their feet for most of their shifts. However, the teamwork and willingness to help one another makes the work more enjoyable. Officers enjoy regular outings with one other and their children often join in as well. Sergeant Ayisath agrees: "Being a working mother of three is not easy. It gives me a sense of satisfaction to be able to manage thus far. I really enjoy going for outings with my team and sometimes I bring my kids along as well!"

*In going up and down the HU, the estimated number of steps taken by an officer per shift is 312. This translates to climbing approximately 19 storeys in a typical building.*



The all-girl outing. Ok, and a couple of boys.

*“Managing women inmates is not necessarily an easy task.”*

Men are often deemed to be more violent than women. Hence, women are usually perceived as being easier to manage. However, women tend to be more emotional and expressive. Research has found that women suffer more stress than men and their coping style is more emotion-focused than that of men. Thus, more time and energy may be required to understand women inmates and manage their emotions. However, it is rewarding when inmates appreciate the time and effort that staff have invested.

Staff Sergeant Lion shares that: “On the tour of my duty, I heard an inmate crying softly in the tele-visit room. Noticing her emotional distress, I took time to hear her out. When I started to speak to her, she opened up to me, and started sobbing uncontrollably. She was pinching her arms as a form of relief. It turned out that her beloved grandmother had just passed away, and she could not forgive herself for not being able to take care of her. I spent about 40 minutes talking to her and calming her down. She was thankful that I was sensitive to her needs at a timely moment and it “knocked some sense” into her.”

*“Being a Personal Supervisor and interacting with different categories of inmates is challenging but fulfilling.”*

Rehabilitation Officer Zawani recalls: “To me, everyday is a new challenge as I learn to deal with different types of inmates. On one hand, I have Reformative Training Centre (RTC) inmates aka “young punks” under my charge, on whom strict discipline needs to be enforced. On the other hand, I have mentally unstable inmates. For these inmates, I have to change my approach as they do not grasp the concept of rules in the HU and they need special attention.”

*“CWP is quite specialised and different...but there is strength in diversity.”*

Because of its unique working environment, CWP is often seen as a separate entity from other male institutions, working in CWP definitely provides the officers a different perspective of looking at things!





# Overview of the Correctional Services of Solomon Islands

Contributed by Correctional Services of Solomon Islands



**CSSI is committed to delivering to the Government and the People of the Solomon Islands the highest quality services in the most sustainable way**

## Our Vision

To be an effective, ethical and professional organisation and a leader in correctional management in the region.

## Our Mission

To enhance the safety of the community by providing secure and humane containment and facilitating the rehabilitation of prisoners.

## Our Values

Respect, diversity, capacity development, cultural appropriateness, inclusiveness, accessibility, openness, transparency and staff development.



CSSI Headquarters



CSSI HQ staff



Commissioner Haisoma

Correctional Services of Solomon Islands (CSSI) has continued to focus on a program of continuous improvement across the agency and is committed to implementing management processes that support transition to a fully independent correctional service. Corporate and annual planning is fundamental to this together with processes for effective monitoring and evaluation. At the heart of CSSI's vision is a commitment to rehabilitation and reintegration. CSSI is focused on providing prisoners with opportunities to gain skills, address the causes of offending, maintain links with their families and the community and reduce the prospect of re-offending.

Staff development is critical to the success of CSSI and in particular leadership and management development. In implementing the strategy of 'the right people in the right job' it is necessary to ensure that staff with potential are identified and developed. A CSSI Leadership Development Course was introduced in 2011. Increasing emphasis has been placed on performance management across CSSI through Performance Development Plans at Inspector level and above and regular evaluation and assessment for staff at all levels. Promotion is to be transparent and on the basis of merit.

Infrastructure development remains a key component of corporate planning. The successful commissioning and operation of the new centre at Auki and a program of staff

housing construction and refurbishment in recent years is evidence.

## CSSI CORE FUNCTIONS AND OUTCOMES

The Correctional Service of Solomon Islands is committed to providing a professional, culturally appropriate, fair, equitable, effective and sustainable service to support the Solomon Islands law and justice system. The Service will achieve this within the framework of the Solomon Island's Constitution, Correctional Services Act and Regulations and the United Nations Minimum Standards for the Treatment of Prisoners.

The seven core functions of the Correctional Service of Solomon Islands are:

- 1 Secure, Safe and Humane Containment
- 2 Rehabilitation and Reintegration
- 3 Staff Development and Workforce Management
- 4 Resource Management
- 5 Professional Standards and Compliance
- 6 Infrastructure Development
- 7 Governance

# Safe and Secure Containment

## CSSI Correctional Facilities

The Correctional Service of Solomon's has six (6) correctional centres throughout the Solomon Islands. Two are located in Guadalcanal with one being a Maximum Security Centre and the other one a Low Security Centre. The other four are located in the other provinces within Solomon Islands and are Low to Medium Security Centres.



With the development of this facility, Correctional Services continues to demonstrate its commitment to ensuring that modern correctional standards are maintained in our facilities throughout the Solomon Islands.

CSSI continues to maintain that commitment as construction commences on the Gizo Correctional Centre. This centre will accommodate male, female, and juvenile offenders in accordance with the United Nations Standard Minimum Rules for the Treatment of Prisoners. In addition, this facility will also be able to cater for offenders with a

disability. Correctional Services recognizes the benefits of prisoners serving their sentences in their home community. We acknowledge that the majority of prisoners will one day return home to their family and friends.

In the past, because of inadequate facilities we have not always been able to maintain prisoners close to their community. This has frequently meant prisoners being held in Honiara instead of more appropriate facilities in provincial locations. This new centre in Gizo and other provincial centres upgrade will help us to address many of those issues.

Being sentenced to prison is a significant event in a person's life. It can also present serious "social consequences" for the family. While we have no control over a sentence that is handed down by the court, we do have a responsibility to ensure that prisoners are maintained in a safe, secure and humane environment. We have a responsibility to provide the prisoner with whatever opportunity and support that we can to help their rehabilitation and eventual return home. And we need to do this with the assistance of, and in partnership with, the community.

By maintaining prisoners in provincial centres, their rehabilitation prospects are improved because they are able to maintain contact

with community support organizations as well as their families and other positive role models. The role of a prison is not just to contain a person. If we do that, and nothing else, we become nothing more than a huge warehouse where people are held until release.

The construction of the Correctional Centre and associated housing is one step. We also need to engage with community groups and seek their assistance in the planning of programs, industries and other rehabilitation and reintegration initiatives. In this way I hope that we can work together towards making the Western Province a safer community.

## Rehabilitation and Reintegration

At the heart of CSSI's vision is a commitment to rehabilitation and reintegration which underpin the combined endeavours of both the Solomon Islands government and RAMSI. CSSI is focused on providing prisoners with opportunities to gain skills, address the causes of their offending, maintain links with their families and the community and reduce the prospect of re-offending.

CSSI has developed a 5 stream approach to prisoner rehabilitation. These streams include:

Education – literacy & numeracy;

Faith based – assists prisoners to undertake reconciliation with their victims;

Vocational – provides training programs through the SICHA School of Industry and a tropical agriculture program at Tetere CC;

Life skills – to assist prisoners to develop everyday living skill when they return to the community; and

Offending programs – programs to address specific behaviour associated with offending. These include: Alcoholics Anonymous, Drug & Alcohol, Anger Management and the TFD Sex Offender program.





**Prisoners actively engaged in farm management and production skills**



**Prisoners upskilled with knowledge from Solomon Islands College of Higher Education**

## Reconciliation

In the Solomon Islands Culture, reconciliation is traditionally respected and recommended for bringing two parties together the prisoner and the victims to reconcile from the past wrong doings. Through the rehabilitation model a person can regain his status, trust, confidence, love, peace, joy, opportunity, second chance reaccepted back and survive in life.



**Reconciliation between inmate George and victim (his own brother) Eddie**

This picture shows the offender with his brother reuniting after many years in jail and separation.

Prisoner Topou cut off his brother's arm, after argument between his families and intended to cut off his neck. Their father declared that he the offender Topou will no longer be his son and he will not forgive his son for his life time.

Culturally, the offender would be sent into exile by being cast adrift in a canoe in the ocean so that he is forgotten. The offender's mind was really disturbed, his life is ignored, neglected, hopeless, useless as he is not accepted by the head of the family, practically people with this situation must have to leave their community or commit suicide.

This year four youths committed suicide. CSSI has seen that this practice has been increasing,

and we committed to tackle the issue, through the rehabilitation process which is linked to the Solomon Islands national policy. CSSI is committed to rehabilitate the offender through the rehabilitation program and has brought the offender to realize his wrong doings and to seek for forgiveness from the victim and the community.

George Tupou finally reconciled with his elder brother. His father was convinced and pleaded to forgive his son and revoke his previous word by calling out to the offender George Tupou I forgive you, now you are my son. In tears, the offender was discharged and welcomed by the family and leading security team at GIPOL Bosses home. He finally reunited with his family and community.

## Staff Development and Workforce Development

Staff development is critical to the success of CSSI and in particular leadership and management development. In implementing the strategy of 'the right people in the right job' it is necessary to ensure that staff with potential are identified and developed.

Correctional Services Solomon Islands staff are amongst the best trained officers in the Pacific Region. Our training programs are internationally recognized and proof of this can be seen on our 2012 recruit training course where we have Correctional Officers from Kiribati, Nauru and Vanuatu participating alongside recruits from the Solomon Islands.

A CSSI Leadership Development Course including ongoing workshops introduced in 2011. Increasing emphasis will be placed on performance management across CSSI through Performance Development Plans

at Inspector level and above and regular evaluation and assessment for staff at all levels:

Promotion is to be transparent and on the basis of merit. All staff training is to be targeted and relevant;

Significant infrastructure support for the development of correctional centers' and staff housing across the Solomon Islands;

Staff development and professional training including the opportunity for selected officers to attend training overseas; and

Capacity development in the areas of policy and procedure, finance, human resources, audit and compliance and administration.





**Clockwise from top :**

- 1) Kiribati Recruit Participant 2011**
- 2) CERT IV Assessors Course 2011**
- 3) Certificate III Graduation 2010**



## CSSI has established an Audit and Compliance Unit to:

Ensure audit and compliance systems are in place to ensure there is compliance with legislation, policies and procedures (including standing orders). Audit results are documented together with agreed actions taken to improve efficiencies. Follow up on all areas of non compliance with senior staff and managers required to resolve

any areas of non compliance whether minor or major;

Develop a culture for accountability across the organisation where achieving required standards is the objective; and

Measure through spot checks and internal/external audits of compliance.

## Gender Equality

To help CSSI to move towards gender equality, a comprehensive gender audit was carried out during 2012.

Female Correctional Officers are considered by their male counterparts to have the impact of 'cooling agents and panadol' to defuse tension and conflict within the prison environment. While there is recognition of the value of this female factor, especially amongst male colleagues, the institutional

focus on and commitment to gender equality in CSSI needed further assessment through this gender audit. The Report discusses key findings from the interviews and meetings conducted at the CSSI Headquarters and the Rove Central and Provincial Correctional centres and sets out recommendations considered to be key priorities for follow up action. While gender inequality remains, it will provide a major constraint to the growth

of Correctional Services of Solomon Islands. Achieving gender equality presents CSSI with a number of significant challenges, however the benefits to the organization and to individuals will be significant and long lasting.

UNICEF describes gender equality as meaning that women and men, and girls and boys, enjoy the same rights, resources, opportunities and protections. It does not require that girls and boys, or women and men, be the same or that they be treated exactly alike.

To achieve gender equality in CSSI, we require the will to remove barriers. We also need to develop a suitable framework to facilitate change and we need the commitment to follow through and implement change.

Apart from our staff, we also have a responsibility to our inmates to educate them and make them aware of the issues relating to gender based violence and the impact that it has on them being able to live a successful law-abiding life. It is crucial that we in CSSI acknowledge this and take positive steps to understand how to best address this issue through assisting perpetrators to change their behaviors' and thinking towards women and children. In this way we are taking responsibility for making communities across the Solomon Islands safer and more secure.

CSSI is a key institution in the Solomon Islands Government's administration of criminal justice in the delivery of custodial sentences. With rehabilitation and reintegration as CSSI's key priorities, effective interventions to change the behaviour of perpetrators of violence against women and children and an understanding of gender based violence becomes a crucial aspect of CSSI's gender focus. The gender audit assesses the extent to which CSSI is sufficiently gender focussed in carrying out its mission. The gender audit was

initiated through a discussion between the RAMSI Gender Adviser and the CSSI Women's Network Executive Committee in October 2010 and immediately approved by the CSSI Commissioner. The gender audit was carried out between February and March 2012 with the aim of generating understanding of gender, assessing the extent of gender mainstreaming within CSSI, assess achievements to date and to recommend areas for improvement.

This audit provides CSSI with an opportunity to review what we have already done and what is planned and to refine our policies and practices to ensure that we achieve the successful outcomes that we aim for. The CSSI Executive welcome the recommendations contained in this report.

The CSSI Women Network held its 5th Annual Workshop on 7th May to 11th May 2012. More than thirty female officers including two Tetere staff participated in the 5 day event. The program was officially opened by the Commissioner of Correctional Service of Solomon Islands, Mr. Francis Haisoma. In his opening remarks Mr. Haisoma congratulated all the women who attended the workshop and encouraged them to make good use of the workshop to learn and contribute ideas for the future improvement of the Network. During the workshop invited guest speakers shared their experiences as women leaders in their respective workplaces and outlined the achievements and challenges they faced during their work career. The remaining days were spent looking at mentoring practices, customer services, Review the Action Plan and Terms Of Reference, Discuss Female officers Uniform wear, Department and presentations from each provincial centre. It was a very successful workshop with all women officers participating and contributing to clarify, identify and address several ways to better improve working conditions. The





RAMSI Gender Specialist



Gender Audit Report launched



CSSI Staff recognised with Gender Audit



CSSI Women's Network Workshop May 2012



Recruits Graduations June 2012 including participant from Nauru and Vanuatu

workshop was officially closed on Friday 11th May and Outcome and Recommendations of the Workshop was presented to the Commissioner. The Commissioner thanked the Committee for their tireless effort and time in organising this workshop for the CSSI Female Officers. He once again assured the female officers that the CSSI Executive will continue to support the Women's Network in future and encourage women to have confidence in themselves to take up higher responsibilities within the organisation. Mr. Haisoma again thanked all the women officers, especially women from the provinces who attended the workshop. We are extremely proud of our female staff members who represented Tetere Correctional Centre.

## Infrastructure Development

Infrastructure development remains a key component of corporate planning. The successful commissioning and operation of the new centre at Auki and a program of staff housing construction and refurbishment in recent years is evidence of this. During the span of this Corporate Plan a new centre and staff housing is to be commissioned at Gizo. Significant refurbishment of correctional centres at Tetere, Kirakira and Lata has commenced. Construction of staff housing is expected to continue in Honiara and provincial areas subject to funding.

Other major infrastructure works outside the above-mentioned SBD\$25M include:

New Gizo Correctional Centre (approx SBD\$150M);

Construction of 25 staff houses at Gizo;

Construction of 2 temporary cell buildings at Gizo;

Infrastructure upgrade of Lata CC at a cost of approx SBD\$10M;

Infrastructure upgrade of Kirakira CC at a cost of SBD\$6M;

Construction of 2 SIG funded houses at Naha – Development Budget on yearly average of SBD\$3M and more next year;

Infrastructure improvement works associated with Rove CC following the withdrawal of the Combined Task Force observation post at the centre at a cost of AUD\$1M; and

Construction of phase 2 of multi-purpose hall at Rove CC and fencing requirements at Naha land area.



**Gizo Correctional Centre & Staff Housing Project**  
First Earth Works Ceremony March 2012

**Auki Staff Housing Development Project**  
August 2012



**Lata Correctional Centre Staff Housing Development Project 2011**  
Opening of Lata Staff Houses 8 June 2012



**Lata Correctional Centre Upgrade 2012**



**MULTIMEDIA HUB**  
**Tanah Merah Prison, Singapore**



APCCA Newsletter, October 2012 Issue no.33  
Published by Singapore Prison Service.

*Special thanks to the inmates at MMH for their dedication  
and commitment in the design and layout of this newsletter.*



**SINGAPORE  
PRISON SERVICE**

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