



Asian and Pacific Conference
of Correctional Administrators

APCCA BUSINESS REPORT 2021

A Report on APCCA activities and
business from March 2021 to
February 2022

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The following matters are available at <http://www.apcca.org>:

- Correctional Statistics in the Asia and Pacific region
- National and Regional Participation in APCCA
- List of topics for Agenda Items and Specialist Workshops

PART 1

INTRODUCTION

1. OVERVIEW

The Asian and Pacific Conference of Correctional Administrators (APCCA) was formed in 1980. See **Appendix A** for a summary of APCCA history, traditions and management.

APCCA is governed by the *APCCA Joint Declaration 2002* (as amended): see **Appendix B**.

It has been the practice to hold a conference each year in a host country. In 1990, the conference was cancelled for the first time since 1980, as there was no host. APCCA was due to be held in Singapore in 2020. However, it was cancelled due to the global COVID-19 Pandemic (as explained in the *APCCA Business Report 2020*).¹ The APCCA Community was looking forward to attending APCCA 2021 in the Republic of Korea. Unfortunately, due to the ongoing seriousness of the pandemic, it was impossible to hold the conference. The paramount consideration in cancelling was the health and safety of the APCCA Community.

Due to the cancellation of APCCA, there is no Conference Report for 2021. However, it has been important to maintain the organisation's spirit, synergy and philosophy of mutual support. During the year, the Rapporteurs (Irene Morgan and Neil Morgan) and the APCCA Secretariat (Hong Kong (China) and Singapore) therefore worked closely with the Korea Correctional Service to maintain contact with members and to organise meetings of the Finance Committee, the Governing Board and the Business Session.

2. PURPOSE OF THIS REPORT

The purpose of this *APCCA Business Report 2021* is to discuss and record:

- The decision to cancel APCCA 2021 due to the impacts of COVID-19 (see **Part 2**, below).
- Activities during the year, including the redevelopment of the APCCA Website and a Webinar that was held for APCCA members in November 2021 (see **Part 2**, below).
- The plans for a virtual conference to be hosted by the Singapore Prison Service in September 2022 (see **Part 2**, below).
- The various business meetings that were held in 2021, and the decisions made at those meetings (see **Part 3**, below).

As discussed in **Part 3** of this report, the meetings of the Finance Committee and the Governing Board on 29 September 2021 were conducted virtually, via Zoom. The Business Session and other meetings were held via email.

¹ The *APCCA Business Report 2020* is available at www.apcca.org

3. THE 'APCCA SILENCE PROCEDURE' FOR EMAIL MEETINGS

In March 2020, because of the challenges of the COVID-19 pandemic, the United Nations implemented a *Procedure for taking decisions of the General Assembly during the Coronavirus disease 2019 (COVID-19) Pandemic* (see **Appendix E**). This is known as the 'UN Silence Procedure'.

Under the UN Silence Procedure, information is circulated by email and countries are given a minimum of 72 hours to respond. If the recipient of the email does not reply by the deadline, it is assumed that they agree to the proposal.

During 2020, all APCCA business meetings were held by email, using a modified version of the United Nations Silence Procedure (the '*APCCA Silence Procedure*'). The key modification was that Members were given a minimum of one week to respond to proposals, not 72 hours. It was considered that 72 hours was too short to allow members to give a fully considered response.

The *APCCA Silence Procedure* worked well in 2020 and was therefore used again for those meetings that were held by email during 2021.

PART 2

OVERVIEW OF ACTIVITIES IN 2021 AND PLANS FOR 2022

1. CANCELLATION OF APCCA 2021

COVID-19 was detected in late 2019 and spread rapidly (see the *APCCA Business Report 2020*). By April 2020, the seriousness of the pandemic had become clear, and it was necessary to cancel the conference that was scheduled to be held in Singapore in September 2020. The paramount consideration was the risk to the health and safety of delegates if the conference went ahead.

The 2021 conference was due to be held in the Republic of Korea. During 2020 and early 2021, many people were hopeful that the pandemic would ease, and that it might again be possible to host a face-to-face conference. The Korea Correctional Service, Ministry of Justice, Republic of Korea, therefore continued to spend time and energy on planning for APCCA in 2021.

Unfortunately, by February 2021, it was clear that it would not be safe or feasible for the conference to go ahead:

- Globally, the COVID-19 pandemic showed no signs of abating. Even in countries which had managed to reduce rates of infection and death, there were still outbreaks of the disease in the community.
- New strains of the virus were emerging.
- Vaccinations were in their infancy in many countries, and questions were still being raised about vaccine safety and effectiveness.
- International travel remained highly restricted, and it was unlikely that governments would allow senior officers from corrections departments to attend APCCA.
- There was no reasonable prospect that the situation would improve in time for the scheduled conference in September 2021.

In the second week of February 2021, the Rapporteurs held discussions with the Korea Correctional Service. The Korea Correctional Service had concluded that it was not feasible to host APCCA in 2021 because of the COVID-19 pandemic but offered to host APCCA in 2025 instead of 2021.

The Rapporteurs supported the decision of the Korea Correctional Service to cancel the 2021 conference. They also conveyed their deep gratitude for the work that the Korea Correctional Service had put in to planning APCCA 2021, and their appreciation for the generous offer to host in 2025.

In line with the requirements of the *APCCA Joint Declaration*, the following process and timeline was then followed:

- **19 February 2021:** The Korea Correctional Service wrote formally to the Rapporteurs. They explained that the COVID-19 Pandemic made it impossible for them to host the 2021 and asked whether the Republic of Korea could host APCCA in 2025 (see **Appendix F**).

- **22 February 2021:** The Rapporteurs advised the APCCA Secretariat of the Republic of Korea's decision and request.
- **28 February 2021:** The Rapporteurs wrote to the Governing Board asking them:
 - To note the cancellation of the 2021 conference; and
 - To endorse the Republic of Korea as the 2025 host.

In line with the *APCCA Silence Procedure*, Board members were asked to respond by 7 March 2021.

- **8 March 2021:** The Rapporteurs wrote to all APCCA Members advising that the 2021 conference had been cancelled, and that the Governing Board had endorsed the Republic of Korea as the 2025 host.

2. FUTURE APCCA HOSTS

As a result of these decisions, the future hosts for APCCA are:

- 2022: Singapore
- 2023: Vietnam
- 2024: Indonesia
- 2025: Republic of Korea

3. REVAMP OF APCCA WEBSITE

Although the 2021 conference was cancelled, the Rapporteurs and Secretariat remained in contact with members and organised APCCA business meetings (see **Part 3** of this report). Other important initiatives include the redevelopment of the APCCA website and a Webinar in November 2021.

The APCCA website is managed by the Singapore Prison Service. At APCCA 2019 in Mongolia, it was agreed that the Secretariat and the Rapporteurs would review the layout and aesthetics of the website and develop proposals for a more modern, useful and user-friendly website.

Funding was approved for the website revamp in 2020 (see *APCCA Business Report 2020*). During 2021, the Governing Board and the Business Session approved further funding to enhance the new website's capabilities (see **Part 3** of this report).

The Singapore Prison Service, in consultation with the Rapporteurs, worked with a service provider to develop the new-look website. At the Governing Board meeting in September 2021, and in January 2022, APCCA members were given previews of the new website and were invited to provide feedback before it was finalised. Members provided very positive feedback and the website is scheduled to become operational in March 2022.

The new website is a great improvement on the previous version. It is more attractive and more user-friendly. It also contains more information than the previous website. It offers a better 'window to the world' for APCCA, a better service to APCCA members, and a better resource for policy makers,

practitioners, students and researchers across the globe. As it evolves, the new website will also give opportunities for conducting surveys and for more engagement by APCCA members.

4. WEBINAR FOR APCCA MEMBERS IN NOVEMBER 2021

On 18 November 2021, the Singapore Prison Service hosted a webinar for APCCA members on the topic 'Responding to the Challenge of COVID-19 in Corrections'. The webinar, developed in consultation with the Rapporteurs, consisted of simultaneous presentations on three areas of particular importance:

- *Adapting inmate rehabilitation and reintegration during COVID-19* (presentations by Western Australia, Indonesia, Republic of Korea, Macao (China) and Vietnam).
- *Promoting staff resilience and wellbeing during COVID-19* (presentations by Canada, New Zealand, Singapore and Thailand).
- *Operational measures / technological applications to mitigate COVID-19* (presentations by Hong Kong (China), India, Japan and Malaysia).

The webinar was well attended and well received by APCCA members. It provided a timely opportunity to share information and to canvass solutions to the constantly evolving challenges of managing COVID-19 in prisons and other correctional settings. It also provided a welcome opportunity for members of the APCCA family to reconnect.

APCCA members were most appreciative of the efforts of the Singapore Prison Service in organising and facilitating this successful webinar initiative.

The presenters' PowerPoint presentations will be made available at www.apcca.org under 'Knowledge Sharing Portal' only to APCCA Members with authorised login access.

5. PLANNING FOR A VIRTUAL CONFERENCE IN SEPTEMBER 2022

During 2021, the Rapporteurs and the Singapore Prison Service discussed the viability of hosting a virtual conference in 2022 if it was still not possible to hold a face-to-face conference because of the ongoing COVID-19 pandemic.

During the Governing Board meeting and the Business Session in September 2021, the Singapore Prison Service announced that it intended to host a virtual conference because of the ongoing problems of COVID-19 (see Part 3 of this report). The outbreak of the Omicron variant of COVID-19 in early 2022 confirmed the wisdom of this decision.

The Virtual Conference will be held from 19 to 23 September 2022. The following topics were approved by the Governing Board and APCCA members during the 2021 business meetings (see **Part 3** of this report):

Agenda Item 1: Challenges and Initiatives in Corrections.

Agenda Item 2: Managing prison emergencies (COVID-19 Pandemic, natural disasters, disorder, escapes, suicide etc): prevention, preparedness, response and recovery.

Agenda Item 3: Providing effective programs for staff support and career development.

Agenda Item 4: Managing the release of prisoners and engaging the community in reintegration.

Agenda Item 5: Best practices in meeting the needs of offenders in prison and in the community.

The Rapporteurs will prepare a Discussion Guide to assist members to prepare presentations on these topics. The Discussion Guide and full details of the conference will be shared with Members and Observers during 2022.

6. CONCLUSIONS: LOOKING BACK AND LOOKING AHEAD

It is obviously disappointing that APCCA had to be cancelled in 2020 and 2021 due to the pandemic. But it is also obvious that there was no other option. The health and safety of the APCCA Community are of paramount consideration, and it would have been unsafe and unfeasible to host these conferences.

However, APCCA as an organisation has continued to develop. It remains in good health with a positive future:

- Members have remained in contact.
- The new website will be a very valuable tool and 'window' for the organisation.
- The November 2021 Webinar showed the value of new forms of engagement and interaction, as people have become familiar with Zoom and other formats.
- Singapore will host a week-long virtual conference in 2022. This will be a first for APCCA, and offers the opportunity to open up proceedings to a wider audience of people working in corrections.
- Overall, the levels of engagement and interest in APCCA are still high across the region.
- APCCA's financial position is sound.

Many challenges lie ahead, but the APCCA Family can look forward to an enjoyable 'virtual reunion' during the 2022 conference. We also sincerely hope that that vaccination regimes and other measures will lead to a situation where it is once again safe and feasible to travel and to meet together once again.

PART 3

BUSINESS MEETINGS

1. INTRODUCTION

(a) APCCA Business Meetings

APCCA has a Governing Board and a Finance Committee. The membership and roles of the Governing Board and the Finance Committee are laid out in the APCCA *Joint Declaration* (see **Appendix B**).

It has been the practice to hold the following 'Business Meetings' at each annual conference:

- *Finance Committee* meeting (attended by members of the Finance Committee)
- *Governing Board* meeting (attended by members of the Governing Board)
- *Business Sessions* (attended by all delegates)

In practice, APCCA operates by consensus. However, the *Joint Declaration* allows for majority decisions by both the full conference (Clause 12) and the Governing Board (Clause 18).

Clause 18 of the *Joint Declaration* also allows the Governing Board to conduct business 'by means other than meetings' (for example, by email and via Zoom).

(b) How the 2021 Business Meetings were conducted

The APCCA *Silence Procedure* for Email Meetings is explained in **Part 1** of this report. It was used for all business meetings in 2020 and worked well (see the APCCA Business Report for 2020).

In 2021, the Rapporteurs, the Hosts (Republic of Korea) and the Secretariat (Singapore and Hong Kong (China)) decided that it would be preferable to host the Finance Committee and Governing Board meetings by Zoom rather than email. The aim was to give participants a more intimate and personal form of interaction. However, due to the logistical and technological challenges of scheduling and conducting more meetings, the 2021 Business Session was held by email using the *APCCA Silence Procedure*.

The Zoom meetings of the Finance Committee and Governing Board required considerable planning and preparation:

- The Korea Correctional Service (as host) was involved in all stages of planning, preparation, and conducting the meetings. Dr Yoo Byung-chul, Commissioner of the Korea Correctional Service, chaired the Governing Board meeting.
- The Singapore Prison Service provided the technical and logistical support that allowed people to connect and contribute to the meetings.

- The Rapporteurs were responsible for preparing the key documents for the Governing Board and the Business Session, and assisted Dr Yoo Byung-chul, Commissioner of the Korea Correctional Service, in conducting the Governing Board meeting.
- The Hong Kong Correctional Services Department was responsible for preparing the papers for the Finance Committee meeting.

2. FINANCE COMMITTEE MEETING (29 September 2021)

The Finance Committee met by Zoom on 29 September 2021 at 15.30 Seoul (Republic of Korea) time.

Under Clause 22 of the *Joint Declaration* (see **Appendix B**), the Finance Committee members for 2020-2021 were:

- Hong Kong (China) as the APCCA Fund Administrator
- Republic of Korea (as the 2021 host)
- Singapore (as the 2022 host)
- Vietnam (as the 2023 host)
- Mongolia (as the 2019 host)
- Malaysia (as the 2018 host)

The Committee considered the *APCCA Fund Administrator Report 2020-2021*. This report gives details of the overall state of the Fund and of receipts and expenditures in the period from 1 August 2020 to 31 July 2021.

The *APCCA Fund Administrator Report 2020-2021* is available at **Appendix G**.

The *Report of the Meeting of the Finance Committee 2021* is available at **Appendix H**.

The *APCCA Fund Administrator Report 2020-2021* and the *Report of the Meeting of the Finance Committee 2021* must also be considered by the Governing Board. Copies were therefore circulated by email to Board members in between the conclusion of the Finance Committee meeting and the start of the Governing Board meeting.

3. GOVERNING BOARD MEETING (29 September 2021)

The 2020-2021 Governing Board met by Zoom on 29 September 2021 at 16.00 Seoul time. Under Clause 14 of the *Joint Declaration* (**Appendix B**), the Board members were:

Chair – Host for 2021:	Republic of Korea
Secretary: ²	Mrs Irene Morgan (Rapporteur) Professor Neil Morgan (Rapporteur)

² Although the Rapporteurs are Secretaries to the Board, they are not Board members. See Clauses 20 and 24 of the *Joint Declaration* in **Appendix B**.

APCCA Secretariat:	Hong Kong (China) Singapore
2 Future Hosts:	Singapore (2022) Vietnam (2023)
3 Immediate Past Hosts:	Mongolia (2019) Malaysia (2018) Fiji (2017)
4 Elected Members:	China (elected in 2019) Japan (elected in 2019) Australia (elected in 2018) Sri Lanka (elected in 2017)
3 Rotating Members:	Philippines Papua New Guinea Nauru

In their capacity as Secretary to the Governing Board, the Rapporteurs prepared a comprehensive Agenda for the Governing Board meeting (see **Appendix I**).

On 23 September 2021, the Rapporteurs sent this Agenda to Governing Board members, along with a copy of the *APCCA Secretariat report for 2020 –2021* (see **Appendix J**) and instructions for the forthcoming meetings.

On 24 September 2021, a rehearsal for the Governing Board meeting was held via Zoom. The purpose was to test the technology and to discuss meeting procedures and protocols.

The Governing Board Zoom meeting on 29 September 2021 was chaired by Dr Yoo Byung-chul, Commissioner of the Korea Correctional Service, with warmth and professionalism. He and his staff had put a great deal of effort into preparing for the 2021 conference before it became necessary to cancel it. Dr Yoo welcomed the Board members to the meeting and noted the challenges that COVID-19 had brought. He expressed his best wishes to fellow Commissioners, their staff and the offenders in their care. He then handed over to the Rapporteurs, Irene Morgan and Neil Morgan, to guide participants through the agenda items.

Towards the end of the meeting, the Rapporteurs and the Board members formally thanked and expressed their appreciation to Dr Yoo and his staff for their tireless efforts in preparing the 2021 conference amidst the uncertain direction of the pandemic. Many members expressed their eagerness to attend APCCA 2025 in the Republic of Korea. They and the Rapporteurs reminisced about the success of APCCA in 2005 which was hosted by the Republic of Korea with warmth, generosity and professionalism.

The meeting ended with some closing remarks from Dr Yoo. He thanked all participants for their engagement and gave particular thanks to the Rapporteurs and the APCCA Secretariat (Hong Kong (China) and Singapore) for their dedicated service. He said that he sincerely hoped that the Republic of Korea would be able to host a face-to-face APCCA conference in 2025, as scheduled, so that delegates could ‘see our initiatives in corrections, and experience our unique history, culture and traditions.’

The Zoom meeting of the Governing Board was very successful. There was a high level of engagement and participation by members, and they enjoyed the opportunity to see each other again, albeit remotely.

The next stage was for the Rapporteurs to circulate the matters endorsed by the Finance Committee and the Governing Board to all APCCA Members, by holding a Business Session via email.

4. BUSINESS SESSION (23 - 31 OCTOBER 2021)

All APCCA members participate in the Business Session. The Business Session has three main functions:

- To note decisions taken by the Finance Committee or Governing Board in the exercise of their powers under the *Joint Declaration*.
- To consider any recommendations made by the Governing Board, and to endorse or reject those recommendations.
- To consider and take decisions on any other matters that require consideration by the full Business Session under the *Joint Declaration*.

The 2021 Business Session was held by email in accordance with the *APCCA Silence Procedure for Email Meetings* (see **Part 1** of this report).

After the conclusion of the Finance Committee and Governing Board meetings, the Rapporteurs prepared a detailed *Business Session Agenda* (see **Appendix K**).

The Rapporteurs emailed this Agenda to APCCA members on 23 October 2021, with the following supporting documents:

- *APCCA Fund Administrator’s Report (Appendix G)*.
- *Finance Committee Report (Appendix H)*.
- *APCCA Secretariat Report 2020 (Appendix J)*.

In line with the *APCCA Silence Procedure for Email Meetings*, members were asked to reply by 31 October 2021.

The Rapporteurs then collated Members’ responses and prepared a summary of the outcomes of the Business Session.

5. OUTCOMES OF THE BUSINESS MEETINGS

(a) 3 November 2021: summary of outcomes to date and additional funding request

On 3 November 2021, the Rapporteurs emailed their summary of the outcomes of business meetings to the APCCA Community³ (see **Appendix L**).

In this correspondence, the Rapporteurs also requested members to consider one minor additional matter. The Governing Board meeting of 29 September 2021, and the Business Session meeting of 23-31 October had approved additional expenditure for the APCCA website revamp being undertaken by the Singapore Prison Service. However, by oversight, those approvals did not include the Goods and Services Tax (GST) that was payable.

In accordance with the *APCCA Silence Procedure for Email Meetings*, members were asked to say, by 11 November 2021, whether they endorsed this additional expenditure (see **Appendix L**). The additional expenditure was endorsed.

(b) 19 November 2021: final summary of outcomes of business meetings

On 19 November 2021, the Rapporteurs emailed their final summary of the outcomes of business meetings to the APCCA Community⁴ (see **Appendix M**).

³ Namely, APCCA Members and regular Observers: Maldives, Pakistan, Myanmar, the United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI), the International Committee of the Red Cross (ICRC).

⁴ Namely, APCCA Members and regular Observers: Maldives, Pakistan, Myanmar, the United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI), the International Committee of the Red Cross (ICRC).

Appendix A

APCCA: History, Traditions and Management

1. History

The first APCCA meeting was held in Hong Kong in 1980. It developed out of 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.

Between 1980 and 2019, APCCA met in numerous nations across the region: Australia (five times); Brunei Darussalam; Canada (three times); China (three times); Hong Kong (China) (three times); Fiji (twice); India (twice); Indonesia; Japan (three times); Republic of Korea (twice); Malaysia (four times); Mongolia; New Zealand (three times); Singapore; Thailand (twice), Tonga and Vietnam. In 1990, the conference was not held as there was no host. The 2020 and 2021 conferences had to be cancelled due to the global COVID-19 Pandemic.

From 1980 to 1992, the conference was assisted by the Australian Institute of Criminology. From 1993 to 2002, it was assisted by the late Professor David Biles, and from 1997 to 2002, Professor Neil Morgan worked with Professor Biles.

In 2003, Professor Morgan⁵ and Mrs Irene Morgan⁶ were formally appointed as Rapporteurs under the new *APCCA Joint Declaration 2002* (please see below).

2. The Joint Declaration 2002 (as amended)

A significant stage in APCCA's history was the signing of a *Joint Declaration* (see **Appendix B**) by all jurisdictions present at the 2002 conference in Bali, Indonesia. Since then, a number of other jurisdictions have signed up and the *Joint Declaration* has been amended over the years.

As at March 2021, the APCCA members are Australia (all States and Territories), Bangladesh (joined in 2017), Brunei Darussalam, Cambodia, Canada, China, Hong Kong (China), Macao (China), Fiji, India, Indonesia, Japan, Kiribati, Republic of Korea, Malaysia, Mongolia, Nauru (joined in 2018), New Zealand, Papua New Guinea, Philippines, Singapore, Solomon Islands, Sri Lanka, Thailand, Tonga, Vanuatu (joined in 2017) and Vietnam.

⁵ In May 2019, Neil retired as Inspector of Custodial Services for Western Australia (www.oics.wa.gov.au) after serving 10 years in that position. He is an Emeritus Professor at the University of Western Australia and a Visiting Research Professor at the National University of Singapore. He holds a First Class Honours degree in law from Oxford University, an MA in Criminology from Sheffield University, and a PhD (with Distinction) from UWA. He has received two Australian national teaching awards, one for teaching criminal Law, and one for contributions to Aboriginal legal education.

⁶ Irene is a Prison and Legal Policy Consultant. She has an Upper Second Class Honours degree in Law from the University of Essex, UK and a Master of Laws from the University of Western Australia (UWA). She is the recipient of UWA's *Excellence in Teaching Award*. She previously held positions as Legal Policy Advisor (Western Australia Police); Principal Legislation Project Officer (Department of Health); Legal Research Officer (Parole Board and Mentally Impaired Accused Review Board of Western Australia), and senior law academic positions at UWA.

The *Joint Declaration*, which followed from the recommendations of a Working Party in 2002, sought to place APCCA on a firmer and clearer footing for the future while not detracting from its positive and well-established traditions.

Key features of the *Joint Declaration* include:

- A broad statement of the organisation's goals.
- Establishment of a *Governing Board*.
- Formalisation of arrangements for the administration of the APCCA Fund, including the establishment of a *Finance Committee* and the *Administrator of the APCCA Fund*.
- Appointment and role of the *Secretariat*.
- Appointment and role of the *Rapporteur*.

Since 2002, the Secretariat's position has been jointly held by Hong Kong (China) and Singapore. Hong Kong (China) was also formally appointed as the Administrator of the APCCA Fund.

The roles of the Rapporteurs are also set out in the *Joint Declaration*. Professor Neil Morgan (who has been serving APCCA since 1997) and Mrs Irene Morgan (who has been serving APCCA since 2000) have been formally appointed as the Rapporteurs since 2003.

During APCCA 2010 in Vancouver, Canada, the Conference acknowledged the strong traditions and achievements of APCCA. However, as it was around ten years since the *Joint Declaration* had been signed, it was decided that it was timely to survey members and to establish a *Working Group on the Future Directions of APCCA* to examine opportunities to build on these achievements over the next decade. The Working Group met in Langkawi, Malaysia, in July 2011 which was generously hosted by Malaysia. The Working Group's findings and recommendations were accepted at APCCA 2011 in Tokyo⁷

3. APCCA Traditions

APCCA has several important traditions:

- It is unique because the annual conference is not open to general registrations but is strictly by invitation only by the host country to the chief executive officers of correctional departments in the Asia-Pacific region.
- There is no registration fee. Delegates pay for their travel and accommodation expenses.
- Host nations provide hospitality as well as logistical support and an appropriate venue.
- Each year, formal business meetings are held: Finance Committee, Governing Board, Business Sessions 1 and 2, and Agenda Topics Committee.
- Each year, several topics are presented and discussed by the delegates (see below).
- Production of the annual *Conference Report*, *Discussion Guide*, *APCCA Regional Statistics*, *Secretariat Report*, *Finance Committee Report*, *Report of the Fund Administrator*, and *Newsletters*. These are discussed below.

⁷ See N Morgan and I Morgan, *APCCA Report 2011* at <http://www.apcca.org>

4. APCCA Symbols

APCCA has adopted a number of symbols that embody its enduring values and traditions:

- *A Fijian War Club*: 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.
- *An Indian Oil Lamp*: The Indian brass lamp is a symbol of learning and enlightenment. In the context of APCCA, the lamp shines the pathway to the sharing of ideas and best practices in corrections amongst APCCA members.
- *APCCA Flag*: The flag was presented by the Corrections Bureau of Korea when it hosted the conference in 2005. It symbolises the long life and strength of APCCA. Its crystal blue colour symbolises not only peace and humanism but also strictness and transparency of law enforcement that the correctional administration pursues.
- *APCCA Song*: At the 2008 conference in Malaysia, APCCA adopted a song composed by the Malaysian Prison Department entitled '*Togetherness in Unity*'. The lyrics reflect the strength of APCCA where friendships and knowledge are shared each year, and how member countries can help one another to make the world a better place. The APCCA Song is played during the Opening and Closing Ceremonies of the conference (see **Appendix D** for the lyrics).



APCCA symbols: Fijian war club, Indian oil lamp, APCCA flag and APCCA song

5. The Discussion Guide and Presentations on Agenda Items 1-5

Each year, a number of topics are presented and discussed by the delegates during the conference. The topics are chosen at the preceding conference by an Agenda Topics Committee.⁸ The Rapporteurs then write a detailed *Discussion Guide* on the various topics which is distributed to APCCA members a few months prior to the conference week.

The *Discussion Guide* provides a structure and a series of suggested questions to assist member countries to write their papers and presentations. Most of the papers follow this structure, allowing a

⁸ Topics discussed at previous conferences are available at <http://www.apcca.org>

more structured focus to the topic in question and an ability to compare practice across jurisdictions. Presenters also use PowerPoint for their presentations.

The topic for Agenda Item 1 is '*Challenges and Initiatives in Corrections*' which:

- Remains the same each year.
- Allows a country to focus on selected recent initiatives or challenges.
- Maintains respect, equality and inclusiveness for each country to deliver a presentation to the whole conference.

The topics for Agenda Items 2 to 5 are selected in the previous conference during an Agenda Topics Committee meeting chaired by the Rapporteurs. The Rapporteurs also discuss with the future host on potentially suitable topics. PowerPoint presentations of Agenda Items 2 to 5 are held in concurrent sessions (on Tuesday). As the topics are quite specialised and varied, between six and eight presenters deliver PowerPoint presentations on those topics.

6. APCCA Conference Reports, Correctional Statistics and Newsletters

One of the most important traditions of APCCA has been the production of the annual **Conference Reports**, the writing of which is the responsibility of the Rapporteurs (Professor Neil Morgan and Irene Morgan). The *Conference Reports* are a specialist report, not just a summary record of the conference, in that they contain a thematic analysis of the matters raised in the various agenda items. These Reports have been used by University academics for teaching and research purposes.

Another important aspect of APCCA's functions is the publication of the **Correctional Statistics**. The APCCA Secretariat (Hong Kong (China) branch) is responsible for circulating data request forms to members, for collating the responses, and for compiling and presenting the results.

In addition, **Newsletters** are produced bi-annually by the APCCA Secretariat (Singapore branch). Member countries are invited to submit articles on selected topics, for publication on the website.

The **Conference Reports**, **Correctional Statistics** and **Newsletters** are the most comprehensive source, sometimes the only source, on diverse correctional areas (available at <http://www.apcca.org>). These documents are invaluable for the following reasons:

- They are used in various academic institutions and organisations, including United Nations affiliated bodies, in publications, teaching and research on correctional trends and issues.
- They provide useful research, training, and educational tools.
- Some countries translate the Conference Reports that deal with the agenda items, for local use.
- Countries which are unable to attend the conferences also make use of these documents.
- The APCCA Correctional Statistics provide an invaluable and unique resource which permits some tracking of historical trends as well as access to current data on matters such as imprisonment rates.
- Over the years many delegates have commented on the value of the Conference Reports as a resource in developing correctional policies, laws and practices and in influencing government decisions.

Appendix B

APCCA Joint Declaration 2002 (as amended)

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, programs, 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 has 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 Secretariat;
 - (e) Identifying and recommending a suitable person to serve as Rapporteur, as required, for the endorsement of the Annual Conference; and
 - (f) Recommending agenda items for each Annual Conference.
14. The composition of the Governing Board for a particular Annual Conference will be as follows:⁹
- (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 hosts of the next two Annual Conferences.¹⁰

⁹ The original opening words of Clause 14 were: "There will be a maximum of 14 Governing Board members, including the Board Chair." However, at the 2015 conference in Thailand, it was noted that as a result of the amendment to Clause 14(f) in 2014 (see footnote below), it was necessary to amend Clause 14 to reflect the fact that the Board could now consist of 15 members. The simplest solution was to delete the opening words in Clause 14.

¹⁰ At the 2004 conference in Singapore, Clause 14 was amended by inserting a new sub-clause (f) to include the host of the next Annual Conference as a member of the Board. However, at the 2014 conference in Canada, it was decided that to assist future hosts, the membership of the Board be extended to include the next *two* hosts. Thus, Clause 14(f) was amended to read: 'the hosts of the next two Annual Conferences'.

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, the current conference host, the two immediate prior hosts, and the two immediate future hosts.¹¹ 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.¹²
23. There will be a Programme Committee to assist the Annual Conference host in planning conference programmes.

¹¹ The membership of the *Finance Committee* was amended in 2012 in Brunei Darussalam. The original wording regarding membership was: “*There will be a Finance Committee comprising the APCCA Fund Administrator and two other APCCA members appointed by the Annual Conference.*”.

¹² At APCCA 2012 in Brunei Darussalam, the nominal amount was set at US\$1,000 (see page 146 of the APCCA Report 2012).

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 31 July.¹³
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 financial statements of the APCCA Fund will be certified by an accounting professional and, together with the APCCA Fund Administrator's Report, will be presented to the Governing Board for endorsement before tabling at the Annual Conference.¹⁴

¹³ As amended in India in 2013. The previous wording of Clause 30 was: *'The financial year of the APCCA ends on 30 September'*.

¹⁴ As amended in New Delhi, India in 2013. The previous wording of clause 32 was: *"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 C

APCCA Members

- Australia (Australian Capital Territory, New South Wales, Northern Territory, Queensland, Tasmania, Victoria and Western Australia)
- Bangladesh
- Brunei Darussalam
- Cambodia
- Canada
- China
- Hong Kong (China)
- Macao (China)
- Fiji
- India
- Indonesia
- Japan
- Kiribati
- Republic of Korea
- Malaysia
- Mongolia
- Nauru
- New Zealand
- Papua New Guinea
- Philippines
- Singapore
- Solomon Islands
- Sri Lanka
- Thailand
- Tonga
- Vanuatu
- Vietnam

Appendix D

APCCA Song – ‘*Togetherness in Unity*’¹⁵

*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*

¹⁵ The APCCA Song was created by Malaysia when it hosted the 28th APCCA in Langkawi, Malaysia in 2008.

Appendix E

United Nations “*Procedure for taking decisions of the General Assembly during the Coronavirus disease 2019 (COVID-19) pandemic*”, 9 April 2020 [‘The UN Silence Procedure’]



THE PRESIDENT
OF THE
GENERAL ASSEMBLY

9 April 2020

Excellency,

I have the pleasure to transmit herewith, a document outlining the step-by-step process for the consideration of draft decisions/resolutions, in accordance with General Assembly decision 74/544 of 27 March 2020, entitled, “*Procedure for taking decisions of the General Assembly during the Coronavirus disease 2019 (COVID-19) pandemic*”.

To ensure ease of access, all documents on the work of the General Assembly during this extraordinary time, can be found under the “COVID-19” tab on my website (<https://www.un.org/pga/74/covid-19/>).

Meanwhile, I am pleased that the General Assembly has continued its important work via novel means in order to ensure business continuity and mitigate the spread of COVID-19. My Office will continue to, regularly, update Member States via webinars on a weekly basis.

I avail of this opportunity to express my solidarity with Member States who are fighting COVID-19 and extend my sincere condolences for their loss.

Please accept, Excellency, the assurances of my highest consideration.



Tijjani Muhammad-Bande

All Permanent Representatives and
Permanent Observers to the United Nations
New York



UPDATED

Step-by-Step process for consideration of draft decisions/resolutions in accordance with General Assembly decision 74/544 of 27 March 2020 entitled “Procedure for taking decisions of the General Assembly during the Coronavirus disease 2019 (COVID-19) pandemic”

When the President of the General Assembly intends to circulate a draft decision/resolution to the General Assembly via silence procedure in accordance with General Assembly decision 74/544 of 27 March 2020 entitled “Procedure for taking decisions of the General Assembly during the Coronavirus disease 2019 (COVID-19) pandemic”, the following steps will be followed:

1. The President of the General Assembly will consult the General Committee.
2. The President of the General Assembly will, by a letter, circulate the draft decision/resolution to all Member States under a silence procedure of at least 72 hours.
 - The letter will indicate the specific time by which any objections should be raised;
 - The letter will attach the following:
 - The English text of the draft decision/resolution. The draft decision/resolution will be made available at the same time the letter is sent on Official Document System (<https://documents.un.org/prod/ods.nsf/home.xsp>) in all official languages, unless, in accordance with practice, extraordinary circumstances the Assembly to take action on the basis of the English unedited text only;

- Any requisite procedural decision (such as the reopening of an item that was previously closed or reallocation of the item to the plenary) also to be put under the silence procedure with the same deadline;
 - Any information available from the Secretariat on programme budgetary implications. If there is an oral statement on programme budgetary implications, it will be posted by DGACM on e-deleGATE (General Assembly plenary announcements) and Member States will also be notified by email from gaab@un.org;
 - Outline the procedure for explanations of position in annex (see below).
3. If there are no objections within the specified time period, the President of the General Assembly will circulate a letter confirming adoption.

As per usual practice, the complete list of co-sponsors, including all additional co-sponsors, will be issued as an addendum to the L document (A/74/L.XX/Add.1) soon after the adoption.

4. If adopted, Member States wishing to make an explanation of position (except co-sponsors who are not allowed to make an explanation under rule 88 of the rules of procedure) may do so in any of the following ways, without prejudice to the delegations' rights under the rules of procedure to explain their position at the first plenary meeting to be held in order for the General Assembly to take note of the decision after the cessation of the precautionary measures as soon as the circumstance allow:

Option 1: electronic versions of the statements in explanation of position received within two weeks of the end of the silence procedure will be posted on the [e-delegate](#) portal, under Plenary announcements. Please indicate the title of the draft decision/resolution in the subject line of the e-mail to be sent to Ms. Ludette Quiogue at quiogue@un.org in the General Assembly Affairs Branch.

Option 2: Member States can address their communication to the President of the General Assembly (to be sent to opga@un.org). If received prior or within the hour following the end of the silence procedure, it will then be circulated in a subsequent letter from the President to all Member States. If received afterwards, it will be posted on the [e-delegate](#) portal. Please clearly indicate the title of the draft decision/resolution in the subject line of the communication.

Option 3: Member States can also address a communication to the Secretary-General requesting the issuance of their communication.

- Such communications should be addressed to the Secretary-General and signed by the permanent representative or chargé d'affaires, a.i., of the permanent mission to the United Nations.
 - The communications should indicate the session of the General Assembly, and the number and title of the agenda item under which circulation is requested, using the agenda of current session of the Assembly.
 - A scanned copy of the original signed communications (PDF version) as well as their Microsoft Word versions should be sent together to the Executive Office of the Secretary-General (sgcentral@un.org) with a copy to gaab@un.org and dms@un.org to facilitate processing. If versions in any other United Nations official languages are available, they should be included electronically with a clear indication of the original language and/or which language versions are to be used for reference only.
5. Member States wishing to make an objection may do so via a letter or Note Verbale addressed to the President of the General Assembly. Such correspondence should be sent via email to opga@un.org. Please clearly indicate the title of the draft decision/resolution in the subject line of the communication.
6. If there are objections, the President of the General Assembly will circulate a letter informing that the silence has been broken.

The President of the General Assembly may choose to refer the draft decision/resolution and the objections to the sponsors, the co-facilitators of the General Assembly mandated processes for the 74th session, the Chair of the originating Committee, his Office, or a facilitator designated by him, to undertake further consultations.

If there is a revised draft, that can be put to another round of silence procedure either (1) as Rev.1 to the L document or (2) in a form of an “oral revision” that describes the change from the original L document. The same procedure set out in paragraphs 2 to 5 above would be followed.

Please note that currently no vote is technically possible and foreseen for the adoption of draft decisions/resolutions in accordance with General Assembly decision 74/544 of 27 March 2020 entitled “Procedure for taking decisions of the General Assembly during the Coronavirus disease 2019 (COVID-19) pandemic.”

7. At the first possible General Assembly meeting in the General Assembly Hall, the Assembly will take note of the decisions/resolutions adopted under the silence procedure. The Assembly will also be informed of additional co-sponsors communicated to the Secretariat before the deadline for the silence procedure and will hear the oral statement on programme budgetary implications, if any. At that meeting, delegations will also have the opportunity to deliver their statements in explanation of position, in accordance with the rules of procedure.

Appendix F

Letter from Korea Correctional Service (19 February 2021) to Rapporteurs about cancelling the 2021 conference



Korea Correctional Service
Ministry of Justice
13809, GwacheonGovernmentComplex
Gwacheon-si, Gyeonggi-do, Republic of Korea
Tel: +82-2-2110-3442, Fax: +82-2-2110-0383



19 February, 2021

Irene Morgan, Neil Morgan
Rapporteur
APCCA

Opinion about 2021 APCCA

Dear Rapporteurs

We hope this letter finds you in good health and spirits.

We regret to inform you that Republic of Korea cannot host 2021 APCCA, because COVID-19 Pandemic continues in the world including Republic of Korea. COVID-19 vaccines are manufactured and distributed, but there are uncertain risks of COVID-19. We have made this careful decision in several meetings.

We would like to apologize to APCCA members who have expected 2021 APCCA, but we cannot ignore APCCA Community's safety. It was a hard decision to stop preparing the conference, because we really looked forward to meeting APCCA members in Seoul this year. And we know 2025 host is not decided, so Republic of Korea wants to host APCCA in 2025 if it is possible.

We are always grateful for your help and deeply appreciate your wise advice for the conference. And we really hope that this pandemic would be ended in this year, so we are able to meet in Singapore 2022.

We will wait for your opinion about our decision, please let us know procedure of cancellation of 2021 APCCA.

If you have any inquiry, please feel free to contact Ms. Kyeong-hee Lee, a liaison officer. Her contact details are as follows:

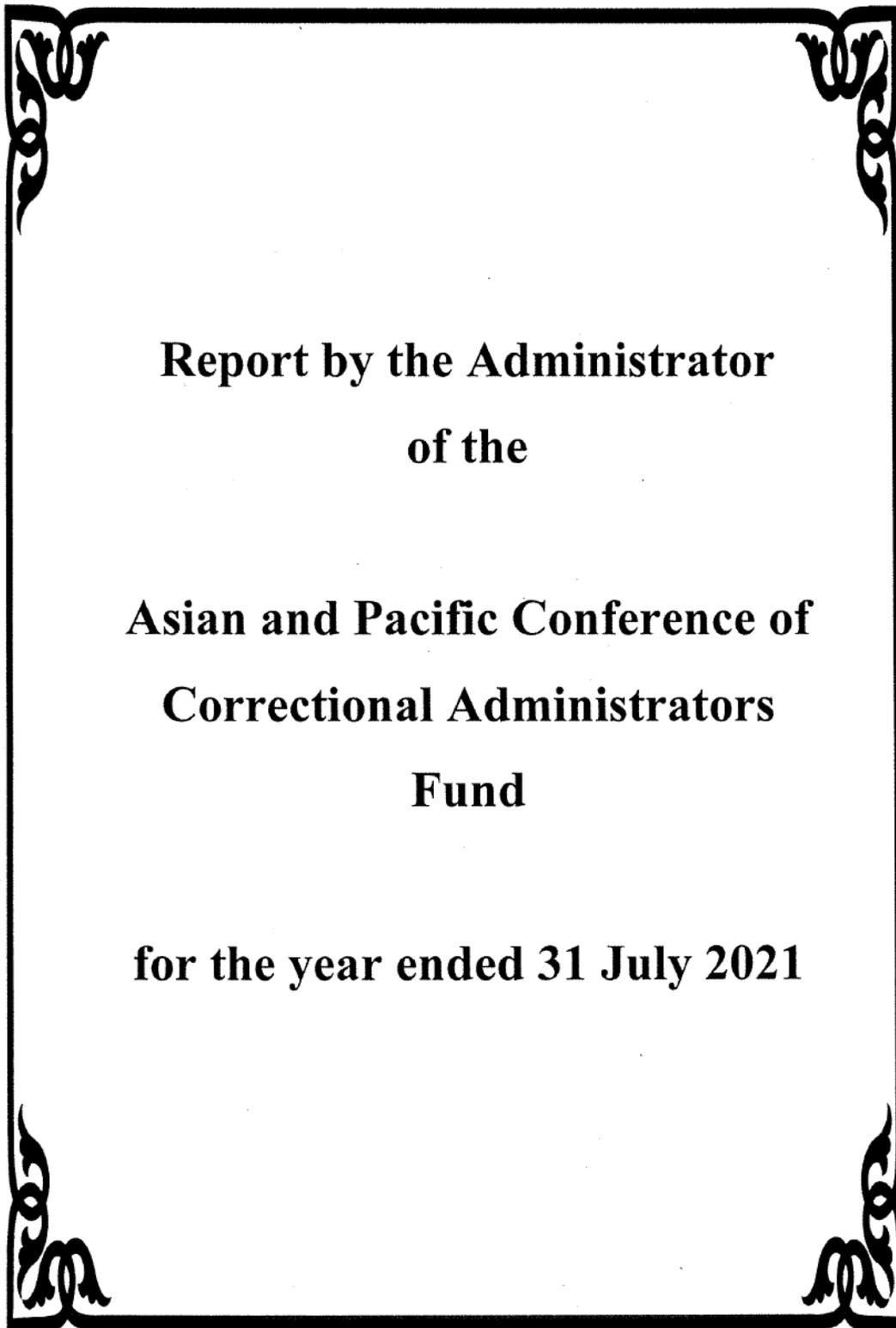
Phone: +82-2-2110-3442, E-mail: obeyme81@korea.kr

Sincerely yours,

Young-hee Lee 
Commissioner
Korea Correctional Service
Ministry of Justice, Republic of Korea

Appendix G

Report of the APCCA Fund Administrator (1 August 2020 - 31 July 2021)



**Report on Administration of
Asian and Pacific Conference of Correctional Administrators Fund
for the year ended 31 July 2021**

Introduction

At the 17th Asian and Pacific Conference of Correctional Administrators (APCCA) held in September 1997 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 Correctional Services Department, Hong Kong, China has been appointed as the Administrator of the Fund since its establishment in December 1997, and a bank account has been opened in the name of APCCA with the Hongkong and Shanghai Banking Corporation Limited. All expenditure 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.

As agreed in the 33rd APCCA Conference held in India in September 2013, the following accounting and payment arrangements have been implemented:

- The financial year of the APCCA will end on 31 July;
- The financial statements of the APCCA Fund will be certified by an accounting professional and, together with the APCCA Fund Administrator's Report, will be presented to the Governing Board for endorsement before tabling at the Annual Conference;
- The APCCA Fund will directly reimburse Rapporteurs the cost of round-trip business class airfares between their home city and the current host country; and
- The accommodation expenses of the Rapporteurs will be borne by the current conference host.

Contribution

While contributions from any jurisdictions would be welcome, a scheme of voluntary contributions from interested nations or territories was recommended in the conference 1997 to provide a small fee and administrative expenses to the APCCA Co-ordinator and Co-rapporteur.

Progress and Results

During the Business Meetings held via emails between 19 October 2020 and 22 November 2020, it was noted that the financial position of the APCCA Fund was healthy.

For the year ended 31 July 2021, total contributions received amounted to US\$18,003. On the other hand, total expenditure was US\$14,963 and included the following:

- US\$14,500 being honorarium to the Rapporteurs;
- US\$373 paid to Quirk Pte Ltd of Singapore for the website hosting of APCCA; and
- bank charges of US\$90 for payments through telegraphic transfer and updating of signatories for the bank account.

After taking into account bank interest income of US\$2, there was a surplus of US\$3,042 for the year. With a balance of US\$223,959 brought forward from the previous year, the Fund had an accumulated surplus of US\$227,001 as at 31 July 2021.

The financial statements were properly prepared and confirmed to have shown truly and fairly the financial position of the fund as at 31 July 2021 and of its income and expenditure for the year then ended by the Senior Treasury Accountant attached to the Correctional Services Department, Hong Kong, China. 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' continuous and staunch support to the Fund is important to build up a solid foundation for the APCCA amidst an ever-changing environment. I sincerely hope that members will continue their support to the APCCA Fund in future years by contributing generously.



WOO Ying-ming

Commissioner of Correctional Services

Hong Kong, China

and

APCCA Fund Administrator

30 August 2021

Asian and Pacific Conference of Correctional Administrators Fund
Balance Sheet as at 31 July 2021

	Note	2021 US\$	2020 US\$
Current Assets			
Cash at bank	2	238,390	234,975
Contribution receivable	3	2,987	2,987
Prepayment	4	124	497
		241,501	238,459
Current Liabilities			
Accounts payable	5	14,500	14,500
		227,001	223,959
Accumulated fund			
Accumulated surplus:			
Balance at beginning of the year		223,959	238,834
Surplus/(Deficit) for the year		3,042	(14,875)
Balance at end of the year		227,001	223,959

I certify that the financial statements are properly prepared and show truly and fairly the financial position of the fund as at 31 July 2021, and of its income and expenditure for the year then ended.



Ms CHAN Hiu-sin
 Senior Treasury Accountant
 Correctional Services Department
 Hong Kong, China
 30 August 2021

Asian and Pacific Conference of Correctional Administrators Fund
Income and Expenditure Account for the year ended 31 July 2021

	Note	2021 US\$	2020 US\$
Income			
Voluntary contribution (Annex)	6	18,003	22,849
Interest income		<u>2</u>	<u>183</u>
		<u>18,005</u>	<u>23,032</u>
Expenditure			
Honorarium to APCCA Rapporteurs	5	14,500	22,750
Rapporteurs' airfares to attend meeting		-	13,913
Shipping fee of APCCA Flag & Symbols		-	713
Ongoing development & maintenance of APCCA website		373	356
Bank charges		<u>90</u>	<u>175</u>
		<u>14,963</u>	<u>37,907</u>
Surplus/(Deficit) for the year		<u><u>3,042</u></u>	<u><u>(14,875)</u></u>

**Asian and Pacific Conference of Correctional Administrators Fund
Notes to the Financial Statements**

1. The financial statements have been prepared on an accrual basis.
2. Cash at bank represents the balance as at year end date.
3. Contribution receivable represents the contribution income for 2020-21 received after the close of financial year.
4. Prepayment represents the website hosting expenditure from August 2021 to November 2021.
5. Accounts payable represents provision for honorarium to the Rapporteurs.
6. Contribution income represents the actual contribution amount received and receivable.

Annex

**Asian and Pacific Conference of Correctional Administrators Fund
 Voluntary Contribution for the year ended 31 July 2021**

Jurisdiction	(a) Contribution US\$	(b) Bank Charges US\$	(c) = (a) - (b) Actual Amount Received US\$
Australia			
New South Wales	1,000.00	8.39	991.61
South Australia	1,025.00	-	1,025.00
Western Australia	1,000.00	-	1,000.00
Canada	3,000.00	12.89	2,987.11
Fiji	1,980.00	16.78	1,963.22
Hong Kong, China	1,000.00	12.91	987.09
Japan	3,000.00	8.39	2,991.61
Macao, China	1,000.00	12.90	987.10
Mongolia	1,000.00	8.40	991.60
Singapore	1,010.00	-	1,010.00
Solomon Islands	990.00	8.40	981.60
Thailand	1,100.00	12.90	1,087.10
Vietnam	1,000.00	-	1,000.00
Total	18,105.00	101.96	18,003.04

Appendix H

Report of the APCCA Finance Committee 2021

Report of APCCA Finance Committee Virtual Meeting at 1530 hours (Seoul time) on 29th September 2021

Present

Mr. WOO Ying Ming, Hong Kong (China)	(Chairperson)
Dr. YOO Byung Chul, Korea	(Member)
Ms. LEE Hee Jung, Korea	(Member)
Mr. Hafidz Othman, Malaysia	(Member)
Colonel, Mr. OCHGEREL Tsedevsonom, Mongolia	(Member)
Lieutenant, Mr. TSEENOROV Rentsentsogt, Mongolia	(Member)
Ms. SHIE Yong Lee, Singapore	(Member)
Mr. Hieu HA, Vietnam	(Member)
Mr. LE Van Dao, Vietnam	(Member)

Recorder

Mr. WONG Wai Tak, Hong Kong (China)

Virtual Meeting over Zoom

Due to the COVID-19 pandemic, it was decided in February 2021 to cancel the APCCA Conference which was due to be held in Korea this year. Despite the cancellation of APCCA 2021, it was later decided that the Business Meetings of APCCA to be held virtually over “Zoom” by Korea.

APCCA Fund Administrator’s Report

- This report covers the period from 1 August 2020 to 31 July 2021.
- A total amount of US\$18,003 contributions have been received from Australia, Canada, Fiji, Hong Kong (China), Japan, Macao (China), Mongolia, Singapore, Solomon Islands, Thailand and Vietnam¹.
- Total expenditure is US\$14,963 covering (i) honorarium to the Rapporteurs; (ii) website hosting of APCCA; and (iii) bank charges for payments through telegraphic transfer and updating of signatories for the bank account.

¹ Queensland (Australia), India, Korea, Malaysia and New Zealand have made their contributions after 31 July 2021 and their contributions will be reflected in the Fund Administrator’s Report of next year.

- With reference to Clause 32² of APCCA Joint Declaration, the financial statements of the APCCA Fund were properly prepared and confirmed to have shown truly and fairly the financial position of the fund as at 31 July 2021 and of its income and expenditure for the year then ended by the Senior Treasury Accountant attached to the Hong Kong Correctional Services Department. The financial statements and the Fund Administrator's Report will be tabled in the coming Governing Board meeting via "Zoom" and Business Sessions via email.

Any Other Business

Nil

² The financial statements of the APCCA Fund will be certified by an accounting professional and, together with the APCCA Fund Administrator's Report, will be presented to the Governing Board for endorsement before tabling at the Annual Conference.

Appendix I

Agenda for Governing Board Virtual Meeting 2021



APCCA 2021
GOVERNING BOARD VIRTUAL MEETING
Wednesday 29th September 2021
4:30pm – 6:00pm (Seoul time)

AGENDA

GOVERNING BOARD 2020 - 2021

Chair - Host for 2021:	Republic of Korea
Secretary to the Governing Board (not Board members):	Mrs Irene Morgan, Rapporteur Professor Neil Morgan, Rapporteur
APCCA Secretariat:	Hong Kong (China) Singapore
2 Future Hosts:	Singapore (2022) Vietnam (2023)
3 Immediate Past Hosts:	Mongolia (2019) Malaysia (2018) Fiji (2017)
4 Elected Members:	China (elected in 2019) Japan (elected in 2019) Australia (elected in 2018) Sri Lanka (elected in 2017)
3 Rotating Members:	Philippines Papua New Guinea Nauru

1. Welcome and Introduction

2. Reports on the *Administration of the APCCA Fund and Finance Committee*

Hong Kong (China) is the APCCA Fund Administrator.

The APCCA Finance Committee will meet shortly before the meeting of the Governing Board. The *Report on the Administration of the APCCA Fund* and the *Finance Committee's Report* will only be available after the Finance Committee meeting. These reports will be emailed to the Governing Board a few minutes before the Board meeting commences.

3. APCCA Secretariat Report

The *APCCA Secretariat Report* is prepared in rotation between Hong Kong (China) and Singapore.

For 2021, the *Secretariat Report* has been prepared by Singapore and will be available at the Board's meeting.

4. Confirmation of future hosts

- 2022 – Singapore
- 2023 – Vietnam
- 2024 – Indonesia
- 2025 – Republic of Korea

(a) Effects of cancelling the 2020 Conference in Singapore

The 2020 conference was cancelled due to the alarming impacts of the COVID-19 pandemic.

Indonesia, who was originally the host for 2022, graciously allowed Singapore to take over the hosting for 2022. Indonesia will now host in 2024.

(b) Effects of cancelling the 2021 Conference in the Republic of Korea

During 2020 and the early part of 2021, the Republic of Korea continued to make preparations to host the conference. However, by February 2021, it was clear that the conference could not go ahead because of the continuing impacts of COVID-19, including the emergence of new variants.

On 28 February 2021, an email meeting of the Governing Board was convened. The Board members were informed of these developments. They:

- Noted the cancellation of the 2021 conference.
- Noted and endorsed the Republic of Korea's generous offer to host in 2025.

On 8 March 2021, all APCCA members were informed of these decisions by email to their nominated contact points.

(c) The 2022 Conference

Singapore is continuing to prepare for APCCA 2022, but COVID-19 continues to cause major worldwide problems.

It will not be clear until early 2022 whether the 2022 conference can go ahead in person. The health and safety of delegates are of paramount importance. Infection rates are currently high in many countries, and most governments have imposed strict restrictions on people entering or leaving their countries.

If it is not possible to hold a face-to-face conference, Singapore (as host) will work with the Rapporteurs and the APCCA Secretariat to consider the feasibility of conducting a virtual conference.

5. Webinar to be organised by Singapore Prison Service for APCCA members in November 2021

The Singapore Prison Service will organise a webinar in November 2021. The topic will be how corrections departments have responded to the challenges of the COVID-19 pandemic. The Rapporteurs have also provided input and support. The Singapore Prison Service will share details soon. We look forward to Members' warm participation as we have not met in two years.

6. Reports on APCCA activities during 2020 and 2021

Although the 2020 conference could not be held in person, the Rapporteurs prepared an *APCCA Business Report* on the organisation's activities and business from the end of the 2019 conference to February 2021. The report was circulated by email to Members' contact points on 12 June 2021.

In 2022, the Rapporteurs will prepare a Report on APCCA activities in the period from March 2021 to February 2022.

7. Confirmation of APCCA members (*for information only*)

The list of APCCA members was confirmed in the APCCA business meetings during 2020. There are no changes to the list in 2021.

- Australia (Australian Capital Territory, New South Wales, Northern Territory, Queensland, South Australia, Tasmania, Victoria and Western Australia)
- Bangladesh
- Brunei Darussalam
- Cambodia
- Canada
- China
- Hong Kong (China)
- Macao (China)
- Fiji
- India
- Indonesia
- Japan
- Republic of Kiribati
- Republic of Korea
- Malaysia
- Mongolia
- Nauru
- New Zealand
- Papua New Guinea
- Philippines
- Singapore
- Solomon Islands
- Sri Lanka
- Thailand
- Tonga
- Vanuatu
- Vietnam

8. Renewal of Term of APCCA Secretariat

The appointment and functions of the APCCA Secretariat are governed by Clauses 19-21 of the *Joint Declaration*. Under Clause 21, the appointment of the Secretariat is reviewed every two years. The last review was at APCCA 2019 in Mongolia.

Hong Kong (China) and Singapore have performed the role of the Secretariat since 2003. They are willing to continue to serve APCCA in this capacity.

9. Governing Board membership for 2021 - 2022

Clause 15 of the *Joint Declaration* states:

“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.”

Clause 14 of the *Joint Declaration* states:

“The composition of the Governing Board for a particular Annual Conference will be as follows:

- (g) *Board Chair*: The host of that Annual Conference will be the Board Chair;
- (h) *Elected membership*: There will be four elected members. Each year, there will be an election for one of the four seats;
- (i) *Previous host membership*: The previous host membership will consist of the past three consecutive host states/territories/areas of the Annual Conferences;
- (j) *Rotating membership*: The rotating membership will consist of three reversed alphabetically chosen states/territories/areas attending the previous year’s Annual Conference;
- (k) *Secretariat host membership*: The existing APCCA Secretariat host(s); and
- (l) *Next host membership*: The hosts of the next two Annual Conferences.”

The Rapporteurs and the Secretariat seek the Board’s approval of the following membership for the Governing Board 2021 – 2022.

Chair for 2021 – 2022:	Singapore (Host in 2022)
2 Future Hosts:	Vietnam (2023) Indonesia (2024)
Secretary to the Governing Board (not Board members):	Mrs Irene Morgan, Rapporteur Professor Neil Morgan, Rapporteur
APCCA Secretariat:	<i>Subject to the Board’s decision for agenda item 7, above.</i>
3 Immediate Past Hosts:	Republic of Korea (2021) Singapore (2020) Mongolia (2019)
3 Rotating Members: ^a	Malaysia India Fiji
4 Elected Members: ^b	Australia (elected in 2018) China (elected in 2019) Japan (elected in 2019) <i>One vacancy</i>

^a These members of the Governing Board are chosen under Clause 14(d) of the *Joint Declaration*. Malaysia, India and Fiji have been selected based on the members who attended the last face-to-face conference in Mongolia in 2019.

^b One country has expressed a desire to nominate as an elected member. An election will only be held if there is more than one nomination.

10. Proposed Agenda Topics for 2022

The Rapporteurs and the host for 2022 (Singapore) have discussed the Agenda Topics for the 2022 conference. It is proposed that the topics for 2022 will be those that would have been discussed during the 2021 conference:

- Agenda Item 1: Challenges and Initiatives in Corrections .
- Agenda Item 2: Managing prison emergencies (COVID-19 Pandemic, natural disasters, disorder, escapes, suicide etc): Prevention, preparedness, response and recovery.
- Agenda Item 3: Providing effective programs for staff support and career development
- Agenda Item 4: Managing the release of prisoners and engaging the community in reintegration.
- Agenda Item 5: Best practices in meeting the needs of offenders.

In early 2022, the Rapporteurs and Singapore will finalise the topics for APCCA 2022 and will notify the APCCA Community.

In May 2022, the Rapporteurs will write the *Discussion Guide*. This will explain what the topics are about and will guide APCCA Members to prepare their papers and presentations for APCCA 2022.

11. Revamp of APCCA website

The aim of the APCCA website is to facilitate information sharing amongst members and to promote a wider exposure of the APCCA to the global community. Since 2002, Singapore has been maintaining and managing the APCCA website.

The website was last revamped in 2012 and is showing its age. At APCCA 2019, it was agreed that the Secretariat and the Rapporteurs would review the layout and aesthetics of the APCCA website, in liaison with a website vendor, and would report to the 2020 Governing Board.

In 2020, the Governing Board and the Business Meeting considered Singapore's proposals and approved the proposed funding. See *APCCA Business Report 2020* (available on the APCCA website).

During the rest of 2020 and 2021, the Rapporteurs and Secretariat have held further discussions on the revamp of the website.

The Singapore Prison Service will provide an update on progress and on expected timelines for rolling out the new website. A link to the beta website will be shared with Members for a 'preview' of the new website once ready.

12. Other business

13. Close

Appendix J

APCCA Secretariat Report (September 2020 – September 2021)

APCCA SECRETARIAT REPORT (September 2020 – September 2021)

For submission to APCCA 2021

This report briefly informs members of the work done by the APCCA Secretariat during the period between September 2020 to September 2021.

Role of APCCA Secretariat

2. The APCCA Joint Declaration provides for the establishment of the APCCA Secretariat (hereafter referred to as the Secretariat) to provide support services to the APCCA and its Governing Board. The main duties of the Secretariat are to:

- a. Serve as a focal point between the APCCA and its members, and between the APCCA and other individuals and organisations;
- b. Produce the APCCA newsletter;
- c. Operate the APCCA website;
- d. Implement the resolutions and exercise such powers as authorised by the Annual Conference and / or the Governing Board; and
- e. Serve as the APCCA Fund Administrator.

Secretariat Appointment

3. The Hong Kong Correctional Services Department (HKCSD) and the Singapore Prison Service (SPS) were appointed by the APCCA at its 21st Annual Conference in 2001 to co-serve as the Secretariat for a term of two years. At the 23rd, 25th, 27th, 29th, 31st, 33rd, 35th, 37th and 39th Annual Conference held in 2003, 2005, 2007, 2009, 2011, 2013, 2015, 2017 and 2019 respectively, the appointment was renewed for a total period of eighteen years till 2021.

4. Based on a cooperative agreement between the two Departments, HKCSD undertakes the general administrative duties, liaison work and financial matters while SPS is responsible for the production of APCCA newsletter and the management and maintenance of the APCCA Website.

Administrative and Co-ordination Work

5. Thirty-four jurisdictions have signed the APCCA Joint Declaration and hence became members of the APCCA. A total of 24 jurisdictions participated in the 39th Annual Conference held in Ulaanbaatar, Mongolia in 2019.

6. Efforts have been made by the Secretariat to compile correctional statistics from member countries. With effect from June 2020, the statistics form was amended to collect data on three new Key Performance Indicators (KPIs) (i.e. recidivism, assault and escape rates) as endorsed at the APCCA 2019 in Mongolia. This year, twelve jurisdictions responded to our call for statistical returns. The correctional statistics, compiled by the Secretariat, will be published on the APCCA website after the conclusion of the APCCA 2021 Business Session.

7. As the APCCA Fund Administrator, HKCSD manages the Fund in accordance with the APCCA Joint Declaration with the assistance of the Finance Committee. The APCCA Fund Administrator's Report and the Finance Committee's Report for 2020-2021 will be tabled by email at the virtual Governing Board meeting and the Business Session in 2021.

APCCA Newsletter

8. The APCCA Newsletter is a publication for the purpose of sharing and learning amongst correctional counterparts in the Asia and Pacific region. SPS has undertaken the production work since assuming duties as the APCCA Secretariat in 2001. The 49th edition of the newsletter was themed "Emerging Stronger from COVID-19" and was published in July 2021. This year, eight APCCA members responded to the call for articles. They contributed articles on detection and prevention of spread of COVID-19 in correctional facilities, leveraging technology for effective operations and rehabilitation for offenders, and rallying of staff through these tough times. The 50th edition of the newsletter is being planned for publication before the end of 2021.

9. The Secretariat would like to thank the members who contributed to the 49th newsletter and looks forward to continued support from members for future issues. The Secretariat also hopes that members will continue to utilise the APCCA newsletter as a platform to share their knowledge and expertise and update each other on their latest developments to improve correctional practices.

APCCA Website

10. The aim of the APCCA website is to facilitate information sharing amongst members and promote APCCA to the global community. With the setting up of the APCCA Secretariat in 2001, SPS was given the responsibility of maintaining and managing the APCCA website and has been doing so since October 2002. The revamped APCCA website in 2012 saw an improvement of the layout and aesthetics, and the creation of a restricted access repository so that APCCA members can share information and materials amongst themselves. The website now acts as a one-stop portal for all relevant information, such as points of contact, conference resources and newsletters updates.

11. It has been 9 years since the last revamp of the APCCA website in 2012. In consultation with HKCSD and the APCCA Rapporteurs, SPS has worked with the website vendor to improve the layout, aesthetics and accessibility of information of the website. New features to improve learning exchanges, such as a “Survey” function and a repository for sharing correctional research articles, have also been considered for implementation. SPS will provide an update on the new functions and expected timelines for rolling out the new website during the virtual Governing Board meeting in 2021. A link to the beta website will also be shared with Members for a ‘preview’ of the new website once ready.

Concluding Remarks

12. On behalf of the APCCA community, the Secretariat wishes to thank the Rapporteurs, Professor Neil Morgan and Ms Irene Morgan, for their hard work and contributions to our community. Their precious time and efforts are much appreciated.

13. The Secretariat also takes this opportunity to thank all APCCA members for their contributions and support for its work in the past year and looks forward to their continued support in the coming years.

**APCCA Secretariat
September 2021**

Appendix K

APCCA Business Session 2021: Agenda



APCCA 2021: BUSINESS SESSION (EMAIL) MEETING – 23 OCTOBER 2021

AGENDA

1. The 2021 Governing Board, Finance Committee and Business Session meetings ('the Business Meetings')

Background

Due to the continuing seriousness of the COVID-19 Pandemic, it was necessary to cancel the conference that was due to be held in the Republic of Korea in September 2021.

However, it is vital to hold the annual APCCA Business Meetings to conduct essential business and to maintain the organisation's purpose, spirit and synergy. In 2020, all these meetings were held by email following the cancellation of the conference in Singapore.

It was decided that in 2021, the meetings of the Governing Board and the Finance Committee would be held by Zoom, but that the Business Session would be conducted by email.

Zoom Meetings of Finance Committee and Governing Board

The Finance Committee Zoom meeting was held prior to the Governing Board meeting on 29 September 2021. The Republic of Korea, the Rapporteurs and the APCCA Joint Secretariat (Singapore and Hong Kong (China)) worked closely to ensure the smooth running of these meetings.

Dr YOO Byung-chul, the Commissioner of Korea Correctional Service, chaired the meetings with warmth and professionalism. He and his staff had put a great deal of effort into preparing for the 2021 conference before it became necessary to cancel it. Their efforts are greatly appreciated.

The Singapore Prison Service provided technical and logistical support for the Zoom meetings, and ensured that people were able to connect to the meetings and to contribute to them.

The Hong Kong Correctional Service prepared the papers for the Finance Committee meeting.

The Rapporteurs (Irene and Neil Morgan) prepared the papers for the Governing Board and assisted Dr Yoo in chairing the Board meeting.

The Zoom meetings were very well attended, and were conducted in the respectful, collaborative and friendly spirit of APCCA. There was a positive consensus on all matters that were discussed.

The ‘Silence Procedure’ adopted for this Business Session

In 2020, APCCA adopted a modified version of the *United Nations Silence Procedure* for taking decisions during the pandemic. This approach was used for all the 2020 business meetings (Finance Committee, Governing Board and Business Session).

Under the *United Nations Silence Procedure*, information is circulated by email and countries are given 72 hours to respond. If they do not respond, silence is taken as agreement.

However, 72 hours is a short timeframe. As in 2020, APCCA Members therefore have a week to respond to the matters raised in this agenda.

Deadline for responses

Please send your responses by 23.59 hours (GMT+8) on Sunday 31 October 2021.

In accordance with the *United Nations Silence Procedure*, if we do not hear from you by this time, silence will be taken as agreement.

2. Reports on the Administration of the APCCA Fund and the Finance Committee 2021 (for endorsement)

As APCCA Fund Administrator, Hong Kong (China) prepared the *Report of the APCCA Fund Administrator* and the *Report of the Finance Committee*, for Governing Board members’ consideration. Copies of these reports have been sent with this agenda.

Mr WOO Ying Ming, Commissioner of the Hong Kong Correctional Service, presented the reports to the Governing Board. The Board thanked Hong Kong (China) for preparing both Reports and for their work in administering the APCCA fund.

The Board accepted both Reports and recommended that they be tabled at the Business Session for endorsement.

Please type your country’s name under ‘Endorsed’ or ‘Not endorsed’:

Endorsed:	
Not endorsed:	

3. APCCA Secretariat Report 2021 (for endorsement)

Each year, the *APCCA Secretariat Report* is prepared and presented, in rotation, between Hong Kong (China) and Singapore. This year, it was prepared by Singapore.

Ms SHIE Yong Lee, Commissioner of the Singapore Prison Service, presented the *Secretariat Report* for the Governing Board’s consideration. A copy of the report has been sent with this agenda.

The Governing Board thanked Singapore for preparing the *Secretariat Report 2021*, and thanked Hong Kong (China) and Singapore for their continued hard work as the Joint Secretariat.

The Board accepted the report and resolved that it be tabled at the Business Session for endorsement.

Please type your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

4. Future Hosts (*for information*)

- 2022 – Singapore
- 2023 – Vietnam
- 2024 – Indonesia
- 2025 – Republic of Korea

As a result of the cancellation of APCCA in 2020 (Singapore) and 2021 (Republic of Korea), there have been some changes to the future hosting arrangements.

Indonesia, who was originally scheduled to host in 2022, graciously allowed Singapore to take over the hosting for 2022. Indonesia will now host in 2024 instead of 2022. Vietnam will host in 2023.

As the Republic of Korea was unable to host APCCA in 2021, it generously offered to host in 2025.

The Governing Board:

- Expressed its great appreciation to Singapore, Vietnam, Indonesia and the Republic of Korea for offering to host APCCA in 2022, 2023, 2024 and 2025, respectively.
- Offered its best wishes and support to the future host countries. The Rapporteurs and the Secretariat are happy to advise and assist host countries in conference planning.
- Advised that if any other country wishes to host the conference, they should contact the Rapporteurs.

Please type your country's name to acknowledge the above hosting arrangements:

Acknowledged:	
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5. Planning and preparation for the 2022 Conference in Singapore (*for information*)

It is extremely difficult to plan with certainty for APCCA 2022 at this stage due to the COVID-19 pandemic. Although vaccination rates have increased, infection rates remain high. The virus is unpredictable and mutating. As a result, travel restrictions are likely to remain in place for a considerable time. And even if restrictions are limited, government departments may remain unwilling to allow staff to travel overseas for business or conference attendance during 2022.

Ms SHIE Yong Lee, Commissioner of the Singapore Prison Service, update the Board on preparations for the 2022 conference. She advised as follows:

- The Singapore Prison Service has already commenced planning and preparation.
- Due to the ongoing and unpredictable nature of the pandemic, and the fact that travel will remain difficult in 2022, Singapore intends to host a virtual conference rather than a face-to-face conference.
- While it is disappointing that we cannot meet in 2022, effective planning requires an early decision.
- A virtual conference will permit higher attendance and less risk to delegates.
- More details will be circulated in the first quarter of 2022.

The Governing Board members and the Rapporteurs thanked Singapore and endorsed their decision to host a virtual conference in 2022. The health and safety of delegates are of paramount consideration.

Please type your country's name to acknowledge the above planning for the 2022 conference:

Acknowledged:	
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6. Webinar on 18 November 2021: 'Responding to the Challenge of COVID-19 in Corrections' (*for information*)

As advised by emails on 17 September 2021 and 8 October 2021, the Singapore Prison Service will host a webinar for APCCA members on 18 November 2021. The aims of the webinar are:

- To share practices on responses to COVID-19 in correctional settings.
- To reconnect APCCA Members through a professional information sharing forum.

For further information, please contact Mr Kevin LIM at lim_jing_jie@pris.gov.sg

Please type your country's name to acknowledge the above webinar:

Acknowledged:	
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7. Reports on APCCA Activities during 2020 and 2021 (*for information*)

Although the 2020 conference could not be held in person, the Rapporteurs and the Secretariat remained busy organising APCCA business.

The Rapporteurs prepared an *APCCA Business Report* on the organisation's activities and business from the end of the 2019 conference to February 2021. This report was circulated by email to Members' contact points on 12 June 2021.

Due to technical issues, this report has not yet been uploaded to the APCCA website. It will be uploaded when the website revamp takes effect (see item 12 below). If you wish to obtain a copy before then, please email the Rapporteurs (irene.morgan@hotmail.com or neilmorgan109876@gmail.com).

In 2022, the Rapporteurs will prepare a Report on APCCA activities for the period March 2021 to February 2022.

Please type your country's name to acknowledge the above activities and reports:

Acknowledged:	
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8. Confirmation of APCCA members *(for information)*

The list of APCCA members was confirmed during APCCA 2019 in Mongolia. There are no changes to the list in 2020.

- | | |
|--|--|
| <ul style="list-style-type: none"> • Australia (Australian Capital Territory, New South Wales, Northern Territory, Queensland, South Australia, Tasmania, Victoria and Western Australia)¹⁶ • Bangladesh • Brunei Darussalam • Cambodia • Canada • China • Hong Kong (China) • Macao (China) • Fiji • India • Indonesia • Japan | <ul style="list-style-type: none"> • Kiribati • Republic of Korea • Malaysia • Mongolia • Nauru • New Zealand • Papua New Guinea • Philippines • Singapore • Solomon Islands • Sri Lanka • Thailand • Tonga • Vanuatu • Vietnam |
|--|--|

Please type your country's name to acknowledge the above APCCA members:

Acknowledged:	
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9. Renewal of appointment of the APCCA Secretariat *(for endorsement)*

The appointment and functions of the APCCA Secretariat are governed by Clauses 19 to 21 of the *APCCA Joint Declaration*.

Under Clause 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'.

The last review of the Secretariat's appointment was at APCCA 2019 in Mongolia.

Hong Kong (China) and Singapore have performed the role of the Secretariat since 2003. They informed the Governing Board that they are willing to continue to serve APCCA in this capacity.

Hong Kong (China) and Singapore left the meeting while the Board considered the appointment of the Secretariat. Board members expressed their profound appreciation for Hong Kong (China) and Singapore's excellent work and outstanding service.

¹⁶ Please note that Australia has only one vote on APCCA matters.

The Board unanimously recommended the reappointment of Hong Kong (China) and Singapore as APCCA Secretariat for a further two years. This appointment will again be reviewed in 2023.

Please type your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

10. Governing Board membership for 2021 – 2022 (for endorsement)

Clause 15 of the *Joint Declaration* states:

“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.”

Clause 14 of the *Joint Declaration* states:

“The composition of the Governing Board for a particular Annual Conference will be as follows:

- (m) *Board Chair*: The host of that Annual Conference will be the Board Chair;
- (n) *Elected membership*: There will be four elected members. Each year, there will be an election for one of the four seats;
- (o) *Previous host membership*: The previous host membership will consist of the past three consecutive host states/territories/areas of the Annual Conferences;
- (p) *Rotating membership*: The rotating membership will consist of three reversed alphabetically chosen states/territories/areas attending the previous year's Annual Conference;
- (q) *Secretariat host membership*: The existing APCCA Secretariat host(s); and
- (r) *Next host membership*: The hosts of the next two Annual Conferences.”

Clauses 14 and 15 of the *Joint Declaration* were originally written on the assumption that APCCA members would meet face-to-face each year. That has not been possible in 2020 or 2021.

In line with the wording and intent of clauses 14 and 15, the Rapporteurs and the Secretariat sought Governing Board approval for the following membership for the Board 2021 – 2022.

Chair for 2021 – 2022:	Singapore (Host in 2022)
2 Future Hosts:	Vietnam (2023) Indonesia (2024)
Secretary to the Governing Board (not Board members):	Ms Irene Morgan, Rapporteur Professor Neil Morgan, Rapporteur
APCCA Secretariat:	<i>Hong Kong (China) and Singapore (subject to the Business Session's endorsement of the Board's recommendation on agenda item 9, above).</i>
3 Immediate Past Hosts:	Republic of Korea (2021) Singapore (2020) Mongolia (2019)

3 Rotating Members: ^(a)	Malaysia India Fiji
4 Elected Members: ^(b)	Australia (elected in 2018) China (elected in 2019) Japan (elected in 2019) <i>One vacancy</i>

Explanatory notes:

- (a) The rotating members of the Governing Board are chosen under Clause 14(d) of the *Joint Declaration*. Malaysia, India and Fiji have been selected based on the members who attended the last face-to-face conference in Mongolia in 2019.
- (b) Sri Lanka has expressed a desire to nominate as an elected member. An election will only be held if there is more than one nomination. *If you wish to nominate as an elected member, please email the Rapporteurs by 23.59 hours (GMT+8) on Sunday 31 October 2021.* If an election is required, you will be advised of the process.

The Governing Board recommended that the proposed Board membership for 2021-2022 (above) be tabled at the Business Session for endorsement.

The Rapporteurs will inform APCCA of the final membership after the elected member has been chosen and the appointment of the Secretariat has been approved.

Please type in your country's name under 'Endorsed' or 'Not endorsed':

Endorsed	
Not endorsed:	

11. **Agenda Topics and Discussion Guide for APCCA 2022 (for endorsement)**

The Rapporteurs and the 2022 host (Singapore) proposed to the Governing Board that the topics for 2022 should be those that would have been discussed during the 2021 conference.

The Governing Board agreed with this proposal. The topics for the 2022 APCCA Conference will therefore be as follows:

- Agenda Item 1:* Challenges and Initiatives in Corrections.
- Agenda Item 2:* Managing prison emergencies (COVID-19 Pandemic, natural disasters, disorder, escapes, suicide etc): Prevention, preparedness, response and recovery.
- Agenda Item 3:* Providing effective programs for staff support and career development.
- Agenda Item 4:* Managing the release of prisoners and engaging the community in reintegration.
- Agenda Item 5:* Best practices in meeting the needs of offenders.

In early 2022, the Rapporteurs and Singapore will confirm the topics for 2022 and will notify the APCCA Community.

In the second quarter of 2022, the Rapporteurs will write the *Discussion Guide*. This will explain the topics in more detail, and will guide APCCA Members on preparing papers and presentations for the 2022 conference.

Please type your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

12. Revamp of APCCA website and additional funding (for endorsement)

Progress of website revamp

The APCCA website facilitates information sharing amongst members and promotes a wider exposure of the APCCA to the global community. Singapore has been maintaining and managing the APCCA website since 2002.

The website was last revamped in 2012 and is showing its age. At APCCA 2019 in Mongolia, it was agreed that the Secretariat and the Rapporteurs would review the layout and aesthetics of the website in liaison with a website vendor, and would report to the 2020 Governing Board.

In 2020, the Governing Board and the Business Meeting considered Singapore's proposals and approved proposed funding. Since then, the Rapporteurs and the Secretariat have held further discussions on the website revamp.

At the Governing Board meeting, the Singapore Prison Service updated the Board on progress and shared a preview of the new website. The new website will come online in stages. It will continue to include all major APCCA resources, such as the annual conference reports. It will also include:

- A survey function. This will allow the website to customise and send questionnaires to members, and to collate and share the responses.
- A repository for APCCA members to share research articles.

Board members agreed that the new website will be a great improvement and that the COVID-19 Pandemic has increased the importance of APCCA having a modern, multi-functional website 'window' to the world. Board members thanked Singapore for their work on the website.

Request for additional funding

In 2020 the Governing Board and the Business Session approved the following expenditure for the new website:

- Set-up costs: S\$15,000
- Annual running and maintenance costs: S\$1,800

An amount of S\$525 had previously been approved for server costs.

The Singapore Prison Service advised the Board that the following additional costs would be necessary to allow the new website to include the survey function and research repository:

- An additional set-up cost of S\$1,500.

- An additional S\$675 each year for server costs. This will mean the total annual service cost is S\$1,200.

Summary of total costs for new website

In summary, the total costs of the new website will be as follows:

- Set-up costs: S\$16,500 (approximately US\$12,210).
- Annual costs (proactive maintenance, updating and server costs): S\$3,000 (approximately US\$2,220).

The Governing Board approved:

- The proposals in relation to the website.
- The request for additional funding.

Under clause 22 of the *APCCA Joint Declaration*, expenditures from the APCCA fund of more than \$1,000 only 'require the prior approval of the APCCA Fund Administrator and one other member of the Finance Committee.' However, as the Business Session approved the website expenditure in 2020, we seek endorsement of the following additional costs:

- A one-off amount for set-up costs of S\$1,500.
- S\$675 each year for server costs.

Please type in your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

Appendix L

APCCA Business Session 2021: Summary of outcomes to date and additional funding request (3 November 2021)



APCCA 2021: BUSINESS SESSION (EMAIL) MEETING – OUTCOMES

1. Introduction – the ‘Silence Procedure’

The Agenda for the APCCA Business Session and relevant attachments were emailed to Members on 23 October 2021, with a request for responses by 23.59 hours (GMT+8) on 31 October 2021.

As in 2020, we used a modified version of the *United Nations Silence Procedure* for taking decisions during the COVID-19 pandemic. In accordance with this procedure, if no response was received by the set time, silence would be taken as agreement.

This document captures the matters that have been endorsed and acknowledged by the APCCA Members. However:

⇒ **Please note that we are seeking your endorsement for one additional minor matter: see the blue highlighted words in item 12 below.**

2. Reports on the *Administration of the APCCA Fund and the Finance Committee 2021*

The APCCA Members endorsed the *Report of the APCCA Fund Administrator* and the *Report of the Finance Committee*, prepared by Hong Kong (China).

3. APCCA Secretariat Report 2021

The APCCA Members endorsed the *APCCA Secretariat Report*, prepared by Singapore.

4. Future Hosts

The APCCA Members acknowledged the following future hosting arrangements:

- 2022 – Singapore
- 2023 – Vietnam
- 2024 – Indonesia
- 2025 – Republic of Korea

5. Planning and preparation for the 2022 Conference in Singapore

The APCCA Members acknowledged that:

- The Singapore Prison Service has commenced planning and preparation for the 2022 conference.
- Due to the ongoing and unpredictable nature of the pandemic, and the fact that travel will remain difficult in 2022, Singapore intends to host a virtual conference rather than a face-to-face conference. This will ensure higher attendance and less risk to delegates.
- More details will be circulated in the first quarter of 2022.

6. Webinar on 18 November 2021: ‘Responding to the Challenge of COVID-19 in Corrections’

The APCCA Members acknowledged that the Singapore Prison Service will host the above webinar for APCCA members on 18 November 2021.

7. Reports on APCCA Activities during 2020 and 2021

The APCCA Members acknowledged:

- The extensive ongoing work of the Rapporteurs and the Secretariat in organising APCCA business.
- The Rapporteurs’ production of the *APCCA Business Report* on the organisation’s activities and business from the end of the 2019 conference to February 2021 (circulated by email on 12 June 2021).
- That in 2022, the Rapporteurs will prepare and circulate a Report on APCCA activities for the period March 2021 to February 2022

8. Confirmation of APCCA members

The APCCA Members acknowledged that the following are members of APCCA:

- | | |
|--|---------------------|
| • Australia (Australian Capital Territory, New South Wales, Northern Territory, Queensland, South Australia, Tasmania, Victoria and Western Australia) ¹⁷ | • Kiribati |
| • Bangladesh | • Republic of Korea |
| • Brunei Darussalam | • Malaysia |
| • Cambodia | • Mongolia |
| • Canada | • Nauru |
| • China | • New Zealand |
| • Hong Kong (China) | • Papua New Guinea |
| • Macao (China) | • Philippines |
| • Fiji | • Singapore |
| • India | • Solomon Islands |
| • Indonesia | • Sri Lanka |
| • Japan | • Thailand |
| | • Tonga |
| | • Vanuatu |
| | • Vietnam |

¹⁷ Australia has only one vote on APCCA matters.

9. Renewal of appointment of the APCCA Secretariat

The APCCA Members endorsed the Governing Board’s recommendation that Hong Kong (China) and Singapore be appointed as the APCCA Secretariat for a further two years (2021 to 2023).

10. Governing Board membership for 2021 – 2022

The APCCA Members considered and confirmed the membership of the Governing Board for 2021-2022.

The Business Session Agenda papers informed Members that Sri Lanka had expressed interest in being an elected member of the Board, but that it was open to any Member to nominate for such a position. No further nominations were received.

Confirmation of the membership of the Board also had to await the Business Session’s endorsement of Hong Kong (China) and Singapore’s appointment as APCCA Secretariat.

As a result of these decisions, the **Governing Board for 2021-2022** is as follows:

Chair for 2021 – 2022:	Singapore (Host in 2022)
2 Future Hosts:	Vietnam (2023) Indonesia (2024)
Secretary to the Governing Board (not Board members):	Ms Irene Morgan, Rapporteur Professor Neil Morgan, Rapporteur
APCCA Secretariat:	Hong Kong (China) and Singapore
3 Immediate Past Hosts:	Republic of Korea (2021) Singapore (2020) Mongolia (2019)
3 Rotating Members:	Malaysia India Fiji
4 Elected Members:	Australia (elected in 2018) China (elected in 2019) Japan (elected in 2019) Sri Lanka (elected in 2021)

11. Agenda Topics and Discussion Guide for APCCA 2022

The APCCA Members endorsed the following proposed topics for APCCA 2022:

- Agenda Item 1:* Challenges and Initiatives in Corrections.
- Agenda Item 2:* Managing prison emergencies (COVID-19 Pandemic, natural disasters, disorder, escapes, suicide etc): Prevention, preparedness, response and recovery.
- Agenda Item 3:* Providing effective programs for staff support and career development.

Agenda Item 4: Managing the release of prisoners and engaging the community in reintegration.

Agenda Item 5: Best practices in meeting the needs of offenders.

The APCCA Members also endorsed the Rapporteurs writing a *Discussion Guide* to assist Members to prepare papers and presentations on these topics.

12. Revamp of APCCA website and additional funding

Pursuant to decisions in 2019 and 2020, the Singapore Prison Service has been working with a website vendor to revamp the APCCA website. The agenda for the Business Session advised Members of the progress that has already been made, and of future plans.

The Business Session endorsed the Governing Board’s approval of the additional funding for the new website.

Due to an oversight, the figures did not include the 7% Goods and Services Tax (GST) that applies in Singapore. Taking account of GST, the correct figures are as follows:

One time set-up costs:

- Cost: S\$16,500
- GST (7%): S\$1,155
- TOTAL: S\$17,655 (approximately US\$13,070)

Annual costs (proactive maintenance, updating and server costs):

- Cost: S\$3,000
- GST (7%): S\$210
- TOTAL: S\$3,210 (approximately US\$2,380)

The Business Session has already endorsed all these costs, except for the GST components.

We seek your endorsement of the following additional expenditure:

- A one-off amount of S\$1,155 (approximately US\$855) for GST on set-up costs.
- An annual amount of S\$210 (approximately US\$155) for GST.

Please type your country’s name under ‘Endorsed’ or ‘Not endorsed’:

Endorsed:	
Not endorsed:	

Please send your response to Irene.Morgan@hotmail.com by 23.59 hours (GMT+8) on Thursday 11 November 2021.

In accordance with the *United Nations Silence Procedure*, if we do not hear from you by this time, silence will be taken as agreement.

Appendix M

APCCA Business Session 2021: Final Summary of Outcomes (19 November 2021)



19 November 2021

Irene Morgan, Rapporteur
Neil Morgan, Rapporteur

Dear APCCA Community

APCCA 2021: Outcomes of the 2021 Business Meetings

Warm greetings, again, from Perth, Western Australia. We trust that you, your family and staff are safe and well.

The following Business Meetings have been concluded for 2021:

- *Finance Committee meeting:* Held by Zoom on 29 September 2021.
- *Governing Board meeting:* Held by Zoom on 29 September 2021.
- *Business Session:* As in 2020, this meeting was conducted using a modified version of the United Nations Silence Procedure for taking decisions during the COVID-19 pandemic. The Agenda and relevant attachments for the Business Session were emailed to Members on 23 October 2021, with a request for responses by 23.59 hours (GMT+8) on 31 October 2021. In accordance with the Silence Procedure, if no response was received by that time, silence was taken as agreement.

On 3 November 2021, we emailed all Members a summary of the outcomes of the Business Session. In that email, we also sought endorsement for minor additional expenditure on revamping the APCCA website (see item 11 below). Using the Silence Procedure, we requested responses by 23.59 hours (GMT+8) on 11 November 2021.

The purpose of this letter is to inform you of the outcomes of all the business meetings.

1. Reports on the *Administration of the APCCA Fund and the Finance Committee 2021*

The APCCA Members endorsed the *Report of the APCCA Fund Administrator* and the *Report of the Finance Committee*, prepared by the APCCA Secretariat (Hong Kong (China) branch).¹

2. APCCA Secretariat Report 2021

The APCCA Members endorsed the *APCCA Secretariat Report*, prepared by Singapore.²

¹ The APCCA Secretariat is jointly held by Hong Kong (China) and Singapore. Hong Kong (China) is also the APCCA Fund Administrator.

² The *APCCA Secretariat Report* is prepared annually, in rotation, by Singapore and Hong Kong (China).



3. Future Hosts

The APCCA Members acknowledged the following future hosting arrangements:

- 2022 – Singapore
- 2023 – Vietnam
- 2024 – Indonesia
- 2025 – Republic of Korea

On behalf of the APCCA Members and Observers, we thank Singapore, Vietnam, Indonesia and the Republic of Korea for their generous offers to host the conference.

4. Planning and preparation for the 2022 Conference in Singapore

The APCCA Members acknowledged that:

- The Singapore Prison Service has commenced planning and preparation for the 2022 conference.
- Due to the ongoing and unpredictable nature of the pandemic, and the fact that travel will remain difficult in 2022, Singapore intends to host a virtual conference rather than a face-to-face conference. This will ensure higher attendance and less risk to delegates.
- More details will be circulated in the first quarter of 2022.

5. Webinar on 18 November 2021: 'Responding to the Challenge of COVID-19 in Corrections'

The APCCA Members acknowledged that the Singapore Prison Service would host the above webinar for APCCA members on 18 November 2021.

Postscript:

- The Webinar was held, as scheduled, on 18 November. It was a great success.
- There were three simultaneous streams entitled '*Adapting Inmate Rehabilitation and Reintegration during COVID-19*'; '*Operational Measures and Technological Applications to Mitigate COVID-19*'; and '*Promoting Staff Resilience and Wellbeing during COVID-19*'.
- Thirteen APCCA members made presentations on the various topics, and all participants benefited from the opportunity to learn from each other.

6. Reports on APCCA Activities during 2020 and 2021

The APCCA Members acknowledged:

- The extensive ongoing work of the Rapporteurs and the Secretariat in organising APCCA business.



- The Rapporteurs' production of the *APCCA Business Report* on the organisation's activities and business from the end of the 2019 conference to February 2021 (circulated by email on 12 June 2021).³
- In 2022, the Rapporteurs will prepare and circulate a *Business Report* on APCCA activities for the period March 2021 to February 2022.

7. Confirmation of APCCA members

The APCCA Members acknowledged that the following are members of APCCA:

- | | |
|---|---------------------|
| • Australia (Australian Capital Territory, New South Wales, Northern Territory, Queensland, South Australia, Tasmania, Victoria and Western Australia) ⁴ | • Kiribati |
| • Bangladesh | • Republic of Korea |
| • Brunei Darussalam | • Malaysia |
| • Cambodia | • Mongolia |
| • Canada | • Nauru |
| • China | • New Zealand |
| • Hong Kong (China) | • Papua New Guinea |
| • Macao (China) | • Philippines |
| • Fiji | • Singapore |
| • India | • Solomon Islands |
| • Indonesia | • Sri Lanka |
| • Japan | • Thailand |
| | • Tonga |
| | • Vanuatu |
| | • Vietnam |

8. Renewal of appointment of the APCCA Secretariat

The APCCA Members endorsed the Governing Board's recommendation that Hong Kong (China) and Singapore be appointed as the APCCA Secretariat for a further two years (2021 to 2023).

9. Governing Board membership for 2021 – 2022

The APCCA Members considered and confirmed the membership of the Governing Board for 2021-2022.

The Business Session Agenda papers informed Members that Sri Lanka had expressed interest in being an elected member of the Board, but that it was open to any Member to nominate for such a position. No further nominations were received.

³ Please contact Irene Morgan (Rapporteur) for a copy of the *APCCA Business Report*. It will be uploaded on the APCCA website when the new website becomes operational (see Item 11, below).

⁴ Australia has only one vote on APCCA matters.



Confirmation of the membership of the Board also had to await the Business Session's endorsement of Hong Kong (China) and Singapore's appointment as APCCA Secretariat.

As a result of these decisions, the **Governing Board for 2021-2022** is as follows:

Chair for 2021 – 2022:	Singapore (Host in 2022)
2 Future Hosts:	Vietnam (2023) Indonesia (2024)
Secretary to the Governing Board (not Board members):	Ms Irene Morgan, Rapporteur Professor Neil Morgan, Rapporteur
APCCA Secretariat:	Hong Kong (China) and Singapore
3 Immediate Past Hosts:	Republic of Korea (2021) Singapore (2020) Mongolia (2019)
3 Rotating Members:	Malaysia India Fiji
4 Elected Members:	Australia (elected in 2018) China (elected in 2019) Japan (elected in 2019) Sri Lanka (elected in 2021)

10. Agenda Topics and Discussion Guide for APCCA 2022

The APCCA Members endorsed the following proposed topics for APCCA 2022:

- Agenda Item 1:* Challenges and Initiatives in Corrections.
- Agenda Item 2:* Managing prison emergencies (COVID-19 Pandemic, natural disasters, disorder, escapes, suicide etc): Prevention, preparedness, response and recovery.
- Agenda Item 3:* Providing effective programs for staff support and career development.
- Agenda Item 4:* Managing the release of prisoners and engaging the community in reintegration.
- Agenda Item 5:* Best practices in meeting the needs of offenders.

The APCCA Members also endorsed the Rapporteurs writing a *Discussion Guide* to assist Members to prepare papers and presentations on these topics.



11. Revamp of APCCA website

Pursuant to decisions in 2019 and 2020, the Singapore Prison Service has been working with a website vendor, the Rapporteurs and Hong Kong (China) to revamp the APCCA website. The agenda for the Business Session advised Members of progress to date and future plans.

The Business Session endorsed the following funding for the new website:

One time set-up costs:

Cost	S\$16,500
GST (7%)	S\$1,155
TOTAL:	*S\$17,655

**Approximately US\$13,070*

Annual costs (proactive maintenance, updating and server costs):

Cost	S\$3,000
GST (7%)	S\$210
TOTAL:	*S\$3,210

**Approximately US\$2,380*

We wish you all good health, happiness and success in corrections.

Yours sincerely



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Appendix N

Governing Board Membership in recent years

2021-2022

2022 host: ¹⁸	Singapore (Chair)
2 Future hosts: ¹⁹	Vietnam (2023) Indonesia (2024)
3 immediate past hosts: ²⁰	Republic of Korea (2021) Singapore (2020) Mongolia (2019)
4 elected members: ²¹	Australia (elected in 2018) China (elected in 2019) Japan (elected in 2019) Sri Lanka (elected in 2021)
3 rotating members: ²²	Malaysia India Fiji
APCCA Secretariat: ²³	Hong Kong (China) and Singapore
Secretary to the Board: ²⁴	Rapporteurs (not Board members)

¹⁸ Clause 14(a) of the *Joint Declaration* (see **Appendix B**, above).

¹⁹ Clause 14(f) (as amended at the 2014 conference in Canada to include two future hosts).

²⁰ Clause 14(e).

²¹ For Clause 14(b), the process is that elected members will step down after four years' service but would be eligible for re-election. One vacancy was not filled at the 2014 conference in Canada. See the APCCA Reports of 2014 and 2015, for more information (available at www.apcca.org).

²² Clause 14(d).

²³ See Clause 14(e).

²⁴ See Clauses 20 and 24.

2020-2021

2021 host:	Republic of Korea (Chair)
2 future hosts:	Singapore (2022) Vietnam (2023)
3 immediate past hosts:	Mongolia (2019) Malaysia (2018) Fiji (2017)
4 elected members:	China (elected in 2019) Japan (elected in 2019) Australia (elected in 2018) Sri Lanka (elected in 2017)
3 rotating members:	Philippines Papua New Guinea Nauru
APCCA Secretariat:	Hong Kong (China) and Singapore
Secretary to the Board:	Rapporteurs (not Board members)

2019-2020

2020 host:	Singapore (Chair)
2 future hosts:	Korea (2021) Indonesia (2022)
3 immediate past hosts:	Mongolia (2019) Malaysia (2018) Fiji (2017)
4 elected members:	China (elected in 2019) Japan (elected in 2019) Australia (elected in 2018) Sri Lanka (elected in 2017)
3 rotating members:	Philippines Papua New Guinea Nauru
APCCA Secretariat:	Hong Kong (China) and Singapore
Secretary to the Board:	Rapporteurs (not Board members)

2018-2019

2019 host:	Mongolia (Chair)
2 future hosts:	Singapore (2020) Korea (2021)
3 immediate past hosts:	Malaysia (2018) Fiji (2017) China (2016)
4 elected members:	Australia (elected in 2018) Sri Lanka (elected in 2017) Japan (elected in 2015) Macao (China) (elected in 2015)
3 rotating members:	Vanuatu Thailand Solomon Islands
APCCA Secretariat:	Hong Kong (China) and Singapore
Secretary to the Board:	Rapporteurs (not Board members)

2017-2018

2018 host:	Malaysia (Chair)
2 future hosts:	Mongolia (2019) Singapore (2020)
3 immediate past hosts:	Fiji (2017) China (2016) Thailand (2015)
4 elected members:	Sri Lanka (elected in 2017) Korea (elected in 2016) Japan (elected in 2015) Macao (China) (elected in 2015)
3 rotating members:	Bangladesh Australia Vietnam
APCCA Secretariat:	Hong Kong (China) Singapore
Secretary to the Board:	Rapporteurs (not Board members)

2016-2017

2017 host:	Fiji (Chair)
2 future hosts:	Malaysia (2018) Mongolia (2019)
3 immediate past hosts:	China (2016) Thailand (2015) Canada (2014)
4 elected members:	Korea (elected in 2016) Japan (elected in 2015) Macao (China) (elected in 2015) Malaysia (elected in 2013)
3 rotating members:	India Cambodia Brunei
APCCA Secretariat:	Hong Kong (China) Singapore
Secretary to the Board:	Rapporteurs (not Board members)