



28th Asian and Pacific Conference of Correctional Administrators

**23rd to 28th November 2008
Langkawi, Malaysia**

CONFERENCE REPORT

By

**Neil Morgan and Irene Morgan
(in collaboration with the Malaysian Prison
Department and the APCCA Secretariat)**

CONTENTS

	Page	
	HISTORY AND ROLE OF APCCA	1
	OPENING CEREMONY AND OFFICIAL SPEECHES	5
<i>Agenda Item 1</i>	National Report on Contemporary Issues in Corrections	10
<i>Agenda Item 2</i>	Balancing Prison Management with the Increased Security of Corrections by External Bodies	22
<i>Agenda Item 3</i>	Best Practices in Rehabilitation for Women and Other Special Groups of Prisoners	31
<i>Agenda Item 4</i>	Engaging Families and Communities in the Rehabilitation Process (including Restorative Justice approaches)	44
<i>Specialist Workshop 1</i>	Developing Correctional Standards that Reflect International and Regional Best Practice and Measuring Performance	55
<i>Specialist Workshop 2</i>	Designing Prisons to Promote Effective Rehabilitation and Environmental Sustainability	61
<i>Specialist Workshop 3</i>	Building Capacity through the Recruitment, Management and Retention of Talent and Through Good Succession Planning	68
	CONFERENCE BUSINESS	77
	CLOSING CEREMONY	87
	Photos	95
<i>Appendix A</i>	List of Participants	105
<i>Appendix B</i>	Correctional Statistics for Asia and the Pacific 2008	144
<i>Appendix C</i>	Conference Program 2008	154
<i>Appendix D</i>	APCCA Discussion Guide 2008	158
<i>Appendix E</i>	List of Agenda Items at APCCA (1980 – 2008)	174
<i>Appendix F</i>	List of Specialist Workshops at 21 st to 28 th APCCA	178
<i>Appendix G</i>	Report on Administration of APCCA Fund	179
<i>Appendix H</i>	APCCA Secretariat Report	186
<i>Appendix I</i>	Conference Hosts from 2009 to 2012	188
<i>Appendix J</i>	National and Regional Participation in APCCA (1980 – 2008)	189
<i>Appendix K</i>	APCCA Membership List (2008 – 2009)	192
<i>Appendix L</i>	Governing Board Membership	193
<i>Appendix M</i>	Report of the APCCA Finance Committee	195
<i>Appendix N</i>	The APCCA Joint Declaration as amended at the 24 th APCCA in 2004	197
<i>Appendix O</i>	APCCA Song – “Togetherness in Unity”	203

HISTORY AND ROLE OF APCCA

Introduction to the 28th APCCA Conference

This is the official report of the proceedings of the Twenty Eighth Asian and Pacific Conference of Correctional Administrators (APCCA) held in Langkawi, Malaysia, from 23rd November to 28th November 2008. The conference was attended by delegations from 25 jurisdictions in the Asian and Pacific region (see Appendix A). Generally, the delegations were headed by the Chief Executive, Commissioner or Director General responsible for Corrections, often accompanied by other senior and specialist staff.

The conference was hosted by Datuk Mustafa bin Osman, Commissioner General of Malaysian Prisons. Malaysia has been a constant and very strong supporter of APCCA, having attended every single conference since the organisation's inception in 1980. This was the third time that the conference had been held in Malaysia (the other times being 1987 and 1997).

Immediately prior to the 2008 APCCA conference, the Malaysian Prison Department hosted (with some financial support from APCCA) a special training program entitled *Terrorism: Challenges for Correctional Management in the 21st Century* (see below).

Malaysia selected a very meaningful conference theme – *Togetherness in Unity*. This theme blossomed throughout the formal and informal parts of the conference. Valuable information was shared, new insights were gained on how to improve the position of prisoners and prison officers, and friendships were formed and renewed. The generous hospitality provided by Datuk Mustafa ensured that every delegate left Malaysia with a greater sense of togetherness and unity across the region. Datuk Mustafa's staff were extremely professional and helpful, providing every possible assistance to delegates. Together, they ensured that the conference was not only professionally valuable but also a thoroughly enjoyable occasion. As the rest of this report will show, the contacts made through APCCA are leading to significant regional collaborations.

Visits to correctional institutions have always been an integral part of APCCA conferences. Such visits complement the formal conference discussions and provide the best possible practical method for delegates to observe operations in other jurisdictions. For this conference, visits were conducted to the Alor Setar Prison (an old prison dating back to colonial times) and to Pokok Sena Prison (a very modern facility). These visits provided delegates with invaluable insights into both the history of corrections in Malaysia and into contemporary practices and procedures.

The visit to Pokok Sena Prison was a particularly significant occasion for APCCA in two ways. First, the Malaysian Prison Department has dedicated a garden area in the prison to APCCA. During the visit, the APCCA Rapporteur Professor Neil Morgan formally opened this 'APCCA Park'. Secondly, each delegation was given a fish to release into a large fish pond inside the APCCA Park. This beautiful ceremony

signified the commitment of all APCCA members to working towards the safe and successful release of prisoners and to their reintegration into the community.

APCCA History and Traditions

The first APCCA meeting was held in Hong Kong in 1980, and developed from discussions between the then Director of the Australian Institute of Criminology and the then Commissioner of the Hong Kong Prison Service. Since 1980, the conference has met every year apart from 1990. From 1980 to 1992, the conference was assisted by the Australian Institute of Criminology and from 1993 to 2002 by Professor David Biles in a private capacity.

During 2001 and 2002, APCCA established a new framework for its operations, with the drafting of the Joint Declaration (see below). The Joint Declaration established a permanent Secretariat and the Secretariat responsibilities have been jointly shared by Hong Kong (China) and Singapore. The Joint Declaration also set out the roles of the Rapporteurs. Professor Neil Morgan¹ (who had been involved in APCCA coordination since 1997) and Ms Irene Morgan² (who had been involved since 2000) have served as Rapporteurs since 2003.

Between 1980 and 2007, APCCA met in numerous nations across the region: Australia (four times); Canada; China (twice); Hong Kong (China) (three times); Fiji; India; Indonesia; Japan (twice); Korea (twice); Malaysia (twice); New Zealand (three times); Singapore; Thailand (twice), Tonga and Vietnam (See Appendix I). The topics that have been discussed at the various conferences are set out in Appendices E and F.

Over this period, the conference has developed several important traditions. For example, the conference is not open to general registrations but is strictly by invitation to the chief executive officers of correctional departments in the Asia Pacific region. It has also always been accepted that the host has the right to select those to be invited. Host nations have provided hospitality as well as logistical support and an appropriate venue.

APCCA has adopted a number of symbols that embody its enduring values and traditions. The symbols are a Fijian war club, an Indian oil lamp and a flag. Although a Fijian 'war club' might appear to carry connotations of aggression and violence, its true significance is that it is a sign of peace, harmony and civilisation when it is surrendered to another person. The Indian brass lamp is a symbol of learning and enlightenment. At the 2005 conference in Korea, APCCA adopted a flag which had been prepared by the Corrections Bureau of Korea. This is symbolic of the long life and strength of APCCA.

The Malaysian Prison Department composed a song entitled 'Togetherness in Unity' especially for the 28th APCCA in Langkawi. The song was introduced to delegates during the Opening Ceremony. It was then adopted by APCCA as a theme song

¹ Law School, The University of Western Australia.

² Principal Policy Officer (Legislation), Department of Health, Western Australia (formerly of the University of Western Australia Law School).

during the Conference Business Sessions (see below) and was sung again during the Closing Ceremony. The lyrics to the song can be found in Appendix O of this report.

Malaysian Correctional Academy and APCCA 2008 Training Program

At the 1997 APCCA Conference in Kuala Lumpur, the then Commissioner of Malaysian Prisons Datuk Zaman Khan expressed his hope that Malaysia would be able to establish a training academy that would be able to offer high quality training to APCCA members as well as to Malaysian prison officials. More recently, APCCA conferences (especially since 2004) discussed the possibility of specialist training programs being offered as an adjunct to APCCA conferences, and of using some of APCCA's funds to facilitate such programs.

These goals came to fruition at the 28th APCCA. In 2007, the Malaysian Prison Department established the Correctional Academy of Malaysia in Kuah, Langkawi. Immediately prior to the main conference (from 20th to 22nd November 2008), the Malaysian Prison Department hosted a three-day course entitled *Terrorism: Challenges for Correctional Management in the 21st Century*. The program included talks from experts from Malaysia, workshops and break out groups. Participants came from ten APCCA countries: Malaysia, Brunei, Fiji, Indonesia, Kiribati, Macao (China), New Zealand, the Philippines, Sri Lanka and Singapore. The participants found it valuable to share perspectives on the problem of terrorism and particularly to learn more about Muslim perspectives on the problem. The Malaysian Prison Department and the APCCA fund both provided financial support for this initiative.

APCCA Management and Joint Declaration

A critical stage in APCCA's history was the signing of a Joint Declaration (see Appendix N) by all the jurisdictions which were present at the 2002 conference in Bali, Indonesia. A number of other jurisdictions have signed up subsequently (see Appendix K for a list of current members). The Joint Declaration, which followed from the recommendations of a Working Party, sought to place APCCA on a firmer and clearer footing for the future whilst not detracting from its positive and well-established traditions.

Key features of the Joint Declaration include a broad statement of the organisation's goals, the establishment of a Governing Board (in place of the former Advisory Committee), the formalisation of the APCCA fund (including the establishment of a Finance Committee), and provisions governing the roles of the Secretariat and the Rapporteur.

The Secretariat role has been shared by Hong Kong (China) and Singapore since 2001. Under the Joint Declaration, the Secretariat's work is to be reviewed by the Governing Board every two years. At the 25th APCCA in Korea (2005) and the 27th APCCA in Vietnam (2007), the conference recorded its great appreciation to Singapore and Hong Kong (China) and gratefully accepted their offers to continue the role.

Since 2003, Professor Neil Morgan and Ms Irene Morgan have served as the Rapporteurs. As required by the Joint Declaration, their roles were reviewed by the 2006 APCCA in New Zealand, and their appointment was extended for the period 2007-2008. Under the terms of the Joint Declaration, they were offered, and accepted, a further three year appointment (for 2009-2011) at the 2007 APCCA.

Conference Papers and Presentations

Topics for APCCA conferences are chosen at the preceding conference (see the report on conference business below). The Rapporteurs then write a detailed Discussion Guide on the various topics (see Appendix D) which is distributed to APCCA members in March/April prior to the annual conference. The Discussion Guide provides a structure and a series of suggested questions for both the Agenda Items and the Specialist Workshops. Most of the papers followed this structure, allowing a more structured discussion of the topic in question. Presenters also use Powerpoint as an aid to their presentations.

In accordance with APCCA tradition, all delegations made formal presentations to the whole conference on Agenda Item One. The Rapporteur then provided a thematic analysis of the issues raised by the various papers. Discussions on Agenda Items Two to Four were held in concurrent 'break out groups' and the facilitators of each break out group presented a summary of the discussions and findings to the conference as a whole. The Specialist Workshops were also conducted in concurrent groups but there was no report back to the conference as a whole.

Conference Report and Country Papers

One of the most important features of APCCA has been the production of conference reports, the writing of which is the responsibility of the Rapporteurs. The reports are a specialist report and not just a record of the conference. There is a thematic analysis of the matters raised during the Agenda Items and Specialist Workshops. In addition, the report includes statistics from across the region, compiled by the Hong Kong (China) branch of the APCCA Secretariat.

The report and the statistics are the most comprehensive source – sometimes the only source - on many matters. Over the years, many delegates have commented on the value of the report as a resource in developing correctional policies, laws and practices. The reports are also used in various parts of the region in training programs. Some countries translate those parts of the Report that deal with the Agenda Items and Specialist Workshops for local use. Even countries who cannot attend the conferences (usually for financial reasons) have stated that they make use of the report. The statistics and analysis are also used in various academic institutions and in publications on correctional trends and issues.

The Rapporteurs commenced work on the report prior to the conference and completed the draft report a week after the conference concluded. The draft was distributed by email to delegations for comment (comments to be returned by 9th January 2009). The Rapporteurs reviewed and coordinated the suggested amendments before finalising the report in January 2009.

OPENING CEREMONY AND OFFICIAL SPEECHES

The opening ceremony was held in the conference venue, the Meritus Pelangi Resort, Langkawi. It began with the APCCA symbols being escorted into the room. It also included the Malaysian national anthem, the APCCA song by a choir from the Prison Department and welcome speeches by the Honourable Dato' Sri Syed Hamid bin Syed Jaafar Albar, Minister of Home Affairs and Datuk Mustafa Osman, Commissioner General of Malaysian Prisons. The ceremony was also attended by the Honourable Tan Sri Abdul Aziz bin Mohd Yusof, Secretary General of the Ministry of Home Affairs.

Welcome Speech by Datuk Mustafa Osman, Commissioner General of Malaysian Prisons

BISMILLAHIRAHMANIRRAHIM

Yg Berhormat Datuk Seri Syed Hamid b. Syed Jaafar Albar
Menteri Dalam Negeri

Yg Berbahagia Tan Sri Abdul Aziz b. Mohd Yusof
Ketua Setiausaha Kementerian Dalam Negeri

Tuan-tuan dan puan-puan,
Assalamualaikum dan salam sejahtera

Saya bagi pihak Jabatan Penjara mengucapkan jutaan terima kasih di atas kesudian YB Datuk Seri hadir untuk merasmikan majlis berprestij iaitu Persidangan Pentadbir-pentadbir Koreksional Negara Asia Pasifik atau singkatannya, APCCA. Persidangan ini adalah wadah untuk pentadbir-pentadbir koreksional di seluruh Negara Asia Pasifik untuk bertukar-tukar fikiran, bertukar-tukar nota, melihat amalan terbaik di seluruh penjara Asia Pasifik untuk diabadikan sebagai amalan Jabatan Penjara Malaysia. Seterusnya, izinkan saya untuk menyampaikan sepatah dua kata kepada rakan-rakan sejawat dari seluruh Negara Asia Pasifik.

His Excellency, the Minister of Home Affairs,
Datuk Seri Syed Hamid b. Syed Jaafar Albar

The Honourable Secretary General of Home Affairs,
Tan Sri Abdul Aziz b. Mohd Yusof,

Our beloved APCCA Rapporteur and Co-Rapporteur Professor Neil Morgan and Irene Morgan,

His Excellency Ambassadors, Indonesia, Korea and Sri Lanka
Head of Department under Ministry of Home Affairs

My good friend, the previous host of the conference,

The Director of Vietnam Prison Service, Mr Pham Duc Chan

The future host of the conference, Mr Ian Johnson from West Australia

Head of Delegations, Distinguished Guests,

Fellow Correctional Administrators from all great nations of Asia Pacific region,

Ladies and gentlemen.

It gives me great pleasure to be able to meet all of you once again in this important conference. This will be the 3rd time for Malaysia to play host for this much awaited conference. The first conference hosted by Malaysia was in 1987, followed by the second one in 1997 in Kuala Lumpur, and at present in 2008. The last conference was held 11 years ago in Kuala Lumpur where I was the Secretary of the event then.

Before I proceed with my welcoming speech, I would like to take this opportunity to wish all of you 'Selamat Datang' to Malaysia, especially to the island of Langkawi, the island of paradise and also known as duty free heaven. His excellency, the Minister of Home Affairs, the Honourable Secretary General and distinguished guests.

In today's conference, about 25 countries from the Asia Pacific region has come to participate, with more than 200 participants attending and are here with us in this hall right now. There are participants from as far as Canada, New Zealand and Australia and countries that are near to us such as Singapore, Thailand, Brunei Darussalam, Indonesia and Philippines. We also have here with us, non-governmental organizations such as from the UNITED NATIONS OF FAR EAST INSTITUTE, UNITED NATION AND DRUGS COMMITTEE, MALAYSIAN AIDS COUNCIL and many more. Thus, we have a wide spectrum of cultures, knowledge and practices with regards to administering the prisons and rehabilitation of inmates.

As what had transpired during the 1997 KL-APCCA conference, a motion was passed, so that we the APCCA members will have a place of our own, a ground to train its members especially on matters pertaining to world standard practices in managing the prison. I am glad to inform his Excellency, the Minister of Home Affairs that we had found a strategic place in the heart of Langkawi that is our very own Correctional Academy which is located in Kuah Town to handle this task. And just a few days back, the academy conducted its first seminar for APCCA members' countries. We will visit the facility in due course.

In today's occasion, for the very first time, we will listen to the proposed theme song for APCCA, titled TOGETHER IN UNITY. It is my hope that this song will be well accepted by everyone, because this song is for all of us.

His Excellency, the Minister of Home Affairs, the Honorable Secretary General and distinguished guests. As the host for this year's APCCA conference, I hope that all of you will have a pleasant stay in Malaysia, and the conference will benefits us towards carrying out our unspoken heroic duties. If you happen to encounter

something or anything that is not to your liking, please do not hesitate to inform us, and we will be glad to attend your needs.

Lastly but not the least important, I would like to convey my heartfelt thank to Professor Neil Morgan and Irene Morgan for their patience and support in making this conference a success. For your information, Irene Morgan was from the town of Johor Bharu, my hometown, as well as the hometown of my beloved Minister.

Yg Berhormat Datuk Seri Syed Hamid b. Syed Jaafar Albar, Menteri Dalam Negeri,
Yg Berbahagia Tan Sri Abdul Aziz b. Mohd Yusof, Ketua Setiausaha Kementerian Dalam Negeri,
Tuan-tuan dan puan-puan.

Di kesempatan ini, saya sekali lagi ingin menyampaikan jutaan terima kasih kepada Yg Berhormat Menteri di atas kesudian Y Berhormat untuk bersama-sama dengan kita semua untuk merasmikan Persidangan Pentadbir-pentadbir Koreksional Negara Asia Pasifik kali ke-28, dan tidak lupa juga ucapan terima kasih saya kepada Ketua Setiausaha Kementerian Dalam Negeri, Yg Berbahagia Tan Sri kerana sentiasa berada bersama dengan kita semua di mana jua majlis diadakan.

Izinkan saya mengundurkan diri dengan serangkap pantun:
Ucap terima kasih, cara melayu,
Terima kasih, thank you.
Translated version;
Let me say, my love to you,
Terima kasih, thank you.

Sekian,
Wabillahitaufik walhidayah wassalammualaikum wahrahmatullahi wabarakatuh.

**Address by the Honourable Dato' Sri Syed Hamid bin Syed
Jaafar Albar, Minister of Home Affairs**

BISMILLAHIRRAHMANNIRRAHIM

The Honorable Tan Sri Abdul Aziz bin Mohd Yusof
Secretary General
Ministry of Home Affairs

Commissioner Jeneral,
The Honorable batuk Mustafa bin Osman

Senior Officers
Ministry of Home Affairs

The Ambassadors,

Delegates of APCCA,

Senior Officers
Prisons Department Malaysia

The respected guest, Media representatives, Ladies and Gentlemen,

ASSALAMMUALAIKUM WARAHMATULLAHIWABARAKATUH,
SALAM SEJAHTERA DAN GOOD MORNING.

Let me first of all extend a very warm welcome to all the participants of APCCA. I have been informed that around 200 participants have gathered here today from 25 countries.

Verily, by your participation, it enhances and supports the spirit and cooperation in the region to form an integrated correctional system that could become a model for the rehabilitation process for criminal offenders in this ever-challenging world of crime. I do hope that every one of you will enjoy yourself during your stay here in Langkawi that is famous for its tourist attraction.

Ladies and Gentlemen,

This will be the 3rd time Prisons Department of Malaysia plays host to this esteemed conference. I hope that through various presentations of working papers and discussions, it can lead and strengthen the spirit of cooperation among the Asian Pacific countries pertaining to the rehabilitation of the offenders hence the theme for this year's conference, - 'Togetherness in Unity', I believe that the culture, experience and beliefs of our diverse background makes the treatment and rehabilitation of criminal offenders a challenging task for the present system. Therefore the rehabilitation process needs to be updated and constantly in line with current developments in order for it to be relevant and effective where this will be evident when the offenders return to society and the recidivist rate reduces.

This cooperative network can be widened not only through forums and conferences such as this but by training and exercises among the countries in this region in order for the differences that I stated earlier be eliminated to create a professional and effective rehabilitative Correctional System.

On this note, in line with the APCCA 17th resolution in Kuala Lumpur, Malaysia has established the Correctional Academy of Malaysia that began operations in 2007, The Academy has already begun to conduct international courses under MTCP program that is the Human Development Course. Besides that, I am made to understand that the academy has also conducted courses on terrorism, namely 'Terrorism: Challenges for Corrections in the 21st century' for the participating member countries of APCCA from the 20th-22nd November 2008.

It is my hope that the academy will be an avenue for exchanging knowledge and information for correctional purposes between the member countries through various seminars, workshop, training and courses that emphasizes on the sharing of the best practices in this field among the member countries.

Ladies and Gentlemen,

We have to be aware that in a world without borders and fast expanding and easy mobilization of people, offenders are not limited to locals but include the foreigners

from different countries. This situation is challenging with regards to issues of detaining and rehabilitation when it involves a foreign country and different provisions of law between those countries. This issue, coupled with the fact that the exploitation of human rights is now prevalent among certain quarters, could jeopardize the diplomatic relations between countries if we do not have standard practice on detaining and rehabilitation of offenders. Therefore it is important that cooperation and an operational standard in prisons and rehabilitation exist in order that the relations between the countries in this region is strengthen whereby we can act as ambassadors in the Asian pacific region. We must be aware that as an entity that is responsible for safety, we play a major role in ensuring the growth of the economy in the region via a safe environment not only to our society but to the foreign investors as well.

Ladies and Gentlemen,

I wish to suggest that the spirit of cooperation should be developed by marking with an “Asia Pacific Prisons Day” to establish our commitment towards the rehabilitation aspects in order that the international society would understand our role and responsibility and the efforts that were accomplished in the field of safety and rehabilitation of offenders. Beside that, the special day would create the opportunity to recognize the contribution made by the prison officers or prison institutions. I also hope that the cooperation would include the exchange of prisoners between the Asia Pacific countries, to facilitate the visits by the prisoner’s family which would strengthened the relationship between the prisoner’s and their families. The Malaysian cabinet lately approved the Transfer of Prisoners’ Programme which allow the prisoner to undergo the remaining of the sentence in his own county. The Malaysian government will further discuss this matter with interested countries. This Programme is important as a support towards the prisoner’s rehabilitation process although this would involve a detailed study by the countries concerned as it involves different provisions of laws.

Lastly I would like to congratulate all those involved in making this conference a success and hope that this conference would be a starting point in maintaining the spirit of cooperativeness within this region. To all the participants, enjoy the island of Langkawi and may you feel comfortable and happy here. With *BISMILLAHIRAHMANIRRAHIM* I declare the 28th APCCA open.

AGENDA ITEM ONE

NATIONAL REPORTS ON CONTEMPORARY ISSUES IN CORRECTIONS

1. Introduction

For many years, the formal Agenda Items at APCCA conferences have commenced with papers on the topic ‘National Reports on Contemporary Issues in Corrections.’ The purpose of this Agenda Item is to give all delegations an opportunity to present an overview of major trends and issues in their jurisdictions, especially over the past twelve months, and to highlight both positive developments and issues of concern.

As APCCA has developed, the papers prepared for Agenda Item One have become increasingly detailed and sophisticated. As at recent conferences, the country papers generally followed closely the structure of the Rapporteurs’ Discussion Guide (Appendix D). This has enhanced consistency and has improved the APCCA knowledge base and our ability to track regional trends. The oral presentations were of around 8 minutes’ duration and usually reflected selected aspects of the more detailed written papers that each delegation had provided. Professor Morgan then provided the conference an analysis of the most significant trends and developments that had emerged from the papers and presentations.

APCCA is unique in bringing together the senior executives from correctional departments in very diverse countries. This conference was attended not only by some very populous countries (including China, India, Indonesia and Vietnam) but also by several small Pacific Island nations (Fiji, Kiribati, the Solomon Islands and Tonga). Inevitably, the national reports revealed a wide range of issues, reflecting different traditions with respect to corrections as well as the cultural, historical, economic and political diversity of the region. Nevertheless, it was clear that correctional administrators face many common issues.

2. Catering for External Factors

Correctional systems do not operate in isolation and are directly affected by the general socio-economic and political climate of a society. For example, at times of political upheaval or economic difficulty, prison systems may face particular pressures and financial constraints. Globalization also presents many challenges. Furthermore, terrorist threats and natural disasters (such as the Indonesian earthquake and the ensuing tsunami in December 2004, serious floods in parts of China and Vietnam in recent years, a tsunami in the Solomon Islands in 2007 and the Szechuan earthquake in China in May 2008) have all impacted on correctional services over recent years. The Discussion Guide invited delegates to consider how issues of this sort, which fall outside the control of correctional departments, have affected service delivery.

(a) Economic development and globalisation

As the Honourable Dato Sri Syed Hamid bin Syed Jaafar Albar, Minister of Home Affairs mentioned in his opening address, globalisation means that crime will increasingly transcend boundaries and there is a need for a more unified approach to tackling such problems.

It is too early to judge the impact of the recent world financial crisis but several countries, including Vietnam, Thailand, Japan and Korea expressed concern about its likely effect in coming years. The worst case scenario will be that the crisis will lead to more property crime and therefore to more offenders being imprisoned, but that the resources allocated to corrections to manage offenders will decline.

Over recent years, Malaysia, Brunei and a number of other countries have witnessed a flood of illegal entrants looking for work. There are also increased opportunities for economic crime (a point that was made by Macao with respect to the boom in gambling), internet crime, and criminal activities that spread across borders (such as people trafficking, an issue mentioned by Vietnam). Kiribati, being isolated and heavily dependent on imported goods and produce, reported a steep increase in the cost of living and commented that this, combined with a lack of employment opportunities, is having a detrimental effect on the country.

(b) Political instability and political change

It is pleasing to record that some countries which have experienced internal discord, such as the Solomon Islands and Sri Lanka are moving forward in positive ways. In the Solomon Islands, there is much less reliance on foreign advisers. Solomon Islanders now occupy key management positions and significant advances have been made in terms of correctional policy, practice and infrastructure. Sri Lanka is currently undertaking major policy and legislation reviews. Sadly, however, a series of co-ordinated attacks on hotels, restaurants and the railway station in Mumbai, India took place during the conference and reminded delegates all too clearly of the threats posed by fanaticism and extremism.

During 2008, elections in Malaysia, New Zealand and some parts of Australia (including the 2009 hosts Western Australia) have been marked by debates about law and order and corrections. It is yet to be seen how these debates translate into policy change. However, at least in New Zealand and Western Australia, prison populations will almost certainly increase if policy settings shift in line with election promises. Canada, Australia, New Zealand also pointed to the growing influence of victims on correctional policy.

(c) Environmental sustainability and climate change

Climate change was a major focus of the paper from Kiribati. The delegation explained that rising sea levels had caused a prison wall to collapse and had forced the closure of the prison. Kiribati also faces growing problems with respect to drinking water contamination.

Unfortunately, natural disasters seem to be on the rise. Pictures of the shocking aftermath of the Szechuan earthquake in May 2008 were widely broadcast across the world and had prompted a number of forms of regional assistance. The conference noted that by August 2008, the Hong Kong (China) Correctional Services Department had raised more than HK\$2.4 million from staff, inmates and other sources to assist in disaster relief.

3. Prison Populations

All jurisdictions provide the APCCA Secretariat with statistics on matters such as the total number of prisoners, the number of male and female prisoners and the imprisonment rate per 100,000 of the population. This information is presented in tables in Appendix B and will not be repeated in detail here. The aim of this part of the report is to reflect on trends in this critical area.

(a) General trends

Naturally, there are large differences in the rates of imprisonment across the region, as measured per 100,000 of the population. From the point of view of prison management, however, the actual rate per 100,000 at any given time is probably rather less important than trends over time.

Malaysia's prison population grew by over 60% from 1999 to 2006. However, the rate has recently dropped from 154 to 148 per 100,000. The reasons for this are not entirely clear but the drop may partly reflect the introduction of a new parole system which commenced in 2008.

Increasing prison populations

Prison populations are generally rising. Cambodia attributed its rise in prisoner numbers (a 61% rise since 1999) to improved law enforcement and policing. India's imprisonment rate per 100,000 is low compared with most countries but the number of prisoners is increasing and many parts of India continue to experience very serious overcrowding. In Vietnam, the number of people in prison has increased over recent years. Indonesia (a 60% increase since 2002) and Sri Lanka have also experienced big increases over recent years (though the latest figures from Sri Lanka suggest a slight decline).

Some countries have experienced a consistent and dramatic increase in the number of people imprisoned per 100,000 of the total population. New Zealand's prison population has grown very rapidly over the past 20 years and although it declined slightly from 2007 to 2008, it is projected to increase again. Australia's imprisonment rate has grown from 132 per 100,000 in 1996 to 169.4 per 100,000 in 2007 (an increase from 163.4 per 100,000 in 2006). However, rates of incarceration vary widely between the different Australian states and territories.

Prison populations are rising in some of the Pacific Island nations including Fiji (around 20% since 2002) and Kiribati. Mongolia has recorded large increases in prisoner numbers in recent years but the latest figures show a slight decline.

Japan's prison population increased very significantly from 1991 to 2006. A slight increase was observed in 2007 and 2008 but there are concerns that the 2008 financial crisis will exacerbate the overcrowding problem.

Relatively stable or declining prison populations

However, it is important to note that several countries have experienced relative stability or even a significant decline in prisoner numbers. Brunei Darussalam's prison population has been stable for many years. Canada's prison population increased slightly in 2006-2007 (4%) but remains well below 1997 levels. Macao (China)'s imprisonment rate has been relatively stable for a number of years. Some of the Pacific island nations, including Tonga, currently have stable or declining prisoner numbers.

The most significant long term declines are probably to be found in Korea, Singapore and the Solomon Islands. In Korea, the prison population steadily increased during the 1990's to over 70,000 inmates but has subsequently dropped to less than 47,000. Singapore's prison population has dropped by around 30% since 2002. In the Solomon Islands, the prison population increased dramatically at the time of the ethnic tensions but has subsequently declined. Hong Kong (China) has also seen a decline in prisoner numbers over the past three years.

After a very rapid rise and a peak caused by its 'war on drugs' in the early part of the 21st century, Thailand witnessed a big decline from 2003 to 2006, though the last year saw an upward trend.

(b) Sentenced and unsentenced prisoners

There is considerable regional variation with respect to the definition and position of unsentenced prisoners (people who are remanded in custody prior to trial, are currently on trial, are awaiting sentence, or are detained for some other reason, including national security reasons). In part, these differences reflect different investigative procedures, legal requirements and criminal justice traditions. Singapore, for example, identifies four groups of unsentenced prisoners – remandees, illegal immigrants and drug detainees and criminal law detainees (who may never be placed on trial). And in Canada, the national correctional system is responsible for only prisoners sentenced under federal laws, with unsentenced prisoners being held in provincial or regional prisons.

The proportion of unsentenced prisoners varies widely – from less than 10% of the prison population in Brunei, Fiji, Kiribati and Singapore to 41% in Malaysia, 45% in the Solomon Islands and more than 65% in India and 75% in Sri Lanka. Most jurisdictions fall in the range 10% to 30%.

In terms of trends, there is no single pattern. Some jurisdictions have experienced a decline in the number of unsentenced prisoners. For example, Korea still has a relatively high proportion of unsentenced prisoners but the number of such prisoners and their percentage relative to sentenced prisoners has dropped significantly since 2000.

However, in several jurisdictions, the unsentenced prisoner population is increasing, both in numerical terms and as a proportion of the total prison population. Malaysia, Australia and New Zealand have all seen big increases in the overall use of imprisonment, and in all these countries, the remand population has been rising faster than the sentenced prisoner population. Australia's figures are particularly dramatic: the unsentenced prisoner population has doubled in the past decade while the sentenced prisoner population has increased by 44%. Canada has also experienced an increase in its remand population over recent years (a 4.4% increase on the latest figures).

Increases in the unsentenced prisoner population pose many challenges for correctional management. According to the United Nations Standard Minimum Rules for the Treatment of Prisoners, as reflected across the region, unsentenced prisoners are entitled to a more privileged regime. Furthermore, as India pointed out, a significant proportion of people held on remand or 'under trial' are ultimately acquitted or given a non-custodial sentence.

(c) Offender demographics

Sex

Women still form a relatively small percentage of prison populations. However, many papers expressed concern at the growing number of women in prison. The lowest rates of female imprisonment appear to be in India and the Pacific Islands (including Fiji, Kiribati the Solomon Islands and Tonga) where women are less than 3% of the prison population. Most jurisdictions have a figure of between 3% and 7% (Australia, Canada, China, India, Indonesia, Japan, Korea, Mongolia and New Zealand). Malaysia, Macao (China) and Singapore have a somewhat higher figure.

Over recent years, the highest figures for female representation were to be found in Brunei Darussalam, Hong Kong (China) and Thailand, all of which stood at over 20% until quite recently. However, the proportion is declining in all these jurisdictions. In Hong Kong (China) the figure is just under 20% but in Thailand it has dropped to 14% and in Brunei to around 12%.

In some countries, the proportion of female to male prisoners is fairly stable. However, several papers expressed concern that women prisoners form a growing proportion of growing prison populations. In Australia, the number of female prisoners has doubled over the past decade whereas the number of male prisoners has increased by around 50%. Similar trends appear to exist in Canada, China, Japan, Indonesia and Singapore.

For more discussion about female prisoners, please see Agenda Item 3 below.

Age

Papers to this APCCA conference confirmed the findings of the recent conferences, namely that the average age of inmates is generally increasing. To some extent, this is an inevitable consequence of the general population getting older. However, in some places, the trend towards older inmates also reflects the fact that more older-

aged offenders are being incarcerated, including men who are convicted of sexual offences that were committed many years earlier (see also the report of Specialist Workshop 1 from the 2007 conference in Vietnam).

Indigenous and other ethnic status

Many prison systems around the region face issues with respect to the ethnic breakdown of the prison population. In Singapore, Malays are over-represented and in Fiji, indigenous Fijians are over-represented compared with Indian Fijians. However, the highest over-representation problems are found in New Zealand, Canada and Australia.

In New Zealand, Maori constitute 14.5% of the national population but around 50% of the prison population and Pacific Islanders are also greatly over-represented in the prison population. Indigenous Canadians constitute around 3% of the national population but around 18.5% of federal prisoners. Australia's figures are even more disturbing. Nationally, Aboriginal people are 2.4% of the general population but 24% of the prison population. The situation varies between jurisdictions and is worst in Western Australia (around 3% of the State's population but 42% of the prison population).

Foreign prisoners and prisoner exchange programs

Most countries expressed concern at the growing number of foreign nationals in their prison systems. This can be attributed to the effects of globalization and macro economic change. Malaysia probably has the highest proportion of foreign prisoners across the whole region. In 2007, 62% of prison admissions in Malaysia involved foreigners, and the number increased dramatically (by 16.4%) from 2006. The majority of these were Indonesians (59%) followed by people from the Philippines and Thailand. Many of them are held for immigration offences.

Hong Kong (China) and Macao (China) face particular problems with large numbers of inmates from mainland China (though the numbers appear to be declining) and illegal immigrants from other parts of the region. Brunei and Thailand also recorded a high proportion of admissions of foreigners. Even countries which traditionally had a very homogeneous local prison population (such as China, Japan and Korea) have seen a significant upturn in the number of foreign inmates.

Although some countries do not wish to enter international transfer agreements, most countries are already doing so or are committed to such processes. In 2008, Malaysia formally announced its intention to pursue exchange agreements. Other country papers and presentations showed that the number of such agreements is increasing year by year (including countries that do not regularly attend APCCA such as Laos which, in 2007, entered another agreement with Thailand). Furthermore, the number of actual transfers under these agreements is also increasing.

China stated that it now has bilateral agreements with Russia, Spain and Ukraine and is currently examining arrangements with Australia, South Korea and Portugal. Japan is strongly committed to international exchange and reported that between February 2004 and 31st August 2008, 110 foreign inmates had been transferred to their home countries and two prisoners had returned to Japan. Thailand now has

bilateral agreements with 25 countries. Under these arrangements there have been 776 transfers out of Thailand and 8 transfers in.

(d) Overcrowding and associated problems

Most prison systems in the region are operating at or above official capacity in one or more parts of their operations. Overall, although there has been an expansion of capacity in many places over recent years, this has barely kept pace with the rise in the population. Sri Lanka (operating at more than double its official capacity), India (over capacity by 41%), Indonesia and Malaysia reported major overcrowding. Fiji, Japan, Australia, Mongolia, New Zealand and the Philippines also face significant pressures.

It is important to emphasise that overcrowding problems vary not only between jurisdictions but also between different groups of prisoners and different security levels. For example, in India, there is no overcrowding in some states but acute overcrowding in others. Unfortunately, women appear to face overcrowding in much of the region, including Malaysia and some parts of Australia.

(e) Accounting for the trends

The papers showed that there is no simple link between official crime rates and imprisonment rates. For example, some countries have a high imprisonment rate and a low crime rate; some have a low imprisonment rate and a low crime rate; and others have a high crime rate and a high imprisonment rate.

Japan and Malaysia attributed much of the increase in their prisoner numbers to higher crime rates (and, in the case of Japan, to an increase in foreign prisoners), and in Hong Kong (China), the recent decline in the prison population was attributed to a drop in crime rates.

However, broader political and criminal justice system factors are involved. In Cambodia, for example, more efficient police and prosecution practices are a major factor in the growth in prisoner numbers. And although Korea's declining rate of imprisonment may partly reflect a drop in crime, it also has a great deal to do with changes to police, prosecution and parole practices. In some countries, including Indonesia, Mongolia, Thailand, Tonga and Vietnam, use is made of pardons or 'amnesties' and this can drastically impact on prisoner numbers.

Singapore's dropping imprisonment rate is partly attributable to its low crime rate but also seems to reflect a reduced recidivism rate amongst ex-prisoners, a home detention scheme and developing alternatives to imprisonment. In Thailand, some of the decline is a result of referring more drug offenders to drug rehabilitation centres rather than prisons.

Australia and New Zealand provide very interesting case studies. In both countries, imprisonment rates have increased even though general crime rates have not. There are a number of explanations for this, including evidence of more serious offending within some offence categories (for example, of higher levels of violence and of more

serious drug offences). Other factors include legislation to restrict bail and to toughen sentences and improved police clearance rates.

Canada is different from Australia and New Zealand in that its prison population has been relatively stable. However, the offender profile has changed significantly, creating numerous challenges. Offenders tend to have longer records, to have been convicted of more serious offences, and to have more serious substance abuse and mental health issues. More offenders also have links with gangs and organised crime. This has necessitated a re-evaluation of priorities and policy settings. For many years, Canada placed great store on treatment programs delivered in prison (usually based on a psychological model). It now intends to develop its custodial infrastructure to reflect the changing offender profile and to aim for a better balance between such programs and practical training and assistance for release. Following a recent independent review of Canada's federal correctional system, the Correctional Service is transforming its program delivery methodology to make effective programs more widely available. In conjunction with this, education and employment programs will provide practical skills to help offenders contribute to society when they are released.

4. New Legislative and Policy Frameworks

One of the most important matters on which to report relates to the revision and updating of correctional legislation across the region. In many places, such revisions are clearly influenced by the knowledge that is shared in APCCA and other forums as well as by a growing interest in international human rights standards. Reforms to legislation on corrections also reflect any broader policy changes that are made to the criminal justice system as a whole.

All the national papers recognised the importance of having good up to date prison legislation to provide the context in which a modern correctional system can operate. Some countries indicated that their legislation is rather outdated and in need of substantial reform. For example, India's Prisons Act dates back - albeit with some updating - to 1894. Kiribati stated that its most serious challenge is to upgrade its Prison Ordinances and it intends to establish a special task force to undertake this work. The Philippines Bureau of Jail Management and Penology is currently working closely with members of the Philippine Congress for the passage of laws to allow jail modernization and a range of other measures to reflect human rights standards.

In Malaysia, 2008 saw two major amendments to the Prisons Act. First, a parole system commenced operating on 29th July 2008. Responsibility for this system lies with the Malaysian Prison Department and staff have been selected and specially trained for the new role. Around 170 prisoners have already been released on parole and although it is too early to evaluate the scheme, the early signs are very positive. Secondly, increased penalties were introduced for smuggling contraband into prisons.

The position in Australia varies between jurisdictions. Perhaps the most significant single development is the forthcoming opening of the new prison in the Australian Capital Territory ('ACT'). The prison will open in late 2008 and is the first

Australian prison to be explicitly developed in the context of a Human Rights Act. As such, its philosophy, operating policies and procedures have been directly influenced by human rights, standards and principles.

Brunei has undertaken a major strategic planning exercise which includes the redevelopment of correctional facilities with a view to improved rehabilitation and reintegration. A key part of this process, in line with the government's vision of E-government, is the development of more sophisticated IT systems.

China is examining a range of issues, including ways to improve service delivery in more remote parts of the country. This will require a number of adjustments to both policy and practice. Hong Kong (China) and Macao (China) also reported on significant developments with respect to reintegration and community engagement.

During 2007, Vietnam enacted new decrees with respect to judicial reform, criminal procedure, the execution of sentences and amnesties. These decrees provide the basis for ongoing development and enhancement of correctional capacity in the country. A new prison college will open in Vietnam in December 2008. Cambodia has completed a draft of its correctional laws which aims to transform the system from incarceration to rehabilitation.

Mongolia has made great strides since it first started attending APCCA conferences a decade ago. The organisations responsible for prison management have a stronger sense of direction and a much clearer understanding of issues relating to correctional policy and standards. Mongolia sees its engagement in APCCA as a critical part of this process. Myanmar said that its long term goal is to become a corrections department and not merely a prisons department.

Fiji reported on major legislative and policy changes that are designed to shift the focus away from 'prisons' and towards 'corrections', rehabilitation and reintegration. In 2006, Fiji brought legislation into force to cover prison management and community corrections. Since then, the challenge has been to roll out and implement the new approach 'on the ground'. Significant steps have been taken in that regard, drawing directly from the APCCA network (see also below under 'regional collaboration'). Tonga has been reviewing its prisons legislation but is still awaiting action to implement such reviews.

The Solomon Islands reported that a new Correctional Services Act and Regulations came into force in April 2008. This saw the Prison Service become the Correctional Service and work is well under way to implement the new vision. Papua New Guinea's paper explained that the National Law and Justice Sector is aiming to develop a more comprehensive justice-system focus which will provide a stronger legal basis for alternative dispute resolution, restorative justice and other strategies.

In Japan, a new Act came into effect in May 2006 with respect to sentenced prisoners. Another Act dealing with unsentenced prisoners came into force in June 2007. The Japanese legislation is very strongly influenced by calls for more accountability and for more focus on rehabilitation. It therefore includes better grievance mechanisms and provisions regarding the delivery of treatment programs.

Korea, too, has developed its laws over recent years in light of evolving expectations with respect to human rights and rehabilitation. New laws on the Enforcement of Sentences and the Treatment of Prisoners were enacted on 21st December 2007 and new administrative structures have been put in place in the Bureau of Corrections to support the new framework.

Singapore has seen a number of important initiatives in the last two years, with the support of a new Chief Justice. They include the establishment of a Community Court to deal with some minor matters at a local level and a Children Care Court, a specialist court designed to handle neglected and abused teenagers (both offenders and non-offenders). Plans are under way to introduce Mandatory Treatment Orders (which would be imposed in lieu of fines or imprisonment on some mentally ill offenders) and to focus the Family Court more on mediation and the interests of children.

Sri Lanka reported that, after many years of discussion, a new draft Prisons Ordinance has been finalized and is before the Parliament. In addition, a Human Rights Bill is being considered, as well as a fundamental restructure of the prisons department.

Previous APCCA reports have referred to the establishment in New Zealand of the Effective Interventions Project. This project saw legislation to develop new ‘front end sentences’ (including the electronic monitoring of curfews and of home detention), as well as a tightening up of early release schemes such as parole. As part of this set of reforms, a Sentencing Council has been established to develop and promote more sentencing guidelines for courts. Following some serious incidents, New Zealand has also seen reviews of parole (which has been tightened up so that it is less readily granted) and prisoner transport arrangements.

The majority of papers saw both strengths and weaknesses in the growing focus on ‘human rights’ and the growing involvement of independent accountability agencies (including courts, ombudsmen and prisons inspectorates). On the one hand, a human rights focus may be of assistance in planning future prison developments, including the development of a more positive and fairer prison regime. On the other hand, as noted by India, Indonesia and Malaysia, difficulties can sometimes arise between effective prison management (including the discipline of prisoners) and compliance with the expectations set by human rights legislation and independent accountability agencies. In all of these countries, a multitude of bodies now seem to be ‘pressurising’ correctional services. The question of the balance between human rights and the effective management of prisons is further considered under Agenda Item Two (below).

5. Success Stories

(a) Regional collaboration

There are many examples, both formal and informal, of regional collaboration on correctional matters. For example, Hong Kong (China) and Singapore have long shared knowledge on some matters, as have Australia and New Zealand. There are also many examples of Australia and New Zealand’s commitment to capacity

building in the Pacific Island nations and other parts of the region. Vietnam has actively promoted tripartite discussions with Cambodia and Laos, and shortly after APCCA 2007 had concluded, the corrections heads from all three countries met in Cambodia to develop these ties. During 2008, the Beijing – Guangdong – Hong Kong – Macao Prison Forum met for the first time.

The Heads of Pacific Islands Correctional Conference (HOPICC) first met in the Solomon Islands in August 2007. The Fijian delegate reported that HOPICC, which he described as ‘built from the blessings of APCCA’, had met again in Fiji in October 2008. HOPICC provides a stronger basis for Pacific island nations to share knowledge between themselves and also to contribute to APCCA.

Another good example of regional collaboration born largely out of APCCA is Singapore’s Yellow Ribbon Campaign, which was designed to garner community support for prisoners upon release and to improve community understanding. Fiji reported that it has adopted the Yellow Ribbon Campaign concept and ‘badge’ with Singapore’s active support and involvement. The campaign was launched in Fiji in 2008 to coincide with national day and has already begun to show benefits. Korea also referred to the influence on its ‘Lighthouse of Hope’ project of the Yellow Ribbon Campaign and some of the initiatives undertaken in Hong Kong (China).

(b) Rehabilitation and reintegration

The single most important shift in APCCA over the past decade has been the emphasis on rehabilitation and reintegration rather than security and control. This conference revealed numerous rehabilitative innovations. Some of these are discussed in the context of the other Agenda Items and the Specialist Workshops and others are discussed in the country papers on Agenda Item One. The following examples are highly selective. They aim only to give a snapshot of some of the innovative strategies that are being pursued.

It is important before considering specific examples to reflect on the fact that many successful innovations are not complicated conceptually and do not depend on complicated technology. Instead, they are often relatively simple in purpose and design, and grounded in common sense. Carefully-developed initiatives of this sort undoubtedly assist not only in prisoner reintegration but also in bridging the gap between prison and the community.

A very good example of this is the production by prisoners in Macao (China) of a magazine called ‘Inspiration’. Prisoners can acquire a range of skills, including computing, greater literacy, desk top publishing and the ability to present information. All of these skills have value upon release (for example, in compiling resumes, making job applications and in the workplace). Furthermore, since the magazine is distributed to the public and not just to prisoners, it gives members of the community greater insight into correctional issues.

Brunei is actively engaging religious educators and encouraging more community input. India has found that there is a great deal to be gained from drama and meditation, and prisoners have responded positively to the trust they have been

Deleted:

shown in being allowed to travel and perform in public. Work camps also serve to break down the boundaries between prison and the community.

The Philippines continues to look for ways to improve prisoners' skills in agriculture and other trades so they can work on release, and Sri Lanka is developing a Prison to Villages Program.' Myanmar said that it has started to offering programs that will allow prisoners to progress to Buddhist ordination.

Last but not least, Thailand reported that one of its female prisoners had won a gold medal at the Beijing Olympic Games in 2008. Thai Corrections is now preparing for the 2012 Olympics!

6. Conclusion

The papers and presentations on this Agenda Item were of a high standard and conference participants were greatly assisted by the use of Powerpoint presentations. This allowed the different jurisdictions to articulate their major themes and issues in a clear and concise format.

As always, issues of funding and prisoner numbers were strong themes. Another major theme was the expanding focus on human rights across the region and the challenges that this can pose for correctional services.

There are many positive developments. In several places, the prison population is declining and more and more countries now have a modern legislative framework for implementing positive correctional philosophies. There is a good deal of activity in terms of prison construction and there is a growing sense of regional collaboration, complementing the activities of APCCA.

One of the most important aspects of APCCA is that participants can develop a longer term perspective on other jurisdictions' problems and issues, and are able to reflect upon changes that have occurred over a period of time. There is no doubt that all APCCA's members have managed to make great improvements to their correctional systems over the past decade.

AGENDA ITEM TWO

BALANCING EFFECTIVE PRISON MANAGEMENT WITH THE INCREASING SCRUTINY OF CORRECTIONS BY EXTERNAL BODIES

1. Introduction

It is well-recognised that closed institutions such as prisons and locked psychiatric institutions can slide into abuse and that appropriate safeguards must be put in place to try to prevent this happening. It is also important to ensure that public money and resources are being appropriately used in a closed environment. As a result, all correctional departments have improved their internal monitoring mechanisms.

However, at recent APCCA meetings, several countries (including the 2008 host, Malaysia) had noted that, even though they had greatly improved their internal processes, external bodies were increasingly involved in scrutinising correctional services. Concern was expressed that prison management involves a very complex balance and that sometimes these external bodies appeared to be too focused on one issue (such as prisoners' rights) and not to fully understand the other considerations.

The external bodies in question include the courts, human rights agencies, independent prison Inspectorates and the Ombudsman (or similar official). Specific committees of inquiry (such as Royal Commissions) are also sometimes established in the wake of high profile incidents. Finally, international human rights bodies, such as the United Nations Committee against Torture, may also play a role in those countries that are signatories to the relevant UN conventions.

The Discussion Guide identified the following key questions:

- ◆ What factors have influenced the increase in external scrutiny (if any)?
- ◆ What external bodies are involved and what is the role of each body?
- ◆ What are the main issues that external agencies have examined?
- ◆ Overall, what have been the advantages and disadvantages in the involvement of external bodies?

Specialist Workshop One ('Developing Correctional Standards that Reflect International and Regional Best Practice, and Measuring Performance') complemented this Agenda Item by providing an opportunity for delegates to consider how correctional standards (which include reference to human rights and other expectations) can be developed and measured.

Malaysia, Australia, Cambodia, Hong Kong (China), Indonesia, Japan, Korea, New Zealand, the Philippines, Singapore and Vietnam tabled papers. Malaysia, Hong Kong (China), India, Japan and Singapore made presentations.

2. Factors Influencing External Scrutiny

The increasing scrutiny of corrections, especially by bodies that operate independently of correctional services, reflects a number of factors. The factors identified by the various papers, and flagged in the Discussion Guide, included the following:

- ◆ *General issues of public concern.* In Malaysia, there has been particular concern about overcrowding and HIV/AIDS. In Indonesia, there have been significant developments in terms of anti-corruption strategies, designed to increase transparency and accountability across the whole of government. These have inevitably impacted on corrections. In Australia, the appalling rate of Indigenous imprisonment has been a matter of concern for many years and more recently, the treatment of sex offenders and alleged terrorists have been issues of debate. In Cambodia and India, overcrowding has been a major concern.
- ◆ *Specific incidents attracting public concern.* In Malaysia the cases of a number of high profile prisoners (including a former Deputy Prime Minister) have attracted media debate. Although Hong Kong (China) has not experienced many serious incidents, the 1973 Stanley Prison Riot, an incident involving Vietnamese refugees in 1990 and a disturbance at the Hei Ling correctional facility in 2000 have been important background factors. In Japan, it was deaths and serious injuries to inmates at Nagoya Prison in 2003 that led to the establishment of the Correctional Administration Reform Council which led, in turn, to significant changes to the framework of accountability. Serious violent incidents have also led to major reviews in Western Australia and New Zealand. In Hong Kong (China), some interesting issues have recently arisen with respect to privacy and data protection.
- ◆ *Community expectations with respect to greater accountability and transparency in corrections.* There is little doubt that, across the whole region, community expectations have grown with respect to transparency in corrections. In some countries, including Australia and New Zealand, the decision to privatise some services, including the introduction of privately operated prisons, added impetus to this general trend, as it was recognised that many of the measures applied to the private sector should also apply to the public sector.
- ◆ *The implementation of modern prisons legislation and policies* is another important factor. As noted in the report on Agenda Item One (above), more and more countries now emphasise prisoners' rehabilitation and treatment as well security and control. Cambodia, Malaysia and Hong Kong (China) all noted that this change has shifted public expectations in terms of accountability. Hong Kong (China) also made the interesting point that the new focus has also led to much greater involvement by non-government organisations (NGO's) in prison visits and programs. In Vietnam, new prison laws are having a major impact.
- ◆ *The growing global influence of a range of United Nations human rights covenants and standards.* These include the International Covenant on Civil and Political Rights (ICCPR), the Convention Against Torture (CAT), the Convention on the Rights of the Child (CROC), the United Nations Standard Minimum Rules for the Treatment of Prisoners (UNSMR's) and the United

Nations Standard Minimum Rules for the Administration of Juvenile Justice (the 'Beijing Rules'). Most of the papers (including Japan, Korea and Australia) mentioned this as a factor. The Optional Protocol to the Convention Against Torture (OPCAT) has been very influential in New Zealand (see below). Hong Kong (China) provides a particularly interesting case study. It remains a signatory to numerous United Nations covenants even after reunification with China in 1997. The Hong Kong (China) paper carefully explains that these covenants, along with domestic human rights legislation (see below) play a major role in the Correctional Services Department's planning and operations.

- ◆ *The introduction of domestic human rights legislation*, which generally reflects the principles of the ICCPR and other international instruments, has been an important factor in some countries. Malaysia's human rights legislation is based on the ICCPR and is overseen by the Human Rights Commission (SUHAKAM). In Hong Kong (China), the Bill of Rights Ordinance 1991 or BORO (based on the ICCPR) and the Crime (Torture) Ordinance 1993 (based on CAT) are important landmarks.

In 1990, New Zealand enacted its Bill of Rights Act (NZBORA), also based on the ICCPR. Australia is moving towards domestic human rights legislation; in the Australian Capital Territory and Victoria, Acts are already in force and informing correctional policy, and there is a reasonable prospect that a national Bill of Rights will be enacted. India's human rights legislation has led to a number of challenges to correctional practices.

3. Areas of Scrutiny by Different Agencies

In this section, countries were asked to briefly outline the role of the various external agencies and the main areas of corrections that they have scrutinized.

(a) Courts

At recent conferences, some countries indicated that prisoners were mounting more challenges to the decisions of correctional agencies and parole boards through the courts. These challenges can take a number of forms, including seeking judicial review of decisions on 'natural justice' grounds, or compensation for alleged ill-treatment. In those countries with domestic human rights legislation, challenges may also be made directly on human rights grounds.

It would appear from the papers that challenges through the courts are in fact increasing, though most challenges appear to be unsuccessful. In Australia, there are a small number of challenges each year. Many of these involve applications for judicial review on questions such as natural justice and parole. There have also been some challenges based on alleged negligence / breach of duty of care. For example, in one case a prisoner was injured when undertaking community work as part of his sentence.

The Indian Supreme Court has made a number of rulings on human rights grounds. There have been a handful of unsuccessful challenges in Singapore.

Hong Kong (China) reported that prisoners are increasingly engaging their own lawyers or Legal Aid lawyers to challenge decisions relating to accommodation, food, health care and work. Some of these involve challenges to the process by which decisions were made. However, the effect of BORO is that more challenges are made to the decisions and policies themselves. The paper from Hong Kong (China) made some interesting points about the interpretation of some sections of BORO. For example, BORO contains some exceptions to its general provisions for 'the preservation of custodial discipline'. However, the precise meaning of this phrase is not yet clear.

Both Japan and Korea reported a significant increase in the number of cases reaching the courts. In Japan, the main grounds of complaint relate to medical services and the behaviour of staff. In Korea, most of the complaints relate to employees of the Correction Bureau.

New Zealand is also seeing more cases come before the courts. Some of these are based on NZBORA 1990 but others relate to matters such as alleged errors in applying some technical rules about non parole periods and other sentence calculations.

(b) National human rights agencies

Over the past 10-20 years a number of jurisdictions have introduced general human rights laws in the form of a Human Rights Charter or its equivalent. Some have not introduced such a Charter but have introduced legislation to entrench human rights principles in specific areas such as racial and sexual discrimination. This has led to the establishment of national bodies responsible for monitoring human rights.

In Malaysia, SUHAKAM has investigated a number of individual complaints and has also made several recommendations on systemic issues. These include overcrowding, deaths in custody, health care services and staffing levels. SUHAKAM has also raised a number of issues relating to Malaysia's Internal Security Act. Importantly, SUHAKAM is empowered to visit any place of detention to ensure compliance with United Nations standards as well as national regulations and rules.

Although most Australian states and territories do not have general Human Rights Acts, there are numerous equal opportunity and anti-discrimination laws that see the involvement of bodies such as the national Australian Human Rights Commission (the AHRC - until recently called the Human Rights and Equal Opportunity Commission). Across Australia, these agencies have examined issues such as the treatment of prisoners with HIV/AIDS, women prisoners' rights with respect to their children and the use of strip searches.

Korea has an active national Human Rights Commission and Cambodia reported that a number of local and international human rights organisations are involved in considering issues relating to prisons.

In Hong Kong (China), there are several active agencies, including the Human Rights Monitor and Human Rights Watch Asia. The Monitor played a significant role in benchmarking and assessing performance prior to reunification.

New Zealand noted that its Human Rights Commission has had a 'fairly modest involvement' in corrections but that it has been involved in some specific issues, including a recent inquiry into transgender prisoners.

(c) Ombudsman

The office of the 'Ombudsman' has been established in a number of countries to consider individual complaints about decisions made by government departments and officials. The Ombudsman usually has no power to change a decision but will liaise with the relevant department, and will also report to Parliament. The Ombudsman generally investigates individual complaints but may sometimes also conduct a review of an issue of more general concern (often called an 'own motion review').

Ombudsmen are largely complaints-driven. In other words, they respond to individual prisoners' complaints about aspects of prison service. Mechanisms are in place across Australia and New Zealand to ensure that correspondence between prisoner and the Ombudsman are confidential. However, the policy of Australian Ombudsmen is that prisoners should generally resolve issues directly with prison management. Own motion reviews in Australia have led to reports on deaths in custody (Western Australia and Tasmania), the use of force (Victoria), contraband smuggling (Victoria), prisoners' grievances (Western Australia) and general prison conditions (Victoria). In New Zealand, recent own motion reviews have been conducted into the 'detention and treatment of prisoners' (2005) and 'prisoner transport and other matters' (2007).

Malaysia does not have an Ombudsman's office but there is a Public Complaints Bureau. Each year, the Malaysian Prison Department receives a number of complaints through the Public Complaints Bureau but most were described in the paper as 'trivial'. Cambodia reported that it does not have an office equivalent to the Ombudsman but that such an office is under consideration as part of the Legal and Judicial Reform Strategy. There is no such office in Singapore.

Hong Kong (China) does have an Ombudsman but there appear to be relatively few complaints made to the office and only a small number are substantiated.

(d) Specialist Inspectorates

Some countries have introduced specialist prison 'Inspectorates'. Prison Inspectors sometimes operate within the corrections department. Under this model, the Inspectorate is answerable to the head of the department itself. However, in some other jurisdictions a much stronger and more independent model has been adopted in which the Inspectorate lies outside the corrections department and is directly responsible to the legislature / Parliament. Inspectorates tend to inspect and report upon the operation of individual prisons (and sometimes related services) and to

conduct systemic reviews of issues of general concern across corrections. They do not tend to be involved in investigating individual complaints (which is left to the Ombudsman or other processes).

Across the region, the strongest model is found in Western Australia. The Office of the Inspector of Custodial Services (OICS) has complete functional independence, being accountable directly to Parliament and not to the CEO of the department or the Minister. OICS has unfettered rights of access to prisons, juvenile detention centres, prisoner transport and court security facilities and it is an offence to hinder OICS in any way. In addition to reporting regularly on every prison in the State, OICS has conducted thematic reviews of women's imprisonment, anti-bullying strategies, assessment and classification, cognitive skills programs and prisoner transport. One of the important features of OICS is that its reports are published and readily accessible;³ this is not generally the case with internal inspectorate models.

Most other Australian jurisdictions (but not all) also have prison inspectorates but they are located within the department itself. This is also the model in Hong Kong (China) and Singapore. In Hong Kong (China), the Inspectorate and Security Unit is tasked with conducting full thematic and surprise inspections.

In Singapore, the Prison Staff Inspectorate's primary function is that of 'an internal auditor, geared towards helping institutions to review their internal control systems, work processes as well as management practices.' Singapore has also recently established an Institutional Disciplinary Advisory Committee (September 2008). This committee can express an opinion to the Singapore Prison Service as to whether a proposed punishment is excessive.

New Zealand's Inspectorate is located within the Department of Corrections but 'has a considerable level of independence from the administration of prisons and sentences and orders in the community. The Senior Inspector reports directly to the Chief Executive of the Department and Inspectors of Corrections have statutory powers.' The New Zealand Inspectorate plays a role in both individual complaints and systemic issues.

In Cambodia, representatives of the King, members of the National Assembly, Provincial Governors and other high ranking personnel are eligible to enter and inspect prisons.

In Japan, the Act on Penal Institutions and the Treatment of Sentenced Inmates 2006 (amended and renamed in 2007 as the Act on Penal and Detention Facilities and the Treatment of Inmates and Detainees) provides that each penal institution should establish a Penal Institution Visiting Committee (PIVC). The PIVC provides a statement of its opinions to the warden of the prison in question.

Vietnam has established an Inspectorate Institute under its new prison laws. The Inspectorate is located in the Ministry of Public Security and is independent of the day to day management of prisons. The Inspectorate is required to inspect prisons 'regularly and unexpectedly'. It will deal with both individual complaints and systemic issues.

³ www.custodialinspector.wa.gov.au

The effectiveness of all inspectorates, and especially internal inspectorates, will of course depend largely on how well they are resourced, how they operate ‘on the ground’ and the extent to which they are able to influence policy and practice.

(e) Visiting Justices and other official visitors

Many countries have ‘visiting justices’ schemes or similar mechanisms. These have a long history, often dating back to colonial times. The main role of Visiting Justices is usually to listen to individual complaints and to report to the head of the prison (sometimes the head of the prison service itself) on their observations and findings. The countries that use such a scheme said that they find it a very useful form of feedback.

The precise structures and reporting lines for Visiting Justices differ between jurisdictions. In Malaysia, the Visiting Justice’s remarks are forwarded to the Commissioner General and the Chairman of the Board of Visiting Justices as soon as possible. In Singapore, the Visiting Justices report to the Minister. Hong Kong (China) also has an active Visiting Justices program (almost 500 visits in 2007). Visiting Justices also play a role in India.

(f) Other national bodies

Other forms of external scrutiny from within a country include the appointment of special committees of inquiry, such as Royal Commissions. These tend to be appointed following serious incidents such as escapes, serious disturbances and acts of serious violence towards staff or other prisoners. Committees and Commissions of this sort can have a significant impact on the development of prison regimes – for example, by arguing for changed assessment and classification practices. For example, in Western Australia, the 2005 Mahoney Inquiry, established in the aftermath of a serious incident at one of the State’s prisons, has led to wholesale changes (see also the report on Specialist Workshop One).

The papers by Hong Kong (China) and Indonesia provided some interesting insights into how the work of cross-government agencies will impact on corrections. In Indonesia, the Commission of Corruption Eradication (CCE), established in 2002, is pursuing corruption and is training government employees on issues of integrity. In Hong Kong (China) the Independent Commission against Corruption (ICAC) and the Office of the Privacy Commissioner play important roles.

Singapore’s paper contains a discussion of how the Yellow Ribbon Campaign and strategies have been employed to reach out to the non government sector and the media.

(g) International bodies & the Convention against Torture

International human rights bodies may also become involved, on occasions, in inspecting correctional facilities. The United Nations Convention Against Torture

(CAT), which has been signed by a number of countries in the region, is the most important single document in this regard. It is potentially relevant to prison systems in that it outlaws not only ‘torture’ but also any form of ‘cruel, inhuman or degrading treatment or punishment’ that occurs in any ‘place of detention’. Countries that are signatories to CAT will provide annual reports to the United Nations. The Hong Kong (China) paper provided useful examples of its annual reporting obligations.

More significantly, the Optional Protocol to CAT (or OPCAT), to which fewer countries (but including New Zealand) are signatories, requires signatories to allow the United Nations Subcommittee for the Prevention of Torture (SPT) to conduct inspections of any place ‘where people are deprived of their liberty’. It also requires signatories to establish ‘National Preventive Mechanisms’ (NPM’s). These NPM’s must be independent of the operating departments and must have full and unfettered access to all places of detention. In New Zealand, the Human Rights Commission is the NPM. Australia has indicated an intention to sign up to OPCAT. In order to meet OPCAT requirements, it seems likely that the NPM (which may well be the Australian Human Rights Commission) will draw on the legislation governing Western Australia’s Office of Inspector of Custodial Services as a model of independent monitoring.⁴

4. Conclusion and General Evaluation

The Discussion Guide invited delegates to reflect, in their conclusions, on the overall advantages and disadvantages of external scrutiny.

The following were seen as the main *disadvantages* by the different jurisdictions:

- ◆ Additional administrative costs and burdens (Australia, Japan, Korea)
- ◆ Risk of adverse media attention (Australia, Singapore)
- ◆ Criticism through ignorance (Australia)
- ◆ Serial complainants in prison will ‘forum shop’ around all the agencies (Australia, Hong Kong (China))
- ◆ Undermining and frustrating front line staff (Hong Kong (China), Korea)
- ◆ Lack of clarity in international standards (Hong Kong (China))

The following were seen as the main *benefits* by the different jurisdictions:

- ◆ Increased transparency and accountability (Malaysia, Australia, Hong Kong (China), Indonesia, Korea, New Zealand, Singapore)
- ◆ Ensuring human rights compliance (Malaysia, Australia, Hong Kong (China), New Zealand)
- ◆ Maintaining standards (Australia, New Zealand)
- ◆ Enhancing public confidence and support (all papers)

⁴ See R Harding and N Morgan, *Implementing the Optional Protocol to the Convention Against Torture: Options for Australia* (a report to the Australian Human Rights Commission), 2008 (available at www.hreoc.gov.au).

- ◇ Reducing the number of legal challenges by identifying gaps and issues (Australia)
- ◇ Improving processes (eg in handling grievances) (Hong Kong (China) New Zealand)
- ◇ Helping obtain funding and resources from government (Malaysia, Hong Kong (China), Korea)

After weighing up all these considerations, all of the papers (with the possible exception of Cambodia) considered that the benefits of external scrutiny greatly outweigh any negatives. For example, Korea stated that the overall effect was ‘undeniably’ positive and Malaysia concluded that: “external scrutiny plays an important role in our correctional system and the advantages far outweigh the disadvantages.” In conclusion, as Singapore said: “A progressive system that aspires to be both secure and exemplary cannot afford to remain closed to the external world because more often than not, it is the less open organisations that invite more curiosity and scrutiny.”

AGENDA ITEM THREE

BEST PRACTICES IN REHABILITATION FOR WOMEN AND OTHER SPECIAL GROUPS OF PRISONERS

1. Introduction

The main aim of this Agenda Item was to focus on the problems that are experienced across the region in developing rehabilitation programs for women prisoners, and to provide examples of positive initiatives and effective practices. Women were chosen as the primary focus for the Agenda Item for three main reasons. Firstly, it is some time since women prisoners were a topic at APCCA conferences. Secondly, in the Asia Pacific region, some countries are experiencing a rapid increase in the number of female prisoners over the past ten years. Thirdly, there is growing recognition globally that female prisoners raise different problems from male prisoners in terms of treatment and rehabilitation.

Although the primary focus of this topic was female prisoners, this Agenda Item also gave an opportunity to delegates to showcase other special groups, such as juvenile offenders, drug offenders and Indigenous offenders.

Presentations and written papers were provided by delegates from Malaysia, Australia, Cambodia, Hong Kong (China), New Zealand and Thailand. Written papers were also submitted by Indonesia, Korea, Philippines, Singapore, Solomon Islands, Sri Lanka and Vietnam.

2. Women Prisoners: The Main Issues

Female prisoners, like male prisoners, have committed many different crimes and it is therefore rather difficult to generalise about the issues that they face. However, it is widely recognised that many women prisoners have faced very serious difficulties in the community and have a high level of needs.

Some of the problems faced by women prisoners are similar to those that face many males, such as a history of substance abuse, dysfunctional upbringing and a lack of work skills and work history. However, these issues are often compounded by factors that are more female-specific. They include the following:-

- ◆ *Prevalence of victimisation* – Generally, more women than men suffer from sexual, physical and psychological abuse (often at the hands of their male partners), and these can contribute to their offending behaviour.
- ◆ *Dependent parental/carer responsibilities* – More often than not, it is the women who undertake the role of caring for the children. The women feel a strong need to continue this parenting responsibility whilst in prison.
- ◆ *Health needs* - Female prisoners have higher general health needs, including access to gynaecological services.

- ◆ *Mental health, substance and trauma* – Mental illness, substance use and distress play an influencing role in women who offend.
- ◆ *Drug influence* – Women are more likely to commit offences whilst under the influence of drugs or to support their drug use.
- ◆ *Nature of offences* – Women generally commit fewer and less serious crimes than men.
- ◆ *Small number of female prisoners* – Female prisoners generally constitute a relatively proportion of a prison system that has tended to be male-orientated.
- ◆ *Response to community supervision, incarceration and treatment* - The paper from Australia found that women “respond best to relationship-focussed and holistic responses which addressed their needs simultaneously.”

During the conference, the following common issues relating to female prisoners were discussed:-

(a) Overview of the female prisoner population

In most countries throughout the world, women comprise between 3% and 7% of the prison population. Generally, there has been an increase in the number of female prisoners in prisons in the Asia Pacific region.

For example, in Australia, as at 30 June 2007, the imprisonment rate for women was 24 prisoners per 100,000 adult female imprisonment population. This is an increase from 15 prisoners per 100,000 in 1997. Overall, there has been a 57% increase in the number of sentenced female prisoners in Australia from 1997 to 2007. However, by contrast, Thailand has experienced a slight decrease in the number of female prisoners – in 2006, female prisoners represented 16% of the total prison population; and in 2008, the figure decreased to 14%.

In Sri Lanka and the Philippines, female prisoners constitute between 5% and 6% of the total prisoner population. In Vietnam, female prisoners constitute 12% of the total prison population (which reflects a 7.5% increase over the years). However, Cambodia has a relatively small number of female prisoners who are on remand and those serving short sentences for minor offences. In Sri Lanka, the majority of female prisoners have been convicted of drug offences.

Over the past year, on average, there has only been one female prisoner in the Solomon Islands. The longest serving female prisoner was a foreign African who was deported after being in prison for eight months. The other occupants have been two local women who spent one night and 21 days in prison, respectively.

It is interesting to note that some countries are experiencing an increase in the number of *foreign* female prisoners. The majority of the foreign female prisoners have been convicted of offences relating to immigration matters. For example, in 2008, there were 2,542 female prisoners out of a total of 35,845 prisoners in Malaysia. However, only 583 were Malaysian citizens whilst the rest were foreigners,

incarcerated for immigration offences. In Hong Kong (China), the percentage of female prisoners to male prisoners increased from 12% in 1998, to nearly 20% in 2008, due to an influx of Mainland Chinese women, with local women comprising only about 20% of the total female prisoner population. Many of the foreign female prisoners are illegal immigrants with low education and economic background. In 2007, about 83% of total female prisoner population were 'first-timers'; 8% were young offenders aged between 14 and 21 years, and 9% were drug users. In Thailand, about 78% of sentenced women have been convicted of drug offences, while 11% of them have been convicted of property offences. Only about 2% have been convicted of offences against the person including homicide.

(b) Parenting responsibilities, child care and health care issues

A key challenge for correctional authorities is to positively foster, support and facilitate familial, kinship and community relationships for female prisoners in order to minimise the traumas of separation between family members and children, and to assist the women's reintegration into the community. Some countries such as Thailand, Vietnam and Sri Lanka report that female prisoners suffer from stress and depression due to separation from their children and family.

There is general acceptance that prisons are not conducive or positive environments for children; however, wherever possible and when it is in the best interests of the children, the majority of the countries allow babies and young children to remain with their mothers. Some countries allow babies up to 12 months of age to be with their mothers, whilst in other cases, the age limit is about three years.

The majority of countries including the Philippines, the Solomon Islands, and Sri Lanka highlighted the need to provide pre-natal/post-natal of health care and child care services to female prisoners who are pregnant and/or have very young children at the time they enter the prison. All the countries acknowledged the importance of providing adequate medical services to these prisoners, the importance of allowing young children to reside with their mothers in prison, and the need to provide facilities for mothers to interact with their children. Generally, in countries such as Malaysia and Thailand, pre-natal and post-natal health care services are provided to female prisoners by health professionals in the public hospitals or clinics. Babies and young children who are allowed to reside with their mothers also receive health care services.

In October 2008, Malaysia had 2,642 female prisoners, 66 of whom were expectant mothers. The Prison Regulations allow children to reside with their mothers in prison up to the age of three years, but this may be extended to four years with the approval of the Commissioner General of Prisons. Apart from government hospitals and clinics, general health treatment is also provided by a Medical Officer based in every prison. Pregnant prisoners and female prisoners with babies and children are placed in allocated areas of the prison which has a nursery.

From the child's development perspective, the Singapore Prison Services takes the view that the prison is not a conducive environment for the child. Therefore, it works closely with other government agencies to ensure that the welfare of the child is gradually handed over to family members or other appropriate care-givers.

However, where this is not possible, there are specially designed nurseries with helpers to assist female prisoners care for their babies.

Sri Lanka is an Asian Buddhist country and the majority of the women believe that they have a duty and responsibility to devote most of their time to care for their children. Thus, children under the age of 5 years are allowed to reside with their mothers in prison. In addition, a child centre and a school have been set up by the Department of Education.

In 2002, New Zealand implemented a policy which allowed female prisoners to care for their babies in prison, up to the age of six months. However, new laws which were passed in September 2008 have increased the age limit to two years. These laws will be implemented over the next two years, subject to funding and the completion of suitable new facilities.

In the Philippines, pregnant prisoners are accommodated in infirmaries which provide pre-natal care and treatment. A nursery is provided for mothers to care for their babies (up to the age of 12 months) with assistance from trained staff. With regard to mental health issues, in August 2008, the Philippines reported that there were 190 female prisoners with mental health problems and depression who were referred to the Philippine Mental Hospital for treatment.

In Cambodia, there are specific procedures and rules for pregnant prisoners and for children living with their mothers in prisons as well as the provision of health services to them. However, the problem of overcrowding in prisons has hampered their access to general health care, water and other basic needs including nursing care and health services.

In September 2007, new laws were introduced in Thailand which changed the situation for pregnant prisoners and female prisoners with young children. These laws recognised the need to allow female prisoners to bond and care for their young ones. Prior to September 2007, babies up to the age of one year were allowed to reside with their mothers in nursery areas within the prison, and thereafter, arrangements would be made for relatives to care for them or for placements in nursery or foster homes. The laws of 2007 provide for the suspension of sentences imposed on an offender who is pregnant and/or female offenders caring for a child under the age of three years. During the suspension period, such offenders are to be placed in a suitable place other than a prison.

Similarly, in Vietnam, female prisoners who are ill, or pregnant, or have children under the age of three years, are allowed to have their sentences served at a later time. Female prisoners who do not have any family members to care for their children, may have their sentences reduced or remitted. In general, however, children under the age of two years are allowed to reside with their mothers. Female prisoners have annual medical check-ups and are provided with information regarding the prevention of infectious diseases such as HIV/AIDS, and family planning.

In Hong Kong (China), children up to three years old can reside with their mothers in a special ward in prison. Mothers are exempted from normal work so that they can care for their children.

In Victoria (Australia), as a result of the *Better Pathways* project, a specialist sexual assault counselling advocacy and support services are available for female prisoners. In addition, a new integrated mental health service including a 20-bed inpatient unit which provides specialist care for those with mental health care needs has been set up.

(c) Family access

All countries allow female prisoners to have contact with their families. However, the forms of contact vary between the jurisdictions. Family access discussed in some papers includes the following:-

Prison visits and telephone contact

In most countries, family contact occurs through prison visits and by telephone. Singapore, Hong Kong (China) and Korea also provide contact on the internet.

In Hong Kong (China), there are Child Visit Centres which have been equipped with a playroom for children (up to the age of six years) to visit their mothers in prison. Various community-run projects such as “*Blue Bus – Trip for Growth*” provide emotional and social support to the children. For example, children can be accompanied by the trained volunteers to visit their incarcerated mothers and attend parent-child programmes in prisons.

Conjugal visits

In Vietnam and Korea, female prisoners with good conduct are granted access to a “happy room” to spend time with their husbands. There are no conjugal visits for female prisoners in the Philippines; however, male prisoners may be granted conjugal visits four times per month.

Leave of absence

In Hong Kong (China), young female prisoners of a Training Centre may be granted leave of absence for a period of five days at any one time, for family reunion or participation in special activities such as examinations, job interviews and community services.

3. Policies, Assessments and Programs for Women Prisoners

This section of the paper, discusses some general policies that have been developed with respect to the rehabilitation of female prisoners in various jurisdictions and the principles that underpin these policies. The paper then outlines how these policies are actually being implemented including the difficulties that have been faced as well as some examples of particularly successful interventions.

(a) Policies

In general, the majority of the countries have adopted some of the following policies with respect to female prisoners:-

- ◆ Female prisoners are generally of low security risk and therefore, they should be incarcerated in minimum security prisons or open camps.
- ◆ Employment opportunities should be provided to the women through vocational and educational programs. Examples of vocational courses offered in Vietnam include home industry, fine art and handicraft, horticulture, cattle-breeding. In Thailand, the development of rehabilitation programs for female prisoners is based on traditional gender roles. Thus, rehabilitation and vocational programs focus on domestic tasks, housework, motherhood, cooking, baking, massaging and hairdressing.
- ◆ Whilst in prison, it is important to maintain and strengthen the relationships between female prisoners and their partners, children and families.
- ◆ Special programs need to be developed for Indigenous female prisoners, mentally ill female prisoners, vulnerable groups such as adolescents and elders, and victims of domestic violence.
- ◆ In 2008, Queensland (Australia) implemented a new policy "Women Offenders Policy and Action Plan 2008 - 2012: Improving Outcomes for Women Offenders". This is designed to strengthen existing strategies with a strong focus on rehabilitation, reintegration and through care. Victoria (Australia) launched its *Better Pathways* strategy in 2005 which addresses areas such as mental health, substance abuse, children and family ties, physical health, sexual assault, family violence, housing, education and training. This has led to the establishment of additional transitional housing for women on bail and Indigenous women; the appointment of a Vietnamese liaison officer to assist the large number of Vietnamese female prisoners; and upgrades to facilities for female prisoners. New South Wales (Australia) is developing new strategies with a focus on reducing female imprisonment, prevention and reduction of offending, and improving the well-being of female prisoners.

(b) Assessment, classification and placement of female prisoners

Due to the small number of female prisoners, a number of countries such as Cambodia and Korea do not have assessment and classification systems that are tailor-made for female prisoners. The reason is that it is very costly to develop such a system for a small number of women. However, Korea is currently developing a new classification index for female prisoners.

In New Zealand and Malaysia, specific assessment processes have been implemented to identify female prisoners with special needs (such as those who are pregnant, female prisoners with children, and those with specific mental and physical health needs). Singapore has a specific assessment tool which has been adapted from Canada.

In Hong Kong (China), female prisoners are classified according to their sentences, age and security level. A female prisoner who is drug dependent may be placed in a Drug Addiction Treatment Centre and those requiring psychiatric treatment are held a separate ward in a Psychiatric Centre. Female prisoners aged between 14 and 20 are held in a separate institutions from adult female prisoners. Adult female prisoners are placed in minimum, medium or maximum security prisons.

With regard to placement, female prisoners are either placed in prisons dedicated especially for women, or are placed in segregated areas from the male prisoners. In New Zealand, there are three prisons dedicated for women. One example is the new Auckland Women's Prison (an open campus style prison) which has facilities for family visits and self-care units for mothers and babies.

In Malaysia, there are strict rules which require female prisoners to be accommodated separately from male prisoners. In Hong Kong (China), there are nine penal institutions for female prisoners. There is also a half-way house for those discharged from Training Centre, Drug Addiction Treatment Centre, Pre-Release Employment Scheme and Release under Supervision Scheme.

Australian prisons generally segregate women from men in separate facilities. Placement of female prisoners in correctional centres in Victoria (Australia) is determined by classification level, program participation, and proximity to families. Women participating in the residential *Mothers' and Children Program* reside in purpose-built Jacaranda Cottages on the outskirts of Sydney; whilst those with mental health issues are placed at a Mental Health Screening Unit. Queensland and Tasmania do not have a specific assessment tool for female prisoners. Western Australia recently reviewed its classification and assessment tool, and as part of that review, the need to have a separate security assessment and classification tool for Indigenous and female prisoners was examined.

In some countries such as Cambodia and Vietnam, there are no prisons solely for women. Hence, female prisoners are segregated from male prisoners in the same prison. In Cambodia, as the female prisoners usually have low security classification, they enjoy more time out of the cells and have more privileges than the male prisoners. Female prisoners on remand and serving short-sentences in Cambodia are managed within the provincial prisons where they are able to attend court as required and keep close contact with family and relatives.

In Sri Lanka, female prisoners are accommodated in dormitories; however, there are plans to introduce open prisons for them. Sri Lanka noted that there were 10 to 15 female prisoners suffering from various mental illnesses; thus, separate counselling services and treatment programs are offered to them. Sri Lanka also noted the problems of managing female prisoners who have developed a sexual relationship with one another.

In some countries, purpose-built prisons have been constructed to meet the specific needs of female prisoners and to assist their smooth transition into the community. One example is the Boronia Pre-release Centre for Women which is seen as the flagship of the Western Australian prison system. The Centre was commissioned in 2004 and is a 70-bed facility, including 40 self-care beds constructed within 10

modest houses. The women are locked in the house overnight, and have access to the kitchen, bathroom and lounge areas. This promotes a more normalized living environment and aims to better prepare the women for successful independent living in the community with a focus in four key areas – personal responsibility and empowerment; family responsibility; community responsibility; and respect and integrity.

(c) Rehabilitation and vocational programs

Most countries offer various vocational programs such as handicraft, bakery, cooking, laundry services, massage, tailoring, art, painting and catering to female prisoners. In Korea, female prisoners have opportunities to participate in a number of culture education programs such as tea etiquette, horticulture and paper folding, calligraphy, art and music. A *Mother School* has been established in conjunction with a religious organization, to educate female prisoners on their roles as mothers in the family and issues regarding domestic violence. These programs aim to assist in the prisoner's reintegration process by providing opportunities for the restoration of family relationships and education.

In Malaysia, the focus is to rehabilitate inmates in order to develop positive attitudes and to assist the prisoners in their reintegration process. This is done through the *Human Development Program* which contains four distinct phases – namely, Discipline Development, Personality Enhancement, Skills/trade Development and Pre-release program. Malaysia has adapted this program to meet the needs of its female prisoners.

Cambodia offers very limited rehabilitation programs designed for female prisoners. However, female prisoners who are placed in Correctional Centres (as opposed to municipal and provincial prisons) have access to vocational training and prison industry where they are able to earn and save some money.

The Solomon Islands have links with community agencies to provide support and deliver programs for female prisoners in four key areas – basic education; vocational training (such as sewing, dyeing and soap making, and work skills for women in rural areas); life skills; and faith-based courses. In addition, the *Family Support Centre* promotes women's rights and provides programs regarding domestic violence issues.

In Singapore, various programs which are run jointly with community groups, are offered to female prisoners in the areas of mental health, substance abuse (such as the KICK-START program), family and parenting, and education and vocational programs. The Singapore Anti-Narcotic Association (SANA) supports offenders in their recovery from substance abuse, whilst the Women in Recovery Agency (WiRA) provides aftercare support to female prisoners who have been released into the community.

Although female prisoners constitute a small number in the total prison population, the Department of Corrections of Thailand has been very conscious in providing programs and services which caters to the needs of the female prisoners. Some successful initiatives include the following:-

- ◆ *Vocational Training Centres and Chuan Chom Restaurant* – The *Chuan Chom* Restaurant was initially set up to teach female prisoners some culinary and restaurant service skills. In addition, there are barber and hairdressing shops with spa and massage services provided by female prisoners who have completed the relevant vocational courses. These programs have now been extended to regional prisons. Due to the success of these programs, the Department of Corrections of Thailand is in the process of registering the brand “Chuan Chom” for all female prisoners’ products and services.
- ◆ *Kru Kon Kook: Inmate Teacher Project* - This project allows female prisoners to teach members of the community the skills which the prisoners have learnt in prison, such as cooking, baking, painting and massage. This initiative assists in the prisoners’ gradual reintegration into the community as the community members are now more understanding and accepting of the plight of female prisoners and the role of the Department of Corrections.
- ◆ *Female Inmate Boxing* – Although female prisoners participate in various sporting activities to promote team spirit, the most successful sport is boxing at the Women Correctional Institution for Drug Addicts. In 2007, Samson Sor Siriporn became the first female boxing world champion and her success has inspired other female prisoners.
- ◆ *Kamlangjai Project* – The *Kamlangjia* (which means inspire) Project was initiated by Her Royal Highness Princess Bajrakitiyabha Mahidol of Thailand to improve the quality of life of female prisoners, pregnant prisoners and the children; to promote maternal and parenting skills; and to enhance public acceptance of the prisoners. Recently, a new campaign was also launched to enable a group of eye specialists to attend to the needs of female prisoners.

In Sri Lanka, special programs to deal with HIV/AIDS have been implemented through UNAID and UNICEF.

Hong Kong (China) provides compulsory half-day education and vocational training programs for young female prisoners of a Training Centre which focus on ‘character reformation’, discipline and positive changes in attitude and behavior (such as foot drill and counselling). In addition, Hong Kong (China) offers Rehabilitation Centre Programs (a staged residential training program for young offenders to learn discipline and social skills) and a Drug Addiction Treatment Centre Program (a compulsory program for those addicted to drugs). Adult female prisoners can also attend vocational courses in commercial and retailing, pest control, fashion, beauty and computer skills to enhance their employment prospects when released into the community. To address the psychosocial needs of the women prisoners, psychological and counselling services including Mental Health Programme and Violence Prevention Programme are provided for the needy women during their incarceration.

Vietnam has successfully implemented the *Heroine, Immortal, Faithful and Talent* competition whereby female prisoners competed in housework and housekeeping activities.

New Zealand has successfully implemented the following rehabilitation programs for women:-

- ◆ A drug treatment program at Arohata Women's Prison which has had the effect of halving the re-offending rates of women.
- ◆ *Kowhiritanga*, an offence-related program.
- ◆ Mothers and babies program.
- ◆ *Tikanga* program for Maori women offenders.

In 2006-2007, Western Australia piloted the *Reconnections* program which is a multi-purpose and intensive program for female prisoners who are motivated and ready for change. It focusses on relational and psycho-social matters and addresses issues such as substance and sexual abuse, domestic violence, grief and loss, trauma, mental health, economic marginality, personal development, parenthood, and connections with the community. *Reconnections* is currently under review with a view to extending the program in the community.

4. Rehabilitative Programs for Other Special Groups of Prisoners

(a) Juvenile offenders in Indonesia

Indonesia has a large number of juvenile offenders. The young offenders between the age of 8 and 18 years are accommodated in 16 Child Correctional Centres. According to the statistics in March 2008, there were 995 male detainees, 6 female detainees, 1,321 male prisoners and 21 female prisoners in these Centres. However, a larger number of child detainees and child prisoners are held in adult correctional centres (1,705 male detainees, 125 female detainees, 1,431 male prisoners and 33 female prisoners). Generally, these young offenders have been charged or convicted of offences for drug abuse, burglary/theft, violence, sexual harassment and murder. With regard to these young offenders, Indonesia has identified the need to develop the following systems:-

- ◆ Assessments and classification systems for the purpose of identifying educational and special training needs of each juvenile.
- ◆ Planned and integrative systems to implement treatment programs for juveniles throughout the correctional centres.

Currently, Indonesia is engaging with a number of agencies to resolve the above problems and to improve the conditions and facilities at the correctional centres for juveniles. For example, there are plans to build study areas for the juveniles including work and health facilities. In addition, the officers do not wear uniforms and family members will be able to visit the juvenile offenders in a more-friendly and relaxed environment. The Indonesian Prison Department aims to develop a structured and balanced educational, vocational and training program for the juveniles to assist their rehabilitation and reintegration into the community.

(b) Drug offenders

In the Philippines, female prisoners convicted of drug-related offences are, where

possible, segregated in a separate dormitory to facilitate effective monitoring and management. Those needing rehabilitation are treated in coordination with the Dangerous Drugs Board or referred to a drug rehabilitation centre. These offenders also participate in Therapeutic Community Programs.

In Indonesia, there has been a huge increase in the number of narcotic detainees and inmates and they constitute about 28% of the total number of prisoners. The problems faced by Indonesia include the following:-

- ◆ *Overcrowding* – About 36,390 drug prisoners are incarcerated in 14 narcotic prisons which do not have the capacity to accommodate this number. The Malang Female Prison has about 290 prisoners, but it has the capacity to deal with 160 prisoners.
- ◆ *Limited facilities and infrastructures* - For example, the Tangerang Youth Prison has only one clinic to provide medical care to 10 to 15 patients per day. However, it currently has to deal with 55 to 60 patients per day.
- ◆ *Limited human resources* – There is an acute shortage of medical staff and security staff to tend to the medical needs and security matters for the large number of drugs prisoners. Some prisons do not have any doctors.
- ◆ *Spreading of infectious diseases* - The limited infrastructures, medical staff and security staff have increased the incidence of high risk behaviours such as needle sharing, tattooing and sexual intercourse amongst the drug prisoners. This has resulted in the spread of infectious diseases such as HIV, AIDS, tuberculosis and Hepatitis.

In order to alleviate the above problems, the Indonesian Prison Department has implemented a number of rehabilitation programs, including the Narcotic Anonymous Therapy and various vocational, art and sporting activities. In addition, a new Methadone Program was introduced in four prisons, resulting in 118 methadone patients undertaking the program in February 2008. In addition, Indonesia hopes to implement the following strategic plans in the future:-

- ◆ Establishing greater cooperation and coordination with international and national agencies in the provision of treatment, health care and social rehabilitation services for drug prisoners.
- ◆ Recruiting high quality staff.
- ◆ Implementing comprehensive and structured medical services and rehabilitation programs to the drug prisoners.

(c) Indigenous prisoners

There is general recognition in Australia and New Zealand that educational and vocational programs for Indigenous prisoners and prisoners with different ethnic backgrounds must be culturally appropriate, delivered appropriately, and specifically designed. Such programs also need to be community-based and relevant community groups need to be consulted.

Australia has identified the following strategies that need to be implemented in order to improve the situation for female prisoners with Indigenous or ethnic backgrounds:-

- ◆ culturally appropriate assessments and case management systems
- ◆ promotion of multi-culturalism
- ◆ translator and interpreter services
- ◆ cross cultural staff training
- ◆ culturally appropriate courses including English as a second language
- ◆ multicultural library services

In New Zealand, about 15% of the population is Maori. Female prisoners constitute about 5.5% of the total prison population. However, 58% of the female prisoner population is Maori which is a higher percentage than the number of Maori men in prison. In 2003, the Department of Corrections of New Zealand implemented the *Tikanga Maori Program* which is a culturally appropriate motivational program for Maori women offenders.

5. Conclusion

In summary, all the countries acknowledge that female prisoners have different needs from male prisoners. However, due to the small number of female prisoners and lack of resources, it has been a challenge for some countries to deliver services and programs which meet the needs of the female prisoners. Some countries also highlighted the problems with drug prisoners and juvenile offenders due to overcrowding and lack of resources.

It is enlightening to see that all the countries have, as far as possible, made great efforts to ensure that female prisoners are well cared for and their needs are met. These include:-

- ◆ Developing assessment and classification systems for female prisoners.
- ◆ Providing pre-natal and post-natal health care services, and assistance in caring for the babies.
- ◆ Providing mental health services and counselling to those with mental health problems.
- ◆ Allowing babies and young children to reside with their mothers in prison. This recognises the responsibility which women have in caring and bonding with their babies and young ones.
- ◆ Providing nurseries within prisons so that young children are raised in a homely and conducive environment.
- ◆ Conducting family visits in family-orientated areas within prisons (such as playrooms and family centres).
- ◆ Granting conjugal visits to maintain relationships with husbands.

- ◆ Conducting a variety of interesting vocational courses and educational programs which enhance the women's employment prospects and reintegration process in the community.
- ◆ Conducting rehabilitation programs that are female-orientated.
- ◆ Engaging with community groups to deliver appropriate services and assistance to female prisoners.

However, all countries acknowledged that a lot more can still be done to improve the well-being of women in prisons and to assist their smooth reintegration into the community.

AGENDA ITEM FOUR

ENGAGING FAMILIES AND COMMUNITIES IN THE REHABILITATIVE PROCESS (INCLUDING RESTORATIVE JUSTICE APPROACHES)

1. Introduction

A number of recent APCCA conferences have examined ways to engage the community and families in promoting offenders' reintegration after their release from prison. The purpose of this topic is rather different. The aim is to consider the ways in which families and communities may be engaged in the rehabilitation process *while the offender is still in prison*, including their engagement in 'restorative justice' initiatives.

Written papers were provided by Malaysia, Australia, Cambodia, Hong Kong (China), Indonesia, Korea, Macau (China), New Zealand, Philippines, Singapore, Thailand and Vietnam. During the conference, presentations were given by Malaysia, Australia, Macao (China), New Zealand and Singapore.

2. Why Engage Community and Families in Rehabilitation?

In recent years, much of the international research on rehabilitation has reflected what is known as the '*What Works*' school of thought. In essence, the focus is on assessing prisoners' risks and needs, and then targeting prison-based programs at those risks and needs. The programs that are delivered under this philosophy tend to reflect the discipline of behavioural psychology and to be delivered to prisoners in groups. The program facilitators are generally psychologists or specially trained prison staff. '*Cognitive skills*' programs have become particularly common.

As the '*What Works*' literature indicates, well-targeted programs of this sort appear to be of value in reducing recidivism rates. Completion of such programs is therefore often treated as a prerequisite for access to early release programs such as parole. However, there is also a growing interest in the potential for other programs to be developed that are not founded on a behavioural psychology model, but engage family and community groups.

There are many reasons for seeking to engage community members and families, including the following:-

- ◆ Prisons are an unreal environment. As noted by Australia, prisons generally have set assessments on prisoners which are comprehensive and meet the needs of the justice system. However, they can fail to see the prisoner in the context of society – for example, as a father/mother of children, as a carer, or a member of the family unit and the community.
- ◆ Prisoners remain members of the community even though they are temporarily removed from it. Most will, at some point, resume their place in the community. Therefore, with Indigenous prisoners and prisoners from different ethnic

backgrounds, it is very important that they maintain contact and receive support from their Elders and communities to ensure a smooth return to their respective communities.

- ◆ Prisoners may gain real insights into the impact of their offending behaviour from people who have themselves been victims.
- ◆ Family and community may have been factors in the person being imprisoned (for example, if a man is imprisoned for violence towards his wife, it may make sense to engage the wife in joint counselling prior to the man's release)

3. Family Engagement: Dilemmas and Opportunities

(a) Family engagement – The benefits to prisoners

Families are generally seen as a positive factor, and prisoners will often talk in strong terms about the importance of their family. However, it must be said that family influences are not always positive, and that family circumstances can sometimes be a problem rather than an asset. Nevertheless, there are huge benefits to the prisoners if family members can support them in a positive way.

The papers and discussions held during the conference highlighted the ways in which family members can assist prisoners whilst they are in prison. These were succinctly summarized in Australia's presentation:-

- ◆ *Sense of belonging* – Families and community members can reduce the prisoner's sense of isolation and loneliness by maintaining regular contact.
- ◆ *Social and emotional support* – Family members can help prisoners to remain socially connected with the outside world. They can also provide emotional and relationship support.
- ◆ *Economic support* - In some countries, families are allowed to supplement or supply personal requirements to the prisoners, or organise outside financial commitments.
- ◆ *Housing* - In most cases, family members are the ones who can provide short-term accommodation during the prisoner's gradual re-entry into the community. Generally, families are also willing to accommodate ex-prisoners during their parole period and thereafter, long-term accommodation.
- ◆ *Employment* - Families can assist by seeking employment on behalf of the prisoner or liaising with agencies.
- ◆ *Pro-social models* - Family members can provide good role models to prevent re-offending by the prisoner.

(b) Ways to engage the family

There are numerous ways in which families may be engaged during the prisoners' incarceration period which can also assist in the prisoners' rehabilitation and reintegration into the community. Most of the countries have implemented some of the following initiatives to encourage positive engagement between prisoners and their families:-

- ◆ *Regular prison visits* – The Alexander Maconochie Centre in the Australian Capital Territory has been designed to support a 'liberal visiting regime' whereby families would be able to visit six days per week between 9am to 7pm. In Cambodia, family visits are encouraged generally to maintain relationships and to support prisoners during their incarceration period by providing food supplements, sundries, equipment and counselling. Family members from remote areas are able to visit at any time, seven days per week. Macao (China)'s *Child Assistance Program* supports family visits on a weekly basis by organising activities and gatherings to strengthen family ties.
- ◆ *Telephone and mail* – These are two common methods of communication between the prisoners and their families. In Malaysia, prisoners can write to their families once per week, but they can receive unlimited mail.
- ◆ *Tele-visit schemes* - Personal prison visits can be time-consuming and costly for families. To resolve these problems and in order to facilitate visitors who are infirmed, aged and physically disabled, some countries such as Malaysia, Hong Kong (China) and Singapore provide tele-visit facilities or Video Visit Schemes which save family members the time and cost associated with prison visits.
- ◆ *Family counselling* – In countries such as Cambodia, Malaysia and Vietnam, family counselling is conducted to involve families in the rehabilitation process.
- ◆ *Family Visit Days* - Holding special family visit days (where the normal visit security arrangements are relaxed so that families can mix more readily). For example, since 1993, Korea has organised family visit days for prisoners to meet their families and share meals together.
- ◆ *Festivals and special celebrations* - Allowing family to visit during festivals and on special occasions (such as Father's Day and Mother's Day). Being a multi-cultural country, Malaysia organises family visits during Hari Raya Aidil Fitri, Deepavali and Chinese New Year. In Macao (China), the *Full Moon, Full Family* program is celebrated on 15 August each year which is an auspicious and traditional day for families to be united.
- ◆ *Conjugal visits* - In some countries such as Korea, prisoners are able to spend time with their partners and families in specially built units within the prison premises. Similarly, in Victoria (Australia), residential family visits for up to 24 hours are available. In New Zealand, as there is no provision for conjugal visits, prisoners are placed close to their families to facilitate visiting. In the Philippines, conjugal visits are only available to male prisoners.

- ◆ *Temporary leave of absence* – In Australia, temporary leaves of absence from prisons allow prisoners to spend quality time with family members and children in the home environment.
- ◆ *Visit Centres* - Some countries such as Hong Kong (China) and Korea have established Visit Centres to enable prisoners to spend quality time with their families in a friendly environment.
- ◆ *Mother and Child Units* - In some Australian jurisdictions, playrooms or Mother and Child Units are provided so as to avoid, as far as possible, the separation of women in custody from their babies or young children. In Queensland (Australia), playgroups have been formed to build parenting skills and engagement.
- ◆ *Family Transport Programs* are available in some countries to assist prisoners to have more contact with their families who live in remote areas (e.g. Australia). These are usually provided by community or welfare-based organisations to alleviate travel costs and transport difficulties for the families.
- ◆ *Family involvement in treatment programs* - In Macao (China), since 1997, family members have been encouraged to participate in the *Detoxification and Treatment Programs* for inmates who are drug addicts. The program is held every month through seminars, activities and sharing sessions. It aims to instil understanding and support from families and to assist the inmates to overcome their drug addiction.

(c) Success stories

Korea - House of Family Meeting

In 1999, the *House of Meeting of Husband and Wife* was opened in Korea to allow husbands and wives to have conjugal visits. In 2003, the scheme was renamed as the *House of Family Meeting* whereby prisoners can spend up to two days with their families and restore relationships with one another.

The number of prisoners who have participated in this scheme has increased yearly from 7,633 in 2000 to 11,601 in 2007. The scheme has been so successful that to date, there are 29 units in total operating across 28 correctional institutions in Korea. There are plans to build more units and to refurbish existing ones.

Hong Kong (China) – Inmate-Parent Program

The program aims to “enhance the mutual understanding and cohesion between young offenders and their families as well as strengthening their awareness of the importance of family support on the rehabilitation of the offender.”

During the program, offenders meet their parents in an open setting within the institution to share their experiences. In 2007, the program was further developed by providing ‘specialist talks’ to the parties in community halls in town centres to encourage greater family participation. Since mid-2007, about 300 offenders’ parents have participated in these talks.

4. Community Engagement and Restorative Justice Approaches

There are a number of ways in which the broader community can be engaged during a person's incarceration. Some of these are of long-standing. For example, churches and other religious organisations have always played a role in visiting prisons and providing spiritual support and guidance. A number of countries have also recognized that there can be value in engaging community based organizations from the arts, such as theatre groups, and that acting and other forms of art can be very meaningful to prisoners.

More recently, the concept of 'restorative justice' ('RJ') has attracted considerable interest. RJ is difficult to define as it tends to mean different things to different people. At one time it was seen as a process where the offender would be brought face to face with his or her victim, in the presence of others, to discuss the effects of the crime and to aim for better understanding between the two parties. However, some RJ models now extend more broadly beyond the particular victim and offender. For example, people who have been victims of violence may meet with perpetrators of violence, even though they are not in a direct offender-victim relationship. RJ tends to focus on the consequences of the behaviour, and aims for reconciliation, restitution and reintegration. 'Professionals' such as lawyers and psychologists tend to play a limited role, as the views and perspectives of ordinary people are highly valued. RJ processes may take place during a person's imprisonment or as an alternative to imprisonment.

(a) Ways of engaging with community groups

◆ *Rehabilitation programs* – In all countries, it is not uncommon for community groups to participate, in varying degrees, in the rehabilitation process of prisoners. For example, Hong Kong (China) implemented its *Rehabilitation Volunteer Group* in 2004, whereby 200 volunteers (consisting of university students and teachers) assist by organising interest groups on languages, computer studies, and other cultural interests. The volunteers also hold public education programs to encourage and promote public acceptance of rehabilitated inmates.

In Cambodia, the prison authority's policy has changed from static security to dynamic security. This change has allowed more prisoners to engage in rehabilitative programs through the prison industry, farming and vocational training programs. A big turning point for Cambodia has been the engagement of civil societies and human rights agencies as part of its reformation program and this has led to greater cooperation and support for the prison system and the prisoners' reintegration into the community. Further, it is also gradually changing the community's view of the prisons and prisoners, to a positive one.

◆ *Participation in community activities and community work* - Malaysia's *We Care Program* provides opportunities for inmates to participate in community activities at welfare centres such as Senior Citizens Home and Welfare Homes for Orphans.

Similarly, in Korea, community groups organise field trips and volunteer service activities to support the social aspects of the prisoners' reintegration into the community. Prisoners are taken to orphanages and other institutions to volunteer their services. In addition, prisoners with good behaviour are selected to attend industrial sites and other buildings to undertake maintenance work and cleaning.

- ◆ *Collaboration with agencies in the delivery of vocational training* - To enhance the prisoner's prospects of employment, vocational skills training courses are often delivered in prisons in collaboration with various trade and educational agencies. The types of vocational courses offered include information technology, electronics and food preparation which are accredited. Vietnam attaches great importance to involving community groups and agencies in delivering vocational training programs for its prisoners.

(b) Ways of engaging with religious groups

In some countries, the spiritual well-being of a prisoner is considered to be an important part of the rehabilitation and reintegration process. In cases where a prisoner has no family support, members from religious associations can play an influential supporting role during the prisoner's incarceration period and eventual release into the community. The following are some examples in which religions groups can support a prisoner:-

- ◆ *Prison Chaplaincy and other religious support groups* – Most countries engage with religious organisations to provide support for the prisoners. The Department of Corrections of New Zealand contracts with a non-government agency for the provision of chaplaincy services in all prisons to meet the spiritual needs of the prisoners and to support the celebration of religious ceremonies. In addition, all the major Christian churches are presented on the Board of the Prison Chaplaincy Service.
- ◆ *Faith Based Units* – In New Zealand, a 60-bed Faith Based Unit has been established in conjunction with the Prison Fellowship New Zealand. The 18-month program caters for low-medium security prisoners who are drug-free and willing to explore the Christian faith, but it does not discriminate on the grounds of race, religion or ethnicity. The program is also linked to an after-care program whereby mentors provide individual support to a prisoner (eight months prior to release and thereafter, up to two years after release).

(c) Ways of engaging with Indigenous community groups:-

In some countries such as Australia, Canada and New Zealand, Indigenous prisoners constitute a large number of the total prisoner population. For example, in the Northern Territory (Australia), 80% of the prisoner population is Indigenous.

Hence, it is crucial for correctional departments and Indigenous community groups to take proactive initiatives to support these prisoners.

Australia - Elders Visiting Program (Northern Territory) and the Indigenous Elders Visitation Scheme (Queensland)

The Northern Territory and Queensland have similar programs to assist Indigenous prisoners to maintain links with their communities, family and culture whilst in prison. In essence, both programs:-

- ◆ Allow the Elders to interact with the prisoners and assist them to take a new direction in the lives and to develop viable post-release plans.
- ◆ Provide an important cultural link between Indigenous prisoners and Corrections staff by advising staff on cultural and community issues which impact on the prisoner's behaviour or ability to address their offending behaviour.
- ◆ Allow the Elders to advise prisoners on difficulties they may encounter upon release by giving them support and assistance during their reintegration process.
- ◆ Enable the Elders to advise staff on the reintegration options available in the community so that viable release plans can be developed constructively.
- ◆ Provide communication between all parties regarding prison processes such as attending funerals and 'sorry' business.

New Zealand – Whanāu Days

Whanāu is a Maori-language word for family and extends beyond parents and siblings by linking people of one family to a common ancestor. Low-security prisoners who have demonstrated exemplary behaviour participate in *Whanāu Days* by preparing food which may involve a *hangi* (a traditional Maori earth oven) or a barbeque. The atmosphere is more relaxed than normal visit days. Prisoners may also take part in cultural performances for their families and guests.

(d) Restorative Justice initiatives

Malaysia – Message from Prison

The Malaysian Prison Department has been conducting the *Message from Prison* program where inmates are given the chance to share their experience and remorse for their offending behavior with the general public. During Awareness Talks, prisoners are able to interact with tertiary students and community groups about their experiences and to deter them from adopting a criminal lifestyle.

New Zealand – The Sycamore Tree Program and Victim-offender Conference and Mediation

Restorative justice programs have been delivered in some New Zealand prisons since 1998 and the concept of restorative justice has been enshrined in a number of legislation. In particular, the *Corrections Act 2004* gives explicit recognition restorative justice processes and stresses the need to consider the interests of the

victims when managing prisoners.

The *Sycamore Tree Program* is run in prison with a panel of six prisoners and six victims over eight 2-hour sessions, who participate on a voluntary basis. The victims are not the victims of the participating prisoners. The program consists of group discussions, role plays and readings that is based on the bible story of Zaccheus. The restorative justice process is discussed in a biblical context and includes discussions on responsibility, confession, repentance, forgiveness, reconciliation and restitution. Since 2004, the program has been partially funded. The *Sycamore Tree Program* has expanded rapidly - in 2004/2005, there were 11 programs, and this has increased to 24 in 2006/2007.

For the past few years, *Victim-offender Conferences and Mediation* have been held on an ad hoc basis upon the request of the prisoner or the victim, or may be directed to the Parole Board. These conferences are usually facilitated by restorative justice practitioners on a voluntary basis. The paramount consideration is the safety and wishes of the victims, and not all requests result in a conference.

(e) Success stories in engaging with the community

Macao (China) – Prison visits by journalists and Kau Pou Journal

Recently, a number of journalists were invited to visit the prison facilities and vocational training workshops in Macao (China) where they interacted positively with the inmates. The experience has led to positive media reports about correctional institutions and the inmates' determination to make amends and learn new skills in the prison.

Kau Pou is a quarterly journal published by Macao Prison which has proven to be a very effective way of supporting inmates during their incarceration period. Leaders and prominent figures are invited to submit articles which provide encouragement and support to inmates so that they feel accepted.

Malaysia – Community Care Program

Through its *Community Care Program*, Malaysia engages with religious organisations, non-government organisations (NGOs) and individuals who can provide support to inmates through different avenues. These include:-

- ◆ *Speakers on spirituality and motivation* - Religious talks and classes are conducted regularly for the Muslims, Christians, Buddhists and Hindus. Motivational talks are also given to drug addicts and those with HIV/AIDS.
- ◆ *Courses and skills training for officers and inmates* – These include computer skills and reflexology. The Malaysian Prison Department has also signed Memorandums of Understanding with various agencies such as the Construction and Industrial Development Board, to implement an accredited Skills Training Program.

- ◆ *Employment opportunities* – Various companies and individuals in the community support the released prisoners by offering work which matches their respective skills.
- ◆ *Tools and monetary assistance* – Released prisoners who are keen to start their own businesses can turn to some community organisations which can provide basic tools and monetary assistance.

Singapore – Place and Train Program

In 2005, the Singapore Prison Services (SPS) implemented its *Place and Train Program* for pre-release prisoners who have been offered employment in the landscape industry. The prisoners undergo training to be Landscape Technicians while in prison. After release, they commence work with the employer for a minimum period of six months. The SPS continue to monitor their progress during this period. In 2007, 165 prisoners participated in the program and 62% of the prisoners secured continued employment after the initial 6-month period. This program has been so successful that the scheme has been extended to the retail and construction industries.

Australia – Work Programs (Queensland)

In Queensland, the community is engaged in the rehabilitation of prisoners through *Work Programs* (which have operated since the early 1990s) which respond to natural disasters and emergencies such as floods, cyclones and recently, the outbreak of equine influenza. The low-risk security prisoners have undertaken a number of clean up and recovery operations around Queensland. Following the success of the emergency relief operations, 13 work camps have been established on a permanent basis in various regional areas. The prisoners also assist in community events (such as rodeos and equestrian events), and the restoration of historical buildings and construction of walk trails and campsites in national parks.

The success of these Work Programs can be gauged with the involvement of about 155 male prisoners and 35 female prisoners to make reparation to the community by using their skills in meaningful projects. During 2006-2007, the work undertaken by the prisoners contributed to A\$1.5 million worth of community work to regional communities.

5. Family and community support *after release from prison*

Although the focus of the Agenda Item was on ways in which families and communities may be engaged in the rehabilitation process *while the offender is still in prison*, a number of countries also discussed the ways in which families and community groups can play an important role for released prisoners. In summary, the following initiatives were discussed.

(a) Ways of engaging with community groups

- ◆ *Parole period* – In countries which have a parole system (such as Australia, Malaysia and New Zealand), family members and community members can play an important role in assisting prison authorities to develop viable release/parole plans for prisoners and supporting their gradual reintegration into the community. Whilst on parole, the first few months can be a very difficult transitional period for the prisoner. Family and community members can assist the parolee in terms of providing accommodation, seeking employment and adjusting to ‘normal life’. They can also play a policing role in ensuring that the parolee does not indulge in negative activities and re-offending.
- ◆ *Family Therapy* - In some instances, when a prisoner has been released from prison, family members themselves may need support and counselling. In Malaysia, Family Therapy sessions are held to assist the parolee’s return to the family unit and the family’s acceptance of this.
- ◆ *Memorandum of Understanding and partnerships* – The Department of Corrections of Thailand has entered into partnerships in social work with some sub-district administration agencies to give released prisoners access to social welfare, support and counselling services during their re-entry into the community. The scheme is successful and has attracted other local agencies to be involved (such as temples, schools and the police). As at September 2008, about 100 correctional institutions have entered into similar agreements with more than 600 local administration agencies and community groups to raise community awareness and encourage community involvement with prisoners (pre-release and post-release).

(b) Success stories

Singapore - Yellow Ribbon Project

The *Yellow Ribbon Project* was launched in 2004 and coincided with Singapore hosting APCCA in the same year. The project sees the community as the main players who can support prisoners who have been released into the community. The three goals of the project are:-

- ◆ to create awareness in the community about the challenges faced by released prisoners by giving them *second chances*;
- ◆ to generate *community acceptance* of ex-prisoners and their families; and
- ◆ to inspire *community action* to support the rehabilitation and reintegration of ex-prisoners.

Strategies and activities adopted to create community awareness and acceptance of ex-prisoners include a Charity Concert, Prison Open House, and two movie premieres (*Coming Home* and *One More Chance*) which highlighted the challenges faced by prisoners upon release. Various competitions such as poetry writing and singing have been held to provide opportunities for prisoners to express their feelings and talents. Community members are also encouraged to demonstrate their support by wearing a yellow ribbon during the annual Wear-A-Yellow-Ribbon campaign.

The project has reaped excellent results since its inception in 2004. A survey revealed that:-

- ◆ more than 80% of the respondents indicated an awareness of the project's objectives and more than 90% expressed a willingness to support the cause of the project
- ◆ about 260,000 people participated in the events
- ◆ nearly 990,000 ribbons were distributed
- ◆ 400 agencies were involved in distributing the ribbons
- ◆ S\$2.59 million was raised for the Yellow Ribbon Fund

The success of the Yellow Ribbon Project was recognised at the Heads of Pacific Islands Correctional Conference which was held in Fiji in October 2008. Fiji has adopted the name and the key features of the Yellow Ribbon Project.

6. Conclusion

During discussions at the conference, all delegates agreed that families and community members and groups can play different roles in lending support to prisoners when they are in prison. Many families and community groups are also willing to continue this supporting role when the prisoner is released into the community as part of a '*throughcare*' philosophy.

The examples given above, including the success stories that some countries have shared and experienced, are testament to the growing need for families and communities to continue with their good work to support prisoners in terms of their physical, emotional, spiritual, social, intellectual and financial needs. There is no doubt that the understanding and support given by family members and community groups to prisoners instils trust and confidence in all parties. Importantly, it gives prisoners the confidence to start a new life without crime with guidance from families and the community. Ultimately, this should lead to reduced recidivism rates and increased community safety.

SPECIALIST WORKSHOP ONE

DEVELOPING CORRECTIONAL STANDARDS THAT REFLECT INTERNATIONAL AND REGIONAL BEST PRACTICE AND MEASURING PERFORMANCE

1. Introduction

As suggested by the Discussion Guide, there were two main aspects to this Workshop. The first was to consider the extent to which international standards such as the United Nations Standard Minimum Rules for the Treatment of Prisoners (the UNSMR's) have relevance to individual countries, and whether those general international standards can be developed so that they more closely reflect local circumstances.

The second part of the Workshop involved considering how different countries go about measuring the performance of correctional services against the standards in question. A preliminary question was *who* should be responsible for measuring performance. This led to a more detailed discussion of *how* performance is being benchmarked and measured. Some interesting questions arose, in this context, as to how to promote consistency in standards in large countries such as Australia and India where there are huge cultural and climatic differences and where the different states and territories and not the national government have primary responsibility for delivering correctional services.

Malaysia, Australia, Singapore and Vietnam prepared written papers that were tabled at the Workshop. Malaysia, Australia, Singapore and India made presentations. There was a short question and answer session after each presentation and a general discussion at the conclusion of all the presentations.

2. United Nations Standard Minimum Rules and Other United Nations Principles

The preamble to the United Nations Standard Minimum Rules for the Treatment of Prisoners (UNSMR's) explicitly recognises the limitations of the Rules. They are not intended to provide a 'model' of how penal institutions should be operated and recognise that 'legal, social, economic and geographical considerations' will impact on the local application of the Rules.

Nevertheless, the papers and presentations demonstrated that the UNSMR's are well known across the Asia Pacific region and provide an important general benchmark. Malaysia explained that the UNSMR's are used as 'as a reference while writing the laws, regulations and standing orders [of the prison Commissioner General] suited to local needs.' India commented on the need to provide 'safe and secure custody and to provide basic facilities in accordance with human rights', as reflected in the UNSMR's and other documents.

The papers, presentations and discussions indicated that there is general regional

acceptance of the broad principles contained in the UNSMR's. Indeed, most of those principles would now be regarded as relatively uncontroversial in APCCA. For example, the UNSMR's explain that male prisoners should be separated from female prisoners and juveniles from adults. They also state that prisoners should be allowed contact with family and 'reputable' friends through correspondence and visits and that fair mechanisms must be established for handling complaints and for conducting prisoner disciplinary proceedings.

However, the papers confirmed that there are two problems with using the UNSMR's as a template. First, because they were designed to be of universal relevance, the UNSMR's are usually very general in tone and more local detail will be required. For example, locally developed standards might build in more specific requirements regarding issues of health, food, education, access to exercise and fresh air, and contact with the outside world (see below).

Secondly, it was recognised that some parts of the UNSMR's may need modification. For example, UNSMR Rule 9(1) states that it is generally undesirable to have more than one prisoner in a cell. However, some cultures and some prisoners may regard cell sharing as a positive matter, provided that the accommodation in question is properly designed and maintained. Even in Australia, which generally aims for single cell targets, new prisons will sometimes now include specifically designed multi-occupancy cells for use by Aboriginal prisoners who are far from home. They can share these cells with other people from their lands, thereby reducing their sense of isolation. And across much of the Asian and Pacific region, people tend in their normal daily lives to share living and sleeping areas more than in the West. Thus, the concept of each person having their own bedroom or their own defined space appears to be a rather 'Western' notion.

In summary, there was good knowledge of the UNSMR's and agreement that they continue to provide a useful framework or backdrop for the development of national and local standards. The same can be said of a number of other United Nations conventions and standards, such as the International Convention on Civil and Political Rights (ICCPR), the Convention on the Rights of the Child and the Beijing Rules relating to the treatment of children. Thus, Vietnam's paper stated that Art 10(3) of the ICCPR (which states that a core aim of confinement is to rehabilitate prisoners and return them to society) is directly reflected in the country's new Decree of Sentence Execution.

During the question and answer session, one of the Indian delegates asked whether standards have much value in overcrowded and under-resourced prison systems. The Rapporteur suggested that the UNSMR's may well be of assistance to prison departments in building a business case for more funding from government and for setting the framework of modern prisons legislation, as no country would wish to be seen to be falling short of such standards.

3. National and Regional Standards

It was clear that many countries have taken account of the UNSMR's, along with knowledge attained through research and through forums such as APCCA, in developing more specific local standards.

Malaysia provided some interesting examples of this. First, UNSMR Rule 37 relating to contact with the outside world (see above) underpins the more detailed rules that have been developed in the Prison Regulations 2000 and in various rules issued by the Commissioner General. Interestingly, some of these regulations and rules involve processes that would not even have been within the contemplation of those who drafted the UNSMR's, such as internet or 'tele' visits. However, the general principle in the UNSMR's remains relevant.

Another example from Malaysia involved UNSMR Rule 65. This rule states that imprisonment should aim to establish in prisoners the 'will to lead law-abiding and self-supporting lives and ... to encourage their self-respect and develop their sense of responsibility.' This philosophy forms part of the backdrop to the introduction of the Pelan Pembangunan Insan (PPI) or Human Development Plan. The PPI is a 'comprehensive and integrated rehabilitation system' based on prisoners moving through four graded stages in their sentences.

The growing international interest in standards, human rights and benchmarking, has also raised the question of whether *regional* standards (in other words, standards that apply across different jurisdictions and are not limited to one country) can be developed. Perhaps the best example of this being done is the Council of Europe's *European Prison Rules* (latest version: 2006).⁵

Although this Workshop did not suggest that standards can be developed across the Asia Pacific region (because of the enormous differences that exist), the question of standards across different states and territories within federal systems of government was raised. In India, the various states carry primary responsibility for prisons. However, there are also overriding national requirements relating to human rights and other issues. In an effort to promote national standards, the Indian government has compiled a national jail manual. It has requested the different states to apply this manual, though slight deviations are allowed, and there are significant financial incentives to promote compliance.

Australia provides a particularly interesting example of how complementary standards can be developed at both national and local levels. First, there are the *Standard Guidelines for Corrections in Australia* (latest version: 2004) to which all Australian jurisdictions are signatories.⁶ These Guidelines reflect the UNSMR's, the European Rules and other models but are intended to be Australia-specific. In Western Australia, a further level of detail has been added by the Inspector of Custodial Services (the State's independent prison inspectorate) in the form of much more detailed 'Codes of Inspection Standards.'⁷ These standards are a guide for conducting inspections of individual prisons as well as reviewing systemic issues. Western Australia (like other Australian jurisdictions) also has its own internal professional standards section in the corrective services department (see heading 5 below).

⁵ www.uncjin.org/Laws/prisrul.htm

⁶ www.aic.gov.au/research/corrections/standards/aust-stand.html

⁷ Available under 'publications' at www.custodialinspector.wa.gov.au

4. Privatising Services and Setting Contractual Standards

It is worth noting that in some countries, the introduction of private prisons or the decision to privatise some aspects of correctional services has helped to promote a stronger focus on standards, benchmarking and performance expectations. This is because it has been assumed (with good reason) that privatised services should be carefully monitored to ensure that the company's profit motive does not lead to a reduction in services.

The decision to privatise some services has forced many correctional departments, most notably perhaps in Australia and New Zealand, to take a much sharper look at performance expectations for the public sector as well as the private sector. When governments enter contracts for services with the private sector, they build in requirements that the contractor must meet certain standards. The contracts contain incentives for achieving the required standards and penalties for non-compliance, including the possibility of contract termination. Even if a contract runs its course, the services may be re-tendered at the end of the contract term. These processes require correctional services departments to work out expected standards with sufficient specificity that they can form the term of a contract. Some such contracts are publicly available so that the conditions and standards can be perused and are open and accountable.⁸ If performance expectations are established for the private sector (for example, in managing a prison), it follows that the public sector can legitimately be expected to achieve the same or very similar standards.

5. Measuring Performance

(a) Importance of targets and measurement

There is no point in enunciating correctional standards unless this is backed by serious attempts to set targets for meeting those standards and to monitor performance against such targets and standards. A simple but valuable illustration was given by Malaysia: the prison department has set a benchmark that requires 90% of Malaysian nationals to be engaged in the PPI and the monitoring and compliance measures are geared to that end.

(b) Who should measure performance?

There are different views on the question of who should measure performance. Some would argue that the corrections department itself is in the best position to do so on the grounds that it 'knows the business best'. However, some would say that this can be problematic because the department will want to portray itself as doing a good job and that an independent body is therefore a better option. It may well be that the best option is in fact a combination of both: that the department conducts tests and audits of performance against some benchmarks and that an independent body such as a specialist Inspectorate is responsible for other standards and for assessments of overall performance. Both Malaysia and Western Australia espouse a mixed model.

⁸ For example, the contract in Western Australia for Acacia Prison is available at www.correctiveservices.wa.gov.au/a/acacia_security_management_contract.aspx

(c) Performance measures

Some intriguing questions also arise with respect to how performance is to be measured against the standards or benchmarks that are set. Some measures may be open to a relatively simple quantitative audit process. For example, it is probably easy enough to work out how many escapes or serious assaults occurred during a particular period. However, this does not help explain why such incidents occurred. Furthermore, some standards may be phrased in ways that require a qualitative assessment and not merely a quantitative audit. For example, it may be necessary to reflect on how particular groups of prisoners (such as foreign prisoners and prisoners with a mental illness) are coping with the experience of imprisonment, or to consider whether the quality of education programs is adequate (not just whether they ran). For these reasons, the independent prison inspectorates in the United Kingdom and Western Australia adopt a qualitative approach in many areas of review.

The presentations by Western Australia and Singapore provided a good deal of detail about how monitoring and compliance tests are carried out within the respective departments, as well as the various forms that these tests can take. Readers should consult these papers for more detail. However, the main points are as follows.

The Singapore Prison Service has used the Singapore Business Excellence (BE) model to benchmark, audit, review and develop standards. Singapore's benchmarking process involves four stages: *planning* (identifying benchmarks and possible benchmarking partners and collecting relevant data): *analysis* (of the data, of performance gaps and of the reasons for those gaps): *integration* (gaining acceptance in the organisation and setting functional goals): and *action* (action plans, implementing action, monitoring progress and recalibrating benchmarks).

Some of the projects to which this process has been applied in Singapore include dealing with inmates' requests, the effectiveness of training in the Prison Staff Training School, procurement (tendering) processes and inmate classification. In order to assess progress, the Prison Staff Inspectorate within the Singapore Prison Service conducts periodic audits. *Functional* audits focus on ongoing operational and security issues and are undertaken regularly and routinely. *Ad hoc* audits are conducted if there is an extraordinary incident that requires a swift review. Ad hoc audits must be completed within one month. *Quick fix* audits fall in between functional audits and ad hoc audits. They are used when previously unforeseen issues arise but there is not such urgency that an ad hoc audit is needed. These processes have been officially recognised through a number of national awards.

Western Australia covers such a vast area that there have always been some problems in coordinating effective service delivery, ensuring that standards are adhered to, and tracking performance. In 2005, an inquiry prompted by a critical incident at one of the state's prisons (the Mahoney Inquiry), recommended that the department should establish a directorate, reporting directly to the CEO, 'focused on a strategic approach to preventing corruption and encouraging higher standards of professionalism, ethics and integrity.' In response to this recommendation, the Professional Standards Division was established.

There are three levels to the Western Australian Professional Standards Division's operations. First, 30 *operational standards* have been established. Secondly, for

each standard, a number of *outcomes* have been specified. Thirdly, *compliance tests* have been established against these standards and outcomes. In establishing these three levels, the department drew on sources such as the UNSMR's, the Australian Standard Guidelines for Corrections, research findings, the work of Western Australia's Office of the Inspector of Custodial Services and experience gained through the prison privatisation process. A 'no-blame' mentality underpins the directorate's work, with a focus on 'coaching and continuous improvement.'

6. Conclusion

A number of general observations and conclusions can be drawn from this Workshop:

- ◆ The UNSMR's are well understood and form part of the context in which correctional systems are developing but they must be calibrated to take account of local conditions. The UNSMR's can also be a useful tool when arguing for increased resources from governments.
- ◆ APCCA is invaluable as a forum for sharing experiences in setting standards and monitoring compliance but the region is far too diverse to consider developing 'APCCA standards' that might apply across the whole region. However, there may be scope for groups of countries with similar socio-economic and cultural circumstances (such as Pacific Island nations) to have an ongoing dialogue on such matters.
- ◆ The best models for measuring and benchmarking performance are likely to include both internal and external bodies.
- ◆ Some aspects of performance are open to quantitative measures but there is an important qualitative aspect to many areas.
- ◆ Benchmarks, standards and monitoring are important ways to improve consistency and quality in service delivery. However, there are strong human elements and unpredictable aspects to corrections which will sometimes require that local staff are able to exercise discretion 'on the spot'.
- ◆ It is therefore important to ensure that performance measures (i) do not just involve a 'tick a box' mentality or 'checking for checking's sake'; and (ii) are not so rigid that they stifle local innovation and the ability to take decisions to fit particular unforeseen circumstances.

SPECIALIST WORKSHOP TWO

DESIGNING PRISONS TO PROMOTE EFFECTIVE REHABILITATION AND ENVIRONMENTAL SUSTAINABILITY

1. Introduction

APCCA conferences have rarely considered questions of prison design except, in passing, as part of another topic such as the management of special groups of offenders. The reasons for this are obvious to anyone who has attended APCCA conferences and has visited prisons in the region: appropriate and acceptable prison design in a given place will reflect climatic, geographical, socio-economic, cultural and other factors. For example, many prisons in Australia, New Zealand and Canada occupy large tracts of land that would be unfeasible in smaller, densely populated countries such as Singapore, Korea and Hong Kong (China). And prisons in small island nations are likely to have different needs and a different ‘feel’ from prisons in urbanized Asian countries. There are also wide differences in the extent to which different systems rely on modern electronic security systems as opposed to human security, and in national expectations on issues such as cell-sharing and cell-space.

However, this Specialist Workshop confirmed that two of the imperatives facing all countries in the 21st century are (i) how to promote environmental sustainability in the design of prisons; and (ii) how to design prisons in a way that best promotes rehabilitation.

Papers were presented by Malaysia, Australia, Canada, Indonesia and Korea. Singapore and Vietnam also prepared written papers. The presentations were followed by questions, answers and discussions.

2. Prison Design and Environmental Sustainability

The papers showed that environmental impact, water usage, energy consumption and recycling are being factored into prison design and management in a number of ways. As the Australian paper pointed out, the general population is now far more aware of environmental issues, especially as a result of recent droughts and water shortages in many parts of the country.

(a) General legislative requirements and ‘green ratings’

In many countries, legislative requirements and other general government policies impact on prison design, construction and management. Two very interesting examples of this emerged from the papers by Korea and Australia. In Korea, the New Energy and Recycled Energy Development Use and Supply Promotion Act requires public authorities to use solar energy, ground heat or other forms of renewable or recycled energy for 5% or more of the gross construction costs of buildings of 3000 square metres or more.

A number of initiatives have been pursued across Australia. For example, New South Wales has a comprehensive Environmental Management Plan addressing six key areas: waste management, biodiversity conservation, sustainable energy use, chemical management, water conservation and sustainable building and architectural conservation. And in Victoria, a 'Greenprint' was produced to guide the development of a new prison in 2002.

The Australian paper discussed, by way of a specific case study, the new Alexander Maconochie Centre (AMC) in the Australian Capital Territory (ACT). The ACT government has set several environmental targets and policies and the design of the AMC was assessed by reference to a 'Green Star' rating tool. The Green Star system was not designed for prisons but for office buildings. However, work was undertaken to modify the tool to make it applicable to prisons. Using this modified tool, the AMC was given a 4-star rating (the maximum being 6 stars). This signifies that the AMC meets 'best practice' (5 stars signifies 'Australian excellence' and 6 stars signifies 'world leadership').

The Directorate General of Corrections in Indonesia has developed a number of 'basic norms' or 'planning principles' relating to matters such as water needs, waste disposal, airflow, building to land ratios, and minimum cell space. Vietnam has also begun to set general standards.

(b) Site location and prison design

Environmental impact assessments are commonplace in selecting prison location and design. For example, the Malaysian paper stated that every new prison is designed to 'create minimal environmental impact' and, as far as possible, to be in keeping with local architecture. In Australia, the aim is to work with the natural landscape and, as far as possible, to retain existing land forms and vegetation. The Indonesian paper espoused similar views.

Another interesting issue concerns the location of prisons. There has been a tendency in some jurisdictions for prisons to be located on the outskirts of cities, beyond the main residential and business areas. Sometimes, older prisons that are close to cities are closed and the land redeveloped. This is partly due to the need for an extensive area of land to build a prison and land values close to cities. However, this can add to environmental impact by increasing the distances required for family visits, prisoner transport and staff commuting. Korea mentioned that a new facility for remand prisoners was therefore constructed close to the courts and the public prosecutor's office. Some Australian jurisdictions (including Victoria) have also adopted a similar strategy, at least for metropolitan remand centres.

(c) Water efficiency

All of the papers provided examples of measures designed to improve water efficiency. There are three main aspects to water efficiency: water collection, water usage and recycling.

In terms of *water collection*, rainwater tanks are increasingly being used in prisons in Australia, Malaysia and Singapore and rainwater collection is explicitly included in the specifications for new prisons. Collected rainwater is used for flushing and in a number of other ways where treated water is not required.

In terms of *water usage*, possible design features (incorporated into the AMC in Australia and the Changi Prison complex in Singapore) include the use of water efficient shower heads, timers in showers, toilet valves to control the number of flushes per day and low flow tapware.

Water efficiency also requires attention to be given to various forms of *recycling*. A number of recycling initiatives have been used in Australian prisons. For example, in some facilities (especially those located outside the cities), water is treated and is recycled by being used to water gardens and recreational areas and in a number of other ways.

(d) Energy efficiency

The papers demonstrated a number of energy efficiency measures. Some of these relate to prison design and construction and others relate to reducing energy usage.

In terms of *prison design*, insulation, orientation, shading, airflow and natural light are probably the most critical environmental considerations. New Australian prisons incorporate a range of thermo-dynamic and passive solar features and have drawn on recent European and American technology. Singapore's Changi Prison Complex makes use of double walls to reduce heat and to enhance security, and louvres and grilles are designed to enhance airflow. It has also incorporated solar tubes and thermal storage tanks to reduce the cost of heating water for dishwashing and cleaning.

In terms of *energy usage*, energy efficient lighting is now common and more use is made of timers and other devices to reduce energy use. For example, in Singapore, where lifts are required in the multi-storey Changi complex, variable voltage variable frequency (VVVF) motor drives are used and 'sleep mode' features have been installed. More efficient forms of heating and cooling are also being implemented across the region. For example, in less humid parts of Australia, cooling is achieved through advanced forms of cool water evaporative systems rather than refrigerated airconditioning.

(e) Recycling

As noted above, a number of countries are recycling water. Other recycling strategies mentioned by Malaysia include paper recycling both for commercial purposes and in handicraft activities (such as making boxes from waste paper). Waste food is used to make compost and the end product can be used in those Malaysian prisons that have agricultural and horticultural training programs. In Indonesia the new prisons (for example, the Cipinang Correctional Institution) actively promote recycling and related activities.

(f) Conclusion

Two important conclusions can be drawn:

- ◆ Sustainability has become a ‘driver’ (as stated by Singapore and Australia) of prison design and management, not an ‘optional extra’. Experience in countries such as Australia and Singapore in developing different types of prisons and in meeting ‘green targets’ may be of considerable value to other jurisdictions.
- ◆ Design and construction costs will inevitably be higher if more sophisticated insulation is used (such as more use of double walls in Singapore), recycling systems are incorporated and energy saving technology is installed. However, these costs can be recouped over the lifetime of the facility. For example, Singapore estimates that the costs of the rainwater collection system will be recovered in six years. And the costs of insulation in NSW will be more than recouped over the lifetime of the buildings

In summary, environmental sustainability and financial responsibility are fully compatible.

3. Prison Design and Rehabilitation

APCCA delegates all agree that prisons should aim for rehabilitation and re-entry, not just punishment and custody. Everyone would also agree that decrepit old prisons, modelled on custody and containment, are not likely to be conducive to rehabilitation even if the programs that are offered in them may, in theory, be promising. This part of the Workshop was designed to allow delegates to reflect on how prison design has evolved to meet new correctional imperatives.

The best way to understand developments across the region is to provide a summary jurisdiction by jurisdiction.

(a) Malaysia

As discussed in the context of Specialist Workshop One, the Prison Department of Malaysia has developed the Human Development Plan (or PPI) to implement a philosophy of rehabilitation. The PPI has four stages: discipline development; faith strengthening; skills/vocational program; and a pre-release program. The design of new prisons and the redevelopment of existing prisons take these considerations into account. For example, it is recognised that overcrowding in cells will adversely affect rehabilitation. In phase 1, classrooms, halls and parade grounds are essential. In phase 2, there must be adequate provision of spaces for counselling, team building, spiritual and moral activities. Phase 3 requires industrial workshops, sporting facilities and classrooms for academic pursuits. Phase 4 requires that prisoners are able to work outside the prison in workshops, factories and other places.

(b) Australia

The AMC was again used as a case study of developments in Australia. The policy objective of rehabilitation underpinned the planning and design of the AMC. There is strong perimeter security and this allows the AMC to minimise the use of obtrusive security measures internally (for example, there are no bars or razor wire on windows). The basic concept is that of a 'communal setting around a central Town Square'. The AMC has a variety of forms of accommodation, including single cells, double cells, cottage accommodation and buddy cells (where there is a door between cells that allows both contact and privacy). Cottage accommodation will be used for all women and for lower security men. Those who reside in the cottages will take responsibility for budgeting, cooking and general housekeeping. The AMC also includes spacious visiting areas (designed to promote privacy and relaxation) and a Transitional Release Centre (TRC). The TRC is situated outside the secure perimeter fence and is designed to allow selected prisoners to pursue reintegration programs through reduced security and a more normalised living environment.

(c) Canada

The Correctional Service of Canada operates a wide range of facilities, including maximum, medium and minimum security prisons. Maximum and medium security facilities have strong perimeter security and are differentiated mainly by the degree of freedom of movement and association within the facility. Minimum security prisons do have a perimeter but this is not patrolled and not necessarily fenced. Canada's core principles include prisoners being accountable and responsible, a dynamic staff presence, personal dignity and respect, the use of technology to reduce obtrusive security and careful zoning and movement control. In recent years, CSC has developed institutional designs which emphasize the management of inmates in smaller groups, enhancing security through dynamic measures which focus on staff/inmate interaction, and promoting increased inmate responsibility. These approaches were developed to enhance institutional security, as well as rehabilitative efforts with individual inmates. Perhaps the most significant development in this regard is the 'Healing Lodge'. Healing lodges are Aboriginal-specific places that offer spiritual and cultural services under the direction and management of Canada's native peoples. Healing lodges are located in the relevant regions and target issues of substance abuse, family violence and sexual offending.

An Independent Review of CSC was submitted to the Minister of Public Safety in December 2007. It contained 109 recommendations and one of them asked CSC to consider the impact of moving to a model of regional complexes. CSC's transformation agenda is a long-term commitment, requiring a phased approach and CSC is studying this particular recommendation. The Correctional Service of Canada operates a wide range of facilities, including maximum, medium and minimum security prisons. Maximum and medium security facilities have strong perimeter security and are differentiated mainly by the degree of freedom of movement and association within the facility. Minimum security prisons do have a perimeter but this is not patrolled and not necessarily fenced. Canada's core principles include prisoners being accountable and responsible, a dynamic staff presence, personal dignity and respect, the use of technology to reduce obtrusive security and careful zoning and movement control. Canada takes the view that smaller facilities will

generally offer greater rehabilitative potential. Perhaps the most significant development in this regard is the 'Healing Lodge'. Healing lodges are Aboriginal-specific places that offer spiritual and cultural services under the direction and management of Canada's native peoples. Healing lodges are located in the relevant regions and target issues of substance abuse, family violence and sexual offending. The next phase of development in Canada is likely to be the development of 'regional complexes' rather than stand alone facilities. The basic concept would be that the complex would comprise maximum, medium and minimum security units in the same location. Co-location is said to have significant logistical benefits and to bring economies of scale.

(d) Indonesia

In Indonesia, the main drivers behind prison construction have been *functionality* (including form and space), *efficiency* (including budgetary constraints and the use of technology) and *humanity* (involving issues such as scale, size and proportionality). One of the more important principles is that the buildings should not cover more than 40% of the land space. This ratio has been devised to meet the interests of air circulation, general wellbeing, the provision of exercise space, and emergency / evacuation capacity.

(e) Korea

In Korea, as in other countries, it is recognised that strong perimeter security, including electronic security systems, can allow a more positive internal regime. One of the driving forces in Korean politics in recent years has been human rights and this has led to an official policy of 'human rights friendly prisons'. The basic principle is to 'heighten inmates' awareness regarding human rights and increase their ability to re-enter society through the inducement of inmates' psychological stability'. In order to implement this policy, there are moves to build some smaller-scale facilities (less than 500 inmates); to redevelop some existing facilities; to increase the number of single cells from 15.5% to 80%; to increase privacy; and to improve bedding and general amenities.

(f) Singapore

The Changi Prison Complex (CPC) in Singapore is a multi-storey complex. Again, the point was made that effective perimeter security can allow more positive and dynamic interactions between staff and prisoners. In designing the CPC, account was taken of rehabilitative goals as well as considerations of security and control. Classrooms are provided for education as are rooms for counselling and religious activities, and the CPC was designed to allow the smooth access of visitors and program providers to these parts of the prison without the need for an escort. The multi-storey design of the CPC means that inmates' movements are all on a single lateral plane. This helps to ensure security and control as well as access to services.

(g) Vietnam

The paper by Vietnam stated that most prisons are relatively old and that, until recently, the government had very limited resources. However, building and renovation programs are under way. Vietnam has developed a number of standards and basic principles that will aim to promote reform. These include accommodation space (currently 9 square metres per prisoner but due to increase to 14 square metres) and the development of education, health services and vocational training.

4. Conclusion

Over the past decade, APCCA's focus has moved towards 'corrections', rehabilitation and reintegration, and away from punishment and containment. The past decade has also witnessed growing international concern about climate change and the very future of the planet. This Specialist Workshop showcased some fascinating examples of how correctional services are trying to address these challenges and there were many lessons to be learned from all the presentations and papers.

SPECIALIST WORKSHOP THREE

BUILDING CAPACITY THROUGH THE RECRUITMENT, MANAGEMENT AND RETENTION OF TALENT, AND THROUGH GOOD SUCCESSION PLANNING

1. Introduction

This Workshop topic embraced two related issues:-

- ◆ How best to recruit talented individuals into corrections and then to manage and retain that talent pool.
- ◆ How to plan successful succession from one generation of leaders to another.

Malaysia, Japan, Singapore and Vietnam gave presentations. Australia also submitted a paper.

2. Recruitment, Management and Retention of Talent

Most correctional systems face some difficulties in recruiting high quality employees to work in corrections. The problem becomes particularly acute at times of economic prosperity when other trades and professions appear to offer better status, financial rewards and career opportunities.

Some APCCA members have therefore started recruiting campaigns overseas, and may target existing corrections staff as well as new recruits. However, whilst this may alleviate their immediate concerns, it can create problems for those countries whose staff (or potential staff) are targeted. In countries with private prisons, there may also be a tendency for the public sector to try and 'poach' staff from the private sector and vice versa.

Once good staff have been recruited, it is obviously important to provide job satisfaction, career prospects and a sense of worth in order to avoid people leaving to take up other careers.

(a) Recruitment

Malaysia has three entry levels for recruiting staff – namely, Deputy Superintendent, Prison Inspector and Warder. Different selection criteria apply for each level. In general, the recruitment process consists of an advertisement, short-listing the candidates, personal interviews and integrity checks. Short-listing involves an entrance examination and a physical fitness test. The interview process aims to assess the candidates' communication, judgement and negotiation skills as well as logic and reasoning abilities, work ethic and integrity. Research is currently being undertaken to assess new recruitment strategies such as aptitude tests and psychological profiling. Attractive salary packages are offered to attract good quality candidates into the workforce.

In Japan, potential candidates have to undergo a number of stages. Firstly, the National Personnel Authority (and not the Ministry of Justice) conducts a series of examinations for national government employees, including prison officers. The second stage involves various medical checkups, body measurements (with minimum weight, height and vision requirements) and physical strength tests to determine whether the candidate has the necessary physical attributes to carry out the duties of a prison officer. Candidates are also required to sit for an essay examination and undergo an interview process. Two age groups are targeted:-

- ◆ New graduates aged between 17 and 29 years who have completed minimum educational qualifications, and
- ◆ Applicants aged between 29 and 38 years who have work experience in the private sector and who have completed the *Re-challenge Examinations*.

In Japan, the number of applicants has reduced by more than half over the past five years. In 2004, there were 10,039 applicants but in 2008, there were 4,838 applicants due to more favourable employment opportunities offered in the private sector. However, despite this reduced number, only one in six applicants was successful in securing a position as a prison officer in Japan. Japan has also implemented effective recruitment strategies to employ suitable female officers to manage female prisoners.

Since launching its campaign *Captains of Lives – Rehab, Renew, Restart* in 2001, the Singapore Prison Services (SPS) has dispelled the negative perception of the community about working in prisons. The campaign also had a ‘spill-over’ effect as many potential candidates took notice of what was previously a commonly misunderstood profession. Being a correctional organisation, the SPS targets versatile individuals who have the passion and interest in security and rehabilitation work. In addition, candidates must also have the potential to undertake dual roles in disciplining and counselling the inmates.

The SPS adopts the following recruitment strategies:-

- ◆ Liaising with the Singapore Police Force and the Singapore Defence Force to offer internships to top tertiary students.
- ◆ Offering book prize awards to top psychology and social work graduates.
- ◆ Employee referral scheme to ‘talent spot’ potential officers. Monetary incentives are given to officers for referring friends and relatives to work in the SPS. Additional incentives are given to reward referring officers if the referred officer secures the top awards during their Basic Officers’ course.
- ◆ Career talks and fairs to spread a positive message about working in corrections.

However, due to greater mobility in the workforce, labour shortages and the challenging role of prison officers, the SPS has encountered difficulties in recruiting and retaining high quality staff. In addition, the SPS has been forced to adopt creative recruitment techniques to attract potential Generation Y candidates (those born from 1978 onwards) who are generally peer orientated and tend to ‘job hop’.

Vietnam’s main recruitment strategy is to target those aged between 18 and 23 years. After three years of prison service, some candidates are then selected for long term employment in corrections. There are two types of training courses for staff. Staff can either study for two years at a college or five years at a university. The second recruitment strategy is to target college and university graduates with degrees in

psychology, medicine, nursing and accounting. Successful candidates are required to attend a four-month basic training course in corrections.

In Australia, the Queensland Corrective Services (QCS) recognises the importance of investing in staff and its future leaders to ensure community safety. In 2007-2008, a review was conducted to address the significant shortfall in the numbers of available officers across correctional centres in Queensland. Three key issues were identified:-

- ◆ Inconsistent practices leading to unnecessary barriers that prevented candidates progressing.
- ◆ Complicated processes and procedures which extended recruitment timeliness
- ◆ Disjointed communication between QCS and its shared service agency which caused conflicting and complicated practices.

To resolve the above problems, the QCS consolidated its processes and adopted policies which improved its recruitment process.

Another challenge for Queensland was to raise the profile of the agency in order to remove the negative stereotypes that existed so as to attract a greater diversity of talent. The following strategies have been put into action:-

- ◆ Undertaking greater contact with ethnic communities and community elders to remove cultural barriers and to develop more appropriate working conditions. The QCS has identified the need to improve cross-cultural awareness throughout the current workforce to improve workplace environment.
- ◆ Working closely with community groups to develop positive referrals for the agency.
- ◆ Addressing a more supportive leadership as well as staff development and training in cultural competence in corrections.
- ◆ Continuing to target graduates in criminal justice studies through career expos and presentations from staff.

With regard to recruitment issues, the QCS's *Employer Branding Framework* considered four key questions:-

- ◆ What sort of perceptions do people have about corrections?
- ◆ What do candidates and employees most want and need?
- ◆ What does QCS have to offer its employees?
- ◆ Who is the ideal employer?

From the above questions, the QCS identified five key messages to attract the ideal employee into the workforce:-

- ◆ Ability to make a difference and do something worthwhile
- ◆ Challenges and opportunities
- ◆ Break into the professional justice network
- ◆ Safety
- ◆ Conditions and benefits

During discussions, the delegates indicated that the most successful recruitment strategies were:-

- ◆ Branding which promotes the image of the department through cultural change (both within the department and in the general community).
- ◆ Offering competitive salary, promotion prospects and promoting the well-being of the staff and their families

◆ Offering careers to family members

(b) Management and retention of talented staff

In order to retain high quality staff, Malaysia highlighted the fact that it is important for correctional departments to provide staff with “ongoing training, job satisfaction, career prospects and a sense of worth”.

The following management and retention strategies were discussed:-

Training and education

Malaysia, Singapore, Japan, Vietnam and Australia indicated that various levels and types of training courses are available for existing staff. Officers attend local and/or overseas training institutions. Training involves both theoretical and practical components (such as role play, case studies and on-site training). Basic, intermediate and advanced courses are offered in areas such as human rights, management and rehabilitation of prisoners, leadership, managerial and supervisory skills. In addition, staff can also pursue higher tertiary education (Diploma, Advanced Diploma, Masters or PhD). Scholarships and study leave are additional attractive benefits offered to staff.

In Japan, officers are given opportunities to participate in courses organised by the United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI) and through these, regional cooperation in terms of mid-level training are accomplished.

To maximise the quantity, quality and depth of talent within the organisation, the QCS established the Queensland Services Academy and developed a Leadership Framework. In 2007-2008, a number of programs were delivered in Career Development, Early Manager Development, Management Development, and Executive Leadership Management. Diploma and Advanced Diploma awards were given to candidates who successfully completed the Early Manager and Management Development programs.

Performance management and promotion

In Singapore, a robust *Staff Appraisal Review* is conducted each year for all officers to assess their work performance, personal qualities and estimated potential. Officers with high potential are earmarked for greater development opportunities such as participation in departmental projects.

Officers are also given opportunities to apply for promotion within the organisation. Some countries (such as Vietnam) require staff to sit examinations whilst others (such as Malaysia) require applicants to undergo an appraisal and interview process.

Rewards and allowances

One effective way of retaining good staff is to reward them. Rewards can either be monetary or non-monetary. In Singapore, monetary rewards include salary

increments and bonuses while non-monetary rewards include the Director's Commendation and Testimonials, medals and certificates. In Australia, rewards are given to line managers for nurturing talented officers within the organisation.

In Malaysia, officers are entitled to fixed allowances such as Housing Allowance, Living Allowance, Annual Uniform Allowance, and Special Incentive Allowance. About 40% of the officers are provided with accommodation within the prison premises. This is a great advantage for newly transferred staff.

Job rotation and secondments

In Singapore, new officers have to complete their first posting as a Housing Unit Officer. Thereafter, they may be posted to various branches within the SPS such as Programs, Operations, Intelligence, Research and Planning. Cross postings or secondments to other Ministries, Statutory Boards and Cooperatives are also available to suitable staff. These opportunities provide officers to gain new knowledge and experience which prepares them for other challenges and positions in SPS.

Career development plan

In Malaysia, a career development plan is mapped out for each officer. This plan provides individual officers with clear and appropriate career paths and resources to help them achieve their goals and to ensure good succession planning.

Singapore has a Talent Management Scheme which identifies staff with high potential and leadership qualities. These selected few will be groomed for future leadership roles in the organisation. Mentoring, cross posting and training opportunities are given to test and stretch their abilities and experience.

3. Succession Planning

It is obvious that many heads of correctional services will serve a limited time at the head before they retire or move to other positions. In some countries, the succession process appears to be relatively clear and tends to involve promotion from within the correctional services department. However, this is not always the case. In some countries, there is a policy of recruiting from outside corrections or of Chief Executives switching jobs every few years in order to ensure innovation and to reduce the risks of potential corruption.

Managing talented and good quality staff also involves preparing them to take on leadership roles in the future. Thus, in Singapore, the Career Development Board holds meetings whereby senior management discuss succession plans for key positions within the SPS. The Board has a number of functions:-

- ◆ The Board develops individual career roadmaps for selected officers who have demonstrated potential and leadership skills, and prepares them for future leadership role by cross-posting them to other agencies or Ministries for experience and exposure.

- ◆ The Board nominates potential officers for courses and programs in policy development, governance, implementation, security and safety, and counter-terrorism.

Although the current system is working well in Singapore, succession plans are reviewed annually to keep up to date with changes. One challenge is to ensure that sufficient time is given for one leader to hand over the reins smoothly and effectively, to the next leader. Another challenge is to ensure that the tenure of the person in the leadership role is not too short so that it would not have a negative impact on other levels of senior positions.

In Vietnam, succession planning strategies include encouraging senior staff to pursue tertiary studies in readiness for a leadership role; posting senior officers to other positions to gain experience; and nurturing and appointing senior officers to be commanders in different sections of the organisation.

In Australia, the Queensland Corrective Services (QCS) noted that “the greatest difficulty experienced in developing succession planning programs is the identification of high-potential candidates.” It is inevitable that organisations need to replace leaders at certain stages, and the choice is either to select external candidates or to select internal candidates.

The QCS identified four factors which contributed to the breakdown of the succession planning of its leaders:-

- ◆ *Inadequate criteria* – Key leaders did not share a common understanding of what were the key criteria of a good leader for the organisation.
- ◆ *Assessing potential versus performance* – The measurement to gauge an individual’s potential to become a senior leader had to be “objective evidence-based, rigorous and systematic and it had to provide information to make an informed prediction of an individual’s perceived ability to handle a more responsible role.”
- ◆ *Inadequate data to make an informed decision* - Decisions were based on inadequate data and relied too heavily on performance-appraisal input which did not adequately distinguish between the candidates.
- ◆ *Over-reliance on traditional training* - “While roles for traditional training and coaching were envisioned, a more aggressive scheduling of developmental assignments was seen as important for stretching and developing the most promising talent.”

In light of the above findings, the QCS adopted the following new approach on “*Leadership Behaviours*” in five distinct areas:-

- (1) *Shapes strategic thinking*
 - Inspires a sense of purpose and direction
 - Focuses strategically
 - Harnesses information and opportunities
 - Shows evidence based judgment

(2) *Achieve results*

- Builds organisational capability and responsiveness
- Marshalls professional expertise
- Steers and implements change and deals with uncertainty
- Ensures closure and delivers on intended results

(3) *Cultivates productive working relationships*

- Nurtures internal and external relationships
- Facilitates cooperation and partnerships
- Values individual differences and diversity
- Guides, mentors and develops people

(4) *Exemplifies personal drive and integrity*

- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Displays resilience
- Demonstrates self awareness and a commitment to personal development

(5) *Communicates with influence*

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates persuasively

The delegates discussed the following strategies for succession planning:-

- ◆ Competitive examinations within the prison department to identify potential leaders and to ensure that the right person is selected for the job. The delegate from Myanmar suggested examinations and interviews to select the suitable candidate.
- ◆ Identify talented staff as soon as possible to 'fast-track' them and to enable senior officers to provide guidance and mentoring.
- ◆ Identified officers to be given opportunities to pursue advanced training at universities to prepare them to fill different responsibility and leadership roles.
- ◆ Provide job rotation and placement opportunities within the country and overseas so that officers can gain different experiences and knowledge.
- ◆ Intensive training for selected officers.

4. Conclusion

In summary, during discussions, the delegates identified a number of problems in recruiting high quality persons to work in the field of corrections. These include the following:-

- ◆ Negative perceptions or lack of knowledge about working in corrections
- ◆ Workforce shortage
- ◆ Competitive salaries

- ◆ Ageing workforce
- ◆ Increasing demand for new skills in corrections
- ◆ Career expectations
- ◆ Nature of the work and work arrangements such as shiftwork
- ◆ Inconsistent and/or complicated recruitment practices

Some solutions to the above problems were suggested:-

- ◆ Raising awareness about correctional work through career expos and presentations to potential candidates.
- ◆ Working directly with ethnic groups and community groups.
- ◆ Attracting potential candidates through internships, referrals and the media.
- ◆ Targeting graduates of social work, psychology and criminal justice studies.
- ◆ Offering competitive salaries and allowances to attract good quality applicants.

Problems with regard to the recruitment process were also identified. These include:-

- ◆ Attracting potential candidates to work in corrections - For example, through internships, referrals and the media.
- ◆ Who is the 'right candidate' - What qualifications and skills are required for the position?
- ◆ Choosing the 'right candidate' – What is the best system? What are the key competencies in selecting the 'right candidate'?

The discussions held during the conference revealed that one of the main challenges for correctional organisation is to retain good quality and talented staff. Various strategies have been implemented to retain staff, such as:-

- ◆ Offering training programs with basic, supervisory and leadership modules
- ◆ Monetary rewards to staff (such as attractive salary packages, bonuses and salary increments)
- ◆ Non-monetary rewards to staff (such as medals, commendation, and certificates/awards)
- ◆ Developing individual career paths
- ◆ Talent management schemes to identify potential future leaders
- ◆ Promotions
- ◆ Job rotations or secondments (local or overseas)
- ◆ Sponsorships for educational pursuits (local or overseas)

Another key challenge is to ensure that strategies are in place to ensure a smooth succession from one group of leaders to another. The main challenges in succession planning are:-

- ◆ Keeping up with change in corrections
- ◆ Selecting the 'right leader'
- ◆ Human resources issues (workforce shortage)
- ◆ New leadership bringing in new leadership styles
- ◆ Tenureship and continuity issues – in some countries, leadership positions are of five-year duration whilst others are ten years.
- ◆ Qualification versus experience
- ◆ The 'age bulge' as baby boomers in leadership positions begin to retire
- ◆ Respect and loyalty to senior management
- ◆ Delivery of appropriate training in leadership

Strategies to ensure a smooth transition from one group of leaders to another involves the following matters:-

- ◆ Identifying career paths for officers with potential leadership qualities
- ◆ Implementing competency based performance appraisals
- ◆ Adopting appropriate and effective systems to identify potential leaders
- ◆ Delivering training needs and work experience to groom potential leaders

In conclusion, the conference provided an invaluable forum for delegates to share and exchange information and experiences which they have encountered in recruiting and maintaining good quality staff in corrections as well as implementing succession strategies to ensure a smooth transition of leaders to lead the organisation successfully in terms of the security and management of prisoners and community safety.

CONFERENCE BUSINESS

Introduction

For several years prior to 2003, APCCA was advised by an Advisory Committee. Following the adoption of the APCCA Joint Declaration in 2002, the Advisory Committee was transformed into a more formally constituted Governing Board. The membership and role of the Governing Board are set out in the Joint Declaration (please see *Appendix N*).

The Governing Board met on Sunday 23 November 2008 to discuss a number of issues and to consider its recommendations to the conference. The meeting of the Governing Board was preceded by a meeting of the APCCA Finance Committee.

APCCA Finance Committee Meeting 23rd November 2008

Notes of the Finance Committee meeting are at *Appendix M*.

The Report on the Administration of the APCCA Fund is at *Appendix G*.

Meeting of the APCCA Governing Board 23rd November 2008

Under the Joint Declaration, the Chair of the Governing Board is the conference host. Due to other unavoidable commitments, the Commissioner General of Malaysian Prisons, Datuk Mustafa bin Osman was unable to chair the meeting. However, Datuk Mustafa sent his greetings and a warm welcome to delegates. Dato' Zulkifli bin Haji Omar, Commissioner (Operational) of Malaysian Prisons chaired the meeting in place of Datuk Mustafa.

The following members of the Governing Board were present: Malaysia, Australia, Canada, China, Solomon Islands, Vietnam, New Zealand, Korea, Hong Kong (China), Singapore, Mongolia and Sri Lanka. The following matters were discussed.

1. APCCA Secretariat Report

Mr Kwok Leung Ming, Commissioner of the Correctional Services Department of Hong Kong (China), briefed the Board on the activities of the APCCA Secretariat since the last conference. Activities have included the production and distribution of newsletters, the collation of APCCA statistics and the maintenance of the APCCA website. There have been a number of improvements over recent years, including making the website more attractive and more user-friendly.

Mr Kwok noted that the Secretariat intended to undertake further work to improve the quality of both the website and the newsletter.

The Secretariat's report is included as *Appendix H* to this Report.

The Governing Board thanked the Secretariat, with acclamation, for its service over the past seven years. It resolved that the report of the APCCA Secretariat should be tabled to the Conference.

2. Report on the Administration of the APCCA Fund

As Administrator of the APCCA Fund, Mr Kwok Leung Ming, Commissioner of the Correctional Services Department of Hong Kong (China), briefed members on APCCA's financial position. The position is healthy. A total of US\$ 22,000 was received by way of contributions in the year ended 30 September 2008. After expenditure and bank charges, the surplus for 2007-2008 was US\$11,870. The current accumulated surplus is US\$105,223.

Under the terms of the APCCA Joint Declaration, the report was audited by the host (Malaysia) and the previous year's host (Vietnam).

The Governing Board thanked the Fund Administrator and resolved that the report of the APCCA fund should be tabled to the Conference.

The full Report of the Administrator of the APCCA Fund is included as *Appendix G* to this Report.

3. Governing Board Membership

(a) Elected Members

Clause 14 of the Joint Declaration contains rules relating to membership of the Governing Board. This includes provision for a number of 'elected' members. The process for elections was discussed by an ad hoc committee at the 23rd APCCA in Hong Kong (China) and then by the 2003 conference as a whole. The process is that elected members step down in alphabetical order but may stand for re-election.

It was noted that the elected members of the Governing Board for 2006-2007 were Canada (elected 2004), China (elected 2005) the Solomon Islands (elected 2006) and Japan (elected 2003). Under the terms of the Joint Declaration, Canada would step down as a member at the end of the 2008 conference. Canada does not intend to seek re-election (it will be a member of the Governing Board for the next five years in its capacity as host of the 2010 APCCA conference).

The Rapporteur explained that a call for nominations would be made to all conference delegates at the First Conference Business Session.

(b) Rotating Members

The Governing Board noted that the rotating members for 2006-2007 were Sri Lanka, Mongolia and Kiribati. The Rapporteur stated that the rotating members for 2008-2009 would be confirmed at the final business session of the conference.

The Board resolved to report on the current situation to the conference and to invite members to nominate as an elected member, with the issue to be resolved (by ballot if necessary) during the course of the conference.

4. Confirmation of Hosts for APCCA Conferences

The Board noted, with gratitude, that the following offers have been made to host future APCCA conferences:

- ◆ 2009: Western Australia
- ◆ 2010: Canada
- ◆ 2011: Japan
- ◆ 2012: Brunei

The Governing Board resolved to report on the current situation to the conference and to invite members to consider hosting the Conference at a future date.

5. Confirmation of APCCA Members

The Board confirmed that the list of APCCA members was unchanged from 2007 (see *Appendix K*).

6. Appointment of Agenda Committee

As at previous APCCA meetings, an Agenda Committee was appointed to consider topics for the 2009 Conference, and to report back to the final conference business session. The Committee would meet to discuss suggestions made by delegates during the Conference for Agenda and Specialist Workshop items.

Members of the Governing Board were invited to nominate as members of the Agenda Committee. The following countries nominated: Malaysia, Australia, Canada, Hong Kong (China), New Zealand, Singapore and Solomon Islands.

7. Other Business

Three other items were considered:

(a) Revamping the APCCA Newsletter

Mr Teo Tze Fang, head of the Singapore delegation, reported that the Secretariat proposed to develop and improve the Newsletter. The proposal is that the Newsletter should adopt a more thematic focus. For example, they might examine issues

relating to young offenders or elderly prisoners. The same number of Newsletters will be published.

The Governing Board endorsed this proposal and resolved to report accordingly to the full Conference.

(b) Training Courses at the Correctional Academy of Malaysia

Dato' Zulkifli reported on the success of the training course *Terrorism: Challenges for Correctional Management in the 21st Century* which had been held at the Correctional Academy of Malaysia in Langkawi from 20th to 22nd November 2008. He also noted that as the Correctional Academy develops its range of courses and programs, Malaysia would welcome participants from other countries. He said that Malaysia would circulate relevant information via the APCCA Newsletter and other sources.

The Rapporteur noted that the course *Terrorism: Challenges for Correctional Management in the 21st Century* had been an important step for APCCA in developing its professional services to members.

The Governing Board commended Malaysia for successfully mounting the course 'Terrorism: Challenges for Correctional Management in the 21st Century'. The Board also expressed its gratitude for Malaysia's offer for members to send participants to other future courses offered by the Academy.

(c) Conference Papers

Professor Morgan noted that the practice at APCCA conferences has been for a full hard copy set of all conference papers to be given to all delegates. However, he noted a number of problems with respect to this practice:-

- ◆ It developed at a time when computers were not widely used and when many people were less familiar with computer use.
- ◆ Many papers are now placed on the APCCA website.
- ◆ The number of countries and the number of delegates to APCCA conferences have increased dramatically in recent years.
- ◆ The number of items addressed at APCCA conferences has increased.
- ◆ Papers have become much longer and much more detailed.
- ◆ Papers often reach the hosts only shortly before the conference commences.
- ◆ Many hard copies of papers are left behind after APCCA conferences. This is wasteful of resources. It can also lead to information that was prepared only for APCCA members falling into other people's hands.
- ◆ It is increasingly common at conference for papers to be distributed electronically or on CD.
- ◆ Enormous resources are required to produce hard copies of all conference papers. The costs are human (staff time), financial and environmental.

Professor Morgan asked members of the Governing Board to consider whether, as an alternative, it would be possible to reduce the number of hard copies that are produced and to provide other copies of papers on CD's.

The Board agreed that it was becoming extremely difficult and expensive to produce so many hard copies of countries' papers. It resolved to recommend to the Conference that, with effect from 2009:

- ◆ *One hard copy of all the papers will be made available to each delegation.*
- ◆ *All delegates will individually receive a CD containing all the conference papers.*

First Conference Business Session 24th November 2008

Dato' Zulkifli bin Haji Omar, Commissioner (Operational) of Malaysian Prisons chaired the meeting. He warmly welcomed all delegates. The first conference business session then considered the following items.

1. APCCA Secretariat Report

Mr Kwok Leung Ming, Commissioner of the Correctional Services Department of Hong Kong (China), presented the report of the APCCA secretariat in the same terms as he had done to the Governing Board (see above).

The report of the APCCA Secretariat was adopted with acclamation by the conference.

2. Report of APCCA Fund Administrator

Mr Kwok Leung Ming, Commissioner of the Correctional Services Department of Hong Kong (China), presented the report of the APCCA Fund secretariat in the same terms as to the Governing Board (above).

The report of the APCCA Fund Administrator was adopted by the conference.

3. Governing Board Membership 2008-2009

The Rapporteur, Professor Morgan explained the terms of Clause 14 of the APCCA Joint Declaration. He also outlined the confirmed membership of the Governing Board for 2008-2009 according to those provisions.

Professor Morgan explained, as per the deliberations of the Governing Board (see above), that Canada's term as an elected member had expired and that Canada would not be seeking re-election. He asked that other countries consider nominating and noted that a ballot would be held if more than one nomination was received.

Professor Morgan requested that any country that wished to nominate for election should contact him before the end of business on Tuesday 25th November. He informed the conference that the final membership of the 2008-2009 Board, including the rotating members, would be confirmed at the final conference business session.

4. Future Hosts

The conference noted, with gratitude, that the following offers have been made to host future APCCA conferences:

- ◆ 2009: Western Australia
- ◆ 2010: Canada
- ◆ 2011: Japan
- ◆ 2012: Brunei

The Rapporteur invited other members to consider hosting the Conference at a future date.

5. Confirmation of APCCA Members

The conference confirmed that the list of APCCA members was unchanged from 2007 (see Appendix K).

6. Appointment of Agenda Committee

The Rapporteur explained that the Malaysia, Australia, Canada, Hong Kong (China), New Zealand, Singapore and Solomon Islands had nominated as members of the Agenda Committee to consider topics for the 2009 conference. He invited other nominations but none were received.

The conference approved the appointment of Malaysia, Australia, Canada, Hong Kong (China), New Zealand, Singapore and Solomon Islands as the Agenda Committee

Professor Morgan requested delegates to pass any suggested topics to the Rapporteurs or the secretariat by Wednesday 26th November for consideration by the committee.

7. Revamping the APCCA Newsletter

As at the Governing Board (see above), Mr Teo Tze Fang, head of the Singapore delegation, reported that the Secretariat proposed to develop and improve the Newsletter by adopting a sharper and more thematic approach.

The conference endorsed this proposal.

8. Training Courses at the Correctional Academy of Malaysia

As at the Governing Board (see above), Dato' Zulkifli reported on the success of the training course *Terrorism: Challenges for Correctional Management in the 21st Century* which had been held at the Correctional Academy of Malaysia in Langkawi from 20th to 2nd November 2008. He also noted that as the Correctional Academy develops its range of courses and programs, Malaysia would welcome participants

from other countries. He said that Malaysia would circulate relevant information via the APCCA Newsletter and other sources.

The conference commended Malaysia for successfully mounting the course 'Terrorism: Challenges for Correctional Management in the 21st Century' and expressed its gratitude for Malaysia's offer for members to send participants to future courses offered by the Academy.

9. Conference Papers

Professor Morgan reported on the Governing Board's deliberations with respect to the production of full hard copy sets of conference papers for all delegates. He reported that, in light of the problems articulated at the Board meeting (see above), the Board was recommending to the Conference that, with effect from 2009:-

- ◆ *One hard copy of all the papers will be made available to each delegation.*
- ◆ *All delegates will individually receive a CD containing all the conference papers.*

The conference endorsed this proposal.

Second Conference Business Session 28th November 2008

Dato' Zulkifli bin Haji Omar, Commissioner (Operational) of Malaysian Prisons welcomed delegates to the second conference business session and then invited the Rapporteur Professor Morgan to conduct the meeting.

1. Governing Board Membership 2008-2009

Professor Morgan reported to the conference as follows:-

Under section 15 of the APCCA Joint Declaration ('JD'), the Governing Board holds office 'from the conclusion of the Annual Conference at which its composition is confirmed until the conclusion of the next Annual Conference'. Membership is determined by s 14 of the JD. The Board generally meets just once a year – on the Sunday before the conference formally starts.

Membership for 2008-2009 is:

- ◆ 2009 host (Chair): *Western Australia*
- ◆ 3 immediate past hosts: *Malaysia, Vietnam and New Zealand*
- ◆ 2010 host: *Canada*
- ◆ APCCA Secretariat: *Hong Kong (China) and Singapore*
- ◆ 4 elected members: *China, Solomon Islands, Japan and India*
- ◆ 3 rotating members (APCCA members, chosen in reverse alphabetical order, who attended the 2008 conference): *Indonesia, Fiji and Macao (China).*

2. Production of the 2008 Conference Report

Professor Morgan reported to the conference as follows:

The draft conference report will be circulated to delegates for comment in the week commencing 8th December 2008.

The draft report will include instructions on providing any suggested changes. Delegates were informed that any suggested changes were to be received no later than 9th January 2009 and that the report would then be finalised. He emphasized that comments received after 9th January could not be included in the final report.

The final report will be distributed as soon as possible in 2009.

3. APCCA Song

As mentioned at the first conference business session, Malaysia proposed that APCCA adopt the song 'Togetherness in Unity' to be played at future APCCA conferences.

Professor Morgan invited the conference to discuss and comment on the proposal. He noted that APCCA already had a number of other symbols, including an Indian oil lamp, a Fijian war club and a flag designed and presented by Korea. A number of comments were made in support of the proposal.

The conference thanked Malaysia for composing the song 'Togetherness in Unity' and resolved to adopt it as an APCCA theme song.

4. Report of the Agenda Committee

Professor Morgan reported that the Agenda Committee had met immediately prior to the second business session to discuss topics for the 2009 conference in Western Australia. The Agenda Committee is chaired by the Rapporteur. It was attended by Malaysia, Australia, Canada, China, Hong Kong (China), India, Indonesia, New Zealand, Singapore and the Solomon Islands.

Professor Morgan stated that more than 30 proposals and a number of suggested themes had been received during the 2008 conference and that these were all tabled to the Agenda Committee. Prior to the meeting, Professor Morgan analysed the proposals and suggested a list of Agenda Items to the Committee.

In drawing up that list, account was taken of APCCA policies and of the suggestions made by the 2009 hosts, Western Australia, as themes for the 2009 conference. *APCCA Policy* requires that annual conference topics must (i) meet the interests of delegates across the region; and (ii) address a range of issues, including secure and safe custody, staff issues, rehabilitation and re-integration, and community based alternatives. *Western Australia's suggested themes for 2009* were: health; education; employment; a 'constructive day' for prisoners; and alternatives to

custody. The Agenda Committee discussed the Rapporteur’s suggested topics and suggested a few amendments.

The Agenda Committee recommended as follows:

(a) Agenda Item One: National Reports on Contemporary Issues

Agenda Item One to be presented in a plenary session.

Written papers to continue to refer to all of the issues raised in the Discussion Guide (to ensure continuity in the APCCA knowledge-base)

Oral presentations to focus on one or two key issues rather than repeating the content of the written papers.

(b) Other Agenda Items and Workshop Items

<i>Agenda Item 2</i>	Providing efficient and effective health services for prisoners, including harm reduction strategies.
<i>Agenda Item 3</i>	Prisoner employment as a mechanism to promote good order in prisons and to reduce recidivism.
<i>Agenda Item 4</i>	Developing and implementing parole systems and community based sentences.

<i>Specialist Workshop 1</i>	Engaging with other criminal justice system agencies (including police, judges and policy makers) to achieve consistency of goals.
<i>Specialist Workshop 2</i>	Fairness and efficiency in handling prisoners’ complaints.
<i>Specialist Workshop 3</i>	Success stories in corrections (e.g. technology, staff welfare issues and community engagement).

The Conference endorsed these proposals.

Professor Neil Morgan and Ms Irene Morgan will prepare and circulate a Discussion Guide with a suggested format for the preparation of discussion papers. This will be circulated to APCCA members in March or early April 2009.

5. Other Business

There were no other items of business.

6. Votes of Thanks

Hong Kong (China), Fiji, India and Vietnam formally thanked the Commissioner General of the Malaysian Prison Department Datuk Mustafa bin Osman, the whole Malaysian Prison Department and the Rapporteurs Professor Neil Morgan and Ms Irene Morgan. They commented that the conference had been extremely successful in terms of the sharing of knowledge and experience during the Agenda Items and Specialist Workshops. They thanked the hosts for their openness in allowing delegates to visit correctional facilities and spoke highly of the role of APCCA in bringing together regional expertise, and in allowing delegates to forge new relationships and to renew existing friendships. They paid special thanks to the liaison officers and other staff for their professionalism, efficiency, friendliness and warmth during the Conference.

CLOSING CEREMONY

The guest of honour at the closing ceremony was Datuk Ahmad bin Fuad bin Abdul Aziz, Deputy Secretary General (Security) of the Ministry of Home Affairs.

Following the singing of the Malaysian national anthem, Datuk Mustafa bin Osman delivered a closing speech.

Closing Speech by Datuk Mustafa bin Osman Commissioner General of Malaysian Prisons Department

BISMILLAHIRRAHMANIRRAHIM

Honourable Datuk Ahmad Fuad bin Ab. Aziz, Deputy Secretary General, Ministry of Home Affairs and Datin Zakiah binti Md. Zin,

Prof. Neil Morgan and Ms Irene Morgan, APCCA Rapporteurs,

Mr. Ian Johnson, Commissioner of Western Australia Corrections Department as the representative of the 29th APCCA host,

Mr. Pham Duc Chan, Director General of Vietnam Prison, 27th APCCA host,

Head of Delegates,

Distinguished Guests,

Ladies and Gentlemen,

ASSALAMUALAIKUM WARAHMATULLAHI WABARAKATUH AND A VERY GOOD AFTERNOON TO ALL OF YOU.

Ladies and Gentlemen,

For the past 5 days, we have been very busy actively participating in the 28th APCCA Conference, and the time has come for us to bid farewell. It has always been an honour for Malaysia to host the conference. I would like to take this opportunity to thank all APCCA member countries for the trust and overwhelming support given to us beyond our expectation. This conference would not have been a success without the active participation and co-operation of member countries and delegates.

Ladies and Gentlemen,

As all of you know this conference has always been a platform for us to meet, share our ideas and expertise on correctional and rehabilitative matters. From time to time correctional matters have been thoroughly and seriously discussed in the conference.

This shows the commitment of all the participating countries towards the betterment of the correctional service and willingness to share and learn from each other. This is the spirit that have kept APCCA moving forward for the past 28 years, and I hope this spirit will continue glowing in the future.

Ladies and Gentlemen,

I am terribly sorry for not being able to be with you through out the conference due to unforeseen circumstances.

However I believe my deputy, The Commissioner of Prison Dato' Hj. Zulkifli Bin Omar and his team had handled everything smoothly. And my sincere thanks to APCCA main players who are none other than our rapporteurs, Prof. Neil and Ms. Irene Morgan.

Ladies and Gentlemen,

We have responsibilities which have been entrusted to us as correctional officers, so let us work together towards fulfilling the aspiration. I hope we do not stop here and make this conference just an annual event, we should continue our commitment by sharing knowledge, contributing ideas and expertise in our daily administration of the prison.

I on behalf of Malaysian Prison Department, once again would like to extend invitation to all APCCA members to use the facilities that we have in Malaysian Correctional Academy because it is ours.

Ladies and Gentlemen,

The theme '*Togetherness in Unity*' has great meaning for APCCA, whereby it reflects the commitment, co-operation and cohesiveness among us. I would like to pick a phrase from the song:

*When we do it together,
We will do it better,
As we serve one another,
We will achieve greater heights.....APCCA.*

This phrase denotes the working relationship of us as a team. Thanks again for accepting it as APCCA official song in combating and to ensure that our nation is free from crime and negative influences. We are grateful to contribute "Togetherness In Unity" as the APCCA official song.

Lastly I would like to tender my sincere apology, should there be any inconvenience caused during the conference and your stay in Langkawi. Once again, I would like to thank all those who have contributed in ensuring the success of this conference.

With that I would like to end my speech.

Wabillahitaufik Walhidayah Wassalamulaikum Warahmatullahi Wabarakatuh

Datuk Mustafa's speech was followed by a cultural dance. The Rapporteurs then delivered a closing speech.

Closing Speech by Professor Neil Morgan and Ms Irene Morgan (Rapporteurs)

Professor Morgan made the following introductory comments:-

This 28th APCCA has been the largest ever, with 25 countries and over 200 delegates. We have shared knowledge and learned from each other during the Agenda Items and the Workshops. And we are all very impressed with the Malaysian Prison Department's vision in establishing a beautiful correctional academy on Langkawi. We are sure that it will make an important contribution across the region in the years to come.

We also all benefited from the visits to the two prisons yesterday, and thank you for that opportunity. We were also interested to learn of recent developments in Malaysia, including the introduction of a parole system and a policy to enter international prisoner exchange agreements.

Although I am officially the Rapporteur and Irene is the 'Co-Rapporteur', and although I was given the honour yesterday of opening the APCCA Park at Pokok Sena Prison, it is a fully shared role. Irene and I are equal partners in APCCA as well as in life. So we now wish to make a speech together.

Ms Irene Morgan and Professor Neil Morgan delivered the following speech:-

Yang Berbahagia Datuk Mustafa Osman, Komisioner Jeneral Penjara.
Yang Berbahagia Datuk Ahmad Fuad Abdul Aziz, Timbalan Ketua Setiausaha (Keselamatan), Kementrian Dalam Negeri.
Dif-dif kerhormat, tuan-tuan dan puan-puan yang di-hormati se-kelian.

[The Honourable Datuk Mustafa Osman, Commissioner General of Prisons, Malaysia; The Honourable Datuk Ahmad Fuad Abdul Aziz, Deputy Secretary General (Security), Ministry for Home Affairs. Distinguished guests, ladies and gentlemen.]

Rasa-nya sungguh cepat sekali masa berlalu. Setiap yang bermula, ada penyudahnya. Setelah se-minggu berada di-sini, kini tiba-lah masa-nya untuk kita berpisah. Malah ada yang akan berangkat pulang malam ini. Dan ramai lagi esok.

[Sadly, very soon tonight and tomorrow, we will be saying goodbye to one another.]

Selama seminggu kita berada di-sini, banyak yang kita telah sama-sama bertukar-tukar maklumat serta berkongsi amalan-amalan terbaik permuliharaan akhlak yang di-gunapakai di Rantau Asia Pasifik.

[Over the week, we have learnt new information and best practices about corrections in the Asia Pacific region.]

Selain itu, persidangan ini juga telah memberi kita kenalan baru, sambil mengeratkan lagi persahabatan dengan kenalan lama dari persidangan yang lalu.

[In addition, this conference has given us the opportunity to make new acquaintances and to re-kindle old friendships from previous conferences.]

Selama berada di sini, kita juga telah sempat untuk bersuka-ria, sambil didedahkan kepada kebudayaan Malaysia termasuk makanan-nya yang sungguh enak dan lazat. Ini yang saya sangat-sangat rindu-kan di Australia.

[We have had many enjoyable moments together, and also experienced the Malaysian culture and delicious cuisine. This is what I miss when in Australia.]

Terima kasih kepada Kerajaan Malaysia, terutama-nya Jabatan Penjara Malaysia yang telah bermurah hati dengan layanan yang diberikan.

[These enjoyable moments have only been made possible through the generous hospitality of the Malaysian Government and especially the Malaysian Prison Department].

Terima kasih juga di-panjangkan kepada Yang Berbahagia Datuk Mustafa, Dato Zulkifli bin Haji Omar, Encik Wan Mohammed Nazarie bin Wan Mahmood dan Encik Nordin bin Muhamad, serta kakai-tangan Jabatan Penjara, yang telah bertungkus-lumus untuk menjayakan penganjuran persindangan ini. Kami akan membawa pulang semua kenangan manis ini semasa di Malaysia.

[Thank you very much, Datuk Mustafa, Dato Zulkifli bin Haji Omar, Mr Wan Mohammed Nazarie bin Wan Mahmood, and Mr Nordin bin Muhamad, and the staff of the Malaysian Prison Department, for hosting a very successful conference. We will certainly be taking home with us, these happy experiences and memories.]

Saya, se-bagai se-orang yang di-besarkan di Johor Bahru, Malaysia, amat berbesar hati dapat pulang tanah-air untuk bertugas sebagai pelapor APCCA. Ini ia-lah satu penghormatan kepada saya dan suami saya, Neil. Ini-lah gelaran yang di-berikan Yang Berbahagia Datuk.

[Being a local girl who grew up in Johor Bahru, Malaysia, it has been a great pleasure and honour for me and Neil, to return to my home country to be involved as the Rapporteurs of APCCA.]

Akhir sekali, saya ingin mengakhiri ucapan saya ini dengan se-buah pantun.

[Lastly, I would like to conclude my speech with a poem.]

Baru saja kita menanam jagung
Selepas itu menanam serai
Selama se-minggu kita berkampung
Malam ini dan esok kita bercerai

*[We have just planted some corn;
and thereafter, some lemongrass.
For a week, we have been one as a family;
But tonight and tomorrow, we will have to say goodbye.]*

Semuga kita semua selamat kembali kepangkuan keluarga dan negara tercinta. Terima kasih.

[Wishing you a safe journey home to your country and loved ones. Thank you.]

Datuk Ahmad bin Fuad bin Abdul Aziz, Deputy Secretary General (Security), Ministry for Home Affairs, then delivered the following speech.

Closing Speech by Datuk Ahmad bin Fuad bin Abdul Aziz

BISMILLAHIRRAHMANIRRAHIM

The Honorable Commissioner General of Malaysian Prisons Department,
Datuk Mustafa bin Osman and Datin Salasiah bt. Hj. Sidek,

Prof. Neil Morgan and Ms Irene Morgan, APCCA Rapporteurs,

Senior Officers
Ministry of Home Affairs

Delegates of APCCA,

Senior Officers
Malaysian Prison Department

Distinguished guest, Media representatives, Ladies and Gentlemen,

**ASSALAMUALAIKUM WARAHMATULLAHI WABARAKATUH,
SALAM SEJAHTERA AND GOOD AFTERNOON.**

Ladies and Gentlemen,

It is indeed an honor for me to be invited for the Closing Ceremony of 28th Asian and Pacific Conference of Correctional Administrators (APCCA) 2008, and to be given the opportunity to say a few words.

Firstly, I would like to congratulate Prison Department Of Malaysia headed by Commissioner General Datuk Mustafa Bin Osman for successfully organizing this conference in such a grand scale. I would like to thank the rapporteur of APCCA Prof Neil Mogan and Ms Irene Morgan for their support and also to all the participating countries and representatives who has made this 28th Asian and Pacific Conference of Correctional Administrators successful and fruitful.

I believe that the culture and experience of our diverse background makes the treatment and rehabilitation of criminal offenders a challenging task for the present system. Therefore the rehabilitation process needs to be updated and in

line with current developments, in order for it to be relevant and effective for inmates to return to society and reducing recidivism rate.

Ladies and Gentlemen,

The focus of this conference is on human capital development, since we believe that human capital development is a vital catalyst for any kind of development. APCCA activities are implemented through sharing various countries experiences. We believe that sharing of technical resource and relevant experiences will contribute towards more effective cooperation and collective self-reliance among developing south-south cooperation, the APCCA consolidates various forms and technical cooperation in areas in which Malaysia has the expertise and comparative advantage with the emphasis on the development of human capital.

Insyah-Allah by today we must have a clearer understanding on the concepts and foundations of APCCA, and hopefully, we have learnt different features of correctional institutions, programmes and services. Papers presented and discussions have given us the chance to understand more on contemporary issues arising in our correctional institutions. In addition we have heard from 25 countries who have shared their knowledge, experience and expertise. This conference has enhanced the spirit and cooperation of member countries in the region to form an integrated correctional system that could become a model for the rehabilitation of criminal offenders in this challenging borderless world.

Ladies and Gentlemen,

I would like to see this bilateral cooperation between countries becomes more fruitful in the near future for the benefit of mankind. I am sure during this few days, the talks and discussion you participated have benefited you. We all share the same goal, that of carrying out our duty to rehabilitate inmates and reintegrate them into the society. Having such conference is also a good way of bringing us closer together in our endeavors to implement programs and to upgrade our correctional system.

Before I end my speech, I would like to congratulate Malaysian Prison Department and other agencies for successful organizing the 28th Asian and Pacific Conference of Correctional Administrators. This conference, besides giving you a chance to progress in the correctional field, it is also a great platform for us to establish friendships, networking, as well as to promote goodwill and mutual understanding. Thank you.

With BISMILLAHIRRAHMANIRRAHIM, I declare closed the 28th Asian and Pacific Conference of Correctional Administration 2008

Thank you.

After Datuk Ahmad's speech concluded, Datuk Mustafa Osman formally handed over the APCCA symbols to Mr Ian Johnson, Commissioner of Corrective Services for Western Australia, host of the 2009 APCCA conference. Mr Johnson then delivered a speech in which he warmly thanked Datuk Mustafa and all his staff for the 2008 conference and warmly invited all delegates to attend the 2009 conference in Perth, Western Australia.

Following a video presentation about Western Australia, the choir sang the song *Togetherness in Unity* and the APCCA symbols were escorted from the conference venue.

PHOTOS



Landmark of Langkawi
Island 'Red Eagle'



Arrival of delegates for
the 28th APCCA at
Langkawi International
Airport



Honorable Minister
Datuk Seri Syed Hamid
bin Syed Jaffar Albar and
wife being escorted to the
opening ceremony



Opening Ceremony by
Hon. Dat'o Seri Syed
Hamid bin Syed Jaafar
Albar, Minister of Home
Affairs Malaysia



Opening Ceremony
28th APCCA



Welcoming Speech by
Commissioner General
of Malaysian Prison
Department Datuk
Mustafa bin Osman



Introduction
Speech by APCCA
Rapporteur Prof
Neil Morgan



Commissioner General
of Malaysian Prison
Department Datuk
Mustafa bin
Osman chairing the
conference





Delegates from
Hong Kong



Specialist Workshop
Session in Correctional
Academy Malaysia





Welcome speech by
Pokok Sena Prison
Director Senior
Assistant
Commissioner Haji
Ahmad Fauzi bin
Haji Awang



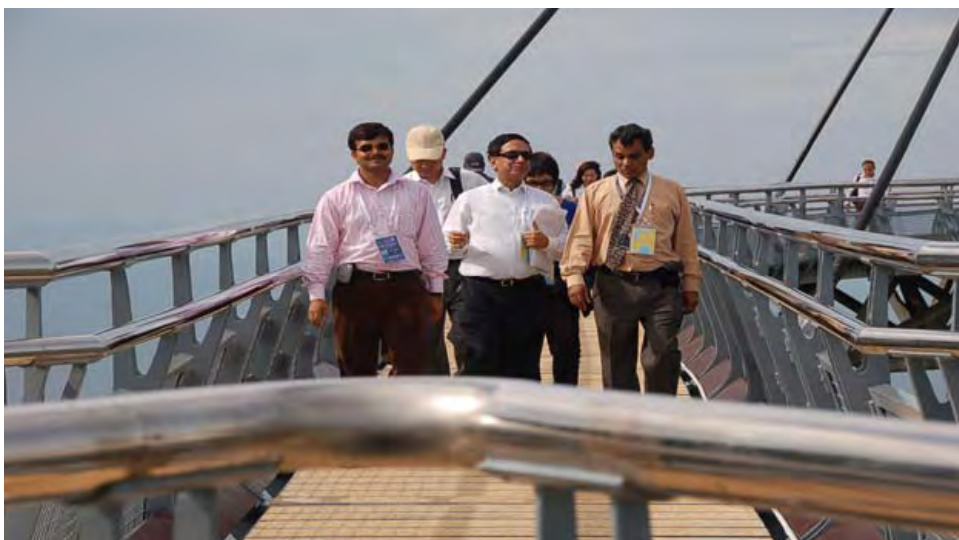
Delegates Releasing
Fishes in APCCA
Park pond



Visit to Alor Star Prison



Delegates Trying their hands on 'Batik' painting



Tour to Gunung Mat Cincang, Langkawi



Spouse Program
Tour to 'Tasik Bunting'



Commissioner General of
Prison Department
Malaysia Datuk Mustafa
bin Osman and delegate
from Australia Mr. Ian
Johnson



Closing Ceremony of the
28th APCCA



Farewell Dinner at Awana
Porto Malai Hotel





Deputy Director of Singapore Prison Service presenting Souvenir to Hon Minister



A Gift from Brunei Director General to Secretary General of Ministry of Home Affairs Tan Sri Abdul Azizbin Mohd Yusof

Appendix A

List of Participants

Rapporteurs

Professor Neil Morgan

Faculty of Law
The University of Western Australia
35 Stirling Highway
Crawley, Western Australia 6009, Australia

Ms Irene Morgan

Principal Policy Officer (Legislation)
Department of Health
189 Royal Street
East Perth, Western Australia 6004, Australia

Participants

Australia (Western Australia)	Mr Ian Johnson Commissioner Department of Corrective Services Locked Bag 22 Cloister Square, Perth Western Australia 6009, Australia
Australia (Western Australia)	Ms Michelle Tilbrook Awards & Events Coordinator Dept. of Corrective Services Level 8/141 St Georges Tce Perth, Western Australia, 6000

Australia (ACT)	Mr James Ryan Executive Director ACT Corrective Services GPO BOX 158, Canberra ACT 2601, Australia
Australia (Northern Territory)	Mrs Wendy Hunter Deputy Director Northern Territory Correctional Services PO Box 3196, Darwin NT 0801, Northern Territory, Australia
Australia (Tasmania)	Mr Graeme Barber Director of Prisons Tasmania Prison Service P.O.Box 24, Lindisfarne, 7015 Tasmania, Australia
Australia (New South Wales)	Mr Craig Flannagan Regional Executive Director, Community Offender Services Department of Corrective Services GPO BOX 31, Sydney NSW 2001 New South Wales, Australia
Australia (Queensland)	Ms Fiona Rafter Acting Deputy-Director-General Queensland Corrective Services P.O.Box 1054, Brisbane, Queensland Australia

Brunei Darussalam	Mr Dato Paduka Haji Ahmad Haji Dullah Director of Prisons Prison Department, Ministry of Home Affairs, Jalan Jerudung BG 3122, Brunei Darussalam
Brunei Darussalam	Mr Haji Jasni Haji Abdul Latif Head of Rehabilitation & Aftercare Services Prison Department, Ministry of Home Affairs, Jalan Jerudung BG3122 NBD.
Brunei Darussalam	Mr Haji Mohd Isamuddin Abdullah Juna Superintendent Brunei Prisons Department Prisons Department, Ministry of Home Affairs, Jalan Jerudung BG3122, Brunei
Cambodia	Mr H.E. Heng Hak Director General General Department of Prison P.O.Box 1126 Phnom Penh Cambodia 12202, Cambodia
Cambodia	Mr Kuy Bunsorn Deputy Director General General Department of Prisons P.O.Box 1126 Phnom Penh Cambodia 12202, Cambodia
Cambodia	Mr Kim Sarin Deputy Director of Department General Department of Prisons P.O.Box 1126 Phnom Penh Cambodia 12202, Cambodia

Cambodia	<p>Mr In Reasmeyrithea Deputy Director of Department General Department of Prisons P.O.Box 1126 Phnom Penh Cambodia 12202, Cambodia</p>
Cambodia	<p>Mrs Cheryl Clay Corrections Adviser General Department of Prisons P.O.Box 1126 Phnom Penh Cambodia 12202, Cambodia</p>
Cambodia	<p>Mr Lam Kunboth Project Officer General Department of Prisons P.O.Box 1126 Phnom Penh Cambodia 12202, Cambodia</p>
Canada	<p>Ms Anne Kelly Deputy Commissioner Pacific Region Correctional Service of Canada P.o.Box 4500, 32560 Simon Avenue Abbotsford, BC, Canada V2T 5L7, Canada</p>
China	<p>Li Yuqian Deputy Director General Bureau of Prison Administration No. 10 Chaoyangmen Nandajie Beijing, 100020, China</p>

China	Guo Jitang Deputy Director General Bureau of Prison Administration, Beijing, China
China	Guo Zhenwei Deputy Director General Bureau of Prison Administration Henan, China
China	Gao Qinan Deputy Director-General Bureau of Prison Administration Shaanxi, China
China	Li Jing Division Director Bureau of Prison Administration, China Beijing, 100020, China
China	Sun Yong Division Director Ministry of Justice No, 10 Chaoyangmen Nandajie, Beijing 100020, China
China	Yan Qitian Director of Prison Bureau of Prison Administration, Anhui, China
Hong Kong (China)	Mr Leung-ming Kwok Commissioner of Correctional Services Correctional Services Department 24/F, Wan Chai Tower, 12 Harbour Road, Wan Chai, Hong Kong

<p>Hong Kong (China)</p>	<p>Mr Law Yick-man Senior Superintendent Correctional Services Department 24/F, Wan Chai Tower, 12 Harbour Road, Wan Chai, Hong Kong</p>
<p>Hong Kong (China)</p>	<p>Mr Tse Ho-yin Chief Officer Correctional Services Department 24/F, Wan Chai Tower, 12 Harbour Road, Wan Chai, Hong Kong</p>
<p>Hong Kong (China)</p>	<p>Mr Cheng Chung-tai Chief Officer (Staff Officer) Correctional Services Department 24/F, Wan Chai Tower, 12 Harbour Road, Wan Chai, Hong Kong</p>
<p>Hong Kong (China)</p>	<p>Ms Ng Wai-chu Principal Officer Correctional Service Department 27/F, Wan Chai Tower, 12 Harbour Road, Wan Chai, Hong Kong</p>
<p>Hong Kong (China)</p>	<p>Mr Ng Kee-hang Officer Correctional Services Department 24/F, Wan Chai Tower, 12 Harbour Road, Wan Chai, Hong Kong</p>

<p>Macau (China)</p>	<p>Loi Kam Wan, Kamy Deputy Director Macau Prison Rua DE S.Francisco Xavier S/N Coloane, Macau Macau Special Administrative Region, China</p>
<p>Macau (China)</p>	<p>Wu Kit I, Bess Acting Director Youth Correctional Institution EST. De Cheoc Van, No. 1, Coloane, Macau Macau Special Administrative Region, China</p>
<p>Macau (China)</p>	<p>Mr Ng Ioi On, Stephen Head of Prison Affairs Department Macau Prison Rua DE S.Francisco Xavier S/N Coloane, Macau Macau Special Administrative Region, China</p>
<p>Macau (China)</p>	<p>Tin Ka Ho (Clara Ho) Chief of Offender Rehabilitation Branch Department of Social Rehabilitation AV. Ouvidor Arriaga, 70-A, EDF. Fortune Tower 1st. Flr. (left), Macau</p>
<p>Macau (China)</p>	<p>Sio Ieng Wong (Edna Wong) Chief of Juvenile Rehabilitation Branch Department of Social Rehabilitation AV. Ouvidor Arriaga, 70-A, EDF. Fortune Tower 1st. Flr. (left), Macau</p>

<p>Macau (China)</p>	<p>Mr Vong Pio Seng Officer of Security and Vigilance Division Macau Prison Rua DE S.Francisco Xavier S/N Coloane, Macau Macau Special Administrative Region, China</p>
<p>Macau (China)</p>	<p>Mr Lam Hoi Chak Officer of Security and Vigilance Division Macau Prison Macau Special Administrative Region, China Rua DE S.Francisco Xavier S/N Coloane, Macau Macau Special Administrative Region, China</p>
<p>Macau (China)</p>	<p>Kong Choi I Officer of Security and Vigilance Division Macau Prison Rua DE S.Francisco Xavier S/N Coloane, Macau Macau Special Administrative Region, China</p>
<p>Macau (China)</p>	<p>Mr Jose M. Hui Senior Social Worker Department of Social Rehabilitation AV. Ouvidor Arriaga, 70-A, EDF. Fortune Tower 1st. Flr. (Left), Macau</p>
<p>Macau (China)</p>	<p>Mr Cheang Si Lok, Dennis Senior Specialist of Social Assistance, Education and Training Division Macau Prison Rua DE S.Francisco Xavier S/N Coloane, Macau Macau Special Administrative Region, China</p>

<p>Macau (China)</p>	<p>Mr Jeong Tang San, Terry Social Worker Youth Correctional Institution Est. De Cheoc Van, No. 1, Coloane, Macau</p>
<p>Macau (China)</p>	<p>Chim Ieng, Teresa Senior Specialist of Social Assistance, Education and Training Division Macau Prison Rua DE S.Francisco Xavier S/N Coloane, Macau Macau Special Administrative Region, China</p>
<p>Macau (China)</p>	<p>Mr Chan Kin Man Monitor Youth Correctional Institution Est. Coelho Do Amaral #58 EDF. Keng Fung Nin 2 Andar A Macau Special Administrative Region, China</p>
<p>Macau (China)</p>	<p>Mr Fok Hou Kei, Stephen Administrative Assistant of Public Relations Team Macau Prison Rua DE S.Francisco Xavier S/N Coloane, Macau Macau Special Administrative Region, China</p>
<p>Fiji</p>	<p>Mr. Ioane Naivalurua Commissioner of Prisons and Correctional Service Fiji Prison Service Box 114, Suva, Fiji</p>

Fiji	Mr. Sevuloni Naucukidi Principal Prison Officer Fiji Prison Service Box 114, Suva, Fiji
India	Mr. Nirmaljeet Singh Kalsi Joint Secretary Ministry of Home Affairs, Govt. of India North Block, New Delhi
India	Dr John V George Director General of Prisons Prison Department Haryana Sector 14, Panchkula (Haryana), India
India	Mr Ramesh Chander Arora Director Bureau of Police Res. & Dev. Block-11, 4 th Floor, C.G.O.Complex, Lodhi Road, New Delhi-110003 India, New Delhi
India	Mr Mohd. Izhar Alam D.G.P. (Prisons) Punjab Sco No. 8-9, Rattan Building, Sector-17-A, Chandigarh-160017 India, Punjab State
India	Mr R. Nataraj IPS Director General of Police Tamilnadu Prison Department CMDA Tower-II No. 1 Gandhi Irwin Road Egmore Chennai-600 008 Chennai-Tamilnadu-India

India	<p>Mr. Sunil Kumar Barnwal Inspector-General of Prisons Government of Jharkhand T.A. Division Building, H.E.C. Campus, Dhurwa, Ranchi-834004, India</p>
India	<p>Mr V.S. Raja Deputy Inspector General of Prisons, Office of ADDL.DG of Police And I>G. of Prisons, No. 4, Seshadri Road, Bangalore-560 009 India</p>
India	<p>Mr Raju Mihir Vardhan Inspector General of Prisons Prison Department Office of the Inspector General of Prisons, Collectorate of North, Panaji-Goa India, Goa State</p>
India	<p>Mr Yap Tshering Bhutia Head State Prison Administration State Central Prison, Rongyek, East Sikkim, Sikkim, India</p>
India	<p>Mr Somarajan Karanmayil Parameshwaran Achary Additional Director General of Police (Prisons) Prison Department, Kepala State Prison Headquarters, Poojapputra, Thiruvananthapuram-695012 India</p>

<p>India</p>	<p>Mr Brijesh Gupta Director General Delhi Prison Office of The Director General (Prisons) Central Jail, Tihar, New Delhi-64, India</p>
<p>India</p>	<p>Mr Bankim Chandra Mohanty Senior Superintendent Circle Jail Orissa Jail Department, India S.R.Superintendent Circle Jail Berhampur Dist. Ganjam, Orissa, India-760008</p>
<p>India</p>	<p>Mr Yap Tshering Bhutia Head State Prison Administration State Central Prison, Rongyek, East Sikkim, Sikkim, India</p>
<p>Indonesia</p>	<p>Mr Didin Sudirman Secretary of Directorate General of Corrections Directorate General of Corrections JI. Veteran no. 11, Central Jakarta, 12010 Indonesia, Jakarta</p>
<p>Indonesia</p>	<p>Mrs Amalia Abidin Director of Job Training and Productions Development Directorate General of Corrections JI. Veteran no. 11, Central Jakarta, 12010 Indonesia, Jakarta</p>

Indonesia	<p>Mr Yon Suharyono Head of Denpasar Prison in Bali Jl. G. Tangkuban Perahu, Kerobokan, Ken. Badung, Denpasar</p>
Indonesia	<p>Mrs Diah Ayu Noorsinta Head of Cooperation Sections among Government Division, Directorate of Development Narcotics Treatment Directorate General of Corrections Jl. Veteran no. 11, Central Jakarta, 12010 Indonesia, Jakarta</p>
Indonesia	<p>Mr Mochamad Sueb Director of Registration and Statistic Development Directorate General of Corrections of Republic of Indonesia Jl. Veteran no. 11, Central Jakarta, 12010 Indonesia, Jakarta</p>
Indonesia	<p>Mr Irsyad Bustaman Director of Security and Safety Development Directorate General of Corrections of Republic of Indonesia Jl. Veteran 11, Central Jakarta, 10210</p>
Indonesia	<p>Mr Kamaluddin Rewa Head of Corrections Division in South Sulawesi District Office Corrections Division in South Sulawesi District Office Jl. Sultan Alauddin No. 134, Makassar 90232 Indonesia, Jakarta</p>

<p>Indonesia</p>	<p>Mr Y. Ambeg Paramarta Head of Planning Bureau in the Department of Law and Human Right Department of Law and Human Right of Republic of Indonesia Jl. Rasuna Said Kav. 4-6, Kuningan Jakarta 12940</p>
<p>Indonesia</p>	<p>Mr H. Jauhar Fardin Head of Wirogunan Prison in Yogyakarta Wirogunan Prison in Yogyakarta Jl. Gedung Kuning No. 146 Rejowinangun Yogyakarta, Indonesia, Jakarta</p>
<p>Indonesia</p>	<p>Mr Aman Riyadi Chief Head of Report and Program Planning Directorate General of Corrections of Republic Of Indonesia JI. Veteran no. 11, Central Jakarta, 12010 Indonesia, Jakarta</p>
<p>Indonesia</p>	<p>Mr Budi Wiharja Head Division of PPA in the Planning Bureau of Department of Law and Human Right of Indonesia The office of PPA in the Planning Bureau of Department of Law and Human Right of Indonesia Jl. Rasuna Said Kav. 4-6, Kuningan Jakarta 12940</p>
<p>Indonesia</p>	<p>Mr Suprpto Head of Pare pare Juvenile Prison, in South Sulawesi Pare pare Juvenile Prison, in South Sulawesi Jl. Lllham No. 3, South Sulawesi Indonesia, Jakarta</p>

Indonesia	<p>Mr Muji Rahardjo D.S Head of Palembang Juvenile Corrections Palembang Juvenile Corrections Jl. Sultan Mahmud Badaruddin II, Palembang 30631 Indonesia, Jakarta</p>
Indonesia	<p>Mr Solo Gultom Head of Pontianak Prison in West Kalimantan Pontianak Prison in West Kalimantan Jl. Adi Sucipto Sei Raya, Pontianak</p>
Indonesia	<p>Mr Dardiansyah Head of Salemba Prison in Central Jakarta Salemba Prison in Central Jakarta Jl. Percetakan Negara VIII No. 54, Salemba Central Jakarta, Indonesia.</p>
Indonesia	<p>Mr Alvi Zahrin Head of Jember Prison in East Java Jember Prison in East Java Jl. PB Sudirman No. 13, Jember Indonesia, Jakarta</p>
Indonesia	<p>Mr Sahat Philip Parapat Head of Batam Detainment Houses in Riau Island Indonesia, Jakarta</p>

<p>Indonesia</p>	<p>Mr Priyadi Head of Board of Parole and Society Research in Central Jakarta Board of Parole and Society Research in Central Jakarta Jl. Percetakan Negara VIII No. 54, Jakarta Pusat, 10210, Indonesia Jakarta</p>
<p>Indonesia</p>	<p>Mr Ajub Suratman Head of Sidoarjo Prison, in East Java Jl. Sultan Agung No. 32 Sidoarjo Jakarta, Indonesia.</p>
<p>Indonesia</p>	<p>Mr Mintarno Prajogo Consultant Indonesia, Jakarta</p>
<p>Indonesia</p>	<p>Mr H. Adi Sujatno Sukasdu Secretary of Civil Servants Corps of Republic Of Indonesia, Civil Servants Corps of Republic Of Indonesia, Indonesia, Jakarta</p>
<p>Indonesia</p>	<p>Mr Marwan Adli Head of Narcotics Prison at Nusa Kambangan Indonesia, Jakarta</p>

Indonesia	<p>Mr Akbar Amnur Staff of Secretariat Directorate General of Corrections Directorate General of Corrections of Republic of Indonesia Jl. Veteran 11, Central Jakarta, 10210</p>
Indonesia	<p>Mr Wiyanto Staff of Sivil Servants Corps of Republic of Indonesia Indonesia, Jakarta</p>
Indonesia	<p>Yudi Suryadi Wijaya Staff of Sivil Servants Corps of Republic of Indonesia Indonesia, Jakarta</p>
Japan	<p>Mr Kenichi Sawada Assistant Vice-Minister of Justice Deputy Director-General for the Correction Bureau Ministry of Justice, Japan.</p>
Japan	<p>Mr Masato Uchida Assistant-Director, International Affairs Section, Prison Service Division, Correction Bureau, Ministry of Justice, Japan.</p>

Kiribati	Mr Iotita Kuarawete Acting Commissioner of Police & Prisons Kiribati Police Service P.O.Box 497, Betio Tarawa, Kiribati
Kiribati	Mr Titera Tewaniti Assistant Superintendent of Prisons Kiribati Police Service P.O.Box 497, Betio Tarawa, Kiribati
Malaysia	Datuk Mustafa Bin Osman Commissioner General of Malaysian Prison Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia
Malaysia	Dato' Hj. Zulkifli Bin Omar Commissioner of Malaysian Prison (Operation) Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia
Malaysia	Mr Wan Mohamad Nazarie Bin Wan Mahmood Commissioner of Malaysian Prison (Management) Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia

Malaysia	Mr Thang Ah Yong Director of Security Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia
Malaysia	Mr Hj. Darussalam Bin Hj. Budin Director of Rehabilitation and Treatment Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia
Malaysia	Mr Jamaludin Bin Saad Director of Simpang Renggam Prison 86200 Simpang Renggam, Johor, Malaysia
Malaysia	Mr Narender Singh a/l Chand Singh Director of Sungai Buloh Prison KM-20 Sungai Buloh 47000 Sungai Buloh, Selangor, Malaysia
Malaysia	Datuk Hj. Jamil Bin Hj. Salleh Director of Development and Procurement Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia
Malaysia	Mr Nordin Bin Hj. Muhamad Director of Training Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia

Malaysia	<p>Mr Zawawi Bin Ab. Rahman Director of Sarawak Prison Headquarters Jalan Datuk Penrissen, Kalong Ningkam 93558 Kuching, Sarawak.</p>
Malaysia	<p>Mr Roslan Bin Hj. Mohamad Director of Kluang Prison Kg. Gajah, Jln. Mersing 86000 Kluang, Johor, Malaysia</p>
Malaysia	<p>Mr Mat Rasid Bin Jahlil Deputy Director Vocational and Industry Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia</p>
Malaysia	<p>Mr Hj. Abdul Aziz Bin Abdul Razak Ministry of Home Affairs Parole Board Committee Block D2 Aras 9 Parcel D, 62546 Putrajaya</p>
Malaysia	<p>Mr Osman Bin Ahmad Commandant Malaysian Prison College 43000 Kajang, Selangor, Malaysia</p>

Malaysia	<p>Mrs Kausalya Devi a/p Sathoo Deputy Director Parole Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia</p>
Malaysia	<p>Mr Abd. Kadir Bin Rais Deputy Director Development and Revenue Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia</p>
Malaysia	<p>Mrs Normelisa Bt. Mohd Ali Deputy Director Human Resource Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia</p>
Malaysia	<p>Mr Mohd Razif bin Mahmood Deputy Director Development and Procurement Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia</p>
Malaysia	<p>Mr Jamil Razif Bin Kassim Director of Penor Prison KM-18 Jalan Kuantan 25150 Kuantan, Pahang, Malaysia</p>

Malaysia	<p>Mrs Zulia Bt. Khamis Head of Rehabilitation Section Rehabilitation and Treatment Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang Selangor, Malaysia</p>
Malaysia	<p>Mr Amir Sariffudin Bin Abd. Majid Director of Parole Wilayah Persekutuan District State Office Kuala Lumpur B-9-6, Block B Megan Avenue 2 Jln. Yap Kwan Seng 50450 Kuala Lumpur</p>
Malaysia	<p>Mr Mohamed Bin Ali Deputy Superitendant of Prison Rehabilitation and Treatment Division Malaysian Prison Department Headquarters Bukit Wira, 43000 Kajang, Selangor, Malaysia</p>
Mongolia	<p>Mr Damdintseren Damdinsuren Deputy Director of The Judgement Enforcement Agency, Colonel, 210646 Baga toiruu 13/1, Chingeltei, Ulaanbaatar Mongolia</p>
Mongolia	<p>Mr Tsogtbayar Bavuudorj Director of Prison Number 42, Colonel, 210646 Baga toiruu 13/1, Chingeltei, Ulaanbaatar Mongolia</p>

Mongolia	Mr Zorigt Amarbayar Foreign Relations Officer General Enforcement Agency 210646 Baga Toiruu 13/1, Chingeltei, Ulaanbaatar Mongolia
Myanmar	Mr. U Zaw Win Director General Prison Department Prisons Department Headquarters Yangon, Myanmar
New Zealand	Mr Barry Matthews Chief Executive Department of Corrections Private Box 120b Wellington New Zealand
New Zealand	Mr Vincent Arbuckle General Manager Organisational Development Department of Corrections P.O.Box 1206, Wellington, New Zealand
New Zealand	Mr Simon Daly Manager Quality & Business Improvement Department of Corrections Private Box 120b, Wellington, New Zealand
New Zealand	Ms Leanne Field Regional Manager Department of Corrections, Regional Office : PS Level 2, 73 Rostrevor STR, Hamilton 3204, New Zealand

New Zealand	<p>Ms Jeanette Burns Assistant Regional Manager Department of Corrections c/o Auckland Prison, Paremoremord Private Bag 50124, Albany, Auckland, NZ</p>
New Zealand	<p>Mr Lawrence Tawera National Advisor Maori Service Department of Corrections 44.52 The Terrace Mayfair House Wellington, New Zealand</p>
Papua New Guinea	<p>Mr Richard Charles Sikani, DCS, OBE Commissioner Correctional Service CS Headquarters, p o Box 6889, Boroko, NCD, Papua New Guinea</p>
Papua New Guinea	<p>Mr Danial Emiabo Correctional Service CS Headquarters, P.O.Box 6889, Boroko, NCD, Papua New Guinea</p>
Philippines	<p>Mr Oscar Calderon Director Bureau of Corrections Muntinlupa City, Philippines</p>

Philippines	Ms Teodora Diaz Chief Administrative Officer Bureau of Corrections NBP Reservation Muntinlupa City, Philippines
Philippines	Mrs Resurrecion Morales Chief Education Section/ OIC Training School Bureau Corrections NBP Reservation, Muntinlupa City, Philippines
Philippines	Mr Richard Schwarzkopf Penal Superintendent 1 Bureau of Corrections NBP Reservation, Muntinlupa City, Philippines
Philippines	Mr Ritchel Hernandez Deputy Warden, GMA Municipal Jail Bureau of Jail Management and Penology General Mariano Alvarez
Philippines	Mr Jonathan Lavapie Senior Tactical Officer, Philippines National Police Academy Bureau of Jail Management and Penology Camp General Mariano Castaneda Silang Cavite, Philippines
Philippines	Ms Jennifer Hernandez Civilian Officer 6 Mamun Jail, GMA, Cavite Philippines

Republic of Korea	<p>Mr Tae-hee Lee Commissioner Ministry of Justice Korea Correctional Service Gwacheon Government Complex</p>
Republic of Korea	<p>Mr Yong Hae Shin Ministry of Justice Korea Correctional Service Gwacheon Government Complex</p>
Republic of Korea	<p>Mr Kwang Woo Choi Chief Inspector Legal Research & Training Institute Cheong deok Giheung-gu Yengin-si Gyeong-gi-do, Republic of Korea</p>
Singapore	<p>Mr Teo Tze Fang Deputy Director Singapore Prison Service 407, Upper Changi Road North 20 KM, Singapore 507658</p>
Singapore	<p>Mr Terrence Goh Commander, Cluster B Singapore Prison Service Blk 100 Tanah Merah Besar Road #06-05 Singapore 498839</p>

Singapore	<p>Ms Juliana Abd Khalik Deputy Superintendent Singapore Prison Service 21 Admiralty Road West Singapore 757698</p>
Singapore	<p>Ms Doris Seah OC Curriculum SingaporePrison Service 501 Choa Chu Kang Road Singapore 698928</p>
Singapore	<p>Ms Doris Seah OC Curriculum Singapore Prison Service 501 Choa Chu Kang Road Singapore 698928</p>
Singapore	<p>Mr Kok Weng Chew OC Service Excellence Singapore Prison Service 407, Upper Changi Road North 20 KM, Singapore 507658</p>
Singapore	<p>Mr Justin Vikneswaran SO Organisational Planning Singapore Prison Service 407, Upper Changi Road North 20 KM, Singapore 507658</p>

Singapore	<p>Mr Tan Wee Teck OC Transitional Planning Singapore Prison Service Blk 100 Tanah Merah Besar Road #06-05 Singapore 498839</p>
Singapore	<p>Mr Faisal Bin Mustaffa OC Ops Management and Planning Singapore Prison Service Blk 100 Tanah Merah Besar Road #06-05 Singapore 498839</p>
Singapore	<p>Ms Shirley Loh Divisional Manager (Industries) Singapore Corporation of Rehabilitative Enterprises (SCORE) 407, Upper Changi Road North 20 KM, Singapore 507658</p>
Singapore	<p>Mr Kenneth Foo Executive Officer Singapore Corporation of Rehabilitative Enterprises (SCORE) 407, Upper Changi Road North 20 KM, Singapore 507658</p>
Solomon Islands	<p>Mr Francis Haisoma Commissioner Correctional Service SI P.O. Box G36, Honiara, Solomon Islands</p>

Solomon Islands	Mr Heinz Konga Deputy Commissioner Correctional Service Solomon Islands P.O. Box G36, Honiara, Solomon Islands
Solomon Islands	Mr Michael Nagu Superintendent Security Correctional Services Solomon Island P.O. Box G36, Honiara, Solomon Islands
Solomon Islands	Ms Dorothy Nanase Inspector Correctional Services Solomon Island P.O. Box G36, Honiara, Solomon Islands
Sri Lanka	Mr Vajira N. Wijegoonawardena Commissioner General of Prisons Prisons Headquarters No. 150, Baseline Road, Colombo09, Sri Lanka
Sri Lanka	Mr M. Keneth K. Fernando Commissioner of Prisons Prison Headquarters No. 150, Baseline Road, Colombo09, Sri Lanka
Sri Lanka	Mr Ravindra Mudalige Prison Headquarters Colombo, Sri Lanka

Thailand	Mr Nathee Chitsawang Director General Department of Corrections 222 Nonthaburi 1 Road Nonthaburi 11000 Thailand
Thailand	Mr Tanapat Chandraparnik Deputy Director General Department of Corrections 222 Nonthaburi 1 Road Nonthaburi 11000 Thailand
Thailand	Mr Suchin Dumgraden Director of Yala Central Prison Yala Central Prison 3 Sirorot Road, Sateng, Maung District Yala Province, 95000 Thailand
Thailand	Mr Udom Kuinara Director of Pattans Central Prison Pattans Central Prison 102 Kasemsumran, Bana, Maung District, Pattani Province, 94000 Thailand
Thailand	Mr Boontham Kamlangkua Director of Narathiwas Provincial Prison Narathiwas Provincial Prison 5 Suriyapradit Road, Bangnak, Maung District Narathiwas Province, 96000 Thailand
Thailand	Mr Attasit Thongsang Legal Officer Department of Corrections 222 Nonthaburi 1 Road, Nonthaburi, 11000 Thailand

Tonga	Mr Limoni Pau Teisina Acting Superintendent of Prisons Tonga Prison Department P.O. Box 828, Tonga
Vietnam	Mr Pham Duc Chan Director General Department of Prison Management 17/175 Duh cong-Hoang mai, Hanoi Vietnam
Vietnam	Mr Ho Thanh Dinh Deputy Director General Department of Prison Management 17/175 Duh cong-Hoang mai, Hanoi Vietnam
Vietnam	Mrs Dao Thi Vinh Assistant Director General Department of Prison Management 17/175 Duh cong-Hoang mai, Hanoi Vietnam
Vietnam	Mr Ngo Duc Hung Head of Rehabilitation Center and Reform Schools 17/175 Dinh cong-Hoang mai, Hanoi, Vietnam
Vietnam	Mr Tran Phuong Dat Head of Post Graduate Department of Police Academy Co nhue Di Kem, Hanoi, Vietnam

Vietnam	Mr To The Nhan Deputy Head of Correctional College Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam
Vietnam	Mr Pham Van Kha Director of Hong Ca Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam
Vietnam	Mr Vu Hong Khanh Director of Thanh ha Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam
Vietnam	Mr Duong Duc Thang Director of Nam Ha Prison Department of Nam Ha Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam
Vietnam	Mr Nguyen Dang Ninh Director of Prison N ^o . 3 Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam
Vietnam	Mr Vi Quang Thieu Head of Propagation of Public Relations Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam

Vietnam	<p>Mr Vo Minh Tu Director of Kenh 5 Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam</p>
Vietnam	<p>Mr Nguyen Thiet Hung Deputy Director of Thie Due Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam</p>
Vietnam	<p>Mr Pham Quang Kham Director of Suoi Hai Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam</p>
Vietnam	<p>Mr Le Quoc Phan Director of Cai Tau Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam</p>
Vietnam	<p>Mr Vo Van Ngon Director of Kenh 7 Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam</p>
Vietnam	<p>Mr Nguyen Huu Director of Tan Lap Prison Department of Prison Management 17/175 Duh cong Hoang mai, Hanoi, Vietnam</p>

Vietnam	Mr Nguyen Van Trung Director of Cao Lanh Prison Department of Prison Management 17/175 Dunh cong Hoang mai, Hanoi, Vietnam
Vietnam	Mr Pham Xuan Huong Assistant Officer Department of Prison Management 17/175 Dunh cong Hoang mai, Hanoi, Vietnam

LIST OF OBSERVERS

<p>UNAFEI</p>	<p>Prof. Ryuji Tatsuya Professor United Nations Asia and Far East Institute For The Prevention of Crime and The Treatment of Offenders (UNAFEI) 1-26 Harumi, Fuchu, Tokyo 183-0059, Japan</p>
<p>UNAFEI</p>	<p>Ms. Usuki Miki International Training Officer Secretariat of The International Training Department (UNAFEI) 1-26 Harumi, Fuchu, Tokyo 183-0059 Japan</p>
<p>UNAFEI</p>	<p>Mr. Kenichiro Koiwa Senior Officer / Clinical Psychologist UNAFEI 1-26 Harumi, Fuchu, Tokyo 183-0059</p>
<p>UNODC, Thailand</p>	<p>Mr. Gray Sattler Regional Adviser (HIV/AIDS) UNODC RCEAP Regional Centre for East Asia and the Pacific UNODC, UN Building, Rajdamnern Nok Avenue Bangkok 10200, Thailand</p>
<p>UNODC, Rosa, New Delhi</p>	<p>Dr. Jayadev Sarangi Prison Expert UNODC Regional Office For South Asia Chandragupta Marg Chanakyapuri, New Delhi-21</p>

MALAYSIA	<p>Datuk Mohd. Zaman Khan B. Rahim Khan Deputy President Malaysian AIDS Council No. 12, Jalan 13/48A, Sentul Boulevard, Sentul, 51000 Kuala Lumpur</p>
MALAYSIA	<p>Dr. Azahari B. Said Committee Development Executive Malaysian AIDS Council No. 12 Jln 13/48A, Sentul Boulevard Sentul 51000 Kuala Lumpur</p>
MALAYSIA	<p>Mr. Abd. Aziz Bin Md. Nor Secretary Ministry of Home Affairs Aras 10, Blok D1, Kompleks D Government Administration Complex, Putrajaya</p>
MALAYSIA	<p>Ms. Rafisha Bt. Ramly Assistant Secretary Ministry of Home Affairs Security and Public Order Division Government Administration Complex, Putrajaya</p>
MALAYSIA	<p>Mr. Zamree Bin Hamli Principal Assistant Secretary Ministry of Home Affairs Prison Affairs, Anti-Drug and Civil Defence Division Government Administration Complex, Putrajaya</p>

MALAYSIA	<p>Dr. Fazidah Bt. Yusman Principal Assistant Director Disease Control Division Ministry of Health Tingkat 4 Blok E10, Parcel E Government Administration Complex, Putrajaya</p>
MALAYSIA	<p>Dr. Rozainim Kamarudin Principal Assistant Director Ministry of Health Level 6, Blok E10, Kompleks E Government Administration Complex, Putrajaya</p>
MALAYSIA	<p>Mrs. Hazmi Bt. Baharudin Superintendent of Police (PDRM) Criminal Investigation Department (Narcotics) Police Headquarters, Bukit Aman Malaysia</p>
MALAYSIA	<p>Mr. Raja Mazelan B. Raja Deraman Research Officer Department of Syariah Judiciary Malaysia Level 2 & 3, Block D7, Parcel D, Government Administration Complex, 62677 Putrajaya</p>
MALAYSIA	<p>Mr. Abd. Hamid B. Ahmad Assistant Director of Immigration Level 2, Wisma Persekutuan, 05000 Alor Setar , Kedah, Malaysia</p>

MALAYSIA	Mrs. Nurul Wazeera Bt. Ahmad Dahalan Syariah Court Federal Territory Department of Syariah Judiciary Malaysia Bangunan Sulaiman, Jalan Damansara, 50670 Kuala Lumpur
MALAYSIA	Mrs. Halimatun Sa'adiah Bt. Mohd Mahdee Department of Syariah Judiciary Malaysia Syariah Court Federal Territory Bangunan Sulaiman, Jalan Damansara, 50670 Kuala Lumpur
MALAYSIA	Supt. Law Tiang Huat Deputy CID, Kedah Criminal Investigation Department Kedah Police Contingent Headquarters Jalan Stadium Alor Setar, Kedah
MALAYSIA	Mr. Haji Zaimi Bt. Abd. Rani Social Welfare Department of Malaysia Level 19-24 Menara Tun Ismail Mohamed Ali Jalan Raja Laut, 50562 Kuala Lumpur
MALAYSIA	Mr. Ismail Arul Raj B. Amiruddin Social Welfare Department of Malaysia Level 19-24 Menara Tun Ismail Mohamed Ali Jalan Raja Laut, 50562 Kuala Lumpur
MALAYSIA	Mr Ab. Basir B. Mohamed Director of Pulau Pinang Prison Jalan Goal 10990 Pulau Pinang

MALAYSIA	Mr. Jamaludin Bin Saad Director of Simpang Renggam Prison 86200 Simpang Renggam, Johor, Malaysia
MALAYSIA	Mr Noor Azizi B. Muhamad Noor Director of Marang Prison 21600 Marang Terengganu
MALAYSIA	Mr Samihan B. Misd Henry Gurney School 75990 Telok Mas Melaka

Appendix B

Correctional Statistics for Asia and the Pacific 2008

Table 1: Prisoners by Gender and Imprisonment Rates, mid 2008

Country/Area	Male	Female	Total	General Population ('000)	Imprisonment rate (per 100 000 population)	% of foreign nationals/non-locals
Australia	24 708	1 885	26 593	21 181	125.6	---
Brunei Darussalam	420	33	453	390	116.2	27.6
Cambodia	10 574	633	11 207	13 389	83.7	3.3
Canada ¹	19 414	1406	33402 ²	33 186	100.7	---
Fiji	894	25	919	837 ³	109.8	---
Hong Kong (China)	8 302	2 038	10 340	6 963	148.5	33.2
India (Delhi State)	11 513	481	11 994	14 000	85.7	4.1
Indonesia	126 271	10 873	137 144	235 000	58.4	0.4
Japan	73 610	5 281	78 891	127 678	61.8	7.4
Kiribati	83	1	84	93 ⁴	90.3	---
Korea	44 569	2 528	47 097	48 607	96.9	2.7
Macao (China)	782	81	863	552	156.3	50.4
Malaysia	36 154	3 286	39 440	27 170	145.2	37.5
Mongolia	7132	438	7570	2700	280.4	0.3
New Zealand	7 453	434	7 887	4 270	184.7	3.3
Papua New Guinea	4 341	233	4 574	6 300	72.6	---
Philippines	32 416	1 742	34 158	88570 ⁵	38.6	0.5
Singapore	11 307	1 042	12 349	4 589	269.1	17.9
Solomon Island	173	0	173	600	28.8	1.7
Sri Lanka	25 074	1 252	26 326	19880 ⁶	132.4	0.3
Tonga	105	1	106	102	103.9	---
Union of Myanmar	55 873	9057	64 930	50100 ⁷	129.6	0.7

¹ refers to 2005-06 (April 1 to March 31)

² there were 12,582 persons' gender not stated

³ refers to 2007 national census

⁴ refers to 2005 national census

⁵ refers to 2007 national census

⁶ refers to 27th APCCA Statistics

⁷ refers to 27th APCCA Statistics

Correctional Statistics for Asia and Pacific 2008

Table 2: Unconvicted Remandees, mid 2008

Country/Area	Unconvicted remandees	% of remandees	Remand rate (per 100 000 population)
Australia	6 386	24.0	30.1
Brunei Darussalam	29	6.4	7.4
Cambodia	3 043	27.2	22.7
Canada ¹	11 056	33.1	33.3
Fiji	109	11.9	13.0
Hong Kong (China)	1 411	13.6	20.3
India (Delhi State)	9 833	82.0	70.2
Indonesia	54 494	39.7	23.2
Japan	8 732	11.1	6.8
Kiribati	1	1.2	1.1
Korea	14 546	30.9	29.9
Macao (China)	237	27.5	42.9
Malaysia	15 162	38.4	55.8
Mongolia	1 558	20.6	57.7
New Zealand	1 771	22.5	41.5
Papua New Guinea	1 516	33.5	24.1
Philippines	---	---	---
Singapore	1 864	15.1	40.6
Solomon Islands	45	26.0	7.5
Sri Lanka	13 553	51.5	68.2
Tonga	1	0.9	1.0
Union of Myanmar	6 972	10.7	13.9

¹ refers to 2005-06 (April 1 to March 31)

**Table 3(b): Custodial Staff* to Prisoner Ratio,
mid 2008**

Country/Area	Total institutional custodial staff	Custodial staff to prisoner ratio
Australia	---	---
Brunei Darussalam	198	1:2.3
Cambodia	1 661	1:6.7
Canada	---	---
Fiji	419	1:2.2
Hong Kong (China)	4 462	1:2.3
India (Delhi State)	1 147	1:10.5
Indonesia	---	---
Japan	16 774	1:4.7
Kiribati	36	1:2.3
Korea	12 213	1:3.9
Macao (China)	345	1:2.5
Malaysia	13 235	1:3
Mongolia	383	1:19.8
New Zealand	3 496	1:2.3
Papua New Guinea	79	1:57.9
Philippines	1 328	1:25.7
Singapore	1 677	1:7.4
Solomon Islands	151	1:1.1
Sri Lanka	5 558	1:4.7
Tonga	85	1:1.2
Union of Myanmar	4 989	1:13

* 'Custodial Staff' refers to full time (or equivalent) custodial staff working in prisons/correctional institutions who are involved in direct custodial inmate supervision (i.e., excluding other supporting staff like medical doctors, psychologists, teachers, clerical staff, civilian personal, etc.).

Correctional Statistics for Asia and the Pacific 2008

Table 4(a): Rate of Offenders Receiving Community-based Supervised Sentences*, mid 2008

Country/Area	Total number of offenders receiving community-based supervised sentences	Rate of offenders receiving community-based supervised sentence (per 100 000 population)
Australia	54 374	256.7
Brunei Darussalam	---	---
Cambodia	---	---
Canada ¹	113 141	340.9
Fiji	79	9.4
Hong Kong (China)	4 683	67.3
India (Delhi State)	---	---
Indonesia	251	0.10
Japan	14 107	11.0
Kiribati	---	---
Korea	---	---
Macao (China)	102	18.5
Malaysia	---	---
Mongolia	967	35.8
New Zealand	27 460	643.1
Papua New Guinea	24	0.4
Philippines	---	---
Singapore	---	---
Solomon Islands	---	---
Sri Lanka	150	0.8
Tonga	---	---
Union of Myanmar	---	---

¹ refers to 2005-06 (April 1 to March 31)

* refers to Community-based Supervised Sentences imposed by the courts as an alternative to imprisonment / custodial sentence.

Correctional Statistics for Asia and the Pacific 2008

Table 4(b): Rate of Offenders Subject to Supervised Orders upon Release From a Custodial Sentence, mid 2008

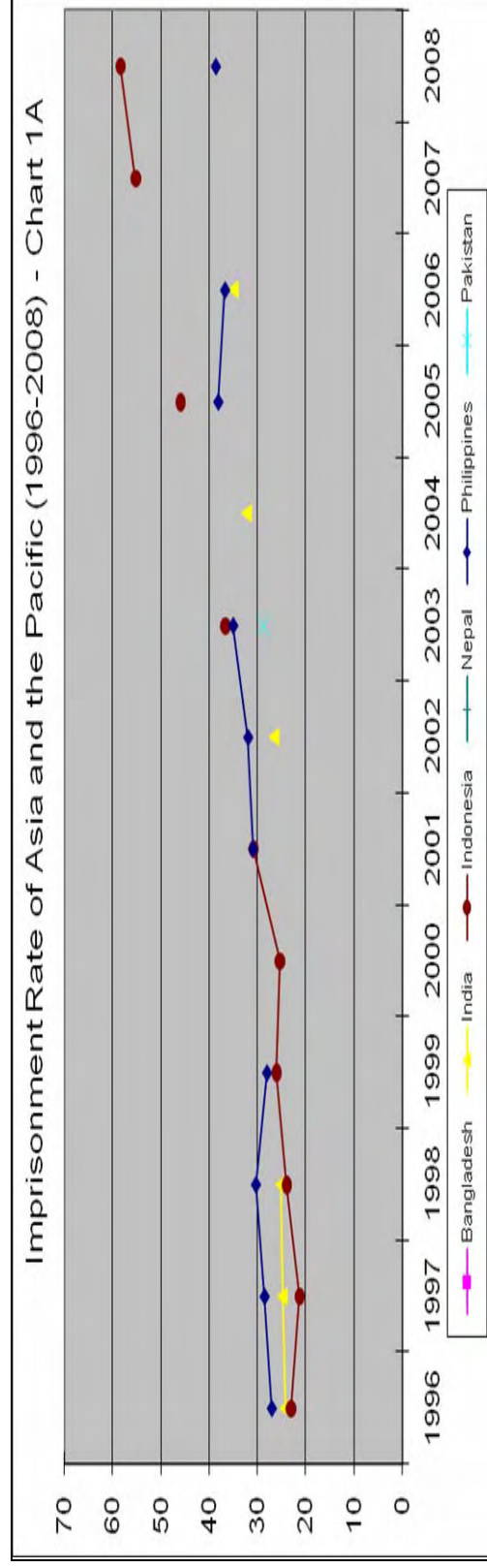
Country/Area	Total number of offenders subject to supervised orders upon release from a custodial sentence	Rate of offenders subject to supervised order upon release from a custodial sentence (per 100 000 population)
Australia	11 624	54.9
Brunei Darussalam	---	---
Cambodia	---	---
Canada ¹	7 722	23.3
Fiji	35	4.2
Hong Kong (China)	2 800	40.2
India (Delhi State)	---	---
Indonesia	8 182	3.5
Japan	6 701	5.2
Kiribati	---	---
Korea	---	---
Macao (China)	95	17.2
Malaysia	117	0.4
Mongolia	---	---
New Zealand	4 713	110.4
Papua New Guinea	222	3.5
Philippines	---	---
Singapore	785	17.1
Solomon Islands	---	---
Sri Lanka	---	---
Tonga	---	---
Union of Myanmar	---	---

¹ refers to 2005-06 (April 1 to March 31)

Correctional Statistics for Asia and Pacific 2008

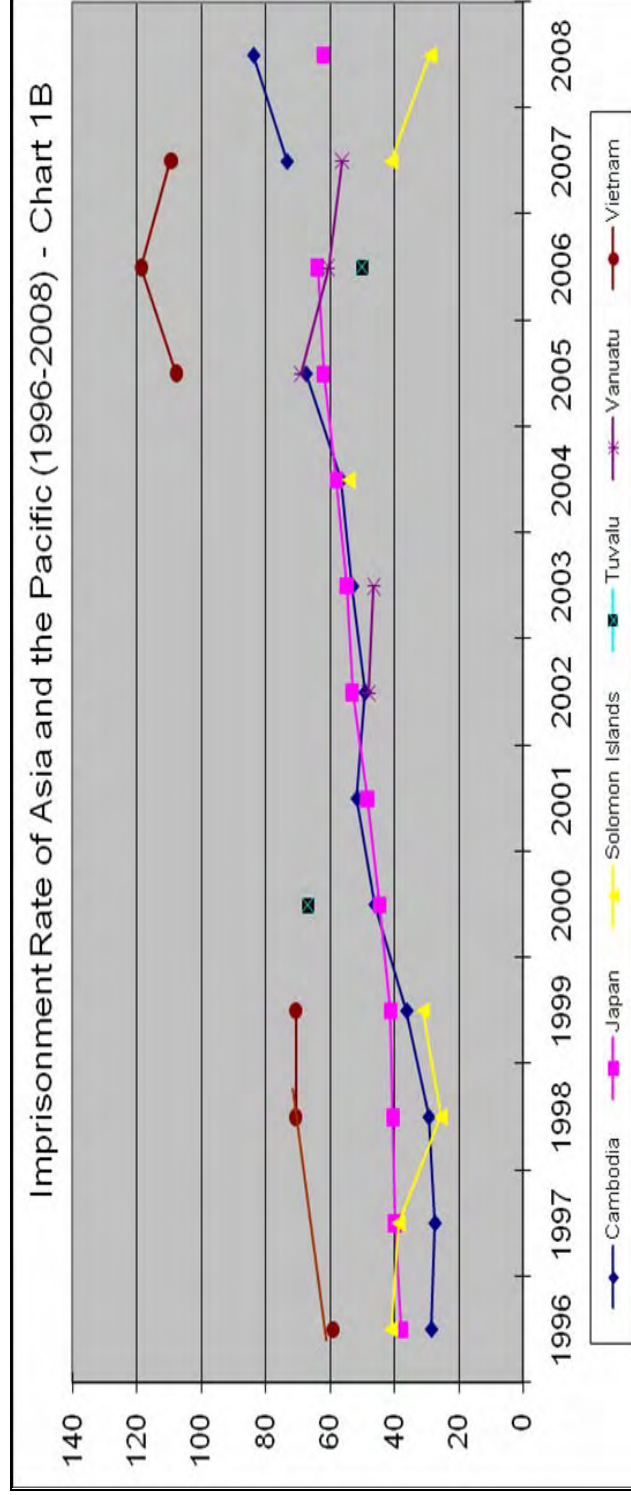
Trend of Imprisonment Rate in Asia and the Pacific (1996-2008)

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Bangladesh													
India	24.3	24.8	25.2				26.5		32.2		34.9		
Indonesia	23.1	21.3	24.0	26.0	25.4	30.9		36.7		46.0		55.3	58.4
Nepal													
Philippines	27.0	28.5	30.3	28.0		30.9	31.9	35.0		38.1	36.7		38.6
Pakistan								28.8					



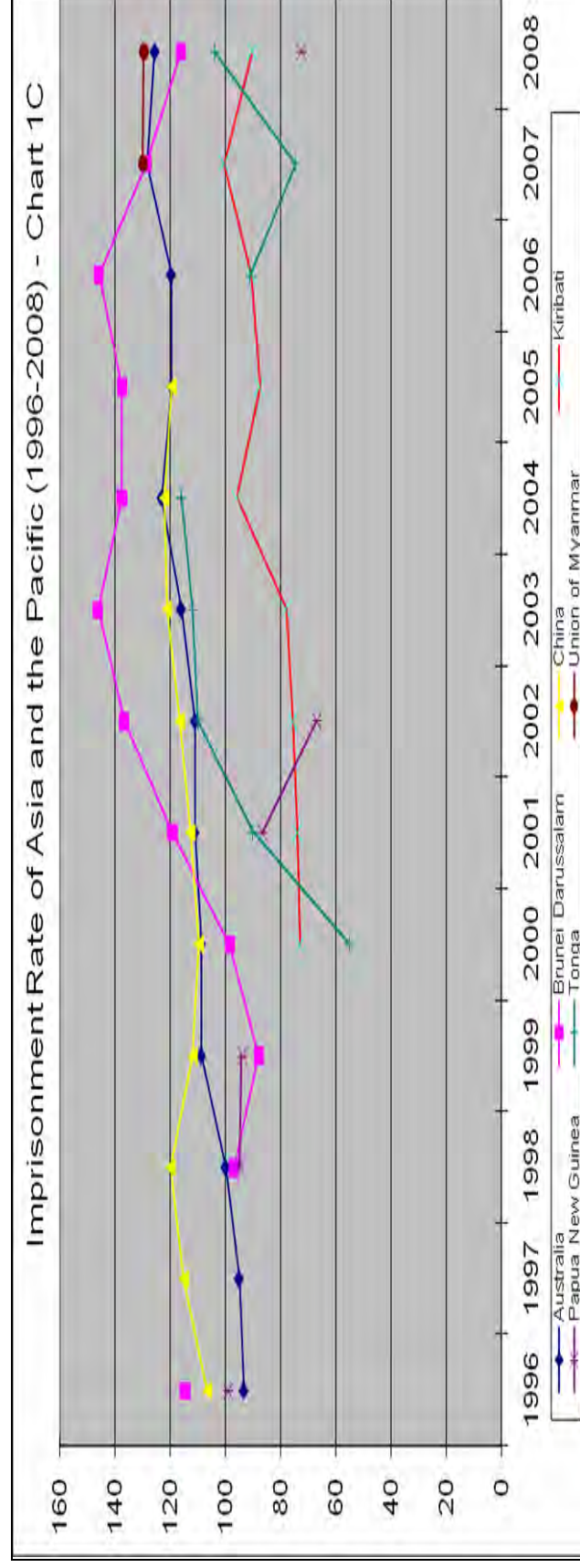
Imprisonment Rate

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Cambodia	28.3	27.2	29.1	36.0	45.9	51.5	49.0	52.9	56.5	67.4		73.3	83.7
Japan	37.7	39.6	40.3	41.0	44.3	48.3	52.8	54.6	57.8	61.9	63.6		61.8
Solomon Islands	40.9	38.7	25.5	31.0					54.0			40.9	28.8
Tuvalu				66.7			48.0			69.0	50.0		
Vanuatu								46.5			60.5	56.2	
Vietnam	58.9		70.5	70.5					107.7		118.6	109.5	



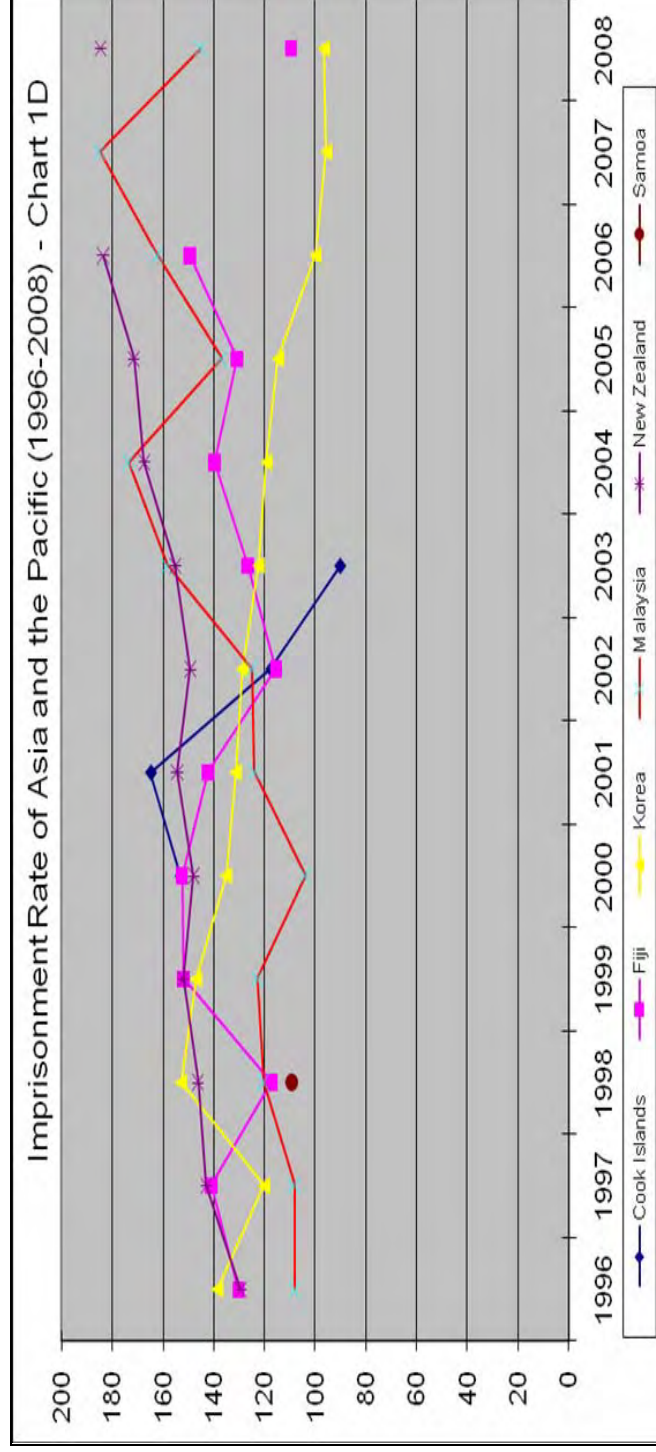
IMPRISONMENT RATE

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Australia	93.4	95.1	99.9	108.8	108.9	111.2	111	116.1	123.1	119.4	119.7	128.4	125.6
Brunei Darussalam	114.6	96.9	96.9	88.0	98.4	119.3	136.7	146.2	137.6	137.5	145.9	128.8	116.2
China	106.7	115.2	120.0	112.0	109.8	112.8	116.7	121.3	122.3	119.7			
Kiribati			94.8	94.0	73.1	74.1	75.7	78.1	95.9	87.6	90.8	100.5	90.3
Papua New Guinea	99.1				55.3	90.2	110.0	111.9	116.0		91.1	74.8	103.9
Tonga							67.0						72.6
Union of Myanmar												129.9	129.6



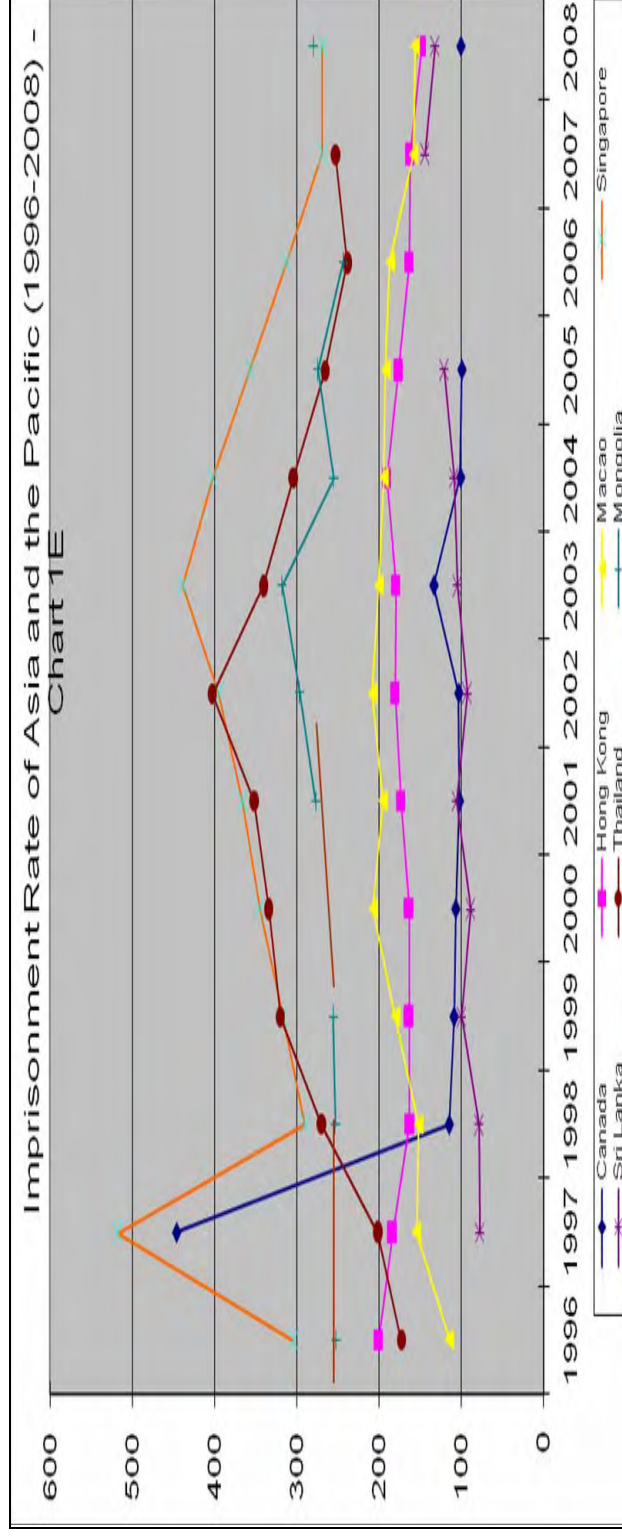
Imprisonment Rate

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Cook Islands					153.3	165	117.6	90.4					
Fiji	130.4	141.1	117.5	152.0	152.5	142.2	115.7	126.7	139.7	130.9	149.5		109.8
Korea	138.7	120.3	152.9	147.0	135.3	131.5	128.9	122.5	119.4	114.8	100.2	95.9	96.9
Malaysia	108.2	108.4	120.5	123.0	104.0	124.1	125.2	158.5	173.7	137.1	162.4	185.1	145.2
New Zealand	129.6	143.1	146.3	152.0	148.1	154.7	149.3	155.3	167.5	171.6	183.8		184.7
Samoa							109.3						



Imprisonment Rate

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Canada		446.0	114.9	109.0	107.0	102.5	103.2	133.5	101.1	99.5			100.7
Hong Kong	201.1	184.4	163.2	164.0	164.0	173.8	181.2	180.1	191.3	176.5	163.8	162.5	148.5
Macao	114.3	154.7	152.0	180.0	207.7	195.7	208.3	200.7	194.4	192.1	186.8	158.2	156.3
Singapore	304.2	517.3	289.8	317.0	344.8	366.0	394.8	438.4	402.3	356.7	312.8	269.1	269.1
Sri Lanka		77.8	78.4	100.0	88.7	106.0	93.3	105.1	108.9	121.3		144.5	132.4
Thailand	173.1	201.6	270.0	320.0	334.1	351.8	402.6	340.5	304.3	265.8	238.4	253.0	
Mongolia	252.9		253.5	256.0		277.3	297.1	318.0	255.6	275.0	244.2		280.4



Appendix C

Conference Program 2008

APCCA 2008 CONFERENCE PROGRAMME

- **Day 1 (23 November 2008 – Sunday)**

Time	Program
14:00 – 18:00	Registration
16:00 – 16:30	Finance Committee Meeting
16:30 – 17:30	Governing Board Meeting
20:00 – 22:30	Welcoming Reception (Pelangi Beach Resort) <i>* Dress Code : Smart Casual</i>

- **Day 2 (24 November 2008 – Monday)**

Time	Program
08:00 – 09:00	Registration
09:00 – 09:40	Opening Ceremony Official Group Photo Taking
09:40 – 10:00	Coffee Break
10:00 – 10:30	APCCA Business Meeting
10:30 – 12:30	Agenda Item 1: National Report On Contemporary Issues
12:30 – 14:00	Lunch
14:00 – 15:30	Presentation of Agenda Item 1 (Cont.)
15:30 – 16:00	Afternoon Tea
16:00 – 17:30	Presentation of Agenda Item 1 (Cont.)
20:00 – 22:30	Welcome Dinner (Hosted by Minister of Home Affairs) :At Awana Porto Malai, Langkawi <i>* Dress Code : Business Suit/National Dress</i>

- **Day 2 (24 November 2008 – Monday)**

SPOUSE PROGRAM 1	
Time	Program
09:30 – 11:00	Tour 1:Visit to Dayang Bunting Geoforest Park
11:00 – 11:30	Coffee Break
11:30 – 13:30	Tour 2:Shopping at Kuah
13:30 – 14:30	Lunch:
14:30 – 16:30	Tour 3:Visit to Helang Square
20:00 – 22:30	Welcome Dinner (Hosted by Minister of Home Affairs) : At Awana Porto Malai, Langkawi <i>* Dress Code : Business Suit/National Dress</i>

• **Day 3 (25 November 2008 – Tuesday)**

Time	Program
09:00 – 10:30	<p>Concurrent Breakout Group Sessions</p> <p>Agenda Item 2: Balancing Prison Management With The Increased Scrutiny Of Correction By External Bodies.</p> <p>Agenda Item 3 : Best Practices In Rehabilitation For Women And Other Special Groups Of Prisoner.</p> <p>Agenda Item 4: Engaging Families And Communities In The Rehabilitative Process (Including Restorative Justice Approaches)</p>
10:30 – 11:00	Coffee Break
11:00 – 12:00	<p>Concurrent Breakout Group Sessions (cont.)</p> <p>Agenda Item 2</p> <p>Agenda Item 3</p> <p>Agenda Item 4</p>
12:00 – 13:00	Lunch Break
13:00 – 14:00	Exhibition
14:30 – 16:00	Plenary Session For Agenda Items 2 -4
Option of transport to and from Chenang Beach for evening at your own leisure.	

• **Day 3 (25 November 2008 – Tuesday)**

SPOUSE PROGRAM 2	
Time	Program
09:30 – 11:00	Tour 4:Visit to Galeria Perdana
11:00 – 11:30	Coffee Break
11:30 – 13:30	Tour 5:Visit to Gamat Nusantara
13:30 – 14:30	Lunch
14:30 – 16:30	Tour 6:Visit to Kota Mahsuri and MARDI Langkawi Agro Technology Park
Option of transport to and from Chenang Beach for evening at your own leisure.	

- **Day 4 (26 November 2008 – Wednesday)**

Time	Program
09:00 – 10:30	<p>Concurrent Specialist Workshops</p> <p>Workshop 1: Developing Correctional Standards That Reflect International And Regional Best Practice</p> <p>Workshop 2: Designing Prison To Promote Effective Rehabilitation and Environmental Sustainability</p> <p>Workshop 3: Building Capacity Through The Recruitment, Management, And Retention Of Talent and Through Succession Planning</p>
10:30 – 11:00	Coffee Break
11:00 – 12:00	Concurrent Specialist Workshops (cont.)
12:00 – 13:30	Lunch At Malaysian Correctional Academy
15:00 – 18:00	Tour to Gunung Mat Cincang (Rain Forest Exploration Through Cable Car)
20:00 – 22:30	Option of transport to and from Chenang Beach for evening at your own leisure.

- **Day 4 (26 November 2008 – Wednesday)**

SPOUSE PROGRAM 3	
Time	Program
09:30 – 11:00	Tour 7: Shopping at Kuah
11:00 – 12:00	Tour 8: Shopping at Kuah
12:00 – 13:30	Lunch
15:00 – 18:00	Tour to Gunung Mat Cincang (Rain Forest Exploration Through Cable Car)
20:00 – 22:30	Option of transport to and from Chenang Beach for evening at your own leisure.

- **Day 5 (27 November 2008 – Thursday)**

Time	Program
08:00 – 10:30	Depart to Pokok Sena Prison by ferry to Kuala Kedah
10:30 – 11:00	Coffee Break (Pokok Sena Prison)
11:00 - 12:00	Visit Pokok Sena Prison
12:30 – 13:30	Lunch at Alor Setar Tower
14:00 – 15:30	Visit Alor Setar Prison
16:30 – 18:00	Depart by Ferry from Kuala Kedah to Langkawi
Evening At Your Own Leisure	

- **Day 6 (28 November 2008 – Friday)**

Time	Program
09:00 – 12:00	Tour to KILIM Geoforest Park
12:00 – 13:00	Lunch at One World Floating Restaurant
15:00 – 15:30	APCCA Business Meeting
15:30 – 16:30	Closing Ceremony
16:30 – 17:00	Tea Break
20:00 – 24:00	Farewell Dinner (Hosted by Director General of Malaysia Prison Department) at Malaysian Correctional Academy, Langkawi * <i>Dress Code : Batik</i>

Appendix D

APCCA DISCUSSION GUIDE Malaysia 2008

Prepared by:-

Professor Neil Morgan

Professor of Law
The University of Western Australia
35 Stirling Highway
Crawley, Western Australia 6009
Australia

Part 1: Discussion Guide for Agenda Items 1 to 4

Part 2: Discussion Guide for Specialist Workshops 1 to 3

PART ONE

DISCUSSION GUIDE FOR AGENDA ITEMS

This Discussion Guide identifies some of the issues that may be discussed in relation to each Agenda Item and provides a list of suggested questions. Delegates at recent conferences have found this approach helpful in the preparation of papers and we request that you follow the suggested format as closely as possible, especially with respect to Agenda Item One.

All delegations should provide a paper on Agenda Item One but not all of the other Agenda Items will be equally relevant to everybody. For this reason, you may decide to provide discussion papers only on selected topics from Agenda Items Two to Four. However, we do ask that you provide discussion papers on as many Agenda Items as possible.

PLEASE NOTE

For planning purposes, it would be very helpful if you could provide, at the front of each Agenda Item paper, a brief summary of the paper (which may be in point form).

AGENDA ITEM ONE

NATIONAL REPORTS ON CONTEMPORARY ISSUES IN CORRECTIONS

Introduction

1. Preparing Written Papers

This Agenda Item provides an important part of the knowledge base of APCCA. The written papers consider major trends and issues in their jurisdiction, especially over the past twelve months. Over the years, these national reports have revealed a wide range of issues that reflect not only different traditions with respect to corrections, but also the cultural, historical, economic and political diversity of the region.

Nevertheless, correctional administrators face many common themes. **We ask that, as far as possible, you follow the format of the various questions, insofar as they are relevant.** This will allow the Conference to develop a good cross-jurisdictional and long-term understanding of trends and contemporary issues.

2. Preparing Conference Presentations

The formal conference presentations are limited to around 8 minutes' duration for each country. Given this short timeframe, delegates should consider focusing on one or two key issues rather than attempting to summarise their full written papers. For example, the presentation may just highlight the most pressing challenges or some key recent developments, such as major legislative or policy change (see also heading 2 below). Alternatively, the paper may choose to showcase one or two initiatives which have proved particularly successful (see also heading 5 below)

Framework for Agenda Item One

1. Catering for External Factors

Correctional systems can be directly affected by the general socio-economic and political climate of a society. For example, at times of political upheaval or economic difficulty, prison systems may face particular pressures and financial constraints. Globalization also presents many challenges. Furthermore, terrorist threats and natural disasters (such as the Indonesian earthquake and the ensuing Tsunami in December 2004, floods in China and Indonesia in 2005 and a Tsunami in the Solomon Islands in 2007) can present serious problems.

Do you face any particular issues as a result of recent socio-economic changes, political crises or other external factors?

2. The Legislative and Policy Framework of Corrections

Many papers at recent Conferences have emphasized the importance of having good modern prison legislation, and have commented on the fact that legislation often seems rather outdated. Several papers have also noted the growing regional influence of human rights standards and the role of human rights organizations and other external accountability agencies in examining prison operations.

Have there been major policy reviews (including inspections or reviews by external agencies) in your jurisdiction in recent years?

Have there been significant changes over recent years with respect to your prisons legislation?

3. Prison Populations

All jurisdictions provide the Secretariat with statistics on matters such as the total number of prisoners, the number of male and female prisoners and the imprisonment rate per 100,000 of the population. This information is presented in tables in each Conference report. However, this Agenda Item gives delegates an opportunity to reflect on trends in this critical area.

(a) General Trends

Has your total prison population increased or decreased over recent years?

(b) Sentenced and Unsented Prisoners

There is considerable regional variation with respect to the position of unsentenced prisoners (in other words, people who are remanded in custody prior to trial or during trial, or who are detained for some other reason, including national security reasons). In part, these differences reflect different investigative procedures, legal requirements and criminal justice traditions.

What is the proportion of unsentenced prisoners compared with sentenced prisoners (and what are the trends)?

(c) Offender Demographics

The characteristics of offenders vary between each nation and territory. However, a number of common themes can be identified for discussion:-

Sex

What is the proportion of female compared with male prisoners in the total prison population (and what are the trends)?

Age

Are there any identifiable trends with respect to the age of prisoners (for example, are you seeing more young prisoners or more older-aged prisoners)?

Indigenous and other ethnic status

In some parts of the region, certain groups are over-represented in the prison system compared with their numbers in the population as a whole.

Do you face any issues in this regard (for example, with respect to Indigenous prisoners or other groups)? Please provide statistics, if available.

Foreign prisoners

At recent APCCA conferences, a number of jurisdictions have expressed concern about the growing number of foreign nationals in their prisons.

*Do you face any issues in this regard? Please provide statistics, if available.
Are there any developments with respect to the international transfer of prisoners?*

(d) Overcrowding and associated problems

Do you face problems with respect to overcrowding in your prisons? If so, what are the 'pressure points' (for example, are there particular problems with female prisoners or remand prisoners)?

Has any increase in the prison population affected security and control in prisons?

(e) Accounting for the trends

Do the changes in the prison population reflect changes in crime rates?

Are there any significant changes in terms of the offences committed by prisoners? (For example, are there more prisoners serving sentences for serious crimes, such as sexual, violent, drug or terrorism offences?)

Have there been significant legislative or policy changes that have affected the prison population? (For example, with respect to bail, sentencing, remissions, parole and home detention.)

4. Prison Building and Renovation

Delegates should outline any concerns they have with respect to prison conditions, and update the conference on construction and renovation programs.

*How adequate are your current prison facilities in terms of accommodating the number and type of prisoners?
Do you have a major prison building or refurbishment program? If so, what are the priority areas?*

5. Showcasing a ‘Success Story’

All correctional services have to face the challenge of ‘doing more with less’ – in other words, of managing limited resources in a way that brings about improved correctional outcomes. Many important initiatives are being pursued across the region and delegates may wish to discuss one initiative that has proved particularly successful. Examples can be drawn from any area of corrections, including technology relating to security and information systems, prisoner programs, staff development, new legislation and release programs.

6. Other Issues

Please identify and comment on any other issues that are of special concern.

AGENDA ITEM TWO

BALANCING EFFECTIVE PRISON MANAGEMENT WITH THE INCREASING SCRUTINY OF CORRECTIONS BY EXTERNAL BODIES

1. Introduction

This topic reflects concerns that have been raised at all recent APCCA conferences, especially since the 2005 conference in Korea. Correctional departments in several countries (including the 2008 host, Malaysia) have noted that, although they have improved their internal processes for dealing with complaints and assessing standards of service delivery, external bodies are increasingly involved in scrutinizing correctional services.

These bodies include the courts, human rights agencies, independent prison Inspectorates and the Ombudsman (or similar official). They appear, in many countries, to be playing greater roles in reviewing decisions about individual prisoners, considering prisoners’ complaints and assessing general performance. Specific committees of inquiry (such as Royal Commissions) are also sometimes established in the wake of high profile incidents.

Finally, international human rights bodies, such as the United Nations Committee against Torture, may also play a role in those countries that are signatories to the relevant UN convention.

The purpose of this Agenda Item is to discuss the following issues:

- What factors have influenced the increase in external scrutiny (if any)?
- What external bodies are involved and what is the role of each body?
- What are the main issues that external agencies have examined?
- Overall, what have been the advantages and disadvantages in the involvement of external bodies?

Specialist Workshop One (‘Developing Correctional Standards that Reflect International and Regional Best Practice, and Measuring Performance’) complements this Agenda Item in that it provides an opportunity for delegates to consider how correctional standards (which will include reference to human rights and other expectations) can be developed and measured.

2. Factors Influencing External Scrutiny

The increasing scrutiny of corrections, especially by bodies that operate independently of correctional services, reflects a number of factors. These factors include the following:

- Incidents attracting public concern in the particular country (for example, assaults on staff or escapes).
- General community expectations with respect to greater accountability and transparency. (The introduction of privately operated prisons in some countries has tended to lead to greater scrutiny of public sector as well as private sector prisons).
- The enactment of modern prisons legislation which generally emphasises prisoners' rehabilitation and treatment as well security and control.
- The growing global influence of a range of United Nations human rights covenants and standards. These include the International Covenant on Civil and Political Rights (ICCPR), the Convention Against Torture (CAT), the Convention on the Rights of the Child (CROC), the United Nations Standard Minimum Rules for the Treatment of Prisoners (UNSMR's) and the United Nations Standard Minimum Rules for the Administration of Juvenile Justice (the 'Beijing Rules').
- The introduction in many countries of domestic human rights legislation (which generally reflects the principles of the ICCPR and other international instruments).

*What are the main factors, both local and international, that have affected the extent of external scrutiny in your country? (For example, have there been changes to the constitution, human rights legislation and prison legislation?)
Have there been changes in public and political expectations?
What are the reasons behind such changes?*

3. Areas of Scrutiny by Different Agencies

In this section, countries are asked to briefly outline the role of the various external agencies and the main areas that they have scrutinized.

(a) Courts

At recent conferences, some countries have suggested that prisoners are mounting more challenges to the decisions of correctional agencies and parole boards through the courts. These challenges can take a number of forms, including seeking judicial review of decisions on 'natural justice' grounds, or compensation for alleged ill-treatment. In those countries with domestic human rights legislation, challenges are also likely to be made on human rights grounds.

*Are the courts now more frequently involved in reviewing decisions relating to the treatment of prisoners? What are the main areas of challenge before the courts?
What has been the constitutional and legal basis of such challenges (for example, are they based on new human rights requirements, or on principles such as 'natural justice'?)*

(b) Human rights agencies

Over the past 10-20 a number of jurisdictions have introduced general human rights laws in the form of a Human Rights Charter or its equivalent. Some have not introduced such a Charter but have introduced legislation to entrench human rights principles in specific areas (such as racial and sexual discrimination).

Has the legislative framework for 'human rights' in the field of corrections changed significantly in the past 10-15 years (for example, through the introduction of an Act or Charter that seeks to entrench human rights or through other legislation)? What are the main areas of correctional management that have been the subject of scrutiny by human rights agencies?

(c) Ombudsman

The office of the 'Ombudsman' has been established in a number of countries to consider individual complaints about decisions made by government departments and officials. The Ombudsman usually has no power to change a decision but will liaise with the relevant department, and will also report to Parliament. The Ombudsman generally investigates individual complaints but may sometimes also conduct a review of an issue of more general concern.

Do you have the office of the Ombudsman (or equivalent) in your country? What are the main areas of correctional management that have been the subject of scrutiny by the Ombudsman?

(d) Specialist Inspectorates

Some countries have introduced specialist prison 'Inspectorates'. Prison Inspectors sometimes operate within the corrections department. Under this model, the Inspectorate is answerable to the head of the department itself. However, in some other jurisdictions a stronger model has been adopted in which the Inspectorate lies outside the corrections department and is directly responsible to the legislature / Parliament. Examples of this second model include the United Kingdom and Western Australia.

Inspectorates of this sort tend to inspect and report upon the operation of prisons (and sometimes related services) and to conduct systemic reviews of issues of concern (these might include the use of force against prisoners and assessment and classification methods). They do not tend to be involved in investigating individual complaints.

Do you have a corrections Inspectorate in your country? If so, is it answerable to the head of the corrections department or directly to the legislature? What are the powers of the Inspectorate and what have been the main areas on which the Inspectorate has reported?

(e) Other national bodies

Other forms of external scrutiny from within the country itself include the appointment of special committees of inquiry (such as Royal Commissions). These tend to be appointed following serious incidents such as escapes, serious disturbances and acts of serious violence towards staff or other prisoners. Committees and Commissions of this sort can have a significant impact on the development of prison regimes – for example, by arguing for changed assessment and classification practices.

Have specialist committees or commissions been established to examine correctional services in your country in recent years? What has been the effect of such committees / commissions?

(f) International bodies

International human rights bodies may also become involved on occasions. The UN Convention Against Torture (CAT) has been signed by a number of countries in the region.

CAT is potentially relevant to prison systems in that it outlaws ‘cruel, inhuman or degrading treatment or punishment.’ Even more significantly, the Optional Protocol to CAT (to which fewer countries, but including New Zealand and the United Kingdom, are signatories) sets up a system of visits by national and international bodies to ‘places where people are deprived of their liberty’.

Sometimes United Nations organizations may become more indirectly involved in raising concerns in the context of funding development projects.

To what extent have international human rights bodies been involved in scrutinizing corrections in your country?

4. Evaluation of External Scrutiny

Having outlined the various forms of external scrutiny, you may wish to reflect on the advantages and disadvantages of such scrutiny. There are likely to be many different perspectives on this question. Some may see external scrutiny as a problem because they feel that it tends to be too ‘one-sided’, favouring prisoners rather than staff and hindering effective management. On the other hand, others may welcome a stronger focus on external scrutiny because they believe that better accountability and transparency (including a balanced focus on the rights and responsibilities of prisoners and staff) can enhance service delivery and can also assist in obtaining resources from governments.

Overall, what are the positive aspects of your recent experience with the external scrutiny of corrections, and what have been the negative aspects? Do the benefits outweigh any possible detriment?

AGENDA ITEM THREE

BEST PRACTICES IN REHABILITATION FOR WOMEN AND OTHER SPECIAL GROUPS OF PRISONERS

1. Introduction

The main aim of this Agenda Item is to focus on the problems that are experienced across the region in developing rehabilitation programs for women prisoners, and to provide examples of positive initiatives and effective practices. Women were chosen as the primary focus for the Agenda Item for three main reasons. First, in many countries the number of female prisoners is increasing rapidly. In several, the proportion of female prisoners compared with male prisoners is also on the increase. Secondly, it is some time since women prisoners were a topic at APCCA conferences. Thirdly, there is growing recognition globally that female prisoners raise different problems from male prisoners in terms of treatment and rehabilitation.

Although the primary focus of this topic is female prisoners, this Agenda Item also provides an opportunity for delegates to showcase an effective rehabilitative intervention that has been developed for another special group (examples of which might include terrorists and Indigenous prisoners).

2. Women Prisoners: the Issues

Female prisoners, like male prisoners, have committed many different crimes and it is therefore rather difficult to generalize about the issues that they face. However, it is widely recognised that many women prisoners have faced very serious difficulties in the community and have a high level of needs.

Some of the problems faced by women prisoners are similar to those that face many males, such as a history of substance abuse, dysfunctional upbringing and a lack of work skills and work history. However, these issues are often compounded by factors that are more female-specific. They include the following:

- Suffering physical and sexual abuse (often at the hands of their male partners).
- Responsibilities with respect to children.
- Higher general health needs, including access to gynaecological services.
- High levels of mental illness and distress.
- Being a relatively small proportion of a prison system that has tended to be male-dominated.

What are the main issues that are commonly faced by women prisoners in your country? Are these problems different in nature or extent from those that are commonly faced by male prisoners?

3. Policies, Assessments and Programs for Women Prisoners

It is suggested that in this section of the paper, delegates should first discuss any general policies that have been developed with respect to the rehabilitation of female prisoners in their jurisdiction and the principles that underpin these policies. The papers should then outline how these policies are actually being implemented. The discussion should include the difficulties that have been faced as well as any examples of particularly successful interventions.

It would be helpful to address some or all of the following questions:

(a) Policies

*Have you developed policies that are specific to the treatment and rehabilitation of female prisoners?
What are the main principles that underpin these policies?*

(b) Assessment, classification and placement

*What are the main differences (if any) in the tools that are used to assess the risks and needs of female prisoners as opposed to male prisoners?
Are women housed in separate prisons or are there some prisons that house both men and women?
Are your female prisons designed in a different way from male prisons or are the designs generally similar?*

(c) Rehabilitation programs

*To what extent have you developed rehabilitation programs that are specific to female prisoners and to what extent do they undertake the same programs as men?
Have you found it possible to modify rehabilitative programs that were originally developed for male prisoners so they are more relevant to female prisoners or have you designed new female-specific programs?
Since women prisoners in some countries are the victims of domestic violence as well as offenders, what strategies have you adopted to address such problems?
What are the most successful rehabilitative initiatives that you have pursued with respect to female prisoners?*

4. Rehabilitative Programs for Other Special Groups

Recent APCCA conferences have considered a range of special groups, including prisoners with a mental disorder and dangerous and high profile prisoners. It is not intended to repeat those topics here. However, there may be other special groups for whom rehabilitative initiatives have been developed (such as prisoners from minority groups and terrorists). If you do not discuss the question of female prisoners, you may instead focus on successful initiatives with respect to one of these groups

AGENDA ITEM FOUR

ENGAGING FAMILIES AND COMMUNITIES IN THE REHABILITATIVE PROCESS (INCLUDING RESTORATIVE JUSTICE APPROACHES)

1. Introduction

A number of recent APCCA conferences have examined ways to engage the community and families in promoting offenders' reintegration after their release from prison. The purpose of this topic is rather different. The aim is to consider the ways in which families and communities may be engaged in the rehabilitation process *while the offender is still in prison*, including their engagement in 'restorative justice' initiatives.

It is recommended that papers address this topic by selecting one or two initiatives that have proved successful, and exploring the reasons for the success of these initiatives.

2. Why Engage Community and Families in Rehabilitation?

In recent years, much of the international research on rehabilitation has reflected what is known as the 'What Works' school of thought. In essence, the focus is on assessing prisoners' risks and needs, and then targeting prison-based programs at those risks and needs. The programs that are delivered under this philosophy tend to reflect the discipline of behavioural psychology and to be delivered to prisoners in groups. The program facilitators are generally psychologists or specially trained prison staff. 'Cognitive skills' programs have become particularly common.

As the 'What Works' literature indicates, well-targeted programs of this sort appear to be of value in reducing recidivism rates. Completion of such programs is therefore often treated as a prerequisite for access to early release programs such as parole. However, there is also a growing interest in the potential for other programs to be developed that are not founded on a behavioural psychology model, but engage family and community groups.

There are many reasons for seeking to engage community members and families, including the following:

- Prisons are an unreal environment.
- Prisoners remain members of the community even though they are temporarily removed from it.
- Most will, at some point, resume their place in the community.
- Prisoners may gain real insights into the impact of their offending behaviour from people who have themselves been victims.
- Family and community may have been factors in the person being imprisoned (for example, if a man is imprisoned for violence towards his wife, it may make sense to engage the wife in joint counselling prior to the man's release)

3. Family engagement: dilemmas and opportunities

Families are generally seen as a positive factor, and prisoners will often talk in strong terms about the importance of their family. However, it must be said that family influences are not always positive, and that family circumstances can sometimes be a problem rather than an asset. Nevertheless, there are many ways in which families may be engaged in order to assist in the rehabilitative process. They can include family counselling, 'family visit' days (where the normal visit security arrangements are relaxed so that families can mix more readily) and conjugal visits.

Please discuss one or two successful initiatives of family engagement during prisoners' incarceration. Examples may include:

- * *Engagement in counselling to address family violence and other issues;*
- * *The introduction of 'Family Days' at the prison;*
- * *Conjugal visits and similar initiatives.*

4. Community engagement and restorative justice approaches

There are a number of ways in which the broader community can be engaged during a person's incarceration. Some of these are of long-standing. For example, churches and other religious organisations have always played a role in visiting prisons and providing spiritual support and guidance. A number of countries have also recognized that there can be value in engaging community based organizations from the arts, such as theatre groups, and that acting and other forms of art can be very meaningful to prisoners.

More recently, the concept of 'restorative justice' ('RJ') has attracted considerable interest. RJ is difficult to define as it tends to mean different things to different people. At one time it was seen as a process where the offender would be brought face to face with his or her victim, in the presence of others, to discuss the effects of the crime and to aim for better understanding between the two parties. However, some RJ models now extend more broadly beyond the particular victim and offender. For example, people who have been victims of violence may meet with perpetrators of violence, even though they are not in a direct offender-victim relationship. RJ tends to focus on the consequences of the behaviour, and aims for reconciliation, restitution and reintegration. 'Professionals' such as lawyers and psychologists tend to play a limited role, as the views and perspectives of ordinary people are highly valued. RJ processes may take place during a person's imprisonment or as an alternative to imprisonment.

Please discuss one or two successful initiatives of community engagement during prisoners' incarceration. Examples may include:

- * *Community and religious groups;*
- * *Community groups from the arts;*
- * *Restorative justice initiatives.*

PART TWO

DISCUSSION GUIDE FOR SPECIALIST WORKSHOPS

As at other recent conferences, delegations are invited to prepare papers on one or more of the Specialist Workshop topics. This Guide provides some general suggestions about the scope and possible content of the 'Specialist Workshop' topics.

PLEASE NOTE:

For planning purposes, it is important to indicate, on the relevant section of the conference registration form, the topics (if any) on which you intend to make a Workshop presentation.

SPECIALIST WORKSHOP ONE

DEVELOPING CORRECTIONAL STANDARDS THAT REFLECT INTERNATIONAL AND REGIONAL BEST PRACTICE AND MEASURING PERFORMANCE

1. Introduction

There are two parts to this Workshop. The first is to consider how correctional standards may be developed that reflect regional and local best practice. One of the questions that arises here is whether general international standards such as the United Nations Standard Minimum Rules for the Treatment of Prisoners (the UNSMR's) have relevance to individual countries, and whether those general standards can be developed so that they more closely reflect local circumstances.

The second part of the Workshop involves considering how best to measure the performance of correctional services against the standards in question. There are two aspects to this: *who* should be responsible for measuring performance and *how* performance is to be measured?

2. Developing Correctional Standards

(a) UNSMR's and other international standards

The preamble to the UNSMR's explicitly recognizes the limitations of the Rules. They are not intended to provide a 'model' of how penal institutions should be operated and recognize that 'legal, social, economic and geographical considerations' will impact on the local application of the Rules. Nevertheless, the UNSMR's do provide an important general benchmark and are well known across the Asia Pacific region. Most of the principles contained in the UNSMR's are probably accepted and would be regarded as relatively uncontroversial.

However, there are two problems with using the UNSMR's alone. First, they are usually general in tone and more detail may be desirable. For example, locally developed standards might build in more specific requirements regarding issues such as health, food, education and contact with the outside world. Secondly, some aspects of the UNSMR's may need modification. For example, Rule 9(1) states that it is generally undesirable to have more than one prisoner in a cell. However, some cultures may regard cell sharing as a positive matter (provided the cells are properly designed) as it can reduce the sense of isolation.

What do you consider to be the strengths and weaknesses of the UNSMR's in terms of prison design and management in your country?

(b) National and local standards

A number of countries have used the UNSMR's as the basis for developing more specific local or regional standards. For example, the Council of Europe has developed the European Prison Rules (latest version: 2006).⁹

Australia provides a particularly interesting example of how standards can be developed at different levels. There are 'Standard Guidelines for Corrections in Australia' (latest version: 2004) to which all Australian jurisdictions are signatories.¹⁰ These Guidelines build on the UNSMR's, the European Rules and other models but are intended to be Australia-specific. However, in Western Australia, a further level of detail has been added by the Inspector of Custodial Services in the form of a much more detailed 'Code of Inspection Standards.'¹¹ These standards have been developed as a guide for conducting Inspections of individual prisons as well as reviews of system-wide issues.

Have you developed standards within your own country or region? Do you think that such standards are, or would be, of value?

(c) Private prisons and contractual standards

It is worth noting that in some countries, the introduction of private prisons has been one factor in promoting a stronger focus on standards and performance expectations. This is because it has been assumed that the private sector needs to be monitored to ensure that the profit motive does not lead to a reduction in services. When governments enter contracts for services with the private sector, they can build in requirements that the contractor meets certain standards. This proved to be a challenging exercise as it required correctional services departments to work out expected standards with a degree of specificity contract. Some contracts are publicly available so that the conditions and standards can be perused and are open and accountable.¹² Contracts can also contain incentives for achieving the required standards and penalties for non-compliance.

Do you have any experience in setting contractual standards for the provision of prison services? If so, what form do these requirements take?

3. Measuring Performance

There is little point enunciating correctional standards if there is no attempt to monitor performance against such standards. However, some intriguing questions arise with respect to who should measure performance and what is meant by performance 'measurement'.

(a) Who should measure performance?

There are two schools of thought on this question. Some would argue that the corrections department itself is in the best position to measure performance. Others would say that this can be problematic (because the department will want to be seen to be doing a good job) and that an independent Inspectorate offers a better model. It may be that the best option is in

⁹ www.uncjin.org/Laws/prisrul.htm

¹⁰ www.aic.gov.au/research/corrections/standards/aust-stand.html

¹¹ Available under 'publications' at www.custodialinspector.wa.gov.au

¹² For example, the contract in Western Australia for Acacia Prison is available at www.correctiveservices.wa.gov.au/a/acacia_security_management_contract.aspx

fact a combination of both: that the department conducts audits of performance against some benchmarks and that an independent Inspectorate is responsible for other standards and for assessments of overall performance.

Who should carry out assessments of performance against standards? What do you consider to be the best model?

(b) How to measure performance?

Some performance measures are open to a simple quantitative audit process. For example, it is possible to work out how many escapes or serious assaults occurred during a particular period. However, many of the standards are phrased in ways that require a qualitative assessment rather than a quantitative audit. For example, it may be necessary to reflect on how particular groups of prisoners (such as foreign prisoners and prisoners with a mental illness) are coping with the experience of imprisonment, or to consider whether the quality of education programs is adequate (not just whether they ran).

For these reasons, the prison Inspectorates in the United Kingdom and Western Australia adopt a more qualitative approach.

What performance measures do you use? What other measures would you like to be able to use?

4. Moving Forward

*Does APCCA have any role to play in the development and promulgation of regional correctional standards?
Or is the issue best left to individual countries or groups of countries who can draw on existing models such as the UNSMR's, the European Prison Rules and the Australian Standards?*

SPECIALIST WORKSHOP TWO

DESIGNING PRISONS TO PROMOTE EFFECTIVE REHABILITATION AND ENVIRONMENTAL SUSTAINABILITY

1. Introduction

APCCA conferences have rarely considered questions of prison design except, in passing, as part of another topic such as the management of special groups of offenders. The reasons for this are obvious to anyone who has attended APCCA conferences and has visited prisons in the region: appropriate and acceptable prison design in a given place will reflect climatic, geographical, socio-economic, cultural and other factors. For example, many prisons in Australia, New Zealand and Canada occupy large tracts of land that would be unfeasible in smaller, densely populated countries such as Singapore, Korea and Hong Kong (China). And prisons in small island nations are likely to have different needs and a different 'feel' from prisons in urbanized Asian countries. There will also be wide differences in the extent to which different systems rely on modern electronic security systems as opposed to human security, and in national expectations on questions such as cell-sharing and cell-space.

However, there are two imperatives for all jurisdictions in the 21st century. The first is how to promote environmental sustainability in the design of prisons. The second is how to design prisons in a way that best promotes rehabilitation. Papers that are prepared on this topic may address one or both of these issues.

2. Prison Design and Environmental Sustainability

The questions that may be considered include the following:

Has the design of prisons evolved in recent years to take more account of environmental sustainability as well as considerations of security and control (please provide examples)?
Do your prisons make provision for the treatment and recycling of waste water and the recycling of paper and other goods?
Have you instituted any initiatives to reduce waste, power consumption and water usage?
Do you provide training and incentives to prisoners and staff to reduce waste, water usage and power consumption?

3. Prison Design and Rehabilitation

Everyone would agree that decrepit old prisons are not conducive to rehabilitation even if the programs that are offered are in theory promising. However, there may well be debates as to the most appropriate design to meet rehabilitative objectives for different groups of prisoners. It may also be difficult to persuade governments to commit to the levels of expenditure that may be involved in designing and operating prisons that focus very intensively on rehabilitation for particular groups.

The questions that may be considered include the following:

Do you have any policies with respect to the optimum size of prisons to promote rehabilitation?
Have you designed and built prisons with specific rehabilitative objectives in mind? If so, what are the essential design features?
Are there advantages in delivering some rehabilitation and re-entry programs in low security facilities?
Is there a philosophy that rehabilitation is best served by prisoners moving to low security facilities for a period prior to release rather than being released directly from higher security facilities?
In designing prisons with a view to rehabilitation, do you take account of specific cultural and spiritual needs?

SPECIALIST WORKSHOP THREE

BUILDING CAPACITY THROUGH THE RECRUITMENT, MANAGEMENT AND RETENTION OF TALENT, AND THROUGH GOOD SUCCESSION PLANNING

1. Introduction

This Workshop topic embraces two related issues. The first is to consider how best to recruit talented individuals into corrections and then to manage and retain that talent pool. The second is how to plan successful succession from one generation of leaders to another.

It is suggested that papers on this topic should focus on one or other of these two questions. Since we all learn from our mistakes as well as from success, it would be valuable if the papers provide examples of initiatives and practices that have proved unsuccessful as well as those that have proved to be successful.

2. Recruitment, Management and Retention of Talent

Most correctional systems face some difficulties in recruiting high quality employees to work in corrections. The problem becomes particularly acute at times of economic prosperity when other trades and professions appear to offer better status, financial rewards and career opportunities.

Some APCCA members have therefore started recruiting campaigns overseas, and may target existing corrections staff as well as new recruits. However, whilst this may alleviate their immediate concerns, it can create problems for those countries whose staff (or potential staff) are targeted. In countries with private prisons, there may also be a tendency for the public sector to try and 'poach' staff from the private sector and vice versa.

Once good staff have been recruited, it is obviously important to provide job satisfaction, career prospects and a sense of worth in order to avoid people leaving to take up other careers.

It is suggested that papers might consider some or all of the following questions:

(a) Recruitment

*What difficulties do you face in terms of recruiting high quality staff to work in corrections?
Do you think it is important to recruitment and retention to promote a positive image for correctional officers? How successful have you been in promoting such an image?
What have been the most successful strategies for the recruitment of talented officers?*

(b) Management and retention

*What strategies have you developed to manage and nurture talent? For example, do you provide:
* Clear and appropriate career paths;
* Opportunities for staff to be seconded to other jobs to gain experience;
* Study opportunities (at home or overseas)?*

3. Succession planning

It is obvious that many heads of correctional services will serve a limited time at the head before they retire or move to other positions. In some countries, the succession process appears to be relatively clear and tends to involve promotion from within the correctional services department. However, this is not always the case. In some countries, there is a policy of recruiting from outside corrections or of Chief Executives switching jobs every few years in order to ensure innovation and to reduce the risks of potential corruption.

*What strategies are in place for ensuring a smooth succession from one group of leaders to another?
What are the strengths and weaknesses of your current succession planning systems?*

Appendix E

List of Agenda Items at APCCA

1. ***Hong Kong, 1980***
 - (a) Trends and problems
 - (b) Alternatives to Imprisonment and Effects of Prison Management
 - (c) Management Services
 - (d) Sixth UN Congress – Implications for Asia Pacific

2. ***Thailand (Bangkok), 1981***
 - (a) Prison Industry
 - (b) Remands
 - (c) The Status of Prison Officers and Human Rights
 - (d) Prisoners Exchange Arrangements in Asia and the Pacific
 - (e) The Problem of Drug Offenders in the Prisons of Asia and the Pacific

3. ***Japan (Tokyo), 1982***
 - (a) Staff Development
 - (b) Release under Supervision
 - (c) Vocational Training
 - (d) Classification and Categorization of Prisoners

4. ***New Zealand (Wellington), 1983***
 - (a) Developing Public Awareness in Corrections
 - (b) Novel and New Problems and Programmes in the Regions
 - (c) Young Offenders in Corrections
 - (d) The Problem of Drug Offenders in Prison
 - (e) Prison Health Services
 - (f) Prison Industries

5. ***Tonga, 1984***
 - (a) The Use of Technology in Prisons
 - (b) The role of Volunteers in Prisons in Relation to Programmes for Inmates
 - (c) Problem for the Physical and Mentally Handicapped in Prison
 - (d) Mechanism Used by Various Jurisdictions to Monitor Crime and Incident Rates in Prison

6. ***Fiji (Suva), 1985***
 - (a) Investigations of Incidents in Prisons
 - (b) Facilities and Programmes for Female Prisoners Including Those Inmates with Children
 - (c) Extent and Use of Minimum Force in Prison
 - (d) Recruitment and Development Training
 - (e) Changing Responsibilities of Correctional Administrators

7. ***Republic of Korea (Seoul), 1986***
 - (a) Remandees : Management, Accommodation and Facilities
 - (b) Draft Standard Minimum Rules for the Treatment of Prisoners
 - (c) Educational Opportunities in Prison with Particular Reference to Primary and Reintegrative Education
 - (d) International Transfer of Prisoners within the Asian and Pacific Region
 - (e) Providing Employment for Inmates

8. **Malaysia (Kuala Lumpur), 1987**
 - (a) Counter Measure to Overcrowding in Prisons
 - (b) Work Release and Associated Matters
 - (c) Effective Links between Prison Industry and the Private Sector
 - (d) Impact on Prison Management of External Monitoring
 - (e) Regional Co-operation for Training of Prison Officers

9. **Australia (Sydney and Melbourne), 1988**
 - (a) Trends and Patterns in Penal Populations : Size, Composition, Type and Characters
 - (b) Inter-agency Cooperation Within the Criminal Justice System, namely between Corrections and Other Agencies
 - (c) Safeguarding Human Rights within the Penal System
 - (d) The Media, its Power and Influence upon Corrections System

10. **India (New Delhi), 1989**
 - (a) Current Penal Philosophy
 - (b) Current Alternatives to Prison
 - (c) Changing Work Role of Prison Staff
 - (d) Current Crisis Management Techniques

11. **China (Beijing), 1991**
 - (a) Correctional Statistics, Research and Development
 - (b) Prison Education, Training and Work
 - (c) Discipline and Grievance Procedures
 - (d) Prison and the Community

12. **Australia (Adelaide), 1992**
 - (a) Prison Health Issues
 - (b) New Developments in Community Corrections
 - (c) Private Industry and Prison Management
 - (d) International Co-operation in Corrections

13. **Hong Kong, 1993**
 - (a) Rights and Treatment of Unconvicted Prisoners
 - (b) The Effective Treatment of Different Types of Offenders
 - (c) Public Awareness and Support for Corrections
 - (d) International Co-operation in Corrections

14. **Australia (Darwin), 1994**
 - (a) Management of Intractable and Protection Prisoners
 - (b) The Application of Technology and Information Systems in Corrections
 - (c) Care and Control of Minority Groups in Prison
 - (d) Staffing and Management Systems in Corrections

15. **Japan (Tokyo and Osaka), 1995**
 - (a) Prison Health Issues
 - (b) Contemporary Issues in Correctional Management
 - (c) Classification and Treatment of Offenders
 - (d) Impact of External Agencies on Correctional Management

- 16. New Zealand (Christchurch), 1996**
- (a) Community Involvement in Corrections
 - (b) Provision of Food and Health Services in Prisons
 - (c) Special Issues Relation to the Management of Female Offenders
 - (d) International Co-operation at the Global, Regional and Sub-Regional Levels
- 17. Malaysia (Kuala Lumpur), 1997**
- (a) National Report on Contemporary Issues
 - (b) Vocational Training and the Work of Prisoners
 - (c) Private Sector Involvement in Corrections
 - (d) Prison Staff : Recruitment, Training and Career Development
- 18. Canada (Vancouver), 1998**
- (a) National Report on Contemporary Issues in Corrections
 - (b) Best Practices in the Treatment of Offenders
 - (c) Creating and Sustaining the Interest of the Community and Government in Corrections
 - (d) The Application of Technology to Prison Design and Management
- 19. China (Shanghai), 1999**
- (a) National Report on Contemporary Issues in Corrections
 - (b) The Corrections or Re-education of Young Offenders
 - (c) Defining and Clarifying the Role and Functions in Prisons with a view to:
 - Reducing Recidivism
 - Reducing the Negative Impact of Prison on the Families of Convicted and Unconvicted Criminals; and
 - Enhancing the Use of Community Corrections
 - (d) Corrections in the New Millennium : Challenges and Responses
- 20. Australia (Sydney), 2000**
- (a) National Report on Contemporary Issues in Corrections
 - (b) Women Prisoners
 - (c) Community Involvement in Corrections
 - (d) Health Issues in Corrections
- 21. Thailand (Chiang Mai), 2001**
- (a) National Report on Contemporary Issues in Corrections
 - (b) Foreign Prisoners and International Transfer
 - (c) Drug Offenders – Psychological and Other Treatment
 - (d) The Management of Special Groups of Offenders
- 22. Indonesia (Denpasar, Bali), 2002**
- (a) National Report on Contemporary Issues in Corrections
 - (b) Outsourcing of Correctional Services
 - (c) Recruitment, Training and Career Development of Correctional Staff
 - (d) The Reception and Classification of Prisoners as the Key to Rehabilitation
- 23. Hong Kong, 2003**
- (a) National Report on Contemporary Issues in Corrections
 - (b) Dealing with Prisoners' Complaints and Grievances
 - (c) Promoting Desirable Prison Officer Culture and Behaviour
 - (d) Major Prison Disturbances : Causes and Responses

24. Singapore, 2004

- (a) National Report on Contemporary Issues in Corrections
- (b) Roles of Community/Public Sector Agencies & Families in Successful Reintegration
- (c) Preventing & Containing Infectious Diseases
- (d) Managing Public Expectations in the Treatment of Offenders
- (e) Practices in Dealing with the Diverse Cultural & Spiritual Needs of Inmates

25. Republic of Korea (Seoul), 2005

- (a) National Report on Contemporary Issues in Corrections
- (b) The Promotion of International Cooperation in Correctional Field
- (c) The Management of High Profile and Dangerous Prisoner
- (d) “Doing More with Less” : Improving Prison Services at Times of Overcrowding and Financial Constraint

26. New Zealand (Auckland), 2006

- (a) National Report on Contemporary Issues in Corrections
- (b) Maintenance of Institutional Order
- (c) The Wellbeing of Correctional Staff
- (d) Improving the Reintegration of Offenders into the Community

27. Vietnam (Ha Noi), 2007

- (a) National Report on Contemporary Issues in Corrections
- (b) Managing Special Group of Offenders
- (c) Staff Recruitment and Training
- (d) Overcoming Barriers to Successful Reintegration

28. Malaysia (Langkawi), 2008

- (a) National Report on Contemporary Issues in Corrections
- (b) Balancing effective prison management with the increased scrutiny of corrections by external bodies
- (c) Best practices in rehabilitation for women and other special groups of prisoners
- (d) Engaging families and communities in the rehabilitative process (including restorative justice approached)

Appendix F

List of Specialist Workshops at 21st to 28th APCCA

Specialist Workshops commenced only in 2001.

21. Thailand (Chiang Mai) 2001

- (a) Correctional Throughcare
- (b) Indigenous Offenders & Restoration Justice

22. Indonesia (Denpasar, Bali) 2002

- (a) Correctional Standards, Service Quality, Benchmarking and Risk of Reoffending
- (b) Community Participation and Engagement in Corrections

23. Hong Kong 2003

- (a) Prison Industry Partnership
- (b) Training and Succession Planning for Senior Correctional Managers

24. Singapore 2004

- (a) Resolving Ethical Conflicts Amongst Prison Officers
- (b) Innovation within the Correctional Settings
- (c) Communication and Public Relations – Ways to Gain the Support of Media, Politicians & the Public

25. Republic of Korea (Seoul) 2005

- (a) Measuring the Success of Prisoners' Treatment Program
- (b) Preparing and Helping Inmates to Adapt to Society upon Release
- (c) Staff Training and Development

26. New Zealand (Auckland) 2006

- (a) Effective Drug / Substance Abuse Treatment
- (b) Dealing with Prisoners with Medical / Mental Health Problems
- (c) Alternatives to Custody

27. Vietnam (Ha Noi) 2007

- (a) Rebuilding Correctional Capacity Following Natural Disasters and Conflict
- (b) Effective Community Supervision and Monitoring
- (c) Managing Youthful Offenders

28. Malaysia (Langkawi) 2008

- (a) Developing correctional standards that reflect international and regional best practice and measuring performance
- (b) Designing prisons to promote effective rehabilitation and environmental sustainability
- (c) Building capacity through the recruitment, management and retention of talent and through succession planning

Appendix G

Report on Administration of APCCA Fund

Report on Administration of Asian and Pacific Conference of Correctional Administrators Fund for the period from 1 October 2007 to 30 September 2008

Introduction

At the 17th Asian and Pacific Conference of Correctional Administrators (APCCA) held in Malaysia, the full Conference agreed to establish a fund in the name of APCCA to provide a small fee and administrative expenses to the Co-ordinator who had been supporting APCCA on an honorary basis.

Administration of the Fund

The Hong Kong Correctional Services Department was appointed the Administrator of the Fund. All expenditures above a nominal amount of US\$1,000 would require the prior approval of the APCCA Fund Administrator and one other member of the Finance Committee. The financial statements of the Fund would be tabled at the APCCA meetings.

During the 27th APCCA Conference held in Vietnam from 25 November 2007 to 30 November 2007, the Conference noted that the financial position of the APCCA Fund was healthy.

The annual honoraria of US\$7,500 and US\$2,500 to Dr. Neil Morgan as Rapporteur and Mrs. Irene Morgan as Co-rapporteur respectively for the year 2007/2008 were given in August 2008.

In addition, a sum of US\$556 due to the Singapore Prison Service for the ongoing development and maintenance of the APCCA website 2007/2008 was paid in October 2008.

Furthermore, an amount of US\$5,000 to Ketua Pengarah Penjara Malaysia being reimbursement to cover part of the cost of travel arrangements for the Rapporteur and Co-rapporteur for the year 2007/2008 was paid in November 2008.

Contribution

While contributions from any jurisdictions would be welcome, it was agreed in the previous conferences that the following scheme of voluntary contributions should continue: -

Australia (New South Wales, Queensland, South Australia, Western Australia, Victoria) (US\$1,000 from each mainland state)	=	US\$5,000
Canada, Japan, New Zealand, Singapore (US\$3,000 each)	=	US\$12,000
Brunei, Hong Kong, India, Korea, Malaysia (US\$1,000 each)	=	US\$5,000
		Total US\$22,000

Progress and Results

The Fund was established in December 1997 and an account was opened in the name of APCCA with the Hongkong and Shanghai Banking Corporation Limited.

For the year ended 30 September 2008, a total of US\$18,897 agreed contributions were received. In addition, a sum of US\$8,181, being voluntary contributions by Australian Capital Territory, Northern Territory, Fiji, Macau (China), Mongolia, Philippines, Solomon Islands, Thailand and Vietnam, was received. Thus, total contributions amounted to US\$27,078. Total expenditure for the year was US\$15,556. After deducting bank charges of US\$77 and taking into account bank interest income of US\$425, there was a surplus of US\$11,870 for the year. With a balance of US\$93,353 brought forward from the previous year, the Fund had an accumulated surplus of US\$105,223 as at 30 September 2008. Apart from the payment of US\$556 made to the Singapore Prison Service and the reimbursement of US\$5,000 made to Ketua Pengarah Penjara Malaysia as mentioned above, there was no movement in the Fund between 30 September 2008 and the date of this report. Please refer to the attached financial statements for details.

Vote of Thanks

I wish to express my appreciation to those jurisdictions that have contributed to the Fund over the years. Members' support will place the APCCA on a much firmer footing than it has ever been in the past. I sincerely hope that members will continue their support to the APCCA Fund in future years by contributing generously.

**Asian and Pacific Conference of Correctional Administrators (APCCA) Fund
Balance Sheet as at 30 September 2008**

	Note	2008	2007
Assets		US\$	US\$
Cash at bank	3	110,776	95,574
Contribution receivable		-	3,000
Interest receivable		<u>3</u>	<u>489</u>
		110,779	99,063
Liabilities			
Accounts payable	4	<u>5,556</u>	<u>5,710</u>
Net assets		<u>105,223</u>	<u>93,353</u>
Representing			
Accumulated fund:			
Accumulated surplus			
(i) As at beginning of the year		93,353	84,894
(ii) Surplus for the year		<u>11,870</u>	<u>8,459</u>
		105,223	93,353

Asian and Pacific Conference of Correctional Administrators (APCCA) Fund

Income and Expenditure Statement

for the period from 1 October 2007 to 30 September 2008

Income	Note	US\$	2008 US\$	2007 US\$
Contributions Received	1			
(a) <u>Planned Contributions Received (see Annex I)</u>				
Australia				
New South Wales		1,000		
Queensland		975		
South Australia		975		
Victoria		1,000		
Western Australia		1,000		
Brunei - for year 2007*		1,000		
- for year 2008		980		
Canada		3,000		
Hong Kong (China)		1,000		
Japan		3,000		
Korea		985		
New Zealand		2,975		
Singapore		1,007		
Sub-total			18,897	17,882
(b) <u>Additional Contributions Received (see Annex II)</u>				
Australia				
Australian Capital Territory - for year 2006#		1,025		
- for year 2008		1,133		
Northern Territory		975		
Fiji		478		
Macau (China)		1,000		
Mongolia		300		
Philippines		500		
Solomon Islands		770		
Thailand		1,000		
Vietnam		1,000		
Sub-total			8,181	4,575
Total Contributions Received (a + b)			27,078	22,457
Less: Bank Charges			77	47
Actual Amount Received			27,001	22,410
Add: Interest Income	2		425	1,759
Total Income			27,426	24,169
Less : Expenditure	2			
Honorarium to APCCA Rapporteur			7,500	7,500
Honorarium to APCCA Co-rapporteur			2,500	2,500
Reimbursement to cover part of cost of travel arrangements for APCCA Rapporteur and Co-rapporteur	4		5,000	5,000
Ongoing development & maintenance of APCCA website	4		556	633
Reimbursement of APCCA newsletter production			-	77
Total Expenditure			15,556	15,710
Net Surplus			11,870	8,459

* Being contribution for year 2007 received after the 27th APCCA Conference

Being contribution for year 2006 received after the 27th APCCA Conference

Notes

1. Contributions are accounted for on accrual basis.
2. Expenditure and interest income are accounted for on accrual basis.
3. Cash at bank represents the balance as at 30 September 2008.

Accounts payable

The following payments were made after the close of the financial year :-

<u>Payment Date</u>	<u>Payee</u>	<u>Amount</u>
		US \$
Ongoing development & maintenance of APCCA website 2007/08		
US\$0.6759877 x SGD822.87 22.10.2008	Singapore Prison Service	556
Reimbursement to cover part of the cost of travel arrangements for the Rapporteur and Co-rapporteur 07.11.2008	Ketua Pengarah Penjara Malaysia	<u>5,000</u>
	Total	<u>5,556</u>

Annex I
Planned Contributions Received (2008)

Jurisdiction	Recommended Minimum Contribution (US\$)	(a) Intended Contribution (US\$)	(b) Overse as Bank Charge s (US\$)	(c)=(a)- (b) Actual Amount Received (US\$)	Received on
Australia					
New South Wales	1,000	1,000.00	-	1,000.00	28.04.2008
Queensland	1,000	975.00	7.06	967.94	22.02.2008
South Australia	1,000	975.00	-	975.00	05.02.2008
Victoria	1,000	1,000.00	-	1,000.00	28.02.2008
Western Australia	1,000	1,000.00	-	1,000.00	20.03.2008
Brunei	1,000	1,000.00*	-	1,000.00	29.11.2007
		980.00	7.05	972.95	19.08.2008
Canada	3,000	3,000.00	-	3,000.00	01.04.2008
Hong Kong (China)	1,000	1,000.00	-	1,000.00	11.03.2008
Japan	3,000	3,000.00	-	3,000.00	16.05.2008
Korea	1,000	985.00	7.06	977.94	17.07.2008
New Zealand	3,000	2,975.00	7.05	2,967.95	25.01.2008
Singapore	3,000	1,007.05	7.06	999.99	16.02.2008
Total	20,000	18,897.05	35.28	18,861.77	

* : Being contribution for year 2007 received after the 27th APCCA Conference.

Annex II

Voluntary Contributions Received (2008)

Jurisdiction	(a) Intended Contribution (US\$)	(b) Overseas Bank Charges (US\$)	(c) = (a) - (b) Actual Amount Received (US\$)	Received on
Australia	1,025.00 #	7.08	1,017.92	14.11.2007
Australian Capital Territory	1,133.49	7.06	1,126.43	19.02.2008
Northern Territory	975.00	-	975.00	13.02.2008
Fiji	478.20	7.07	471.13	07.05.2008
Macau (China)	1,000.00	-	1,000.00	30.04.2008
Mongolia	300.00	-	300.00	28.02.2008
Philippines	500.00	7.06	492.94	14.02.2008
Solomon Islands	770.00	7.06	762.94	23.07.2008
Thailand	1,000.00	-	1,000.00	26.02.2008
Vietnam	1,000.00	7.10	992.90	24.09.2008
Total	8,181.69	42.43	8,139.26	

: Being contribution for year 2006 received after the 27th APCCA Conference.

Appendix H

APCCA Secretariat Report (December 2007 – November 2008)

For submission to the 28th APCCA

This report briefly informs APCCA members of the work done by the APCCA Secretariat between December 2007 and November 2008.

Background

1. The APCCA Joint Declaration provides for the establishment of the APCCA Secretariat (hereafter referred to as the Secretariat) to render services to the APCCA and to its Governing Board. The main duties of the Secretariat are to serve as a contact point between the APCCA and its members / other individuals and organisations; produce the APCCA newsletter and operate the APCCA website; implement the resolutions and exercise such powers as authorised by the Annual Conference and / or the Governing Board; and serve as the APCCA Fund Administrator.

2. The Hong Kong Correctional Services Department (HKCSD) and Singapore Prison Service (SPS) were appointed by the APCCA at its 21st Annual Conference to co-serve as the Secretariat for a term of two years. At the 23rd, 25th and 27th Annual Conference held in 2003, 2005 and 2007 respectively, the appointment was renewed for a total period of six years till 2009.

3. Based on a cooperative agreement between the two departments, HKCSD undertakes the general administrative duties, liaison work and financial matters whereas SPS is responsible for the APCCA newsletter production as well as the supervision and maintenance of the APCCA Website.

Administrative and Co-ordination Work

4. Thirty jurisdictions have signed the Joint Declaration and hence become members of the APCCA. A total of 22 jurisdictions participated in the 27th Annual Conference. The professional rapporteur services provided by Professor Neil Morgan and Ms Irene Morgan are well recognised and they have been appointed to continue their roles from 2009 to 2011 at the expiry of the term this year.

5. Over the past one year, the Secretariat maintained close contact with the Malaysian Prisons Department to assist in the organisation of the 28th Annual Conference.

6. Efforts have been made by the Secretariat to compile correctional statistics based on the reports submitted by correctional jurisdictions in the Asia-Pacific region for members' reference. This year, 22 jurisdictions responded to our call for returns. The statistics will be published in the 28th Annual Conference Report.

7. As the APCCA Fund Administrator, HKCSD manages the Fund in accordance with the APCCA Joint Declaration and with the assistance of the Finance Committee. A separate report on the administration of the APCCA Fund will be presented at the 28th Annual Conference.

APCCA Newsletter Production

8. The APCCA Newsletter is a bi-annual publication for the purpose of sharing and learning amongst correctional counterparts in the Asia-Pacific Region. SPS has taken up the production work since assuming duties as a member of the APCCA Secretariat in 2001 and has since developed its in-house capabilities for the task. Plans are underway to revamp the newsletter both in terms of content and outlook forease of reading and better knowledge sharing. Members can look forward to a revamped newsletter next year.

9. Altogether 12 issues of the APCCA newsletter have been produced and distributed since June 2002. As approved at the 27th Annual Conference, the practice of printing and circulating hardcopies of the newsletter has ceased and online versions of the newsletter have been made available at the APCCA webpage. The July 2008 issue has been uploaded onto the APCCA website and past issues have been archived for easy reference. A total of nine articles were received for the latest newsletter from various members.

10. The Secretariat is looking forward to the continued support of APCCA members through article contributions. We hope many will leverage on this newsletter as a medium to share their knowledge and expertise as well as to keep members and interested parties outside APCCA abreast of developments related to corrections in the region.

APCCA Web Hosting

11. Throughout this time, the Secretariat has continued the practice of timely updates including updating the latest APCCA conference report, newsletter and related statistics. The Secretariat has also created web links to past and present APCCA conference hosts' websites to refer useful conference information to the participants.

12. The Secretariat refreshed the official website with a new layout in September 2005. We are in the process of revamping the current website to enrich the contents, increase the visual appeal and improve ease of navigation.

Concluding Remark

13. The Secretariat takes this opportunity to thank all APCCA members for their contribution to and support for its work in the past year.

APCCA Secretariat
November 2008

Appendix I

Conference Hosts for 2009 - 2012

2009	Western Australia
2010	Canada
2011	Japan
2012	Brunei

Appendix J

National and Regional Participation in APCCA (1980-2008)

	1980 HK	1981 Thailand	1982 Japan	1983 NZ	1984 Tonga	1985 Fiji	1986 Korea	1987 Malaysia	1988 Australia	1989 India	1991 China	1992 Australia	1993 HK
Australia	√	√	√	√	√	√	√	√	√	√	√	√	√
Bangladesh										√			√
Brunei Darussalam						√	√	√	√	√			√
Cambodia													
Canada	√	√					√				√	√	√
China										√	√	√	√
Cook Islands				√		√		√		√	√		
Fiji		√	√	√	√	√	√					√	√
Hong Kong	√	√	√	√	√	√	√	√	√	√	√	√	√
India		√	√		√	√	√	√	√	√	√	√	√
Indonesia	√			√	√	√	√	√	√		√	√	√
Japan	√	√	√	√	√	√	√	√	√	√	√	√	√
Kiribati					√	√	√	√	√			√	
Korea, DPR												√	
Korea, REP				√	√	√		√	√	√	√	√	√
Laos							√						
Macao	√		√	√	√	√			√	√	√	√	√
Malaysia	√	√	√	√	√	√	√	√	√	√	√	√	√
Mongolia							√			√			
Nepal										√			
New Zealand		√	√	√	√	√	√	√	√		√	√	√
Pakistan										√			
Papua New Guinea	√		√	√		√		√	√		√		
Philippines	√	√	√				√		√	√			√
Samoa	√			√									
Singapore	√	√	√	√	√		√	√	√		√	√	√
Solomon Islands				√				√	√				√
Sri Lanka	√	√	√	√	√	√	√	√	√		√		√
Thailand	√	√	√	√	√	√	√	√	√	√	√	√	√
Tonga	√		√	√	√	√	√	√	√	√	√	√	
Tuvalu													
Vanuatu													
Vietnam											√		
TOTAL	14	12	14	17	15	17	18	17	18	17	18	17	19

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
	Australia	Japan	NZ	Malaysia	Canada	China	Australia	Thailand	Indonesia	HK	Singapore	Korea
Australia	√	√	√	√	√	√	√	√	√	√	√	√
Bangladesh	√											
Brunei Darussalam	√	√	√	√	√	√	√	√	√	√	√	√
Cambodia		√	√	√		√	√	√	√	√	√	√
Canada	√	√	√	√	√	√	√	√	√	√	√	√
China	√	√	√	√	√	√	√	√	√	√	√	√
Cook Islands	√		√									
Fiji	√	√	√	√	√	√		√	√	√	√	√
Hong Kong	√	√	√	√	√	√	√	√	√	√	√	√
India	√	√	√	√	√				√	√	√	√
Indonesia	√	√	√	√	√	√	√	√	√	√	√	√
Japan	√	√	√	√	√	√	√	√	√	√	√	√
Kiribati	√						√			√	√	√
Korea, DPR	√											
Korea, REP	√	√	√	√	√	√	√	√	√	√	√	√
Laos				√							√	
Macao	√	√	√	√		√	√	√	√	√	√	√
Malaysia	√	√	√	√	√	√	√	√	√	√	√	√
Mongolia					√	√	√	√	√	√	√	√
Myanmar												√
Nepal	√											
New Zealand	√	√	√	√	√	√	√	√	√	√	√	√
Pakistan										√		
Papua New Guinea			√					√				
Philippines	√	√	√	√	√		√	√	√	√		√
Samoa					√							
Singapore	√	√	√	√	√	√	√	√	√	√	√	√
Solomon Islands				√	√						√	√
Sri Lanka				√	√			√	√	√	√	√
Thailand	√	√	√	√	√	√	√	√	√	√	√	√
Tonga							√	√	√		√	√
Tuvalu							√					
Vanuatu			√			√						
Vietnam		√	√	√	√	√	√	√	√	√	√	√
TOTAL	21	18	21	21	20	18	20	21	21	22	22	23

	2006	2007	2008							
	New Zealand	Vietnam	Malaysia							
Australia	√	√	√							
Bangladesh										
Brunei	√	√	√							
Cambodia		√	√							
Canada			√							
China	√		√							
Cook Islands										
Micronesia	√									
Fiji	√	√	√							
Hong Kong (China)	√	√	√							
India	√	√	√							
Indonesia	√	√	√							
Japan	√	√	√							
Kiribati	√	√	√							
Korea, DPR										
Korea, REP	√	√	√							
Laos		√								
Macao (China)	√	√	√							
Malaysia	√	√	√							
Mongolia	√	√	√							
Myanmar		√	√							
Nepal										
New Zealand	√	√	√							
Pakistan										
Palau	√									
Papua New Guinea			√							
Philippines	√		√							
Samoa	√									
Singapore	√	√	√							
Solomon Islands	√	√	√							
Sri Lanka	√	√	√							
Thailand	√	√	√							
Tonga			√							
Tuvalu	√									
Vanuatu	√	√								
Vietnam	√	√	√							
TOTAL	25	22	25							

Appendix K

APCCA Membership List 2008-2009

1. Australian Capital Territory, Australia
2. New South Wales, Australia
3. Northern Territory, Australia
4. Queensland, Australia
5. South Australia, Australia
6. Tasmania, Australia
7. Victoria, Australia
8. Western Australia, Australia
9. Brunei Darussalam
10. Cambodia
11. Canada
12. China
13. Hong Kong (China)
14. Macao (China)
15. Fiji
16. India
17. Indonesia
18. Japan
19. Kiribati
20. Republic of Korea
21. Malaysia
22. Mongolia
23. New Zealand
24. Philippines
25. Singapore
26. Solomon Islands
27. Sri Lanka
28. Thailand
29. Tonga
30. Vietnam

Appendix L

Governing Board Membership

2008-2009

Western Australia (Chair and Host)
Canada (2010 Host)
Malaysia (2008 Host)
Vietnam (2007 Host)
New Zealand (2006 Host)
Hong Kong (China) (Secretariat member)
Singapore (Secretariat member)
China (Elected member) – Elected in 2005
Solomon Islands (Elected member) – Elected in 2006
Japan (Elected member) – Elected in 2007
India (Elected member) – Elected in 2008
Indonesia (Rotating member)
Fiji (Rotating member)
Macao (China) (Rotating member)

2007-2008

Malaysia (Chair and Host)
Australia (2009 Host)
Vietnam (2007 Host)
New Zealand (2006 Host)
Korea (2005 Host)
Hong Kong (China) (Secretariat member)
Singapore (Secretariat member)
Canada (Elected member) – Elected in 2004
China (Elected member) – Elected in 2005
Solomon Islands (Elected member) – Elected in 2006
Japan (Elected member) – Elected in 2007
Sri Lanka (Rotating member)
Mongolia (Rotating member)
Kiribati (Rotating member)

2006-2007

Vietnam (Chair and Host)
New Zealand (2006 host)
Korea (2005 host)
Singapore (2004 host and Secretariat)
Malaysia (subject to confirmation as 2008 host)
Hong Kong (China) (Secretariat)
Canada (Elected member)
China (Elected member)
Japan (Elected member)
Solomon Islands (Elected member)
India (Rotating member)
Fiji (Rotating member)
Thailand (Rotating member)

2005-2006

New Zealand (Chair and Host)
Vietnam (2007 Host)
Korea (2005 Host)
Singapore (2004 Host and Secretariat)
Hong Kong (China) (2003 Host and Secretariat)
China (Elected Member)
Canada (Elected Member)
Indonesia (Elected Member)
Japan (Elected Member)
Australia (Rotating Member)
Brunei (Rotating Member)
Cambodia (Rotating Member)

Appendix M

Report of the Meeting of APCCA Finance Committee

Notes of Meeting of APCCA Finance Committee
held at Meritus Pelangi Beach Resort & Spa, Malaysia
(1645 hrs on 23 November 2008)

Present

Mr. Leung-ming KWOK of Hong Kong (China)
Mr. Ian Johnson of Western Australia, Australia
Mr. Barry Matthews of New Zealand
Mr. Pham Duc Chan of Vietnam
Mr. CP Dato' HJ. Zulkifli Omar of Malaysia

Recorder

Mr. Chung-tai CHENG of Hong Kong (China)

In Attendance

Mr. Yick-man LAW of Hong Kong (China)
Ms. Dao Thi Vinh of Vietnam
Mr. Sac Nordin Muhamad of Malaysia

APCCA Fund Administrator's Report

- This report covers the period from 1 October 2007 to 30 September 2008.
- A total of US\$18,897 agreed contributions have been received.
- Voluntary contributions amounting to US\$8,181 have also been received from Australian Capital Territory, Northern Territory, Fiji, Macau (China), Mongolia, Philippines, Solomon Islands, Thailand and Vietnam.
- Total contributions received are therefore US\$27,078.
- Total expenditure is US\$15,556 covering costs of website development and maintenance; newsletter production; honoraria and travel expenses for the APCCA Rapporteur and the Co-rapporteur; and telegraphic transfer handling charge.
- A net surplus of US\$11,870 is generated after deducting a bank charge of US\$77 and taking into account bank interest income of US\$425, thus making an accumulated surplus of US\$105,223.
- Malaysia (the current host) and Vietnam (the host of 27th APCCA) audited the Fund Administrator's Report prepared by Hong Kong (China). They found the financial statements a true and fair view of the state of affairs of the Fund for the period covered. The audited report would be submitted for endorsement at the Governing Board meeting.

Any Other Business

- Malaysia (the current host) requested the APCCA fund to contribute US\$5,000 for organising the APCCA Training Programme held between 20 and 22 November 2008. The request was within the capped amount of US\$5,000 as endorsed in the previous Governing Board Meetings held in New Zealand and Vietnam in 2006 and 2007 respectively. The Committee endorsed the request.

Appendix N

The Asian and Pacific Conference of Correctional Administrators Joint Declaration, as amended at the 24th APCCA in 2004

Representatives of government agencies and departments responsible for prison or correctional administration from Australia, Brunei Darussalam, Cambodia, Canada, China, Hong Kong (China), Fiji, India, Indonesia, Japan, Republic of Korea, Malaysia, Mongolia, New Zealand, Philippines, Singapore, Sri Lanka, Tonga, Thailand and Vietnam met in Bali, Indonesia on 18 October 2002,

Recalling the long history of development of and sustained cohesion in the Asian and Pacific Conference of Correctional Administrators;

Conscious of the support and personal involvement of senior correctional administrators from states, territories and areas which together share a well-defined geographical identity and represent a sizable world population;

Mindful of the existence of common interests and problems among correctional jurisdictions within the Asia-Pacific Region and convinced of the need to strengthen existing relationships and further co-operation;

Taking into account the differences in the stages of economic development and in the cultural and socio-political systems in the region;

Recognising equality, trust and mutual respect being the basis of communication and co-operation;

Acknowledging the informal nature of the grouping based on the principles of voluntariness and consensus;

Desiring to give the Asian and Pacific Conference of Correctional Administrators a more professional identity;

Do hereby declare as follows:-

1. The purpose of the Asian and Pacific Conference of Correctional Administrators (hereinafter referred to as the APCCA) is to provide a forum for government officials responsible for prison or correctional administration within the Asia-Pacific Region to share ideas and practices in the professional area of correctional administration and develop networks aimed at fostering co-operation.

Definitions

2. For the purpose of this Joint Declaration:

- (a) "Annual Conference" means the Annual Conference referred to in Paragraph 7;
- (b) "APCCA Fund" means the APCCA Fund referred to in Paragraph 28;
- (c) "APCCA Secretariat" means the APCCA Secretariat referred to in Paragraph 19;
- (d) "Finance Committee" means the Finance Committee referred to in Paragraph 22;
- (e) "APCCA Fund Administrator" means the APCCA Fund Administrator referred

- to in Paragraph 31;
- (f) “Governing Board” means the Governing Board referred to in Paragraph 13; and
 - (g) “Rapporteur” means the Rapporteur referred to in Paragraph 24.

Scope of activities

- 3. For the purpose stated in Paragraph 1, the APCCA will carry out the following:
 - (a) To organise conferences, seminars and workshops;
 - (b) To promote co-operation and collaborative initiatives between members in areas of common interest;
 - (c) To promote staff exchanges and study visits;
 - (d) To promote best practices;
 - (e) To compile regional correctional statistics; and
 - (f) To conduct any other activities as approved by the Governing Board and/or the Annual Conference.

Membership

- 4. Membership of the APCCA will be confined to the government agencies and departments responsible for prison or correctional administration within the Asia-Pacific Region.
- 5. A territory or an area of a sovereign state may participate in the APCCA on its own, subject to the consent of the sovereign state and the endorsement of the Governing Board.
- 6. Membership in the APCCA entitles a member to vote and to be elected to office.

Organisation

- 7. There will be an Annual Conference. The host state, territory or area will be responsible for all the activities in the organisation of this Conference.
- 8. The Annual Conference will be held at such time and place as the Governing Board may determine in consultation with the Annual Conference host.
- 9. The Annual Conference will be the ultimate authority to govern the affairs of the APCCA, and may issue guidelines to the Governing Board and the APCCA Secretariat for the operation and management of the APCCA.
- 10. The Annual Conference has the power to:
 - (a) set policies on directions, programmes, activities and expenditures;
 - (b) decide on practices and procedures;
 - (c) confirm the membership of the Governing Board;
 - (d) appoint Finance Committee members and, in case of joint APCCA Secretariat hosts, the APCCA Fund Administrator;
 - (e) decide on the host(s) of the APCCA Secretariat;
 - (f) endorse the appointment and approve the duties of the Rapporteur;
 - (g) endorse agreed contributions to the APCCA Fund; and
 - (h) consider and adopt or reject the APCCA Fund Administrator’s annual report.

11. The host of a current Annual Conference will preside as the Chair at the Annual Conference.
12. The APCCA and its Annual Conference operate by consensus. When a consensus is clearly not possible, decisions may be reached by a simple majority vote of the APCCA members in attendance of the Annual Conference and a declaration by the Chair of the Annual Conference that a resolution has been carried. Each member as one vote and no proxy vote will be allowed. The Chair will cast the deciding vote in case of a tie. APCCA members will endeavour to follow decisions concerning internal matters of the APCCA that are reached by consensus.
13. The governing body of the APCCA will be the Governing Board, which is responsible for:-
 - (a) directing all activities relating to the purpose of the APCCA;
 - (b) managing the business of the APCCA as directed by the Annual Conference;
 - (c) providing advice on the APCCA activities and conference business;
 - (d) identifying and recommending suitable APCCA members to host the APCCA
 - (e) Secretariat;
 - (f) identifying and recommending a suitable person to serve as Rapporteur, as required, for the endorsement of the Annual Conference; and
 - (g) recommending agenda items for each Annual Conference.
14. There will be a maximum of 14 Governing Board members, including the Board Chair. The composition of the Governing Board for a particular Annual Conference will be as follows:
 - (a) Board Chair – the host of that Annual Conference will be the Board Chair;
 - (b) Elected membership – there will be four elected members. Each year, there will be an election for one of the four seats;
 - (c) Previous host membership – the previous host membership will consist of the past three consecutive host states/territories/areas of the Annual Conferences;
 - (d) Rotating membership – the rotating membership will consist of three reversed alphabetically chosen states/territories/areas attending the previous year's Annual Conference;
 - (e) Secretariat host membership – the existing APCCA Secretariat host(s); and
 - (f) Next host membership – the host of the next Annual Conference.
15. The Governing Board will hold office from the conclusion of the Annual Conference at which its composition is confirmed until the conclusion of the next Annual Conference.
16. The Governing Board will meet at least once a year at such time and place as the Board Chair may determine.
17. Five Governing Board members will constitute a quorum for the meetings of the Governing Board. The Governing Board will operate by consensus. Where consensus is not reached, decisions of the Governing Board may be made by a simple majority vote of the members present. Each member, regardless of whether he serves on the Governing Board in more than one capacity, will have one vote. The Board Chair will abstain from voting unless there is a tie.
18. The Governing Board may transact business by means other than meetings and a decision by a simple majority of its members will be valid.
19. There will be an APCCA Secretariat to provide support services to the APCCA and to the Governing Board.

20. The APCCA Secretariat will:
- (a) be a focal contact point between the APCCA and its members, and between the APCCA and other individuals and organisations;
 - (b) maintain and distribute the APCCA materials and documents;
 - (c) publish and distribute the APCCA Newsletter;
 - (d) operate the APCCA web site;
 - (e) be the APCCA Fund Administrator;
 - (f) implement the resolutions and exercise such powers as authorized by the Annual Conference and/or the Governing Board; and
 - (g) serve as the secretary to the Governing Board meetings in case the Rapporteur is not available.
21. The Annual Conference will appoint one or two APCCA members to discharge the APCCA Secretariat functions. The appointment will be reviewed every two years.
22. There will be a Finance Committee comprising the APCCA Fund Administrator and two other APCCA members appointed by the Annual Conference. All expenditures above a nominal amount set by the Governing Board will require the prior approval of the APCCA Fund Administrator and one other member of the Finance Committee.
23. There will be a Programme Committee to assist the Annual Conference host in planning conference programmes.
24. There may be a Rapporteur, if required, to serve the APCCA in accordance with a Charter approved by the Annual Conference. His or her duties would be to prepare the Discussion Guide and compile the report for each Annual Conference and to serve as the secretary to the Governing Board meetings.
25. The appointment of the Rapporteur will be recommended by the Governing Board and endorsed by the Annual Conference.
26. A Rapporteur will serve the APCCA for a fixed term of three years, which upon expiry may be extended once for a period of two years. One year's notice may be given by either the APCCA or the Rapporteur for termination of the appointment.
27. The Governing Board may pay an honorarium to the Rapporteur.

The APCCA Fund

28. The APCCA Fund comprises:
- (a) agreed contributions from the APCCA members as endorsed by the Annual Conference;
 - (b) voluntary contributions from the APCCA members; and
 - (c) any income as the Governing Board may approve.
29. The APCCA Fund will be applied exclusively for the purpose of the APCCA.
30. The financial year of the APCCA ends on 30 September.
31. The host of the APCCA Secretariat is the APCCA Fund Administrator with the following responsibilities:
- (a) operation of the APCCA Fund account;
 - (b) calling for annual contributions;
 - (c) acknowledgement of receipt of contributions; and
 - (d) preparation of the APCCA Fund Administrator's Report and financial statement for

presentation at the Annual Conference.

32. The APCCA Fund Administrator's Report will be presented to the Governing Board and the Annual Conference. It will be audited by the current Annual Conference host and the host of the previous year's Annual Conference.

Settlement of disputes

33. Any dispute regarding the interpretation or application of this Joint Declaration will be resolved by consultations between the parties to this Joint Declaration.

Signature and acceptance

34. This Joint Declaration will come into effect between the parties signing this Joint Declaration on the date upon their signatures. Any state, territory or area who is a member of the APCCA before the coming into effect of this Joint Declaration may accept this Joint Declaration by signing a registration book deposited at the APCCA Secretariat and this Joint Declaration will come into effect for such a state, territory or area on the date upon its signature.

35. Any other state may accept this Joint Declaration by signing a registration book deposited at the APCCA Secretariat and this Joint Declaration will come into effect for such a state on the date upon its signature.

36. Any other territory or area of a sovereign state may accept this Joint Declaration on its own by signing a registration book deposited at the APCCA Secretariat and completing the procedures set out in Paragraph 5. This Joint Declaration will come into effect for such a territory or an area on the date upon its signature and the completion of the procedures set out in Paragraph 5.

37. For the avoidance of doubt, parties to this Joint Declaration are members of the APCCA.

Withdrawal

38. A party to this Joint Declaration may withdraw from this Joint Declaration and cease to be a member of the APCCA by written notice to the APCCA Secretariat at any time.

39. A party to this Joint Declaration will be deemed to have withdrawn from this Joint Declaration and ceased to be a member of the APCCA for not attending the Annual Conference for five consecutive years. The withdrawal will take effect on the date of the conclusion of the fifth consecutive Annual Conference from which the party is absent.

Amendments

40. Any party to this Joint Declaration may propose amendments to this Joint Declaration. All parties to this Joint Declaration will make every effort to reach a consensus on any proposed amendment. If all parties to this Joint Declaration do not reach a consensus on a proposed amendment, the proposed amendment will be adopted by a simple majority vote of the parties present at the Annual Conference.

41. Any acceptance of this Joint Declaration expressed on or after the coming into effect of an amendment to this Joint Declaration will be deemed to accept the Joint Declaration as amended.

Transition

42. All decisions, practices, procedures and appointments adopted or approved by the APCCA before the coming into effect of this Joint Declaration, which are not contrary to or inconsistent with the provisions of this Joint Declaration, will continue to have effect until such decisions, practices and procedures expire by their own limitation or are altered, repealed or abolished pursuant to this Joint Declaration.

This Joint Declaration does not create any legally binding obligations under international law.

In witness whereof the undersigned have signed this Joint Declaration.

Done in Bali, Indonesia on 18 October 2002, in the English Language, in a single copy which will remain deposited in the APCCA Secretariat that will transmit certified copies to all parties referred to in Paragraphs 34 to 36 of this Joint Declaration.

Appendix O

APCCA Song – *Togetherness in Unity*

Here today we gather in unity
Together we achieve prosperity
A bright future is ours for sure
Sharing ideas, helping each other APCCA

Hand in hand we stand together
Growing from strength to strength
Each day is a promise
Of a future filled with peace and harmony

Chorus:

When we do it together
We will do it better
As we serve one another
We will achieve greater heights APCCA

Friendships formed and knowledge shared
A symbol of love for humanity
That's what we believe in
To make the world a better place
For you and me