



# PRISON TRAINING COURSE CATALOGUE

A UNODC GLOBAL PRISON CHALLENGES PROGRAMME INITIATIVE  
IN ASSOCIATION WITH THE UNODC GLOBAL MARITIME CRIME PROGRAMME



**UNODC**

United Nations Office on Drugs and Crime

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The United Nations Office on Drugs and Crime's (UNODC) Global Prison Challenges Programme (GPCP), in association with the Global Maritime Crime Programme (GMCP), delivers a wide range of prison training courses to support member states in improving their capacities to administer secure, sustainable, and human rights compliant detention facilities that promote effective rehabilitation.

UNODC GMCP has long been engaged in delivering prison reform in East Africa and Asia to ensure safe and secure detention of individuals involved in maritime crime. UNODC GMCP has delivered two thousand and fourteen (2014) human rights compliant bed capacity in Somalia, 170 in Kenya, and 60 in Seychelles, alongside substantial training and mentoring in the countries where UNODC GMCP is engaged. The partnership between the UNODC GPCP and UNODC GMCP grew out of this work.

This catalogue presents some of the capacity building courses developed and delivered by UNODC to date to meet the professionalism and development needs of prison services in several regions and member states that UNODC has assisted. The outlined capacity

building courses have in most cases been reinforced and supported in their daily implementation through structured and full-time prison embedded mentorship programmes.

In an effort to ensure transferability and improve both the teaching and learning experience, the training material under each of the courses herein presented has been reviewed and harmonized by a group of prison experts and mentors who have supported the GPCP/GMCP in a variety of roles and contexts. The unique characteristic of this group is that it comprises security, rehabilitation, parole/probation, senior management, and training specialists, enriching the content of the material and making it a comprehensive product.

By delivering such support, UNODC directly contributes to the Sustainable Development Goals, especially goals 16 (peace and justice), 17 (partnerships), 4 (quality education), 8 (decent work), and 10 (reduced inequalities). UNODC wishes to express its gratitude to the Swedish Prison and Probation Service (SPPS) for its generous support through the loaning of personnel who have developed the training material and this catalogue.



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# 1. EMBEDDED MENTORSHIP PROGRAMME

Since 2009, UNODC has delivered full-time embedded prison mentorship programmes to effect sustainable and long-lasting change in support of several prison institutions in Africa and Asia.

Prison mentorship programmes can be tailored to meet the needs of the target prisons or groups within the target prison system. They revolve around the deployment of prison mentors who work together with beneficiaries to:

- Develop or promote improvements to prison standard operating procedures, management practices, rehabilitation programmes, and human rights compliance, among others
- Deliver target training
- Advise on discreet or broad criminal justice issues, depending on the needs of the target prison service.



## MENTORSHIP STRUCTURE

The mentorship programmes are designed in close collaboration with beneficiary countries and can involve the deployment of one or more mentors with similar or different profiles and skill sets. The deployment is usually done at select prison facilities, which become the usual place of work of the mentors. Over the years, UNODC has built a significant pool of mentors/experts in several prison management areas, including both male and female mentors to reach all parts of the prison, thus being at the forefront of the promotion of integral prison reform efforts. Equally, UNODC has built partnerships with select prison services who have supported UNODC's prison reform agenda through loaning of mentors/experts.

## MENTORSHIP REQUIREMENTS

The hosting country shall grant access to personnel and facilities to the UNODC prison mentors for them to perform their tasks.

## MENTORSHIP LENGTH

There is no set duration of the mentorship programmes, though longer deployments enable more meaningful interventions as building trust among prison staff often takes time.

## 2. BASIC TRAINING FOR PRISON OFFICERS

The Basic Training for Prison Officers (BTPO) is designed to be the first training that newly recruited prison officers receive before their deployment, offering theoretical knowledge and practical skills that are needed to start their positions. During the course, participants will acquire tools to help them exhibit professional prison officer behavior, recognize the needs of vulnerable prisoners, and conduct searches in line with human rights standards. This course also provides background information on the use of force, dynamic security, and prisoner rehabilitation and reintegration. Upon completion, participants will have the fundamentals to fulfill front-line prison duties, upon which they may build in future specialized trainings.



### COURSE STRUCTURE

The BTPO involves a mix of classroom theory and hands-on training with several practical exercises to help facilitate experiential learning of key concepts.

### COURSE SYLLABUS

- Why Prisons?
- Overview of the Criminal Justice System
- Correctional Rules and Regulations
- Code of Conduct
- Teamwork
- Corruption
- Coping with Stress
- Dynamic Security
- Searching Techniques on Persons
- Accommodation Fabric Check
- Cell and Area Search
- Use of Force
- Vulnerable Groups
- Normalization
- Rehabilitation and Reintegration

### COURSE REQUIREMENTS

As the BTPO is an introductory training for new prison officers, participants are only required to have communication skills as they will be exposed to new concepts and engage in several discussions and exercises.

### COURSE LENGTH

8 days

### ADD ON: TRAINING OF TRAINERS

To enhance sustainability of the BTPO, a Training of Trainers (TOT) option is also available, which aims to equip mid-level officers with the tools to facilitate the BTPO to newly recruited prison officers. The BTPO TOT can be delivered over a 1-week period, covering lesson plan preparation, adult learning principles, and course facilitation skills. Participants must complete the BTPO before taking the TOT and demonstrate strong communication and computer literacy skills and hold knowledge of prison laws.



### 3. DEVELOPING MANAGERS' PROGRAMME

This course is designed to strengthen the leadership skills of mid-level prison staff with the overall goal of equipping them with the tools to elevate into senior management positions in the future. In so doing, this programme is comprised of both training sessions and practical exercises, emphasizing the importance of ethical decision-making, gender equality, and sustainable prison development. To ensure professional growth, participants receive ongoing and personalized feedback from the UNODC trainers. Because of its intensive nature, those who successfully complete this course also acquire specific skills to later teach it. This course is most effective when delivered jointly with UNODC's Embedded Mentorship Programme to support the managers in their daily work.



#### COURSE STRUCTURE

This course is a combination of classroom theory and hands-on skills development with several practical exercises to help facilitate experiential learning of key concepts.

#### COURSE SYLLABUS

- Laws, Rules, and Regulations
- Human Rights
- Vulnerable Groups
- Effective Leadership
- Accountability
- Managing Prison Populations
- Standard Operating Procedures
- Management of Human and Financial Resources
- Teamwork
- Being a Role Model
- Gender Equality
- Safety, Security, Control, and Discipline within Prisons
- Dynamic Security
- Use of Force

- Coping with Stress
- Corruption Prevention
- Communication
- Prison Administration and Database
- Classification of Inmates
- Imprisonment, Release, and Aftercare

#### COURSE REQUIREMENTS

Participants must hold an undergraduate degree or an equivalent level of education and perform a mid-level role in the prison system with demonstrated leadership potential. Computer literacy and communication skills will be tested before acceptance into the course.

#### COURSE LENGTH

6 weeks

\*This course can be delivered over 6 consecutive weeks or over 6 months with 1 week of training per month, depending on the request by the beneficiaries.

## 4. SENIOR MANAGEMENT PROGRAMME

This course introduces senior prison leaders to promising correctional practices and novel management tools with a view to inspiring prison reform and greater human rights compliance. During the programme, participants will actively discuss and reflect on a variety of topics, such as evidence-based decision-making, accountability and oversight mechanisms, human and financial management, and alternatives to imprisonment. Part of the value of this course is its ability to bring together several senior managers from different areas of the country to collectively exchange and build on their prior experience.



### COURSE STRUCTURE

This course facilitates skills development by promoting active participant reflection and discussion with some practical exercises.

### COURSE SYLLABUS

- Identification of Current Challenges
- Effective Leadership
- Human Rights
- Legal Frameworks, Policies, and Regulations
- Management and Accountability
- Areas of Responsibility
- Management of Human & Financial Resources
- Management of Physical Facilities
- Evidence-Based Decision-Making
- Meeting the Basic Needs of Prisoners
- Vulnerable Prisoners
- Children and Youth in Prison
- Managing a Prison Population
- Safety, Security, Control, and Discipline
- Imprisonment, Release, and Aftercare
- Alternatives to Imprisonment
- Oversight Mechanisms

### COURSE REQUIREMENTS

To be eligible for this course, participants must hold senior-ranking positions in the prison system, such as serving as the head of a prison or performing a senior leadership role for which management of several staff is required.

### COURSE LENGTH

5 weeks

\*This course can either be delivered over 5 consecutive weeks or over 5 months with 1 week of training per month.

## 5. PREVENTION OF VIOLENT EXTREMISM AND HIGH-RISK PRISONER MANAGEMENT TRAINING

This course aims to equip participants with rights-respecting strategies to manage and rehabilitate high-risk prisoners. With an emphasis on violent extremist prisoners, this course covers methods for individualized risk assessment, prisoner classification, sentence planning, security audits, and incident management. To promote prisoners' disengagement from violence or violent extremist groups, this course will introduce cognitive and faith-based interventions, as well as the basics of integrated case management for implementing such interventions. Since high-risk prisoners typically face increased social adaptation issues, participants will also learn about techniques to help facilitate the reintegration of such prisoners.



### COURSE STRUCTURE

This course involves a mix of classroom theory and hands-on skills development with several practical exercises to help facilitate experiential learning of key concepts.

### COURSE SYLLABUS

- Managing High-Risk & Violent Extremist Prisoners
- Individualized Risk Assessment, Classification, & Sentence Planning
- Radical Ideas & Radicalization
- Detecting Radicalization: Warning & Protective Cues
- International Human Rights Standards
- Ensuring Effective Security
- Prison Intelligence, Security Audits, & Covert Testing
- Incident Management
- Staff Working in Prisons Holding High-Risk Prisoners
- Cognitive Interventions

- Faith-Based Interventions
- Integrated Case Management
- Reintegration for High-Risk Prisoners
- Key Principles & Recommendations

### COURSE REQUIREMENTS

Course participants are required to have strong communications skills as they will actively engage in scenario-based teaching and learn further strategies to write effective and accurate assessments of high-risk prisoners.

### COURSE LENGTH

1 week



## 6. INTRODUCTION TO ESTABLISHING AND IMPLEMENTING EFFECTIVE PAROLE SYSTEMS

This introductory course is designed to provide justice officials with background knowledge and promising practices to develop a parole scheme, including by facilitating discussions on comparative parole models, the factors that must be considered in translating a desired parole model into a particular context, and the required steps for implementation. The end goal of this course is to promote the use of early release by supporting the participants to create a roadmap of future steps for establishing and implementing a parole scheme in their own country. The impact of this course is best realized when jointly delivered with UNODC's Embedded Mentorship Programme to effect long-term justice reforms.



### COURSE STRUCTURE

This course mainly involves instructor-led teaching and group discussions with some practical exercises to reinforce key concepts.

### COURSE SYLLABUS

- Introduction to Parole
- International Standards & Norms
- Comparative Parole Models
- Mapping Exercise for Parole Development: Laws, Stakeholders, Resources, & Context
- Parole Eligibility
- Parole Committee Decision-Making
- Prison File Management
- Parole Panel Reviews
- Approval or Denial of Parole
- Inter-Agency Cooperation
- Community Involvement & Resources
- Suspension & Revocation of Parole
- Required Legal & Policy Documents to Support the Parole Scheme
- Creating a Parole Roadmap

### COURSE REQUIREMENTS

Course participants are required to have strong communications skills and in-depth knowledge of the community and justice context. To enhance effectiveness, participants should belong to different agencies, such as those in law enforcement, the judiciary, the prison system, and relevant non-governmental organizations, among others. Ideally, participants will be further involved in a Parole Working Group to implement the roadmap developed during the course, so it is desirable to accept participants who are committed to staying in their respective agencies for more than three years.

### COURSE LENGTH

2 weeks

## 7. INTRODUCTION TO DYNAMIC SECURITY

This introductory course aims to equip participants with basic techniques for facilitating dynamic security, including strategies for prisoner risk assessment and classification, searches of prisoners' accommodation areas, and security information reporting. The end goal of the course is to introduce ideas to help prevent prisoners from committing further crimes, rioting, or escaping, as well as reducing the potential for staff manipulation by prisoners. To do so, this course emphasizes the importance of positive staff-prisoner interactions by providing tools to enhance verbal communication, recognize and interpret non-verbal communication, and strengthen conflict de-escalation skills.



### COURSE STRUCTURE

This course involves a mix of classroom theory and hands-on skills development with several practical exercises to help facilitate experiential learning of key concepts.

### COURSE SYLLABUS

- Verbal Communication
- Non-Verbal Communication
- Human Rights
- Elements of Security
- Concentric Circles of Security
- Classification and Assessment
- Searching Governance
- Corruption Awareness
- Basic Tactical Approach
- Role, Position, and Pre-Condition
- Prison Intelligence
- Security Information Reporting
- Covert Testing
- Security Audit
- Incident Command

### COURSE REQUIREMENTS

This course is intended for all officers, although participants are required to have strong communications skills as they will actively engage in classroom and scenario-based learning.

### COURSE LENGTH

1 week

### ADD ON: DYNAMIC SECURITY FOR PRISON LEADERSHIP

A short session can be delivered to introduce dynamic security and the course concepts to senior prison management to pave the way for a structured dialogue on the implementation of strategies for dynamic security protocols in select prisons.

## 8. SECURITY INFORMATION REPORTING AWARENESS TRAINING

This short course is designed to teach prison staff how to collect and report information in a standardized manner, which may be later converted into actionable intelligence by personnel. During the course, participants will gain background information on the benefits of prison intelligence, the intelligence cycle, and counter-intelligence, while practicing techniques for information collection and how to write security information reports (SIRs). Upon completion, participants will be able to write accurate SIRs and understand their crucial role in maintaining security in the prison.



### COURSE STRUCTURE

This course involves a mix of classroom theory and hands-on skills development with several practical exercises to help facilitate experiential learning of key concepts. The training can be delivered by a UNODC mobile training team in a prison setting or at an agreed upon location once appropriate coordination and approval has been established. Where required, meals and transportation will be provided by UNODC.

### COURSE SYLLABUS

- Security Information Reports & the Prison System
- Sources of Information
- Techniques for Information Collection
- Essential Elements of the Report
- Security Information Report Form
- Security Information Report Writing
- Benefits of Effective Prison Intelligence
- Intelligence Cycle

- Counter-Intelligence
- Practical Exercise: Security Information Report Writing

### COURSE REQUIREMENTS

This course is intended for all uniformed and non-uniformed prison staff, but participants should have strong writing skills as they will engage in exercises to practice writing reports.

### COURSE LENGTH

2-3 hours

## 9. SAFE AND SECURE APPROACHES TO VOCATIONAL TRAINING AND EFFECTIVE REHABILITATION

This course will prepare prison leadership and staff for the delivery of vocational skills training, including techniques for conducting a needs analysis of job vacancies in the community, selecting suitable prisoners for participation based on their level of risk, and enhancing safety awareness. During the course, participants will also learn about the links between vocational training and prisoner rehabilitation and reintegration, as well as the ways in which the goods or structures built by inmates may be used by prison authorities to strengthen its compliance with international human rights. Where possible, UNODC will work with the local authorities to identify potential employers and agencies, capturing them in a document or otherwise, which would in turn enable prison officers to direct prisoners who successfully complete such trainings to possible job openings.



### COURSE STRUCTURE

This course involves instructor-led teaching and group discussions with field simulations and practical exercises to reinforce key concepts.

### COURSE SYLLABUS

- Introduction to Vocational Training for Prisoners
- Prisoners' Skills Development for Rehabilitation and Reintegration
- Needs Analysis of Job Vacancies in the Community
- Risk Assessment & Selection of Prisoners for Vocational Training
- Security Precautions for the Safe Delivery of Vocational Training

- Sustainability of Vocational Training
- Mapping of Local Employers & Job Openings
- Assisting Prisoners' with Post-Release Employment

### COURSE REQUIREMENTS

Participants are required to have strong communication skills and basic knowledge of prisoner risk assessment. Ideally, participants should comprise of front-line officers, prison leaders, and other prison staff to ensure different perspectives.

### COURSE LENGTH

1 week

## 10. PROMOTING LEGAL TRANSPARENCY IN PRISON ENVIRONMENTS

This course is designed to enhance the capacity of prison staff in communicating with convicted prisoners about the conditions surrounding their imprisonment, such as the offence(s) for which they are detained, the length of their sentence, the rules of the prison, and their eligibility for release, among others. By providing practical strategies and facilitating role-play exercises, this course aims to more fully realize prisoners' right to access the prison records concerning them and the rules of the prison. Where relevant, the content of this course will be localized to ensure usefulness.



### COURSE STRUCTURE

This course involves instructor-led teaching and group discussions with practical exercises to reinforce key concepts. The training can be delivered by a UNODC mobile training team in a prison setting or at an agreed upon location once appropriate coordination and approval has been established. Where required, meals and transportation will be provided by UNODC.

### COURSE SYLLABUS

- Introduction to Prisoners' Access to Legal Information and Prison Policies
- International Standards and Norms
- Prisoner File Management
- Stages of the Prisoner Admission Process
- Prisoner Psychology at Admission
- Information for Prisoners at Admission
- Creating Intake Checklists
- Developing Prisoner ID Cards
- Context-Specific Tools for Legal Transparency
- Practical Communication Exercise: Speaking with Prisoners during Admission
- Legal Transparency for Prisoners Serving their Sentence

- Stages of the Discharge Process
- Information for Prisoners at Discharge
- Developing Pre-Discharge Checklists

### COURSE REQUIREMENTS

Participants are required to have strong communications and computer literacy skills and hold a position during which they routinely interact with prisoners during their admission, sentence, and discharge.

### COURSE LENGTH

1 week





## ADDRESSING GLOBAL PRISON CHALLENGES

FOR INQUIRIES, PLEASE CONTACT [GPCP\\_GMCP@UN.ORG](mailto:GPCP_GMCP@UN.ORG)

