

# UNAFEI NEWSLETTER

UNAFEI

UNITED NATIONS ASIA AND FAR EAST  
INSTITUTE FOR THE PREVENTION OF CRIME  
AND THE TREATMENT OF OFFENDERS

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## IN THIS ISSUE

	<i>Page</i>
LETTER FROM THE DIRECTOR .....	1
THE 161 <sup>ST</sup> INTERNATIONAL TRAINING COURSE .....	3
<b>STAFF TRAINING FOR CORRECTIONAL LEADERSHIP</b>	
Course Rationale .....	3
Course Summary .....	6
Lecture Topics .....	7
Individual Presentation Topics .....	9
Group Workshop Sessions .....	11
Observation Visits .....	13
Group Study Tours .....	14
Special Events .....	15
Reference Materials .....	16
Expert and Participant List .....	18
The 25th Anniversary Seminar of the United Nations Standard Minimum Rules for Non-Custodial Measures .....	21
INFORMATION ABOUT FORTHCOMING PROGRAMMES .....	23
The Seminar on Promoting Community-Based Treatment in the ASEAN Region .....	23
The 18th UNAFEI UNCAC Training Programme .....	23
The Ninth Regional Seminar on Good Governance for Southeast Asian Countries .....	23
The Training Programme on Legal Technical Assistance for Viet Nam .....	23
The 162nd International Senior Seminar .....	23
ADMINISTRATIVE NEWS .....	24
Faculty Changes .....	24
Overseas Trips by Staff .....	24
FACULTY AND STAFF OF UNAFEI .....	25

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**LETTER FROM THE DIRECTOR**

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It is my privilege to inform readers of the successful completion of the 161st International Training Course on “Staff Training for Correctional Leadership”, which took place from 19 August to 17 September 2015. In this Course, we welcomed 4 Japanese participants and 14 overseas participants: 4 from Asia, 6 from Africa, and 4 from Oceania. The participants included corrections officers, probation officers and other public officials. As this newsletter demonstrates, the Course was extremely productive. It consisted of lectures by visiting experts, ad hoc lecturers, UNAFEI faculty members, individual presentations, visits to relevant criminal justice agencies, and group-workshop and plenary sessions.

The United Nations has adopted standards and norms, such as the Standard Minimum Rules for the Treatment of Prisoners (1955) and the Standard Minimum Rules for Non-custodial Treatment (1990) (“The Tokyo Rules”), which aim to improve global prison conditions and the treatment of offenders. These standards and norms, among others, encourage UN member states to implement policies and practices that protect the dignity and human rights of offenders and correctional staff, as well as policies and practices that seek to reduce recidivism by promoting offender rehabilitation and social reintegration. A common theme of these instruments is recognition that full implementation of such policies and practices cannot succeed without proper training of correctional leaders and staff.

UNAFEI, as one of the institutes of the United Nations Crime Prevention and Criminal Justice Programme Network, held this Course to offer participants an opportunity to clarify and analyse the current situation of correctional leadership and training in each participating country and to explore more effective ways to enhance it. Additionally, the participants were able to share experiences, gain knowledge, and build a human network of counterparts.

During the Course, the participants diligently and comprehensively examined the course theme, primarily through a comparative analysis. The participants shared their own experiences and knowledge of the issues and identified problems and areas in which improvements could be made. With the academic and practical input from the visiting experts, ad hoc lecturers and UNAFEI faculty—and the in-depth discussions they had with each other—the participants are now better equipped to train future leaders in corrections and probation.

The participants of the 161st International Training Course also had the unique opportunity to attend the 25th Anniversary Seminar of the Tokyo Rules, which was hosted by UNAFEI from 7 to 9 September 2015. Presentations were made by experts from the UNODC, member institutes (HEUNI ISPAC, KIC and CCLS) of the United Nations Crime Prevention and Criminal Justice Programme Network, and the Thailand Institute of Justice. The Seminar provided an opportunity to reflect upon the 25-year history of the Tokyo Rules and the importance of non-custodial measures in correctional policy and practice, as well as to consider the need for and challenges facing full implementation of the Tokyo Rules in Asia and around the world.

I would like to offer my sincere congratulations to all of the participants upon their successful completion of the Course, made possible by their strenuous efforts. My heartfelt gratitude goes out to the visiting experts and ad hoc lecturers who contributed a great deal to the Course’s success. Furthermore, I appreciate the indispensable assistance and cooperation extended to UNAFEI by various agencies and institutions that helped diversify the Course.

I would also like to express my great appreciation to the Japan International Cooperation Agency (JICA) for its immeasurable support throughout the Course. At the same time, a warm tribute must be paid to the Asia Crime Prevention Foundation (ACPF) and its branch organizations for their substantial contributions to our activities. Lastly, I owe my gratitude to all the individuals whose unselfish efforts behind the scenes contributed significantly to the successful realization of this Course.

Upon returning to their home countries, I genuinely believe that, like their predecessors, the strong determination and dedication of the participants will enable them to work towards the improvement of their respective nations' criminal justice systems, and towards the benefit of international society as a whole.

Finally, I would like to reiterate my best regards to the participants of the 161st International Training Course. I hope that the experience they gained during the Course proves valuable in their daily work and that the bonds fostered among the participants, visiting experts and UNAFEI staff will continue to grow for many years to come.

September 2015

YAMASHITA, Terutoshi.

YAMASHITA, Terutoshi  
Director, UNAFEI

## THE 161<sup>ST</sup> INTERNATIONAL TRAINING COURSE

### *STAFF TRAINING FOR CORRECTIONAL LEADERSHIP*

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#### Course Rationale

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To realize a safe society without crime, it is crucial for criminal justice organizations to perform law-enforcement duties as well as enhance their organizational strength. Criminal justice organizations should maximize the performance of their staffs through appropriate training and the recruitment of quality staff members. Therefore, capacity building is the one of the most important and urgent issues that criminal justice organizations must address. This training course considered the planning and development of appropriate capacity-building programmes, taking into account the current situation surrounding each criminal justice organization.

#### **A. Enhancing Organizational Strength**

##### 1. Developing an Organizational Culture of Integrity

Proper criminal justice administration requires the development of high-integrity personnel as well as the prevention of illegal behaviour such as corruption, inappropriate treatment of offenders, and so on. Once misconduct occurs, in addition to the negative impacts caused to the administration of the criminal justice system, the criminal justice organization might begin to lose the public trust, thus complicating its mission of achieving a safe society. Accordingly, it is important to develop effective capacity building programmes, to develop high-integrity personnel and an organizational culture that prevents misconduct.

##### 2. Stress Management for Correctional Personnel; Passing Knowledge and Experience to the Next Generation

Because many young officers quit their jobs early due to stressful work environments, passing knowledge and experience from the older generation to the younger generation is an important issue for criminal justice organizations. If this situation is not addressed, it will weaken the strength of the organization. Therefore, it is essential to develop an effective capacity building programme for passing knowledge and experience from the older generation to the younger generation, as well as for enhancing organizational strength, taking stress management into account.

##### 3. Promoting International Cooperation for Capacity Building

In an effort to develop quality correctional staff, it is important to interact with overseas organizations through international training courses or seminars. Through exchanging current good practices and international trends from around the world, those courses and seminars present a better opportunity for participants not only to contribute to future law and policy making but also to broaden the participant's horizons and develop big-picture thinking skills. Therefore, it is quite meaningful to promote international training courses and seminars for capacity building.

## **B. Developing Effective Training Curricula**

### 1. Training Staff with High Expertise

In order to deal with diversified and complicated crimes, it is crucial to train staff with high expertise. For example, in addition to the expertise of specific areas (e.g. law, sociology, criminology, psychology and education), cross-cutting approaches are necessary to treat difficult offenders such as members of criminal organizations, sex offenders, drug offenders, repeated offenders, and other difficult offenders. Therefore, the organizers of training programmes should realize the importance of cross-cutting approaches to formulate the training curricula.

### 2. Understanding and Respecting International Standards and Norms as Guidance

Policy makers and administrators of criminal justice systems should understand and respect the content of international standards and norms, because these international standards and norms address important aspects of criminal justice administration, such as appropriate procedures for criminal justice, protection of human rights, treatment of offenders and so on. Therefore, criminal justice organizations should not only train policy makers and practitioners according to domestic laws but also the contents and ideals of international standards and norms.

### 3. Organizing Training Based on Effective Teaching Methods

For productive training, it is essential to organize lectures, group work and other activities based on effective methods. For example, organizers of trainings should introduce effective teaching methods according to the content of the training and each trainee's characteristics, in order to convey the content of the lecture to many staff members in an efficient way within a limited time, with the aim of maximizing the success of the lecture.

## **C. Objectives of the Programme**

However, some organizations have not implemented sufficient staff training due to the lack of understanding of its importance. Yet even if they understand the importance of staff training, there are still obstacles to sufficient staff training, such as the lack of human resources, effective training methods, and so on.

This Programme offered participants an opportunity to deepen their understanding and share experiences and knowledge on (i) practices and measures for the capacity building of personnel, (ii) important international standards and norms related to the capacity building of personnel, (iii) effective training methods. Another objective of the Programme was to establish a global network of counterparts to facilitate the exchange of updated information on country practices.

In order to achieve these objectives, this Programme provided an opportunity to identify and examine current situations and challenges existing in the participants' countries, and build the participants' knowledge of possible measures to improve current practice.

The following objectives and topics were addressed via lectures and the participants' dialogue and discussions.

- 1) Administration of organizations
  - (i) Analysis of current training systems
    - Budget / staff
    - Organization / facilities

- Other
  - (ii) Effective training for the preventions of misconduct (corruption, inappropriate treatment of offenders, etc.)
  - (iii) Promoting international cooperation through training and seminars
  - (iv) Other
    - Stress management for correctional personnel
    - Succession planning: passing knowledge and experience to the next generation
- 2) Contents and methods of training
- (i) Analysis of current offenders and their types
    - Diversity of crimes and future prospects
    - Effective training curricula for the prevention of crimes
  - (ii) Understanding and respecting the related international standards and norms
    - The Standard Minimum Rules for the Treatment of Prisoners (SMR)
    - The Standard Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules)
    - The Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules).
    - The Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
    - Recommendations on the selection of and training of personnel for penal and correctional institutions
    - Convention on the Transfer of Sentenced Persons
    - Other
- 3) Effective training methods
- 4) Other

Each participant was required to submit an Individual Presentation Paper regarding the above-mentioned topics as they apply to his or her country, and to explain and discuss these topics in his or her individual presentation.

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## **Course Summary**

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### **Lectures**

Including the lectures during the Tokyo Rules 25th Anniversary Seminar, the participants attended 38 lectures, including 10 presented by the visiting experts, 2 by ad hoc lecturers and 13 by the faculty of UNAFEI. Three distinguished criminal justice practitioners served as UNAFEI's visiting experts. They lectured on issues relating to the main theme of the Course and contributed significantly beyond their lectures by encouraging discussions after their lectures, participating in the discussions of other programmes, and conversing with the participants on informal occasions. Additionally, the ad hoc lectures were delivered by officials from Japan's Training Institute for Correctional Personnel and the Rehabilitation Support Division of the Tokyo District Public Prosecutors Office. The lecturers and lecture topics are listed on pages 7 to 8.

### **Individual Presentations**

During the second week of the course, all participants delivered individual presentations which introduced the situation, problems and future prospects of the participants' countries. These papers were compiled onto a USB memory stick and distributed to all the participants. The titles of these individual presentation papers are listed on pages 9 to 10.

### **Group Workshop Sessions**

Group workshop sessions provided the participants with the opportunity to further examine the sub-topics of the main theme. In order to conduct each session effectively, the UNAFEI faculty selected individuals to serve as group members for the sub-topics, based on their responses to a previously distributed questionnaire. Selected participants served as chairpersons, co-chairpersons, rapporteurs or co-rapporteurs, and faculty members served as advisers. Each group's primary responsibility was to explore and develop their designated topics in the group workshop sessions. The participants and UNAFEI faculty studied the topics and exchanged their views based on information obtained through personal experience, the individual presentations, lectures and so forth. After the group workshop sessions, reports were drafted based on the discussions in their groups. These reports were subsequently presented in the plenary report-back session, where they were endorsed as the reports of the Course. Brief summaries of the group workshop reports are provided on pages 11 to 12.

### **Visits and Special Events**

Visits to various agencies and institutions in Japan helped the participants obtain a more practical understanding of the Japanese criminal justice system. In addition to the Course's academic agenda, many activities were arranged to provide a greater understanding of Japanese society and culture, with the assistance of various organizations and individuals, including the Asia Crime Prevention Foundation (ACPF). For more detailed descriptions, please refer to pages 13 to 15.

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**Lecture Topics**

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***Visiting Experts' Lectures***

- 1) Mr. Gary Hill
  - Effective Training for the Prevention of Misconduct (corruption, inappropriate treatment of offenders)
  - Analysis of Current Training Systems, the Development and Use of Training Needs Analysis and Training Effectiveness
  - Training Manuals and Lesson Plans including Practical Application of UN Standards and Norms
- 2) Dr. Matti Joutsen
  - International Standards and Norms as Guidance in the Criminal Justice System

***UNAFEI Professors' Lectures***

- 1) Ms. WATANABE Ayuko, *Professor*, UNAFEI
  - Criminal Justice System in Japan Investigation/Prosecution
- 2) Mr. TSUJI Takanori, *Professor*, UNAFEI
  - The Criminal Justice System in Japan: Japanese Police
- 3) Mr. HIROSE Yusuke, *Professor*, UNAFEI
  - The Criminal Justice System in Japan: the Courts
- 4) Mr. NAGAI Toru, *Professor*, UNAFEI
  - Penal Institutions in Japan
- 5) Ms. AKASHI Fumiko, *Professor*, UNAFEI
  - Community-Based Treatment of Offenders in Japan
- 6) Mr. MINOURA Satoshi, *Professor*, UNAFEI
  - Volunteer Probation Officers in Japan



- 7) Mr. YOSHIMURA Koji, *Professor*, UNAFEI
- Stress Management—Using Anger Management Techniques

***Ad Hoc Lectures***

- 1) Mr. YOSHIDA Hiroyuki,  
*Director, Programme Management Bureau, ACPF (Asia Crime Prevention Foundation)*
- Juvenile Corrections in Japan
- 2) Mr. UENO, Tomoyasu  
*Professor, Training Institute for Correctional Personnel (TICP)*
- The Correctional Personnel Training System in Japan

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**Individual Presentation Topics**

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***Overseas Participants***

- 1) Ms. Sonam CHODEN (Bhutan)
  - Youth Development and Rehabilitation Centre
- 2) Mr. Beresford Henry HEATHER (Cook Islands)
  - Staff Training for Correctional Leadership
- 3) Mr. Teokotai JOSEPH (Cook Islands)
  - Overview of the Cook Islands Probation Service
- 4) Mr. Henry Karani LIMANYE (Kenya)
  - Staff Training for Correctional Leadership
- 5) Ms. Pamela Monyenche MASESE (Kenya)
  - Staff Training for Correctional Leadership
- 6) Ms. Purity Mumbi MULANDI (Kenya)
  - Staff Training for Correctional Leadership
- 7) Mr. Peter Kimani NDUNGU (Kenya)
  - Staff Training for Correctional Leadership
- 8) Ms. Pauline Wanja NGARA (Kenya)
  - Staff Training for Correctional Leadership
- 9) Mr. Ezekiel Gitonga THAIMUTA (Kenya)
  - Staff Training for Correctional Leadership
- 10) Mr. Naing Soe Lin (Myanmar)
  - Challenges in Myanmar Correctional Facilities and the Role of Correctional Leadership
- 11) Ms. Elizabeth MIRIO (Papua New Guinea)
  - Country Report—Papua New Guinea

12) Ms. Mary Giang TUKAVAI (Papua New Guinea)

- CBC (Community Based Corrections) Probation and Parole Services

*Observers*

13) Mr. LO Lap Yip (Hong Kong)

- Staff Training for Correctional Leadership: the Hong Kong Experience

14) Ms. Yun Jeong CHOI (Korea)

- Staff Training for Correctional Leadership (Practices and Measures for the Capacity Building of Personnel)

*Japanese Participants*

15) Mr. HIMURO, Hayato

- the Reformation of Prosecutorial Practice and the Training for Officials in Japanese Prosecutors Offices

16) Mr. MURAGUCHI, Seiji

- the Recruitment and Training of Officers of Juvenile Institutions in Japan

17) Mr. OTOMO, Shingo

- a Training System for Judges for Diverse Experience ~ Focusing on the System of Temporary Work Experience as Practicing Attorneys ~

18) Ms. SUZUKI, Mariko

- Staff Training of Probation Officers

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**Group Workshop Sessions**

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**Group 1**

**ENHANCING THE ORGANIZATIONAL STRENGTHS OF  
CRIMINAL JUSTICE ORGANIZATIONS**

<b>Chairperson</b>	Mr. Peter Kimani NDUNGU	(Kenya)
<b>Co-Chairperson</b>	Mr. Beresford Henry HEATHER	(Cook Islands)
<b>Rapporteur</b>	Mr. Lap-yip LO	(Hong Kong)
<b>Co-Rapporteur</b>	Ms. Elizabeth MIRIO	(Papua New Guinea)
<b>Members</b>	Mr. Henry Karani LIMANYE	(Kenya)
	Mr. Ezekiel Gitonga THAIMUTA	(Kenya)
	Ms. Yun-jeong CHOI	(Korea)
	Mr. Hayato HIMURO	(Japan)
	Mr. Shingo OTOMO	(Japan)
<b>Adviser</b>	Prof. Toru NAGAI	(UNAFEI)

*Report Summary*

Group 1 addressed four common issues for improving organizational strength in the correctional setting: (A) developing an organizational culture of integrity, (B) stress management for correctional personnel, (C) passing knowledge and experience to the next generation, and (D) promoting cooperation in capacity building with other organizations.

Regarding organizational integrity, the group members reported that their systems have controlled systematic corruption, but they stressed the need for vigilance to address the potential for corruption, like the introduction of contraband into correctional facilities. In response, the group identified a number of measures such as regular vetting of officials, strict anti-corruption enforcement, payment of adequate salaries, asset declaration, video-recorded investigations, and so on. In addition, all members recognized the need to deal with issues of unnecessary force, abusive language, and human rights abuses. Appropriate measures include oversight by human rights organizations, creating channels for reporting complaints, and creating training programmes and standards of conduct for correctional officers.

The group also recognized that stress among correctional staff is common in all countries due to the stressful nature of the job, insufficient resources (including low pay and insufficient manpower), poor working environments (including exposure to disease, poor housing, etc.), high expectations of each staff member, and social development. Measures should be taken to reduce stress, such as “health and balanced lifestyle” campaigns, promoting family relationships through sports, music, family fun days, etc., regular thematic talks among staff, improving staff quarters, and establishment of a “staff complaint register”.

Succession planning is extremely important to pass knowledge to the next generation and maintain institutional stability. The group reported that the following actions have been taken in some countries: (1) comprehensive training programmes, (2) job rotation and internship programmes for staff, (3) written policy, emergency and training manuals, (4) mentoring and coaching schemes, (5) cooperation with academic bodies to research the success of the training curriculum, (6) stipulation of clear career paths for young officers, (7) standardization of training materials and content to ensure the quality of training, and (8) the use of e-learning to expand training coverage and reduce the need for resources.

On the issue of cooperation with other organizations, criminal justice authorities are expected to do more than just lock up offenders. To enhance the ability of these authorities to meet modern correctional expectations, it is necessary to collaborate with outside organizations, such as academic institutions, local governmental agencies, and overseas counterparts.

**Group 2****DEVELOPING EFFECTIVE TRAINING CURRICULA**

<b>Chairperson</b>	Mr. Joseph Teokotai	(Cook Islands)
<b>Co-Chairperson</b>	Ms. Pauline Wanja Ngara	(Kenya)
<b>Rapporteur</b>	Ms. Pamela Monyenche Masese	(Kenya)
<b>Co-Rapporteur</b>	Ms. Suzuki Mariko	(Japan)
<b>Members</b>	Mr. Naing Soe Lin	(Myanmar)
	Mr. Muraguchi Seiji	(Japan)
	Ms. Sonam Choden	(Bhutan)
	Ms. Purity Mumbi Mulandi	(Kenya)
	Ms. Mary Tukavai	(Papua New Guinea)
<b>Advisers</b>	Prof. Satoshi Minoura	(UNAFEI)

*Report Summary*

Group 2 addressed the topic of “Developing Effective Training Curricula” based on the following agenda: (1) training staff with high expertise, (2) understanding and respecting international standards as guidance, and (3) the use of effective training methods. The group emphasized that it is important to improve service delivery by implementing effective training curricula. Training must be in line with the mission, vision and goals of the correctional system.

Effective training for correctional personnel should be interdisciplinary and designed to address the needs of specific groups of offenders; offender classification and risk assessment are very important tools in this regard. Disciplines like sociology, criminology and psychology are important for addressing the treatment needs of drug, sex and human-trafficking offenders, as well as offenders with links to terrorism. For example, training for the treatment of drug offenders should include measures ranging from effective search methods to sensitizing correctional staff to the negative effects of drug abuse, signs of withdrawal and so on.

The group agreed that training curricula should be in line with United Nations standards and norms, such as the Standard Minimum Rules for the Treatment of Prisoners (The Mandela Rules) and the Standard Minimum Rules for Non-custodial Measures (The Tokyo Rules). For example, training curricula should incorporate the Tokyo Rules by emphasizing concepts of depenalization and decriminalization, encouraging the use of diversion programmes, legal safeguards to protect the dignity and privacy of the offender and the confidentiality of personal records, and training on the preparation of factual and objective social inquiry reports.

To create effective training programmes, the group emphasized the importance of selecting the best training methods by conducting a needs assessment before implementing the training. To conduct such an assessment, it is important to identify: key characteristics of the trainer and the participants (human characteristics), the social and cultural conditions of the participants (social factors), key subject areas, and time and material factors. Once the proper needs have been identified, the training must be matched with the most appropriate training method, such as brainstorming, lectures, group discussion, role playing, mentorship, case studies, study tours, the use of experts, and demonstrations. Likewise, effective training materials must be created, such as training manuals and lesson plans, relevant laws and policies, the use of experts, photographs and pictures, radio and television documentaries, and working tools.

In conclusion, Group 2 stressed the importance of developing a national systematic training framework and conducting impact evaluation of all training programmes. Further conclusions and detailed examples of correctional training curricula and objectives are contained in the group workshop report, which will be published in a forthcoming issue of UNAFEI’s Resource Material Series.

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**Observation Visits**

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<u><i>Date</i></u>	<u><i>Agency/Institution</i></u>	<u><i>Main Persons Concerned</i></u>
26 Aug.	Tokyo Detention House	• Mr. WATANABE, Tsuneo (Director)
	Ministry of Justice	• Ms. KAMIKAWA, Yoko (Minister of Justice)

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**Group Study Tours**

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<u><i>Date</i></u>	<u><i>Location</i></u>	<u><i>Agency/Institution</i></u>	<u><i>Main Persons Concerned</i></u>
9 Sep.	Hiroshima	Hiroshima District Court	• Ms. BEPPU (Assistant Director, the General Affairs section)
10 Sep.	Kyoto	Kyoto District Public Prosecutors Office	• Mr. KITAZAWA, Hiroshi (Officer)
11 Sep.	Kyoto	Halfway House “Nishihongan-ji Byakkoso”	• Ms. NAKAMURA, Sumire (Director)

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**Special Events**

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19 Aug. *Welcome Party*

24, 25, 27 Aug. *Japanese Conversation Classes*

The overseas participants attended three Japanese conversation classes and learned practical Japanese expressions. The *sensei* (teacher) was Ms. KOIKE Keiko from EP Academy.

26 Aug. *Courtesy Call to the Minister of Justice  
and  
Reception by the Vice-Minister of Justice*

At the conclusion of their courtesy visit to the Minister of Justice, Ms. KAMIKAWA, Yoko, a reception was held for the participants by the Vice-Minister of Justice, Mr. INADA, Nobuo, at the Danwa-shitsu lounge on the 20th floor of the ministry building, overlooking Hibiya Park.

28 Aug. *UNAFEI International Table Tennis Tournament*

The UNAFEI Table Tennis Tournament was held in the auditorium. Mixed teams of international participants, Japanese participants, participants of TICP and UNAFEI faculty and staff were formed, and competed against each other.

3 Sep. *Social with Volunteer Probation Officers*

The participants had an opportunity to exchange views with Japanese Volunteer Probation Officers at a social at UNAFEI.

5, 6 Sep. *ACPF Branches Study Tour*

The participants were invited to visit branches of the ACPF in five locations around Japan. The participants split into groups and visited Tochigi, Fukushima, Nagano, Nagoya, and Osaka. They visited local criminal justice facilities and had an opportunity to do some sight-seeing. In addition, each branch held a reception in honour of the participants visiting their region.

12 Sep. *Home Visits*

The Volunteer Probation Officers Association in Support of UNAFEI's Activities kindly organized a home visit programme. The hosts were Mr. YATO Ichiro, Ms. SHIBATA Kazuko, Mr. OKUMA Kyusaburo, and TANAKA Kimio. They kindly invited the participants to their homes.

8 Sep. *Farewell Party*

A party was held to bid farewell to the participants.



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**Reference Materials**

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**UNAFEI'S 161ST INTERNATIONAL TRAINING COURSE  
LIST OF REFERENCE MATERIALS**

**A International Standards and Norms**

	Title	Author	Year
1	Standard Minimum Rules for the Treatment of Prisoners	United Nations	1955
2	Tokyo Rules	United Nations	1990
3	Commentary on the Tokyo Rules	United Nations	1993
4	Recommendations on the selection and training of personnel for penal and correctional institutions	United Nations	1955
5	Code of Conduct for Law Enforcement Officials	United Nations	1979

**B Staff Training**

	Title	Author	Year
1	Military Psychology: Cognitive & Emotive Performance Enhancement Strategies	Rupali Jeswal	2013
2	Revealing Tomorrow's Leaders Today	Cindy Boyles	2012
3	Correctional Training and Technology: Keys to the Future	Eugene Atherton Paul Sheldon	2012
4	Modern Training in Corrections	Arits R. Hobbs	2012
5	Training the Next Generation of Leaders: Texas' Approach	Brad Livingstone	2005
6	From "Guard" School to Training School: New York's Evolution	Bruce E. Olsen	2005
7	Staff Training and the Impact on Institutional Culture	Silvia Huerta-Garcia	2005
8	Staff Teambuliding: From Theory to Technique	Rachel Anita Jung	2005
9	Mental-Edge on High Performance and Self-Care	Rupali Jeswal	2012
10	Reformative Training	Rupali Jeswal	2012
11	Basic Training Manual for Correctional Workers	Gary Hill	2006
12	The Treatment of Foreign Prisoners	Gary Hill	2004

**C Leadership**

	Title	Author	Year
1	UNODC Handbook for prison leaders	UNODC	2010
2	Lead at Any Level	Michael Kenney	2006
3	Leadership: Seeing the Forest From the Trees	Brian E. Cronin Nathan J. Hiller Stephen Smith	2006
4	Succession Planning: Preparing Future Corrections Leaders — Now	Carl Nink Debble Boyer Joyce Fogg	2006
5	Leadership in a Correctional Environment	Michael Montgomery	2006
6	Leadership Drain: Having the Right People for the Right Jobs at the Right Time	Rick Johnston	2006
7	Preparing Leaders For Tomorrow	Brad Hansen	2012
8	Survey Identifies Learning Styles of Law Enforcement and Corrections Personnel	Darla Rothman Bernice McCartly	2012

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**Expert and Participant List**

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**Visiting Experts**

Mr. Gary Hill	Chief Executive Officer/President CEGA Services/Contact Center, Inc. U.S.A
Dr. Matti Joutsen	Director European Institute for Crime Prevention and Control, affiliated with the United Nations (HEUNI) Finland

**Overseas Participants**

Ms. Sonam CHODEN	Officer Commanding Youth Development and Rehabilitation Centre Prison Service Division Royal Bhutan Police Bhutan
Mr. Beresford Henry HEATHER	Superintendent Prison Service Ministry of Justice Cook Islands
Mr. Teokotai JOSEPH	Chief Probation Officer Probation Service Ministry of Justice Cook Islands
Mr. Henry Karani LIMANYE	Senior Superintendent of Prisons Security Kenya Prisons Service Kenya
Ms. Pamela Monyenche MASESE	Chief Probation Officer Division of Training Department of Probation and Aftercare Service Kenya

Ms. Purity Mumbi MULANDI	Senior Probation Officer Probation and Aftercare Ministry of Interior and Coordination of National Government Kenya
Mr. Peter Kimani NDUNGU	Principal Chaplain Rehabilitation and Welfare Kenya Prisons Service Kenya
Ms. Pauline Wanja NGARA	Training Officer Administration Training Section Kenya Prisons Service Kenya
Mr. Ezekiel Gitonga THAIMUTA	Senior Probation Officer Field Services Probation and Aftercare Services Kenya
Mr. Naing Soe Lin	Assistant Director Prisons Department Ministry of Home Affairs Myanmar
Ms. Elizabeth MIRIO	Manager-Standards and Monitoring Probation Service (Community Based Corrections) Department of Justice and Attorney General Papua New Guinea
Ms. Mary Giang TUKAVAI	Senior Provincial Probation Officer Probation, Parole and Juvenile Court Services Department of Justice and Attorney General Papua New Guinea
Mr. LO Lap Yip (Observer)	Principal Officer (Discipline) Hong Kong Correctional Services Department The Government of the Hong Kong Special Administrative Region Hong Kong

Ms. Yun Jeong CHOI (Observer)

Director of the Classification and  
Examination Division  
Cheongju Correctional Institution  
Korea

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**TOKYO RULES SEMINAR**

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From 7 to 9 September 2015, UNAFEI hosted The 25th Anniversary Seminar of the United Nations Standard Minimum Rules for Non-custodial Measures (The Tokyo Rules). Seven visiting experts and three UNAFEI professors delivered lectures on the status of implementation of the Tokyo Rules in Asia and around the world. The Seminar was attended by the participants of UNAFEI's 161st International Training Course.

***Experts' Lectures***

- 1) Mr. Sven PFEIFFER
  - Key Elements of the Tokyo Rules and their Implementation in Practice
  - Challenges of the Implementation of the Tokyo Rules and Future Perspectives
- 2) Mr. IMAFUKU, Shoji
  - Implementation of Non-custodial Measures in Japan and Future Perspectives
- 3) Dr. KITTIPONG Kittayarak
  - Non-custodial Measures in Thailand including for Vulnerable Groups
- 4) Dr. Matti JOUTSEN
  - International Patterns in the Use of Community-based Sanctions
- 5) Mr. Gary HILL
  - Practices of Non-custodial Measures including Multiagency Cooperation and Public Involvement
- 6) Mr. MATSUTOMO, Ryo
  - Support for the Social Rehabilitation of Suspects and the Accused
- 7) Dr. WU Zongxian
  - Chinese Practices related to the Tokyo Rules: New Developments

***UNAFEI Professors' Workshops***

- 1) Mr. MINOURA Satoshi, *Professor*, UNAFEI
  - Implementation of the Tokyo Rules in the Asian Region
- 2) Ms. AKASHI Fumiko, *Professor*, UNAFEI
  - Tokyo Rules and UNAFEI Activities
- 3) Mr. HIROSE Yusuke, *Professor*, UNAFEI
  - Implementation of the Tokyo Rules in Japan—from a Judge's Perspective

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**INFORMATION ABOUT FORTHCOMING PROGRAMMES**

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**1. The Seminar on Promoting Community-based Treatment in the ASEAN Region**

From 29 September to 1 October 2015, UNAFEI—along with the Rehabilitation Bureau of the Japanese Ministry of Justice, the Department of Probation of Thailand and the Thailand Institute of Justice—will co-host the Seminar on Promoting Community-Based Treatment in the ASEAN Region in Tokyo, Japan. The seminar aims to share strategies for community engagement in the field of community-based treatment of offenders. Government officials and volunteer probation officers across Southeast Asia, including Japan, will attend.

**2. The 18th UNAFEI UNCAC Training Programme**

From 14 October to 18 November 2015, UNAFEI will host the 18th UNAFEI UNCAC Training Programme in Tokyo, Japan. The theme of the Programme is “Effective Anti-Corruption Enforcement and Public-Private and International Cooperation”. Visiting experts, lecturers and government officials from Japan and around the world will attend.

**3. The Ninth Regional Seminar on Good Governance for Southeast Asian Countries**

From 24 to 26 November 2015, UNAFEI will host the Ninth Good Governance Seminar in Jakarta, Indonesia. The main theme of the Seminar is “Current Challenges and Best Practices in the Investigation, Prosecution and Prevention of Corruption Cases — Sharing Experiences and Learning from Actual Cases”. Government officials from across Southeast Asia, including Japan, and visiting experts and lecturers will attend.

**4. The Training Programme on Legal Technical Assistance for Viet Nam**

From 2 to 16 December 2015, UNAFEI will host the Training Course on Legal Technical Assistance for Vietnam, in Tokyo, Japan.

**5. The 162nd International Senior Seminar**

From 13 January to 12 February 2015, UNAFEI will host the 162nd International Senior Seminar in Tokyo, Japan. The theme of the Seminar is “Multi-agency Cooperation in Community-based Treatment of Offenders”. Visiting experts, lecturers and government officials from Japan and around the world will attend.



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**ADMINISTRATIVE NEWS**

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**Faculty Changes**

Mr. KAYA Tomonobu, formerly a professor of UNAFEI, will continue in his post as a member of the Organized Crime Department, Criminal Investigation Bureau, National Police Agency, effective on 24 July 2015.

Mr. TSUJI Takanori of the National Police Academy was appointed as a professor of UNAFEI on 24 July 2015.

**Overseas Trips by Staff**

Professor MINOURA Satoshi and Professor AKASHI Fumiko visited Los Angeles, U.S.A., from 14 to 16 July 2015 to attend the Second World Congress on Community Corrections.

Professor NAGAI Toru visited Bangkok, Thailand on 3 August 2015 to attend the 2nd International Meeting on Offender Rehabilitation.

Professor YUKAWA Tsuyoshi visited Beijing, China from 22 to 23 August 2015 to attend the 6th International Forum of Contemporary Criminal Law.

Professor YUKAWA Tsuyoshi visited Vienna, Austria from 31 August to 2 September 2015 to attend the 6th Intersessional Meeting of the Open-ended Intergovernmental Working Group on Prevention, UNCAC.

Professor HIROSE Yusuke visited Senegal, Cote d'Ivoire, and Paris, France from 13 to 23 September 2015 to prepare for Criminal Justice Training Programme for French-Speaking African Countries, which will be held in February 2016.

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**FACULTY AND STAFF OF UNAFEI**


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**Faculty:**

Mr. YAMASHITA Terutoshi	Director
Mr. MORINAGA Taro	Deputy Director
Mr. NAGAI Toru	Professor 161st Course Programming Officer Chief of Research Division
Mr. MINOURA Satoshi	Professor 161st Course Deputy Programming Officer
Mr. MORIYA Kazuhiko	Professor Chief of Training Division
Mr. YUKAWA Tsuyoshi	Professor
Ms. WATANABE Ayuko	Professor
Mr. HIROSE Yusuke	Professor
Mr. YOSHIMURA Koji	Professor
Ms. AKASHI Fumiko	Professor Chief of Information and Public Relations
Mr. TSUJI Takanori	Professor
Mr. Thomas L. Schmid	Linguistic Adviser

**Secretariat:**

Mr. ANDO Hiromitsu	Chief of Secretariat
Mr. SHOJIMA Naoki	Chief of General and Financial Affairs Section
Mr. ITO Jin	Chief of Training and Hostel Management Affairs Section

**General and Financial Affairs Section:**

Mr. MIYAGAWA Wataru	Senior Officer
Ms. EMA Ayako	Officer
Ms. ODA Michie	Officer

**Training and Hostel Management Affairs Section:**

Mr. TOYODA Yasushi	Senior Officer
Ms. SATO Marie	Senior Officer 161st Course Assistant Programming Officer
Mr. OZAWA Yoichi	Officer
Mr. ENDO Yuki	Officer

**International Research Affairs Section:**

Ms. HANDO Mayumi	Senior Officer
Ms. IWAKATA Naoko	Librarian

**Secretarial Staff:**

Ms. YAMADA Hisayo	Officer
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**Kitchen:**

Ms. ODAGIRI Maki	Chef
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**JICA Coordinator for the 161st International Training Course:**

Ms. HISA Keiko	JICA
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