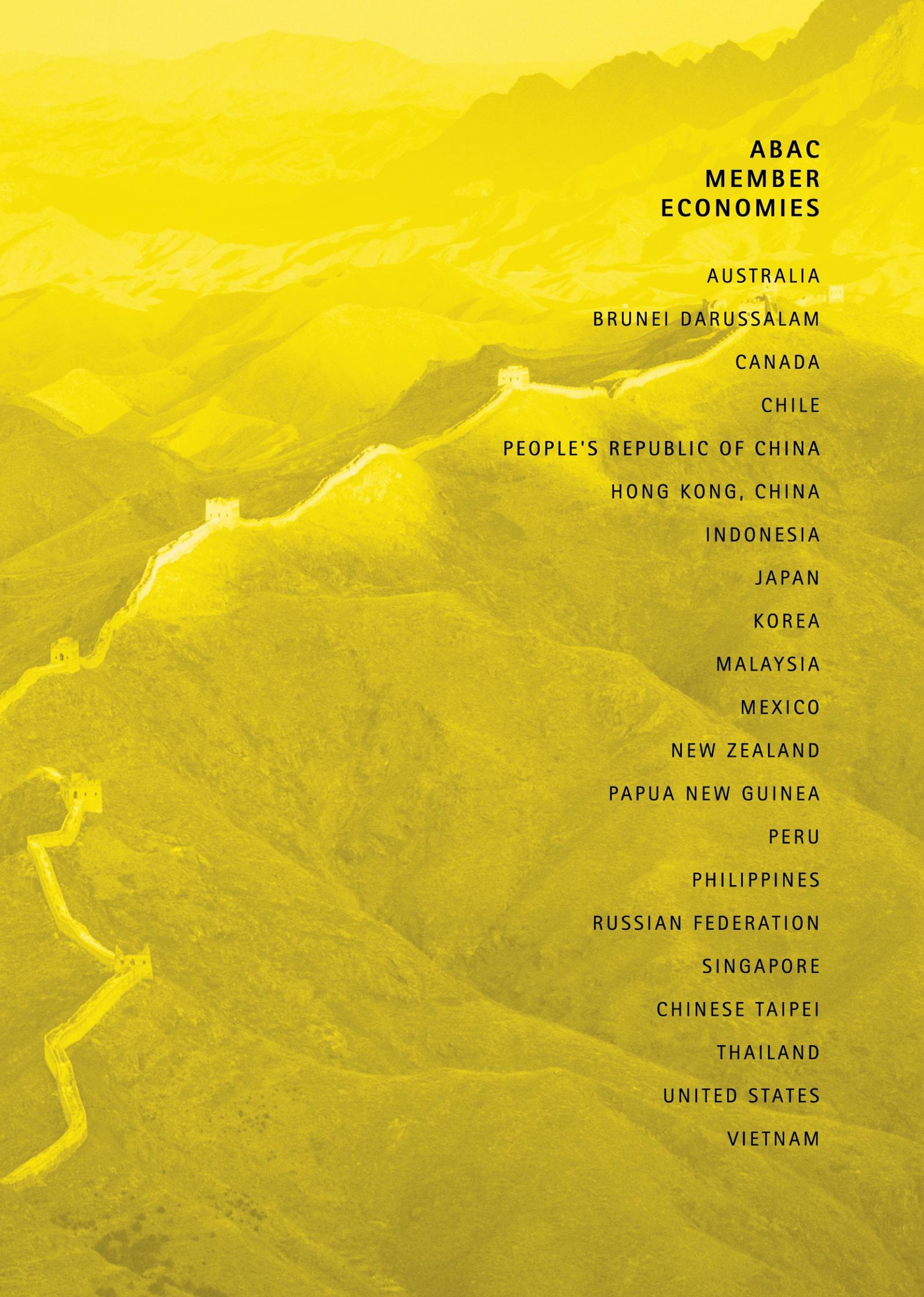


# APEC Business Advisory Council

Report to APEC Economic Leaders  
Shanghai, China  
2001



ABAC



**ABAC  
MEMBER  
ECONOMIES**

AUSTRALIA

BRUNEI DARUSSALAM

CANADA

CHILE

PEOPLE'S REPUBLIC OF CHINA

HONG KONG, CHINA

INDONESIA

JAPAN

KOREA

MALAYSIA

MEXICO

NEW ZEALAND

PAPUA NEW GUINEA

PERU

PHILIPPINES

RUSSIAN FEDERATION

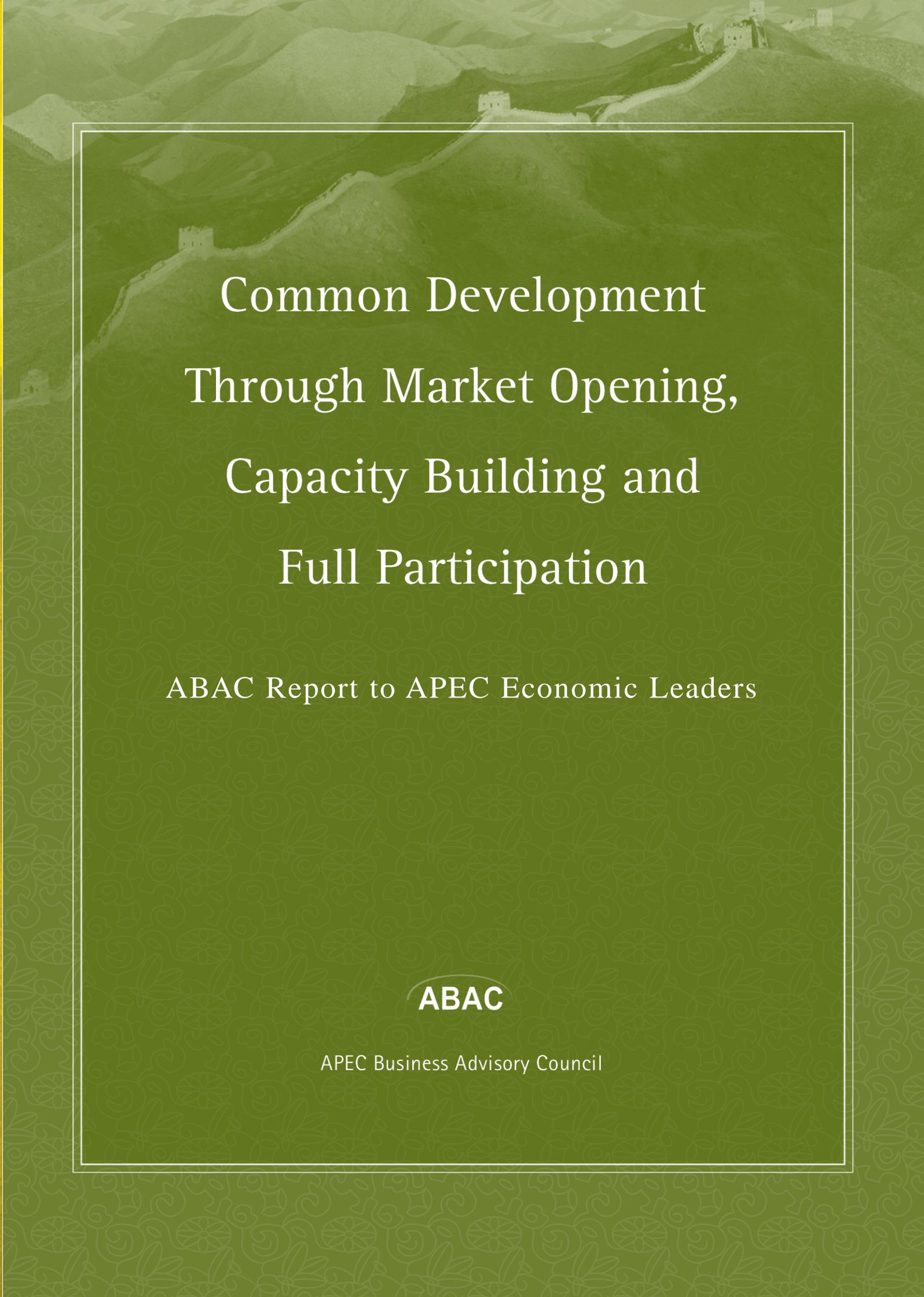
SINGAPORE

CHINESE TAIPEI

THAILAND

UNITED STATES

VIETNAM



# Common Development Through Market Opening, Capacity Building and Full Participation

ABAC Report to APEC Economic Leaders

**ABAC**

APEC Business Advisory Council

## COMMON DEVELOPMENT THROUGH MARKET OPENING, CAPACITY BUILDING AND FULL PARTICIPATION

### Executive Summary

In light of the APEC vision and the theme of the work program for the year 2001, ABAC presents the following four key messages to Leaders:

- ▶ APEC economies must accelerate progress towards trade and investment liberalization as stated in the Bogor Goals. We encourage Leaders to instill the necessary sense of urgency and commitment to fully liberalize trade and investment in accordance with the Bogor Goals and we respectfully urge Leaders to instruct Ministers and Officials to achieve these.
- ▶ ABAC strongly advocates that APEC demonstrate its support for the launch of a new WTO Round at the WTO Ministerial Conference in Doha in November.
- ▶ ABAC alerts Leaders to the impending threat of financial contagion. APEC should counter the current economic uncertainty with decisive measures to stimulate economic growth and accelerate financial reforms. Economies need to ensure that international and regional financial architecture mechanisms are in place to deal with contagion. These should include key indicators recommended by the IMF aimed at providing early warning signals and improved policy coordination.
- ▶ A balanced approach to globalization that combines market opening, capacity-building and full participation is essential because these three elements reinforce one another. Should any of the three be neglected, the globalization process would lose balance and the goal of common development could not be realized. Therefore, all three elements should develop hand-in-hand as an integral part of the APEC process.

To support these messages, ABAC calls upon Leaders to consider the following agenda for which full recommendations have been prepared:

- Accelerate banking and capital market reforms to align with international financial standards, improve corporate governance, and further liberalize investment and trade in financial services.
- Intensify capacity-building to promote financial system reforms to deepen markets through the development of domestic bond markets and credible credit rating agencies, strengthen risk management hedging mechanisms, and when viable, wider use of second board markets.

- Strengthen international and regional financial architecture by participating in:
  - Financial soundness indicators programs to improve surveillance measures.
  - Efforts to mitigate the adverse impacts of short-term capital flows, activities of highly-leveraged institutions and moral hazard.
- Encourage regional private-public partnerships in trade facilitation and capacity building as shown by the Shanghai Model Port Project.
- Encourage Leaders to take the opportunity of the Shanghai meeting to renounce the use of food embargoes and to urge their officials to adopt the other action items proposed by ABAC to assist in the implementation of the APEC Food System.
- Align standards and conformance through mutual recognition agreements and the adoption of international standards.
- Strengthen the accessibility and comprehensiveness of the Individual Action Plans (IAPs) to make them an essential means of measuring APEC's progress and tools business can use to make strategic decisions.
- Address impediments to trade with emphasis on strengthening the enforcement of intellectual property rights (IPR) and removing barriers to foreign direct investment (FDI).
- Adopt policies that enable the widespread use of e-learning as a tool to develop skills and reduce the digital divide.
- Put more information and services of governments online to improve efficiency and access, and encourage private sector investment in information and communication technology (ICT).
- Facilitate one-window access to SME programs and services through the development of an APEC SME Portal, to provide information on financing, technology and new market opportunities.
- Adopt policies that are "small business-friendly", with the assistance of a proposed Scorecard for Entrepreneurial Environment.

His Excellency President Jiang Zemin  
 People's Republic of China  
 Beijing  
 China

Dear Mr. President:

As a regional economic organization, APEC plays an important role in the economic globalization process. In the past decade, member economies have made remarkable achievements in their pursuit of open and free trade and investment. This year, however, the Asia Pacific region faces a number of new and serious challenges.

- The pronounced slowdown of the global economy in 2001 has led to further financial instability and contagion. Market confidence is seriously weakening. This is having an unfavorable impact on the globalization process. Economies of the region that depend mainly on external demand are losing momentum with their economic recovery. Financial systems are increasingly vulnerable to a new round of crisis.
- The delay in the launch of a new round of WTO talks and the lack of progress on the WTO's built-in-agenda are affecting the process of multilateral and regional economic cooperation. Commitment to building an open and non-discriminatory international economic order is the fundamental condition for securing and enhancing prosperity of each and every economy of the region.
- The deadline for realizing the commitments under the Bogor Declaration by 2010/2020 is fast approaching. APEC's credibility is at stake unless it can demonstrate political will and decisively translate commitments into concrete actions to achieve the Bogor Goals of trade and investment liberalization and facilitation (TILF).
- Economic globalization is being accompanied by a public debate on its benefits and costs. The time has come for APEC to step forward and contribute to ways of maximizing the benefits for common development and easing the costs of economic globalization, and thus lead the public debate in a constructive manner.

## Key messages to Leaders

Against this background, ABAC believes that the Asia Pacific Region is at a critical juncture. From this perspective, ABAC wishes to present the following four key messages to Leaders:

- ▶ APEC economies must accelerate progress towards trade and investment liberalization as stated in the Bogor Goals. We encourage Leaders to instill the necessary sense of urgency and commitment to fully liberalize trade and investment in accordance with the Bogor Goals and we respectfully urge Leaders to instruct Ministers and Officials to achieve these.
- ▶ ABAC strongly advocates that APEC demonstrate its support for the launch of a new WTO Round at the WTO Ministerial Conference in Doha in November.

- ▶ ABAC alerts Leaders to the impending threat of financial contagion. APEC should counter the current economic uncertainty with decisive measures to stimulate economic growth and accelerate financial reforms. Economies need to ensure that international and regional financial architecture mechanisms are in place to deal with contagion. These should include key indicators recommended by the IMF aimed at providing early warning signals and improved policy coordination.
- ▶ A balanced approach to globalization that combines market opening, capacity-building and full participation is essential because these three elements reinforce one another. Should any of the three be neglected, the globalization process would lose balance and the goal of common development could not be realized. Therefore, all three elements should develop hand-in-hand as an integral part of the APEC process.

To support these messages, ABAC believes that it is imperative for APEC economies to further generate public awareness and take results-orientated policy measures for sustained economic growth and shared prosperity.

## Achieving the Goals of Liberalization

Market liberalization leads to economic growth, which creates greater prosperity and better living standards. Within APEC, measures taken individually and collectively by member economies to promote TILF have greatly helped reduce the costs and risks of doing business in the region, making our economies and companies more competitive globally.

APEC's liberalization agenda is founded on a unique model which encourages trade and investment liberalization, and economic and technical cooperation (ECOTECH) through commitments to the Bogor Goals and the Osaka Action Agenda, which are voluntary and non-binding but implemented by economies through the Individual Action Plans (IAPs).

In recent years, APEC economies have made efforts in enhancing transparency of trade policies, establishing dispute resolution mechanisms, simplifying and harmonizing customs procedures, reducing technical barriers to trade, and facilitating business travel. We applaud these efforts but many impediments to trade and investment have yet to be removed. More measures should be adopted to enhance economic growth and prosperity among APEC economies.

While there are extraordinary opportunities arising from economic globalization, some in developed and developing economies alike feel increasingly alienated because they lack the resources to participate effectively in the process. Whether or not we can harness the opportunities presented by globalization will be a test of our determination, capability, credibility and leadership.

## Important Role of Capacity Building

Liberalization and capacity building are inter-related. To derive fully the benefits of liberalization, every economy needs to strengthen the capacity of its institutions and individuals to adjust to rapidly changing external environments.

In particular, ABAC would like to highlight three important aspects of capacity building which merit priority attention — institutional development, human resource development (HRD) and the enhancement of management capability.

The keys to institutional development are sound legal and regulatory systems, comprehensive and well-balanced policy frameworks and greater transparency. These enable companies to conduct business in a predictable and reliable environment. Involving the private sector in these capacity-building efforts in partnership with governments, such as those occurring in the financial services and other sectors, ensures initiatives achieve results in a comprehensive way and with integrity.

The priority in HRD is to enable more people to share knowledge and skills through education and training. A stronger emphasis on HRD lowers the costs of change and maximizes the benefits of market opening.

Management capabilities must be improved in both the private and public sectors. The key element of private management capability is for business to adopt global principles and best practices in corporate governance, and to follow international standards in accounting and risk management. Public sector efforts should enhance a government's capability to develop important institutional frameworks, implement policies, initiate and guide reforms, and promote economic development.

## Full Participation by Business and the Community

In today's global environment, it is of great importance that both business and the community have a better understanding of APEC. APEC should therefore promote the broadest possible participation to generate greater public understanding, confidence and support for trade and investment liberalization, so that the benefits of globalization are not only for some, but for all.

Full participation must mean that the interests and concerns of economies, both developed and developing; of business, both large and small; and of stakeholders, including government, business and individuals, need to be better addressed in the decision-making process of multilateral and regional economic organizations.

For this purpose, we should focus our outreach efforts on the full participation of SMEs that make up the vast majority of business entities in the region. In this way, even individuals can go global as evidenced by the success of those SMEs that have been able to participate in the process.

For APEC, the spirit of a single Asia-Pacific community must be the vision to which we must return. It was a vision forged from a common idea of prosperity for all through the proper workings of the market. Such a vision can never be realized unless all stakeholders can and do participate willingly and ably in the APEC process.

## Recommendations to Leaders

In the past year, ABAC's work has been in five areas: finance, trade and investment, action plan monitoring, technology, and small and medium enterprises (SMEs). To meet the challenges outlined above, we submit full recommendations as follows.

### Finance

The pronounced slow-down in the world economy has put severe financial pressures on some economies. Financial contagion is a reality and reinforces the need for immediate financial system reform, both domestic and international. Business confidence generally is weak and capital flows to emerging markets show a marked decline. Both would be revived by fast-tracking trade and investment liberalization.

Stronger and more diverse financial sectors would encourage capital flows and lead to a greater confidence in the process of, and capture the gains from, trade and investment liberalization. Capacity building is urgently required to provide depth to and diversity in banking systems and capital markets and to facilitate the adoption of international standards in developing economies.

#### Accelerate Banking and Capital System Market Reforms

Banking and capital market structures in some APEC economies were seriously stressed in the Asian crisis, resulting in deficiencies in bank capital, high levels of non-performing loans and severe constraints on new lending. While some reforms have been implemented, serious financial imbalances remain and further adjustments in some economies are urgently required. An ABAC survey of finance industry associations in APEC economies shows strong support for reforms and points to the need for further urgent reforms to be undertaken across member economies.

Adoption of international financial standards set by the Financial Stability Forum, the IMF, the World Bank, and other key regulatory agencies; and engagement in the IMF's "Financial Sector Assessment Programs" (FSAPs) would contribute to financial stability, add confidence and support business activity.

To strengthen financial systems, ABAC recommends that banking and capital system market reforms be accelerated, including corporate governance, the implementation of international financial standards, the development of bankruptcy laws and legal systems and the engagement of economies in the IMF Finance Sector Assessment Programs, as a matter of priority.

*From ABAC's 2000 Report to Leaders*

### **Financial Stability Forum's Categories of Standards**

**Transparency in Monetary and Financial Policies**  
**Transparency in Fiscal Policy**  
**Data Dissemination**  
**Insolvency Regimes**  
**Corporate Governance**  
**Accounting**  
**Auditing**  
**Payment and Settlement**  
**Money Laundering**  
**Banking Supervision**  
**Securities Regulation**  
**Insurance Supervision**

*Sources: International Monetary Fund's (IMF) and World Bank's Report on Observance of Standards and Codes (ROSCs) and Financial Sector Assessment Program (FSAP) processes. Alternatively, member economies should be encouraged to undertake self-reporting in line with the ROSCs and FSAP framework.*

## **Broaden and Deepen Financial Systems**

A lack of depth, diversity and transparency in banking and financial systems is seriously limiting responsiveness to shocks and affecting prospects for a speedy and sustained recovery.

There is therefore an urgent need to undertake capacity-building efforts to deepen and diversify, as well as to promote transparency in capital markets. These measures would provide vital support for risk management through derivatives and hedging mechanisms, help attract new capital, lower the cost of capital and improve domestic competitiveness.

ABAC's own survey of Second Board Markets, undertaken this year with the Pacific Economic Cooperation Council (PECC), shows some limitations in the absence of deeper financial system structures. However, ABAC encourages more work to be completed to make second board markets a viable financing option for SMEs and high-tech companies.

ABAC recommends that APEC economies should broaden and deepen individual financial systems through capacity-building efforts to achieve the following:

- Development of domestic bond markets supported by independent and credible credit rating agencies.
- Strengthening of risk management hedging mechanisms.
- Support for new international financing conventions, such as the draft Unidroit Convention on International Interests in Mobile Equipment.
- Wider use, where suitable, of second board markets.

## **Further Liberalize Investment and Trade in Financial Services**

Constraints on cross-border investment and trade in financial services create a major impediment to economic growth. Inadequate financial reporting, as well as highly divergent accounting and credit rating practices also present obstacles to better investor information

and cross-border investment. Similarly, unstable and underdeveloped capital markets constrain economic opportunity and limit the benefits that should occur from trade and investment liberalization.

It is important therefore that trade and investment liberalization be rigorously pursued under the WTO General Agreement on Trade in Services (GATS) and in the implementation of the Bogor goals.

ABAC recommends that economies give urgency to the WTO financial services built-in agenda and to the launch of the new WTO Round and accelerate the implementation of the Bogor Goals. Economies should review financial regulatory structures to remove any regulatory impediments which could negate the benefits arising from financial services and investment liberalization. Economies should also promote adequate financial reporting and the convergence of accounting standards and credit rating practices throughout the APEC region with globally accepted standards and practices.

### **Promote Further Reforms to International and Regional Financial Architecture**

Further reforms are needed to minimize the adverse impact of large and volatile capital flows on financial markets and exchange rate systems. Recent international work under the auspices of the IMF seeks to promote the development of financial soundness indicators which help focus on vulnerabilities of domestic financial systems to deal with macro-economic, external and capital account developments.

Given the continued vulnerability of some member economies, ABAC endorses international and regional measures to improve financial system stability and to promote business growth.

ABAC recommends that all economies participate in the financial soundness indicators program to improve international surveillance measures. All APEC member economies should participate in strengthening the international and regional financial architecture. The key objectives should be the stability and the smooth operation of capital markets, particularly in relation to the adverse impacts of volatile short-term capital flows and activities of highly-leveraged institutions. These measures should support private sector operations in those markets and minimize moral hazard.

## **Trade and Investment**

### **Support the New WTO Round**

As the region's economic momentum slows down, further trade and investment liberalization is needed to stimulate growth. The new WTO round must further strengthen the global trading system so that it keeps pace with a rapidly changing international environment. Launching a new WTO Round is critical to all our interests. It is important that there is a balanced and manageable agenda which should fairly reflect the interests and concerns of all members, particularly developing economies.

Some APEC members are yet to be WTO members. It is vital that China conclude its WTO accession negotiations and be admitted to WTO membership before the next Ministerial meeting in Doha in November 2001. All other outstanding APEC members seeking admission - Chinese Taipei, Russia and Vietnam- should be admitted at the earliest possible date.

### Encourage Private-Public Partnerships in Trade Facilitation and Capacity Building

The Shanghai Model Port Project (SMPP) is a tangible example and a useful model of how the public and private sectors can work together to achieve APEC's objectives.<sup>1</sup> While the implementation of SMPP will facilitate trade by users of ports in China, it will also contribute to the implementation of the Customs Collective Action Plan (CAP). Implementation of the program will allow China and eventually other APEC member economies, to achieve early completion of the twelve performance targets specified in the APEC Customs CAP.

In this regard, we urge Leaders to recognize the benefits of the SMPP and promote other similar public and private sector partnerships.

### Align Standards and Conformance

We urge Leaders to reiterate their commitment to the fundamental goal of the alignment of members' standards with international standards, according to agreed timetables. Only five APEC members have aligned all their domestic standards with international standards in the original four priority areas, namely electrical and electronic appliances, food labeling, rubber products, and machinery. ABAC will continue to monitor the number of economies and to what extent APEC economies have committed to aligning their standards. On testing and conformance, mutual recognition agreements prepared in the APEC process must be improved so that they will be consistent in their scope and the level of commitment.

We again urge APEC members to adopt mutual recognition agreements on conformance testing and to report these levels of commitment in the IAPs. At the same time, APEC members should also report the progress on implementation of WTO agreements relevant to standards, such as the Sanitary and Phytosanitary Agreement. Finally, ABAC seeks greater continuity in the work on standards and conformance in APEC, guided, for example, by a blueprint based on the model of the work in customs procedures and led by a standing committee of experts.

### Implement the APEC Food System

We continue to believe an APEC Food System that is consistent with APEC's principles of comprehensiveness, flexibility, WTO-consistency and non-discrimination is necessary to ensure the long-term availability of food at affordable prices and to maximize the contribution of the food sector to sustainable growth. Accordingly, we emphasize again this year the need for implementation of the plan Leaders adopted in 1999. In addition to our recommendation that the APEC Food System be made a chapter in the Individual Action Plans, we strongly suggest APEC take specific steps to achieve the milestones ABAC recommended last year.

<sup>1</sup> Annex A

### Action Items for the APEC Food System

**Renounce the Use of Food Embargoes:** The Leaders, at this year's meeting, should declare that APEC members will abolish all practices regarding the limiting of food supplies to other members for political or economic reasons and eliminate taxes and quantitative restrictions on food exports. Ensuring that trade can reliably complement domestic food production can bring a quantum increase in the region's sense of food security. We also recommend that APEC spearhead an effort to make this commitment to non-discriminatory access to food supplies a binding rule in the entire WTO.

**Abolish Export Subsidies:** The Leaders should declare APEC a "food export subsidy-free zone" in recognition that such agricultural export subsidies are most pernicious in their effect on developing economies struggling to implement sound agricultural development and well-functioning food markets.

**Require Self-Assessments and Convene APEC's Agriculture Ministers:** The APEC Food System's call for a self-assessment by each economy on all the impediments it faces, internal and external, in increasing its capacity to trade in food should be finished in 2002. Such assessments should include a strong private sector input, recognize the non-food roles of agriculture, and target technical cooperation needs, market access and non-tariff barriers. Furthermore, we recommend that APEC convene its first-ever Agricultural Ministers meeting in 2002 to discuss the self-assessments and steps to be taken to implement the APEC Food System.

**Use The Individual Action Plan:** Creating an IAP chapter for the APEC Food System is the best way to ensure implementation that is consistent with APEC principles of comprehensiveness, flexibility, WTO-consistency and non-discrimination.

**Involve International Financial Institutions:** One of the goals of the APEC Food System is the creation of significant economic opportunities in rural and non-metropolitan areas. We recommend that senior representatives of the World Bank, Asian Development Bank, and Inter-American Development Bank be invited to relevant APEC meetings in order to ensure their participation in this element of the APEC Food System.

**Increase Food MRA Participation:** We recommend a goal of increasing the number of economies participating in the APEC Food Mutual Recognition Agreement (MRA) to at least fifteen by the end of 2002.

### Expand the APEC Business Travel Card Program

ABAC encourages member economies to again report in their IAP's the adoption and promotion of the APEC Business Travel Card (ABTC). Currently, eleven economies are participants of the ABTC. APEC should continue to increase the total number of participants.

### Support Further Air Services Liberalization

ABAC applauds the continuing work in APEC on the implementation of the eight steps for more competitive air services. We call for continued progress. We also applaud the adoption of a multilateral agreement by Brunei Darussalam, Chile, New Zealand, Singapore, and the United States for the purpose of broadly liberalizing aviation services amongst themselves.

## Action Plan Monitoring

### Strengthen the IAP Process

ABAC places great importance on the comprehensiveness and accuracy of the information contained in the Individual Action Plans (IAPs) since they constitute critical roadmaps for APEC economies in arriving at the Bogor Goals of free trade and investment by 2010 for developed economies and 2020 for developing economies. ABAC reiterates its call for continuous improvement in the quality and specificity of the information contained within the IAPs. ABAC also encourages APEC to take steps to improve the accessibility of the IAPs through the e-IAP website.

### Improve the e-IAP Website

The comprehensiveness of the e-IAP website is key to its usefulness to business. ABAC therefore urges all member economies to use the e-IAP format in submitting their 2001 Individual Action Plans (IAPs).

Equally important is the need to improve awareness of the e-IAPs and their relevance to the APEC business community. As part of its communication and outreach activities related to the e-IAP website, ABAC encourages APEC to consider taking the following steps:

- Provide links from major regional business sites as well as business groups within each APEC member economy to the e-IAP website.
- Register a more user-friendly domain name for the e-IAP website to enable easy location by internet search engines.
- Provide a mechanism for business feedback on the e-IAP website, enabling visitors to comment on information contained in the IAPs.
- Provide links to government websites in APEC economies for more access to information on policies, legislation and steps taken to achieve the Bogor Goals.

These steps will enable the region's business community to more fully participate in the IAP process and to track APEC's progress toward the Bogor Goals.

### Develop Two New Reporting Areas within the IAPs for e-Commerce Readiness and the APEC Food System

ABAC encourages APEC to take steps to continuously improve the comprehensiveness of the information contained within the IAPs. Last year, ABAC requested APEC to report progress in the areas of e-Commerce Readiness and the APEC Food System within their Individual Action Plans. This year, ABAC has developed a nominal template based on the APEC e-Commerce Readiness Guide.<sup>2</sup> The composition of the APEC Food System approved by Leaders in 1999 lays out what should be in the IAP. ABAC reiterates last year's recommendation and strongly urges that concrete action be taken on this issue this year.

<sup>2</sup> Annex B

## Tackle Impediments to Trade and Investment in Two Priority Areas

ABAC welcomes the substantial progress that APEC member economies have made in reducing tariffs across a range of sectors, although a number of tariff peaks remain. As tariffs continue to come down, it becomes increasingly important for APEC to tackle other impediments to trade and investment in the region.

ABAC would like to highlight two policy areas covered within the IAPs where impediments are a growing concern to the region's business community: namely, intellectual property rights and foreign direct investment.

### Strengthen the Enforcement of Intellectual Property Rights

Inappropriate and insufficient protection of intellectual property (IP) can distort free trade. As the volume of trade in goods and services involving "Intellectual Property" has increased greatly in recent years, the importance of protecting IP rights for the world economy has grown enormously.

In the Asia-Pacific region, widespread infringement of IP rights has largely been in the form of unlicensed production and distribution of counterfeit trademark goods, design imitation goods and pirated copyright goods. Damage to the IP right holder is not just a monetary issue because of lost sales; inferior counterfeit goods often irreparably harm the reputation of the right holder.

The IAPs allow APEC member economies to report steps taken to strengthen and enforce IP rights. However, even when APEC members report these measures in their IAPs, it is still difficult for businesses in the region to assess if IPR is being adequately enforced. To address this problem, ABAC calls upon APEC to develop "Guiding Principles for IPR Enforcement". Such principles should include practical remedies for court-enforced injunctions, compensation for damages, orders relating to the destruction of counterfeit products, provisional seizure of infringing products and securing of evidence, border measures by customs authorities, the availability of criminal enforcement and sanctions.

ABAC also urges APEC to take steps to further strengthen cooperation among IPR administrators, IP policy makers and enforcement agencies including customs authorities, and to strengthen capacity building measures, such as the education of enforcement officials and the public about the importance of intellectual property protection.

Finally, APEC economies should report on specific steps taken to strengthen the enforcement of IPR protection within their IAPs.

### Remove Impediments to Foreign Direct Investment

Foreign Direct investment (FDI) has played an important role not only in promoting economic development in FDI-recipient economies but also in facilitating industrial adjustment in FDI-supplying economies. Indeed, liberalization of FDI and trade in the pre-crisis period contributed to remarkable economic growth in the region.

ABAC notes that the Individual Action Plans have reported considerable improvements in the investment area, particularly in market access and facilitation measures such as investor protection. However, an ABAC survey of businesses around the region undertaken this year with PECC suggests that various impediments to FDI still exist.

ABAC found that the most serious barriers included performance requirements, restrictions in market access, restrictions related to entry and stay of personnel, and lack of transparency in investment regimes. Performance requirements and restrictions of market access mainly exist in APEC developing economies, while restrictions of entry and stay of personnel are found in both developed and developing economies.

ABAC urges APEC to eliminate impediments to FDI that distort or limit the expansion of trade and investment and sustainable economic growth. ABAC suggests that economies adopt policies within the Menu of Options developed by the APEC Investment Experts Group. The expansion of FDI is crucial because it will transfer not only financial resources for investment but also technology and managerial know-how that are in short supply in developing economies.

## Technology

The expanded use of technology provides great opportunity to achieve productivity gains and contribute to sustained economic growth in the region. To achieve this requires a consistent legal and regulatory framework that is technology-neutral, based on international norms, benefits from an interoperable infrastructure and is supported by appropriate trade policies. Technology itself can facilitate human resource development and capacity building and governments themselves can lead in spreading the benefits of technology through e-government.

### Adopt Policies to Enable e-Learning and Reduce the Digital Divide

A key priority is for each economy to use information technology effectively to develop quickly and efficiently the skills required to meet today's competitive challenges. Concerns about a digital divide have triggered many multilateral and regional initiatives to address it. ABAC has benefited from the work of the Asia Pacific e-Learning Alliance, a consortium of companies collaborating on a project to examine the policies and practices that enable APEC economies to maximize education resources and reduce the digital divide.

Policies that encourage healthy competition and deregulation of the telecommunications industry are key to expanding e-learning opportunities. E-learning can particularly aid SMEs by providing easily accessible and flexible training opportunities and helping to facilitate informal "learning communities".

### Expand e-Government by Putting More Information and Services Online

Government leadership in using technology by putting more government information and services online benefits governments by reducing costs and assists SMEs by creating opportunities through facilitating access to government procurement. Drawing on their cooperation agreement, ABAC and the Global Business Dialogue on Electronic Commerce (GBDe) are cooperating to advance e-government. Actions economies can take to enable

### **ABAC Recommendations Based on the Work of Asia Pacific e-Learning Alliance:**

- 1 Leveraging public-private partnerships.
- 2 Promoting the use of digital/Internet technologies among educators and trainers.
- 3 Establishing public-private think tanks and advisory boards to provide policy guidance to governments on how to implement e-learning strategies at local and regional levels.
- 4 Developing competitive and flexible telecommunications pricing policies that encourage carriers to offer alternative rate structures, e.g., "flat rate" pricing or "unmetered" calling plans, that remove economic disincentives to a broad adoption of the Internet's social and economic benefits.
- 5 Supporting open standards and protocols on which the Internet is built.
- 6 Investing in infrastructure to allow greater Internet accessibility to all citizens, especially for the purpose of e-learning.
- 7 Promoting affordable access to technology by lowering tariffs on the high tech goods that are critical for building the networks over which digital content is produced and delivered.
- 8 Committing to an open regime for services delivered over the Internet to ensure continued open access to the broader digital economy.
- 9 Providing intellectual property protection for digital content.

progress include articulating a vision and implementation plan for a comprehensive framework for e-government initiatives, developing one-stop and seamless services to reduce duplication, instituting required legal and institutional changes to maximize benefits, and developing appropriate methods for dispute resolution.

ABAC encourages governments to publicize online services to encourage greater usage. In partnership with the private sector, governments can develop an effective roadmap of e-government projects to expand activities.

### **Remove Inhibitors to e-Commerce Readiness**

ABAC commends those economies that have completed assessments under the e-Commerce Readiness Assessment Initiative. ABAC urges public-private sector collaboration in addressing and removing inhibitors to rapid growth in e-commerce identified in these assessments and sees the new e-commerce chapter in the IAPs mentioned earlier in this report as an effective means to mark progress.

### **Develop Trade Policies to Support e-Commerce and the Digital Economy**

ABAC supports APEC efforts to develop trade policies in line with the Action Agenda for the New Economy agreed by Leaders in November 2000. Such policies should provide the least trade restrictive, non-discriminatory treatment for e-commerce, including the application of WTO provisions such as the Information Technology Agreement and progress toward these goals should be reflected in economies' IAPs. Policies should facilitate coherent regulatory regimes on e-commerce, including digital signatures, secure transac-

tions, information security, and penalties for unauthorized access to information and interference with computer networks. Liberalization of the broad range of services that form the infrastructure that enables the new economy could include advertising, distribution services (including distribution of digital content), computer and related services, basic and value added telecommunications, express delivery, and financial services critical to online payments. Facilitating trade and reducing or eliminating tariffs and non-tariff measures for high-tech goods lower the cost of the inputs needed to build networks and the devices required to access the networks used for e-commerce. Economies should also implement fair and effective intellectual property rights protection through adherence to and enforcement of WTO Trade-Related Aspects of Intellectual Property Rights (TRIPs) commitments and ratification/implementation of World Intellectual Property Organization (WIPO) Conventions on Copyright and Performances and Phonograms in a manner which takes into account the interests of the affected parties and adopt measures to ensure that government agencies use only legitimately licensed software.

### **Develop a Science-Based Approach to Biotechnology**

Responsibly used, the benefits of biotechnology are enormous. Innovations range from medical science to new technologies to mitigate environmental degradation. ABAC continues to believe that the development of a science-based approach to biotechnology and improving public awareness and understanding are critical and encourages governments to work closely with the private sector in these areas. For APEC economies to achieve economically and environmentally sustainable food security, they must adopt new food technologies now available. ABAC applauds APEC's creation this year of a network of food technology "domestic champions" in eleven economies to identify and disseminate new technologies. It recommends that more economies join this network.

### **Small and Medium Enterprises (SMEs)**

Small and medium enterprises (SMEs) form the backbone of all APEC economies, creating jobs, fostering innovation and developing new products and services. The full participation of SMEs in the APEC process is therefore essential. It is critical that every APEC economy take steps to support its small business community, enabling these 'business champions' to realize the benefits of trade and investment liberalization and facilitation. By supporting the efforts of SMEs to 'go global', APEC will underscore the fact that globalization benefits small business and individuals, not just large corporations.

ABAC recommends that economies assist these 'business champions' in obtaining the necessary tools to do the job, through better access to financing, technology and new market opportunities.

### **Promote One-Window Access to SME Programs and Services**

ABAC encourages APEC to take steps to provide one-window access to the programs and services available to small companies through the development of an APEC SME Portal. An APEC SME Portal could provide information in each APEC economy on sources of financing, skills training, management tools, e-business diagnostics, information on market opportuni-

ties, and other services specifically designed to small businesses. One-window access would not only assist SMEs, but would also facilitate the sharing of best practice information amongst APEC governments in the structure and delivery of SME programs and services.

Such an SME Portal should be closely integrated with APEC's current website for business, BizAPEC.com. ABAC encourages APEC SME officials to identify a focal point individual or organization that will take responsibility for continuously updating and maintaining the links within this SME Portal.

### **Promote Access to Technological Innovation**

Access to the Internet is a critical tool for SME growth in the APEC region, opening new doors to information, services, financing and market opportunities. ABAC supports the development of an on-line diagnostic tool to assist small companies in determining their e-business preparedness. ABAC also encourages APEC member economies to share their best practices in the design and delivery of on-line training for small business.

Technology centers of various kinds exist in many APEC economies, including business incubators, R&D centers, productivity councils, and government and university research institutes. These institutions provide a critical mechanism for technological innovation, assisting entrepreneurs and small start-up companies in developing and commercializing their products and services. ABAC encourages APEC to consider ways of enhancing linkages amongst technology centers throughout the APEC region as a means of sharing best practices in assisting growth-oriented 'technology SMEs'.

### **Promote Access to Financing for SMEs**

Access to financing remains a key challenge for most SME's in the APEC region. This challenge is particularly acute in developing APEC member economies and in remote regions. The threat of economic slowdown only exacerbates this challenge.

ABAC notes that innovative approaches to SME financing have been developed in a number of APEC economies. ABAC encourages APEC to share best practices in the establishment and management of SME financing tools and programs. An APEC SME Portal would provide a useful platform to share this information.

### **Adopt Policies that are "Small Business-Friendly"**

ABAC believes that one of the most important steps that APEC economies can take to support small business is to create a policy environment that is "small business-friendly". This includes efforts to reduce compliance costs, simplify legal and regulatory systems, strengthen basic infrastructure, and promote access to information.

To assist APEC members in creating a favorable business climate for small business, ABAC supports the development of a Scorecard for the Entrepreneurial Environment. Such a scorecard could offer a profile of the small business environment in APEC member economies, covering such factors as legal and regulatory environments, government business relations, financing, market entry and exit provisions, access to information, knowledge and training, and supporting infrastructure.

A Scorecard for the Entrepreneurial Environment could serve as an assessment tool for APEC SME Ministers as they seek to review their own policies and identify weaknesses in their domestic business environments. It could also suggest future policy reform directions to foster entrepreneurship and improve the operating climate for SMEs.

## Conclusion

Since its inception, ABAC has prepared five reports to Leaders. As the official channel through which Leaders can have dialogue with business of the region, ABAC plays a special role. We are fully aware that globalization presents both opportunities and challenges. We believe that by staying on track with both TILF and ECOTECH and by supporting a healthy multilateral trading system underpinned by WTO, APEC could indeed benefit from globalization and serve as an example for the rest of the world.

### ABAC Chair



**Mr Qin Xiao**

Vice Chairman

China International Trust and Investment Corporation

People's Republic of China

### ABAC Co-Chairs



**Mr Timothy Ong Teck Mong, SMB, SNB**

Chairman

ASIA Inc. Investment Holding Ltd

Brunei Darussalam



**Mr Javier Prieto de la Fuente**

Vice President, External Affairs

CEMEX

Mexico

## TASK FORCE AND COMMITTEE CHAIRS AND CO-CHAIRS

### Action Plan Monitoring Committee

#### Chair



#### **Dr Viphandh Roengpithya**

President

Asian University of Science and Technology  
**Thailand**

#### Co-Chairs



#### **Dr John S. MacDonald**

Chairman

Institute for Pacific Ocean Science and Technology  
**Canada**



#### **Mr Thomas Yoshitami Arai**

Chairman

Systems International Inc.  
**Japan**



#### **Mr Ernest S. Micek**

Chairman(Retired)

Cargill Incorporated  
**USA**

### Finance Task Force

#### Chair



#### **Mr David Murray**

Managing Director

Commonwealth Bank of Australia  
**Australia**

#### Co-Chairs



#### **Mr Sy Sternberg**

Chairman, President & CEO

New York Life Insurance Company  
**USA**



#### **Mr Hernan Somerville**

President

Chilean Association Banks and Financial Institute  
**Chile**



#### **Dr Jeffrey Len-Song Koo**

Chairman & CEO

Chinatrust Commercial Bank  
**Chinese Taipei**

## Technology Task Force

### Chair



**Mr Paul Y. Song**  
President and CEO  
NOETIX Corporation  
**USA**

### Co-Chairs



**Mr Michio Naruto**  
Special Representative  
Fujitsu Limited  
**Japan**



**Mr Younghoon David Kim**  
President & CEO  
Daesung Group  
**Korea**

## SME Caucus

### Chair



**Mrs Andrina G. Lever**  
President  
Lever Enterprises  
**Canada**

### Co-Chair



**Mr Benigno Ricafort**  
Chairman  
Naturecraft Industries Corporation  
**Philippines**

## Trade and Investment Task Force

### Chair



**Dr Victor Fung Kwok-King**  
Chairman  
Prudential Asia Investments Ltd.  
**Hong Kong, China**

### Co-Chairs



**Mr Michael J Crouch, AM**  
Executive Chairman  
Zip Industries (Aust) Pty. Ltd.  
**Australia**



**Tan Sri Dato' Azman Hashim**  
Chairman  
Arab-Malaysian Banking Group  
**Malaysia**



**Sir Dryden Spring DSc.**  
Company Director  
Goodman Fielder (New Zealand) Ltd  
**New Zealand**

## ABAC MEMBERS



**Haji Idris B. H. Abas, SNB,SMB,PJK**  
Founder & Principal  
Arkitek Idris  
Brunei Darussalam



**Hj Salleh Bostaman Zainal-Abidin**  
Asset Manager (West)  
Brunei Shell Petroleum Co.  
Brunei Darussalam



**Mr Pierre Lortie**  
President and Chief Operating Officer  
Bombardier Transportation  
Canada



**Mr Andronico Luksic**  
Chairman and CEO  
Banco de A. Edwards  
Chile



**Mr Juan Villarzú**  
President & Chief Executive Officer  
CODELCO- Chile  
Chilean Copper Corporation  
Chile



**Ms Wang Lili**  
Executive Director and Executive Vice President  
Industrial and Commercial Bank of China (ICBC)  
People's Republic of China



**Mr Zhang Lijun**  
Chairman  
Sino-Interest Worldwide  
Economic Group  
People's Republic of China



**Mr Peter Kwong-Ching Woo**  
Chairman  
Hong Kong Trade Development Council  
Hong Kong, China



**Sir Gordon Wu Ying-Sheung, KCMG**  
Chairman and Managing Director  
Hopewell Holdings Ltd  
Hong Kong, China



**Mr Tasuku Takagaki**  
Senior Advisor  
The Bank of Tokyo – Mitsubishi, Ltd.  
Japan



**Mr Jae H. Hyun**  
Chairman  
Tong Yang Group  
Korea



**Mr Jay-Joon Yoon**  
President & CEO  
Sundo Soft Inc.  
Korea



**Dr Tan Tat Wai**  
Group Management Director  
Southern Steel Berhad  
Malaysia



**Tan Sri Tengku Mahaleel**  
Chief Executive Officer  
Proton Berhad  
Malaysia



**Mr Julio A. Millan**  
President  
Coraza International S.A. de C.V.  
Mexico



**Mr Luis Téllez**  
Executive Vice President  
Department of Education, Sport and Culture  
Mexico



**Mr Peter Masfen**  
Executive Chairman  
Montana Group Limited  
New Zealand



**Mrs Wendy Pye**  
Managing Director  
Wendy Pye Group  
New Zealand

**Mr Wayne Kenneth Golding, OBE**  
Chairman  
Manufacturers' Council of Papua New Guinea  
Papua New Guinea

**Mr Rafael Quevedo Flores**  
Founder & President  
The ROCIO Group  
Peru

**Mr Manuel F. Sotomayor**  
President  
The Sotomayor Group  
Peru

**Mr Luis G. Vega**  
Director  
Grupo Empresarial Vega  
Peru

**Mr Roberto R. Romulo**  
Chairman  
Philam Insurance Co., Inc.  
Philippines

**Mr Jose Luis Yulo, Jr.**  
Chairman  
Insurance of the Philippine Islands Co. Inc.  
Philippines

**Mr Valery V. Remisov**  
Member of Executive Board  
JSC Gazprom  
Russian Federation

**Mr Sergei A. Veremeenko**  
Chairman  
International Industrial Bank  
Russian Federation

**Dr Alexander S. Vyshlov**  
Vice President  
Rostelecom  
Russian Federation

**Mr Cheng Wai Keung**  
Chairman & Managing Director  
Wing Tai Holdings Ltd.  
Singapore

**Mr Koh Poh Tiong**  
CEO & Director  
ASIA Pacific Breweries Limited  
Singapore

**Mr Lua Cheng Eng**  
Chairman  
Neptune Orient Lines Ltd.  
Singapore

**Mr Nelson An-Ping Chang**  
Vice Chairman  
Chia Hsin Cement Corp  
Chinese Taipei

**Mr Henry C S Kao**  
Vice Chairman  
I-Mei Foods Co., Ltd.  
Chinese Taipei

**Dr Twatchai Yongkittikul**  
Secretary General  
Thai Bankers' Association  
Thailand

**Dr Vachara Phanchet**  
Honorary Secretary-General  
The Thai Chamber of Commerce  
Thailand

**Mr Lam Hoang Loc**  
Vice Chairman  
Asia Commercial Bank  
Vietnam

**Mr Dao Duy Chu**  
Vice Chairman and Executive Vice President  
Vietnam Chamber of Commerce & Industry  
Vietnam

**Mr Do Trung Ta**  
Chairman of the Board of Management  
Vietnam Post and Telecommunication Corp.  
Vietnam

## APEC BUSINESS ADVISORY COUNCIL Program of Work, 2001

### Founding and Structure of ABAC

The APEC Business Advisory Council, created in November 1995 by the Economic Leaders, is mandated to provide advice on the implementation of the Osaka Action Agenda and other specific business sector proposals, and to respond to various APEC fora requesting information about business-related issues or to provide a business perspective on specific areas of cooperation.

Leaders of each economy appoint up to three members from the private sector who represent the range of business sectors including small and medium enterprises. The economy determines the term of membership of each appointee as well as its own administrative arrangements and staff support.

The ABAC International Secretariat based in Manila, Philippines since the creation of the Council serves all members and all economies and maintains a website. Funding is provided through dues which are structured to reflect the size of each economy following the APEC formula.

### Work Program in 2001

In 2001, China assumed the chairmanship of the Council with Brunei Darussalam and Mexico serving as co-chairs following the APEC order. Co-chairs represent the immediate past chair and the incoming chair, respectively.

In Brunei Darussalam in November 2000, ABAC China outlined its priorities for the year under the theme "Common Development through Market Opening, Capacity Building and Full Participation." The approved program of work was organized into five working groups: Finance Task Force, Trade and Investment Task Force, Technology Task Force, Action Plan Monitoring Committee and the SME Caucus.

Four Council meetings were held in 2001: Scottsdale, Arizona (February); Moscow, Russia (May); Singapore (August) and Shanghai, China (October). Over the course of the year, the Chair, Co-Chair and Members of the Council interacted with various APEC fora and meetings: Senior Officials Meeting I (Beijing), SOM II (Shenzhen) and SOM III (Dalian), Trade Ministers Meeting (Shanghai), SME Ministers Meeting (Shanghai), and Finance Ministers Meeting (Suzhou). Members of the Council were also involved in the APEC High Level Meeting on Human Capacity Building (Beijing), a conference jointly chaired by China and Brunei Darussalam, and the APEC Young Leaders and Entrepreneurs Forum (Shanghai), a forum jointly sponsored by China and Canada.

## Studies and Related Work

In support of its deliberations, the Council undertook or commissioned research and studied various position papers prepared by different member-economies. These and other research studies and papers can be accessed from the ABAC website ([www.abaconline.org](http://www.abaconline.org)).

- APEC Food System Action Plan
- APEC Proposal on Trade Policies for the New Economy
- International Financial Architecture and Crisis Prevention
- Financial System Reforms: A Survey of Financial Sector Industry Associations in APEC Economies (Banking, Life Insurance and Securities)
- Joint ABAC/PECC Financial Markets Development Study of Second Board Markets
- Promoting Best Practices for Credit Rating Agencies in the APEC Region
- Joint ABAC/PECC Study on Impediments to Foreign Direct Investment

In addition, the Council benefited from work undertaken by other organizations: Asia Pacific e-Learning Alliance, Pacific Economic Cooperation Council (Towards Corporate Governance Reforms), Global Business Dialogue on e-Commerce (GBDe Digital Bridges Effort; GBDe Government On-line). Specific documents may be accessed through these organizations' websites.

## Future Work

ABAC continues to be committed to providing advise to APEC Leaders as the only mandated private organization that dialogues with them at the annual APEC Meeting. The final report to Leaders reflects the priorities of the Council and the recommendations in pursuit of a business environment focused on the APEC priorities of trade and investment liberalization and facilitation, and capacity-building. Over the years, a number of continuing concerns have dominated the agenda and will continue to do so from the perspective of working towards long-term stability, growth and participation in the APEC region. Among these areas have been finance (from crisis to architecture to systems), small and medium enterprises, and technology. Capacity-building has been recognized by the Council as an important foundation of each economy with emphasis on creating capacities among local institutions to operate in the world that places increasing pressure on world-class systems and global standards.

## Glossary of Terms

### *Bogor Goals*

The Bogor Goals revolve around the commitment to achieve free and open trade and investment in the Asia-Pacific no later than the year 2020 for developing economies and 2010 for developed economies. The pace of implementation takes into account the differing levels of economic development among APEC economies.

### *Capacity Building*

Capacity Building is derived from the original goal of economic and technical cooperation in which institutional, individual and system capacities are enhanced and/or developed in order for economies and organizations within economies to better participate in growth from a position of relative competitiveness. The APEC framework for economic cooperation and development highlights six priority areas: human capital, safe and efficient capital markets, economic infrastructure, technologies of the future, environmentally sustainable development, and growth of small and medium enterprises.

### *Individual Action Plans*

Individual Action Plans (IAP) contain the trade and investment liberalization and facilitation measures to be carried out over the immediate, medium and longer term in fifteen specific areas and issues. In developing these plans, member economies adhere to principles of comprehensiveness, WTO-consistency, comparability, non-discrimination, transparency, standstill, simultaneous start, continuous process and differentiated timetables, flexibility and cooperation. IAPs are voluntary submissions by member-economies. (Manila Action Plan for APEC)

### *Osaka Action Agenda*

The Osaka Action Agenda (OAA) followed the declaration of Bogor Goals by outlining the specific areas to be covered by the APEC process. The OAA is formed around the components of (a) trade and investment liberalization, (b) trade and investment facilitation, and (c) economic and technical cooperation. The specific areas covered include: Human Resources Development, Industrial Science and Technology, Small and Medium Enterprises, Energy, Transportation, Telecommunication and Information, Tourism, Trade and Investment Data, Trade Promotion, Marine Resource Conservation, Fisheries, and Agricultural Technology.

## AUSTRALIA

**Michael Jenkins Crouch, AM**, is Executive Chairman of Zip Industries (Aust) Pty. Ltd., an Australian-owned company with manufacturing and marketing subsidiaries in Australia and the United Kingdom. The group specializes in the manufacture and distribution of filtered drinking water equipment, and is the world's foremost manufacturer in both product and technology in the field of boiling water. In 1996, Mr. Crouch was appointed by Prime Minister Howard as a founding member of ABAC. He served on the Australian Government Trade Policy Advisory Council from 1996 to 1999; and is a member of the Australian Pacific Economic Cooperation Council. He was awarded the Order of Australia in 1988 for services to the Community and Conservation, and was appointed an Officer of the Order of St. John in 1996 in recognition of his service to St. John Ambulance Australia. Mr. Crouch was President and Trustee of the Foundation for National Parks and Wildlife Foundation from 1980 to 1996. He was named Exporter of the Year by the Australian Electronic & Electrical Manufacturers Association in 1996. Mr. Crouch is a Director of Standards Australia International Ltd., the Advisory Board of the Salvation Army, and other companies.

*Member since 1996.*

**Malcolm Kinnaird, AO**, is founder of an Australian professional engineering company, Kinhill Pty Ltd (1960), and was the Executive Chairman of the Group from its inception until it was acquired by Brown and Root Pty Ltd in 1997. He remained Chairman of Kinhill Pty Ltd until October 1999 and now acts as a consultant to the company. Mr. Kinnaird has had a long-standing involvement in the wider professional and business community, and is presently a member of the following company boards: He is Chairman of Sydac Pty Ltd, Adelaide Brighton Ltd, United Water International Pty Ltd, A G O'Connor Pty Ltd, South Australia Mariculture Pty Ltd, Agripartners Pty Ltd, and a Director of National Electricity Market Management Company Ltd (NEMMCO) and Adelaide Community Healthcare Alliance Incorporated. Mr. Kinnaird was made an Officer in the General Division of the Order of Australia in 1991. He was awarded the French decoration of Chevalier de l'Ordre de la Légion d'Honneur in 1998. Mr. Kinnaird was awarded an honorary degree of Doctor of the University by the

University of South Australia in 2000. *Member 1996 - end of June 2001.*

**David Murray** joined the Commonwealth Bank in 1966 and was appointed Managing Director in 1992. The Commonwealth Bank is one of Australia's four major banks, founded in 1911 by the Australian Government and privatized in 1996. Mr. Murray holds a Bachelor of Business from the New South Wales Institute of Technology and an M.B.A., begun at Macquarie University and completed at the International Management Institute, Geneva. He is a member of the International Monetary Conference and the General Motors Australian Advisory Council. In August 1999 Mr. Murray was appointed by the Federal Treasurer to the Financial Sector Advisory Council. He is also a member of the Business Council of Australia. He has been honored as a Fellow of the University of Technology, Sydney, and was recently awarded an Honorary Doctorate of Letters by Macquarie University. *Member since 1999.*

## BRUNEI DARUSSALAM

**H. Idris BH Abas, SNB, SMB, PJK**, is the founder and Principal of Arkitek Idris, the 1st ISO 9001 accredited firm in Brunei Darussalam for Architectural Planning and Interior Design Services. He is also Chairman and Director of a number of companies that deal in tourism, multimedia, and healthcare. He holds a number of official positions in government, including: member of the University Council, University Brunei Darussalam; member of the Municipal Board (Bandar Seri Begawan); Council Member of PUJA (B), Chairman of the Architectural Sub-Committee; Deputy Chairman of the National Accreditation Committee of Technical Education; President of ASEAN Association for Planning and Housing; Chairman of APEC Young Artist Exhibition, APEC 2000 Brunei Darussalam; Honorary Consul of Peru to Brunei Darussalam. His Majesty, The Sultan of Brunei, bestowed on Mr. Idris the title "Most Honorable Order of the Crown of Brunei" in 1994, the Meritorious Medal in 1996, and "Most Blessed Order of Setia Negara Brunei" in 2000. *Member since 1996.*

**Timothy Ong Teck Mong, SMB, SNB**, is Chairman of Asia Inc., a regional communications group and publisher of Asia Inc., the magazine, and Deputy Chairman of National Insurance Company of Brunei

Darussalam. He is also a director and investor in a number of leading Brunei and regional companies involved in financial services, hotels, property development, trading, information technology, and publishing. Mr. Ong was ABAC Chair for the year 2000 and Co-Chair of ABAC for the year 2001. Mr. Ong is active in public affairs in Brunei and abroad, he was the first Brunei national to become Chairman of the Brunei Darussalam International Chamber of Commerce and Industry and remains an Adviser to the Chamber. In 1998, he was appointed by the Brunei government to chair two committees to review various aspects of the Brunei economy. He represented Brunei in the APEC Eminent Persons Group (EPG) and was Chairman of the 23rd ASEAN-Japan Business Meeting. Mr. Ong was a member of the Global Leaders of Tomorrow program of the World Economic Forum and a member of a number of regional councils, including the Asian Institute of Management, the Nature Conservancy's Asia/Pacific Council, the East-West Center International Advisory Panel, the International Crisis Group, and the Ramon V. del Rosario Sr. AIM Center for Corporate Social Responsibility. Mr. Ong read Economics and Political Science at the Australian National University, where he graduated with B.A. (Hons) in 1976 at the top of his class. He obtained a M.Sc. (with Distinction) in International Relations from the London School of Economics in 1982. *Member since 1996.*

**Hj Salleh Bostaman B H Zainal-Abidin** is Asset Manager (for the area west) of Brunei Shell Petroleum Co., Sendirian Berhad. He was the first local in Brunei-Shell to be appointed to a Senior Engineering position in BSP in 1990. Since then, he has progressively held senior technical positions within Brunei-Shell and is a member of the Brunei-Shell Senior Management team. He has been working in the oil and gas industry since obtaining a Brunei-Shell (BSP) scholarship in 1978 graduating with a degree in Mechanical Engineering (from UK University). He has had an overseas assignment as Senior Project Engineer with another Shell-operated Company in PDO Oman, Muscat. Mr. Zainal-Abidin obtained a Masters degree in Business Administration (MBA) and is a Chartered Engineer and a Fellow with the Institute of Mechanical Engineers, United Kingdom. *Member since August 2001.*

## CANADA

**Andrina G. Lever** is a Barrister in England, and a Barrister and Solicitor in Australia. She has extensive professional experience in banking, finance, and international business. In 1988 she founded Lever Enterprises, a firm that specializes in finance and international commercial development, and assisting companies in entering the international market. She is a partner in JIT International LTD. in the U.K. and Make Mine Balloons! Pty. Ltd. in Australia. Ms. Lever has been actively involved with APEC since 1995, and has been an advisor to governments and financial institutions with respect to small business and finance. Ms. Lever is a founder and former Co-Chair of the Women Leaders Network of APEC; past President of the Women Entrepreneurs of Canada; and President of the Foundation of Canadian Women Entrepreneurs. She was an advisor to the first Canadian women's trade mission to Washington in 1997, and was the Executive Director of the Steering Committee for the Canada/USA Businesswomen's Trade Summit, 1999. Ms. Lever is also a Founding Director of Women in International Trade, Ontario. Ms. Lever has been recently appointed the first Honourary Consul for New Zealand in Toronto. Ms. Lever has a B.A. degree from Texas Tech University. She also holds a B.A. (Hons) Law from Polytechnic of Central London; Council of Legal Education, London; and Barrister, Gray's Inn, London. *Member since 1998.*

**Pierre Lortie** is President and Chief Operating Officer of Bombardier Transportation, a world leader in the manufacturing of passenger rail cars, a full range of urban, suburban, and intercity vehicles, as well as a complete rail transit system. Since February 2000, Mr. Lortie was President and Chief Operating Officer of Bombardier Capital, prior to which he had been President and Chief Operating Officer of Bombardier International, President of Bombardier Aerospace, Regional Aircraft, and President of Bombardier Capital Group. From November 1989 to March 1992 he was Chairman of Canada's Royal Commission on Electoral Reform and Party Financing. Prior to this he was Chairman, CEO, and President of Provigo Inc. from 1985 to 1989. From 1981 to 1985 he was President and CEO of the Montreal Exchange, and previously a Senior Partner of Secor Inc. Mr. Lortie is a Director and a member of the Executive Committee of the Canam Manac Group Inc., and a Director of CAI Capital

Corporation; a member of the Panel of Senior Advisors to the Auditor General of the Government of Canada; member of the British North American Committee; and member of the Board of the Canadian Ditchley Foundation and the Canadian German Chamber of Industry and Commerce Inc. In the field of education, he is member of the Donner Prize Jury for the best Canadian Public Policy book, a member of the Advisory Committee of the Business Administration Program at Bishop's University, and Chairman of Université Laval's campaign "Vying for the World." Mr. Lortie has authored several publications on economics and finance. He has held several positions in the technology field, including Chairman of the Centre for Information Technology Innovation (CITI/1992-1995) and Vice Chairman of Canada's National Advisory Board on Science and Technology (NABST/1987-1990). He is a graduate of Université de Louvain (Belgium) and Université Laval (Canada), and is both an engineer and an economist by training. He received his M.B.A. with honors from the University of Chicago. He is also the recipient of a Doctorate, Honoris Causa in Civil Law from Bishop's University. *Member since 1999.*

**Dr. John S. MacDonald, O.C.P.Eng**, is a professional engineer and an independent consultant based in Vancouver. He is Chairman of the Institute for Pacific Ocean Science and Technology, an organization devoted to developing scientific knowledge about the Pacific Ocean. He was a founder of MacDonald Dettwiler, a leading Canadian aerospace corporation, from which he retired as Chairman in 1998. He is active in an advisory capacity to governments, currently serving as a member of the National Satellite Land Remote Sensing Data Archive Advisory Committee for the United States Geological Survey, the Steering Committee on Space Applications and Commercialization of the U.S. National Research Council, and the Canadian Defense Science Advisory Board. He served as Canada's member of the APEC Eminent Persons Group from 1993 to 1995. He has served as a member of the Science Council of Canada, the National Research Council of Canada, the British Columbia Premier's Advisory Council on Science and Technology, the National Advisory Board on Science and Technology, and the Science Council of British Columbia. He was also a member of the Sectoral Advisory Group on International Trade (Automotive and Aerospace Sector) during the Free Trade

Negotiations with the United States. He is active as a Director of six companies in Canada and the United States, and has received seven honorary degrees from Canadian universities. An Officer of the Order of Canada, Dr. MacDonald received an honors degree in electrical engineering from the University of British Columbia in 1959. He has a Master's, and a Ph.D. in the same field from the Massachusetts Institute of Technology. His interests include astronomy, sailing, and skiing. *Member since 1998.*

## CHILE

**Andronico Luksic Craig** is the Chairman of the Board of Directors Banco A. Edwards in September 1999. Mr. Luksic is Vice Chairman of Quiñenco S.A. and Director of Compañía Cervecerías Unidas; Manufacturas de Cobre Madeco S.A., and Empresas Lucchetti S.A. He is a member of the Latin America Advisory Committee to the Board Directors of the New York Stock Exchange. He is also a member of the Advisory Committee to the Rockefeller Center for Latin American Studies at the Harvard University; Panama Canal Authority; Sociedad de Fomento Fabril (SOFOFA) and Chile-Pacific Foundation and CEAL. He serves as a member of the Board of Trustees at Babson College; Latin America Advisory Committee (LAAC) to the Board Directors of the New York Stock Exchange; Advisory Committee to the Rockefeller Center for Latin American Studies at Harvard University; and member of the Panama Canal Authority. He graduated from The Grange School in Chile and has degrees from Dublin School, United States, and Babson College, Massachusetts. *Member since 2000.*

**Hernan Somerville** is Managing Director and shareholder of FINTEC, an Investment Management Company organized in 1988 and based in Santiago. Among other activities, FINTEC provides Investment Advisory services to EQUIFIN, New York, a 50/50 partnership between Chemical Bank and the First National Bank of Chicago established with the main purpose of investing under the Debt to Equity conversion program of the Chilean Central Bank. From 1983 to 1988 he was also involved in the restructuring process of Chile's external debt. In 1983 he was appointed Director of the Central Bank of Chile and Chief Debt Negotiator, with full responsibilities for the coordination and negotiation of all aspects relat-

ed to the restructuring of Chile's external debt with commercial banks and the Paris Club. Mr. Somerville also worked with ADELA Investment Company S.A. in the following areas: acted as ADELA's International Legal Counsel in the various aspects connected with ADELA's investment and lending activities in all of the Latin American countries and as ADELA's Representative for Venezuela and the Caribbean (Jamaica, Dominican Republic, Trinidad Tobago) and for Peru, Bolivia, and Chile. He was an attorney for the law firm of Dewey, Ballantine, Bushby, Palmer & Wood, New York, from 1966 to 1967. He started out as a trainee at the law firm of Helmut Brunner in Santiago. *Member since 2000.*

**Juan Villarzú** is the President and Chief Executive Officer of Codelco-Chile. He was a board member or advisor to several corporations in Chile from 1980 to 2000. Prior to that, he served as Minister Secretary General of the President from 1996 to 1998. In 1975 he was a Senior Economist at the World Bank. Mr. Villarzú was also a lecturer in Macroeconomics, Economic Planning, and Public Finance at the University of Chile in 1966. He was the Director of the budget office in the Ministry of Finance from 1973 to 1974. Mr. Villarzú graduated from the University of Chile with a degree in Economics. He took further studies at the University of Chicago and has a Master's degree in Economics as well. *Member since 2000.*

## PEOPLE'S REPUBLIC OF CHINA

**Qin Xiao** is the Chairman of the APEC Business Advisory Council for the year 2001. He is the Chairman of China Merchants Holdings Co., Ltd. and the Chairman of China Merchants Bank. He has served in various positions in the Ministry of Coal Industry and the Ministry of Petroleum Industry since 1976. From 1986 – 2000 he has served as the President and Vice Chairman of China International Trust and Investment Corporation (CITIC). Concurrently he has been a Deputy to the Ninth National People's Congress. Mr. Qin is an Advisor on foreign exchange policy for the State Administration of Foreign Exchange, and Vice Chairman of the International Chamber of Commerce, China. He is an Honorary Professor at the Business School of Tsinghua University and at the Graduate School of the People's Bank of China. His articles in the field of economics and manage-

ment have been widely published in well-known academic journals in China. Mr. Qin obtained a Master's degree in Business Administration in 1983.

*Member since 2001.*

**Wang Lili** is Executive Director and Executive Vice President of the Industrial and Commercial Bank of China (ICBC). Prior to joining ICBC in November 2000, Ms. Wang served as Executive Assistant President of the Bank of China and was in charge of Asset and Liability Management, Risk Management, International Trade Finance and the Bank's legal affairs since 1998. She started working with the Bank of China in 1975, and was General Manager of the Credit Management Department. She has also held positions in the departments responsible for overseas branches, international capital markets, securities trade and foreign exchange dealing, and has worked in the Bank's London branch. She holds a B.A. from the Nankai University and M.B.A in international banking and finance from the University of Birmingham. *Member since 1998.*

**Zhang Lijun** is Chairman of Sino-Interest Worldwide Economic Group; Chairman of the APEC China Enterprises Assembly International Communication Branch; Commissioner of the Youth Union of the State Council; Vice Secretary-General of the Research Association of Deng Xiaoping Thought; Vice Board Chairman of China Urban and Regional Economy Research Center; Visiting Professor of Nankai University; and Economic Adviser of West Middle China Development. Previously he was General Manager of the Trade Development Department for the China Export Bases Development Corporation. Mr. Zhang also held a series of positions in China Metals and Minerals Import/Export Group Corp., most recently Vice General Manager of the Comprehensive Trade Department in the Group's International Industry Company. Mr. Zhang holds a Bachelor degree from the Tianjin Finance and Economic College, and a Masters and a Ph.D. degree from Nankai University. He has written many works, including *The World Economy and China*. *Member since 1999.*

## HONG KONG, CHINA

**Dr. Victor Fung Kwok-King, CBE**, is Chairman of the Hong Kong Airport Authority, a statutory

organization tasked with operating and managing the Hong Kong International Airport. He is also Chairman of the Hong Kong/European Union Business Co-operation Committee, a high-level bilateral committee of business leaders from both regions. He is a member of the Hong Kong Special Administrative Region Chief Executive's Commission on Strategic Development and the Judicial Officers Recommendation Committee. In the private sector, Dr. Fung is Chairman of Prudential Asia Investments Ltd., the Asian investment arm of the Prudential Insurance Company of America, and Chairman of the Li & Fung Group, a leading Hong Kong-based regional trading company. He is also a Non-Executive Director of Pacific Century Cyberworks Ltd., Orient Overseas (International) Ltd., Kerry Properties Ltd., and Sun Hung Kai Properties. He holds Bachelor and Master's degrees in Electrical Engineering from Massachusetts Institute of Technology and a Ph.D. in Business Economics from Harvard University. He was formerly a professor at the Harvard Business School. *Member since 1996.*

**Peter Kwong-Ching Woo** was appointed by the Hong Kong Special Administrative Region government as the Chairman of the Hong Kong Trade Development Council in 2000. He served as Chairman of the Hong Kong Hospital Authority from 1995 to 2000. From 1993 to 1997 he served as Council Chairman of the Hong Kong Polytechnic University, Hong Kong's largest University. He was Chairman and subsequently Honorary Chairman of Wheelock and Company Limited and its subsidiary, The Wharf (Holdings) Limited, from 1986 to 1996. He is Founding Chairman of Hong Kong Cable Television Limited (the former Wharf Cable Limited) and New T&T Limited. The Wheelock and Wharf groups of publicly listed companies own businesses in property, cable TV, telecommunications, hotel, retailing and distribution, container terminal, and public transport. He was appointed Managing Director of The Wharf (Holdings) Limited in 1982. Mr. Woo also held various positions at the Chase Manhattan Bank in New York and in Hong Kong. In 1975 he joined the late Sir Yue-kong Pao and the World-Wide Shipping Group in Hong Kong and held various positions, including Vice-Chairman. Mr. Woo has served on the international advisory boards of J.P. Morgan Chase & Co., National Westminster Bank Plc., Total Fina Elf S.A., Banca Nazionale del Lavoro, and General Electric Company. *Member since 2001.*

**Sir Gordon Wu Ying-Sheung, KCMG, FICE**, is Chairman and Managing Director of Hopewell Holdings Ltd., one of the largest property development and infrastructure groups in Hong Kong, which he founded in 1972. Sir Gordon has a wealth of experience in developing infrastructure projects in the People's Republic of China, the Philippines, Indonesia, Thailand, and Pakistan. He is also the Chairman of Hong Kong's Port and Maritime Board, a member of the International Finance Corporation's Business Advisory Council of the World Bank, the Hong Kong Trade Development Council, the Commission on Strategic Development of the Hong Kong Special Administrative Region of the PRC, and the Chinese People's Political Consultative Conference. Sir Gordon has been awarded The Chevalier de L'Ordre de la Couronne by the King of Belgium, and the Knight Commander of the Order of St. Michael and St. George for Services to British Exports. He was selected Businessman of the Year by the South China Morning Post and DHL, Asia Corporate Leader by the Asia Finance magazine, and among "the Best Entrepreneurs" by Business Week. Sir Gordon has a Bachelor of Science degree in Civil Engineering from Princeton University (1958) and received honorary doctorate degrees from the Hong Kong Polytechnic University, University of Stathclyde UK, and University of Edinburgh, UK. He enjoys music and skiing. *Member since 1996.*

## JAPAN

**Thomas Yoshitami Arai** is Chairman of Systems International Inc., a business consulting firm he established in 1971 that assists companies entering Japan as well as Japanese companies expanding overseas. Mr. Arai studied in the United States and England and has had a diverse career that includes assignment to the International Cooperation Administration in the United States State Department (1955 to 1959), participation in the establishment of Sony Corporation of America (1960 to 1962), assisting in the establishment and running of the first trading stamp company in Japan (1962 to 1969), and serving as President and CEO of Tokyo Hotels International Co., Ltd. (1977 to 1988). Mr. Arai is a board member of several Japanese and American companies, and an active member of a number of advisory councils and industry associations in Japan and abroad, includ-

ing the Pacific Basin Economic Council and the Pacific Economic Cooperation Council. He holds an AMP degree from the Harvard Business School.

*Member since 1999.*

**Michio Naruto** is Special Representative of Fujitsu Limited and Chairman of Fujitsu Research Institute. He served as Vice Chairman from June 1998 to April 2000. Prior to that he was the Executive Vice President in charge of Legal and Industry Relations, External Affairs Group, and Export Control Group. In 1997 he became Chairman (Non-Executive) of ICL plc. He was made Director (Non-Executive) of ICL plc in 1990. In 1992 he served as Senior Vice President (Managing Director) for Legal and Industry Relations and ICL Business Group. He held the same position in 1991, only this time he was in charge of Domestic and International Marketing. In 1988 he was also SVP assigned to International Operations. He became a member of the Board for International Operations in 1985. The year before that he was made Deputy General Manager of International Operations. In 1981 he was appointed as General Manager for Business Administration of International Operations. Mr. Naruto joined Fujitsu in 1962. Mr. Naruto has a Bachelor of Law degree from the University of Tokyo. *Member since 2000.*

**Tasuku Tagakaki** is currently the Senior Advisor of the Bank of Tokyo-Mitsubishi, Ltd. Until June 2000 he was the Chairman of the Board. In April 1996 he became the President of the Bank of Tokyo-Mitsubishi, Ltd., at the time of the merger with Mitsubishi Bank. Prior to that he was the President of the Bank of Tokyo, Ltd., a position he held since June 1990. His career with the Bank of Tokyo started in April 1953; he was assigned to their New York Agency in the 1960s and to London in the 1980s. He served also with the Asian Development Bank, Manila, from 1966 to 1971, and was a member of the Group of Thirty in the 1980s. Mr. Tagakaki graduated from the University of Tokyo with a degree in Faculty of Economics (March 1953). *Member since 2001.*

## KOREA

**Jae H. Hyun** is the Chairman of the Tong Yang Group, a diversified business group in Korea. With its strong foundation in the manufacturing of cement and confectionery goods, the Tong Yang

Group also provides a full line of financial services that includes securities trading, investment banking, asset management, venture capital, and life insurance. The Group's other business activities include systems integration, cable TV broadcasting, and home appliance manufacturing. Mr. Hyun is presently Vice Chairman of the Federation of Korean Industries and a member of the Trilateral Commission's Pacific Asia Group. He is also a member of the Seoul Bar Association and the Advisory Council of the Stanford Graduate School of Business. Mr. Hyun has also served as President of the Korea Go (Oriental Chess) Association, a member of the Korean Government's Foreign Trade Policy Advisory Committee, and as one of seven members in the Korean Government's Planning and Budget Commission. Mr. Hyun received his Bachelor and Master's degrees in law in 1971 and 1973 from the Seoul National University. He earned an M.B.A. from the Stanford Graduate School of Business in 1981. *Member since 1996.*

**Younghoon David Kim** is Chairman and CEO of Taegu City Gas Co., Ltd. He also serves as Chairman and CEO of Kyunggi CA-TV and of Taegu TRS Co., Ltd. Mr. Kim graduated from the Seoul National University with a Bachelor's degree in Law. He also holds a Master's degree in Law and Business Administration from the University of Michigan. He studied International Economics as a special student at the Graduate School of Art and Science at Harvard University, and he completed a Master's degree in Theology at the Harvard Divinity School. He was the founder and the first president of Chungjung Rotary Club in Seoul, and is currently serving as a Director of Habitat for Humanity in Korea. Recently he was appointed Honorary Counsel of Mongolia to the Taegu-Gyeongbuk region. In his free time, Mr. Kim enjoys archery and reading. *Member since 1999.*

**Jay Joon Yoon** is President and CEO of CADLAND, Inc., the leading geographic information systems company in Korea. He is also President of ESRI Korea. He formerly served as President of the Korea Geographic Information Industries Cooperative. He was the first to introduce various computer graphics applications including CAD/CAM and GIS in Korea. He has authored several articles on energy conservation systems. His most recent papers on resource sharing on the Internet were presented at the 24th ISBC in Taipei. He received his Bachelor's

degree from Seoul National University and his master's degree in Mechanical Engineering from Marquette University in the U.S. He also studied industrial engineering at Stanford University for his Masters degree. *Member since 1998.*

## MALAYSIA

**Tan Sri Dato' Azman Hashim** is the Chairman of the Arab-Malaysian Group and Executive Chairman of Arab-Malaysian Corporation Berhad. He has been involved in banking since he joined the Central Bank of Malaysia in 1960, the year he returned from Australia having qualified as a Chartered Accountant. He joined the Board of Malayan Banking Berhad in 1966, and was its Executive Director from 1971 to 1980. He became Executive Chairman of Kwong Yik Bank Berhad (now RHB Bank Berhad) from 1980 till 1982. Tan Sri Dato' Azman is the Chairman of the Association of Merchant Banks in Malaysia, the National Productivity Corporation, and the Malaysian South-South Corporation Berhad. He is President of the Malaysia-Japan Economic Association, Malaysia South-South Association, the National Watersports Council, and the Malaysian Medical Association Foundation. He also serves as the Treasurer for the Malaysia-US Private Sector Consultative Group, and the Malaysia-Australia Foundation, and Vice Chairman of the Malaysian Business Council. He is a member of the National Economic Consultative Council II, the Trilateral Commission (Asia-Pacific Group) and Leader of the ASEAN-Japanese Business Meeting (Malaysia Committee, Keizai Doyukai). He is a Chartered Accountant, a Fellow of the Institute of Chartered Secretaries & Administrators, and a Fellow of the Institute of Bankers Malaysia. *Member since 1999.*

**Dr. Tan Tat Wai** is Group Managing Director of Southern Steel Berhad and sits on the Board of Shangri-la Hotels (Malaysia) Berhad. He also sits on the board of NatSteel Ltd., Singapore which is listed on the Singapore Stock Exchange as well as directorships in other private companies in manufacturing and investment holdings. He started his career with Bank Negara Malaysia in 1978 as a Senior Economist in the Economics Department. Between 1984 - 1987, he worked as a consultant to Bank Negara, Malaysia and subsequently the United Nations University and between 1981 and

1992, he worked as the Secretary and then member on the Council on Malaysian Invisible Trade. Dr. Tan Tat Wai qualified with a Bachelor of Science in Electrical Engineering and Economics from the Massachusetts Institute of Technology, USA in 1969, a M.Sc in Economics from the University of Wisconsin (Madison Campus), USA in 1970, and a PhD in Economics specialising in Quantitative Analysis and Economic Development from Harvard University, USA in 1977. *Member since August 2001.*

**Tengku Tan Sri Mahaleel Tengku Ariff** is Chief Executive Officer of Perusahaan Otomobil Nasional Berhad. In 1974, he joined Shell Malaysia Trading Sdn Bhd as a commercial sales executive, and was posted to Brunei as the country's Marketing Manager in 1980. In 1986, he was made the Retail Manager for Malaysia in charge of all Petrol Station business. Two years later, he took on the position as Personnel Manager for Shell's downstream companies in Malaysia. In 1990, he became the Marketing Director for Shell Malaysia. In 1992, he joined the New Toyo Group as Group Managing Director and set up joint ventures in Vietnam, China, Singapore, Indonesia and Australia. The following year, upon a request from the office of the Prime Minister, he assisted the Mofaz Group as Vice President and became founding Director of Air Asia and Kuala Lumpur Airport Services. In 1996, Mahaleel joined Proton as the Vice-Chairman of Strategy and Operations. In 1997, he assumed the position of Chief Executive Officer. Mahaleel also sits as a council member and advisor for non-profit organisations including the Business Advance Technology Centre (BATC), the London Business School Regional Advisory Board, the Malaysia-US Business Council. He is an advisory board member of both University Malaysia Sarawak (UNIMAS) as well as the Selangor State Investment Centre (SSIC) and is a member of MITI's recently-formed National Committee on Business Competitiveness. Additionally, he is an adjunct professor for Universiti Utara Malaysia's School of Management. In 1998, he was awarded the PJJ (Datuk) by DYMM Yang Dipertuan Agong. In March 2000, DYMM Sultan Kelantan awarded him the DPMK (Datuk Paduka). In June 2000, he was conferred the PSM (Tan Sri) by DYMM Yang DiPertuan Agong. Mahaleel was also awarded "The CEO of the Year 1999" by Business Times and Amex. In April 2001, Mahaleel was conferred an honorary Doctorate in Engineering by University Teknologi

Malaysia in recognition of his achievements and dedication in the field of automotive engineering. He is a graduate of University of Malaya with a BA (Honours) degree and has attended Business Schools in Manchester and London. *Member since August 2001.*

## MEXICO

**Julio A. Millan** is Chairman and Chief Executive Officer of Coraza Corporacion Azteca, S.A. de C.V., a holding company of industrial, commercial, and service organizations specializing in sectors, such as transportation (railroads), communications, energy, and electricity generation. He is the President Emeritus of the Mexican Committee of the Pacific Basin Economic Council, for which he also acted as International Vice-President. He has also been President of the sections for Asia and Oceania of the Mexican Entrepreneurial Council for Foreign Affairs, including the Mexican sections of the bilateral committees settled down with Japan, South Korea, the People's Republic of China, and Hong Kong. Mr. Millan is Chairman of the Board of Directors of several companies, such as Consultores Internacionales, S.C., Coraza Internacional, S.A. de C.V., and Banco de Tecnologías, S.A. de C.V.; Vice-President of Olivetti Mexicana, S.A. de C.V.; a member of the Mexican Council for Foreign Trade; Chair of several universities; and an active member of various social associations and foundations. He has also been involved in diverse professional activities for organizations and associations, such as the United Nations (FAO), the Latin American Association of Free Trade (ALALC), and the Tripartite Commission for the Analysis of Productivity and Employment. He is the author of the book *The Pacific Basin* (1992) and co-author of *Mexico 2030: New Century, New Country* (2000), published by the Fondo de Cultura Económica. In 1987 he was distinguished by the Japanese Government with the Imperial Order of the Rising Sun in the grade of Golden Rays for his contribution to the development of economic relationships between Mexico and Japan. In March 2000 he received the award *Yacatecuhtli*, recognition to the Year Executive in Foreign Trade that the Mexican Institute of Foreign Trade (IMECE) grants to the most recognized entrepreneur in this field. Recently Mr. Millan was also conferred by the Italian Government with the Condecoration Orden al Mérito de la

República Italiana en grado de Comendador ('Commendatore'). *Member since 2001.*

**Ing. Javier Prieto de la Fuente** is Chairman of the National Confederation of Industry Chambers of Mexico. He is Chairman of the Board of the Mexican Foundation of Transparency and Technology for the Small and Medium Enterprise (FUNTEC), and International Vice Chairman of the Pacific Basin Economic Council (PBEC). He is also an adviser to several Boards and Councils such as: National Council of Publicity (CNP); The Technical Council of the Mexican Social Security System (IMSS) and member among others of the following Administrations Councils: Nacional Financiera (NAFIN); the National Bank of Foreign Trade (BAN-COMEXT) and the National Fund for Housing (INFONAVIT). He has been President of numerous professional organizations such as the National Chamber of Cement Producers; the Interamerican Federation of Cement Producers; the Mexican Foreign Trade Council and the Caribbean Association of Cement Producers. Mr. Prieto is currently Senior Vice President of External Affairs of CEMEX Group. He has held positions within this Group as Vice President of Mergers and Acquisitions and Vice President of Trading. He is an active member of several community organizations and is Founder and President of SELIDER, a national organization that promotes youth Leadership in Mexico. He recently wrote his first book entitled "Piel de Líder" (Leader Skin). Mr. Prieto received his Bachelor and Master's degrees from ITESM (Monterrey Tech) and obtained his M.B.A. at Carnegie Mellon University under the fellowship of the Rotary International Foundation. *Member since 1998.*

**Luis Téllez** is the Executive Vice-President of DESC. From 1997 to 2000 he served as Mexico's Secretary of Energy. For the previous three years he was the Chief of Staff of the President of Mexico and Chief of Staff of the Presidential Candidate of the Partido Revolucionario Institucional. He was appointed as Undersecretary for Planning at the Ministry of Agriculture and Water Resources in 1990. Prior to that, he was the Head Economist at the Ministry of Treasury. Mr. Téllez has a degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM) (Suma Cum Laude) and also a Ph.D in Economics from the Massachusetts Institute of Technology (MIT). He taught Microeconomics,

Macroeconomics, and International Economics at the ITAM during the 1990's. He authored several technical papers and books. *Member since 2001.*

## NEW ZEALAND

**Peter Masfen** is Chairman of Montana Group (NZ) Limited, Montana Wines Limited, and Masfen Holdings Limited Group of Companies. He is a Director of AXA Asia Pacific Holdings Limited, and a Director of National Mutual Life Association of Australasia. He is also a member of the New Zealand Business Roundtable. Mr. Masfen was a New Zealand rowing champion, and has won seven national titles. He was a member of the New Zealand Four at the Tokyo Olympics in 1964. He was a member of the first New Zealand rowing crew to compete at the World Championships in Yugoslavia (1966). Mr. Masfen is a Trustee of King's College Auckland and King's School Auckland and a director of the Auckland Regional Chamber of Commerce and Industry. *Member since 2001.*

**Wendy Pye, MBE**, is the Managing Director of the Wendy Pye Group of Companies. The Group is a privately owned worldwide publishing company that exports to all countries within the APEC region. Ms. Pye pioneered the development of an early literacy program and learning technologies, in particular in the United States, and works with many educational institutes and universities worldwide to develop strategies for literacy through research. Her group of companies has pioneered the work on Internet delivery and has now become a major content producer for Telcos and Internet systems within the APEC region. A Fellow of the Institute of Directors, Wendy has worked extensively within the APEC region over the past twenty years to improve educational outcomes and development of early literacy programs. She has been an active member of many literacy development programs that aim to eliminate poverty through education. Ms. Pye has been actively involved in various APEC fora and has contributed as both a keynote speaker and chair. Her other passion is breeding horses, and she owns a large stable of racehorses in New Zealand. *Member since 2001.*

**Sir Dryden Spring DSc.** was appointed as a Director of the New Zealand Dairy Board in 1983, and he served as its Chairman from 1989 until his

retirement in 1998. Sir Dryden continues to have extensive business interests and is currently the Chairman of Goodman Fielder New Zealand Limited, Ericsson Communications Ltd. (NZ), WEL Energy Group Ltd., and Fletcher Challenge Forests Ltd. He is also the Deputy Chairman of Goodman Fielder Limited, and a Director of Nufarm Ltd., the National Bank of New Zealand, Maersk New Zealand Ltd., and Fletcher Building Ltd. He is formerly Deputy Chairman of the Rural Banking and Finance Corporation, Deputy Chairman of Ports of Auckland Limited, and a Director of Affco New Zealand Limited. Sir Dryden is a distinguished Fellow of the Institute of Directors in New Zealand (Inc.) He is also the Deputy Chairman of the Asia 2000 Foundation of New Zealand. Sir Dryden has had extensive experience in trade policy and in trade negotiations, and he has been a tireless campaigner for trade liberalization. He was a member of the APEC Eminent Persons Group. He is a member of the prestigious International Policy Council on Agriculture Food and Trade, and has been appointed by Massey University as a Distinguished Fellow of the Academy of Massey Agriculture. Sir Dryden was honored with the NZ 1990 Commemoration Medal, and became Knight Bachelor in 1994 for services to New Zealand and the dairy industry. In 2000 he was awarded a Doctor of Science degree (Honoris Causa) by Massey University. *Member since 2001.*

## PAPUA NEW GUINEA

**Wayne Kenneth Golding, OBE**, is Chairman and CEO of Tanubada Dairy Products Ltd., Pacific Products Ltd., and the Kina Securities Group of Companies. Mr. Golding is the Founding Chairman of the Manufacturers' Council of Papua New Guinea (formerly the Chamber of Manufacturers), and he holds public office positions in the Food and Vegetable Advisory Boards and the Fresh Produce Development Cooperation Pty. Ltd. He is a member of various committees, including the World Trade Development Forum, Director of the Civil Aviation Authority, and various other Government statutory bodies. Mr. Golding was educated as an Accountant in N.S.W. Australia. *Member since 1996.*

## PERU

**Rafael Quevedo Flores** is the founder and President of The Rocío Group, which is comprised of enterprises involved in the food business with links to Asia, Europe, and Latin American markets. He is Chairman of the Board of El Rocío S.A. and has developed a totally integrated poultry business in Peru, representing Arbor Acres Farms, Inc., U.S.A., and Ross Breeders Ltd. of Scotland. The Rocío Group has entered into a joint venture business in Peru with Agraria Babolna-Hungary in order to develop the Latin American market with Layers Breeders. For several years he has been a member of the board of the Poultry National Association of Peru. Mr. Quevedo is also CEO of TAL S.A., a company that handles the agricultural business of the Rocío Group. He was a pioneer in Peru in the development of agriculture in the desert, establishing a totally integrated operation that produces asparagus and other vegetables all year round mainly for the international market. He has been member of the board of the National Exporters Association and Vice-Chairman of the Peruvian Asparagus Institute. The Peruvian Finance Corporation for Development and the Chamber of Entrepreneurs of La Libertad have named him the Entrepreneur of the Year of La Libertad, the second leading economic area of Peru. In 1994 and 1995 he represented La Libertad as Vice-President of the Peru Chamber of Commerce. Mr. Quevedo is an Agriculturas Engineer of the Universidad Agraria La Molina. *Member since 1999.*

**Manuel F. Sotomayor** is President of the Sotomayor Group, one of the most important fishing traders in Peru. He is founder and Honorary President of Peru 2021, a private organization geared toward the promotion of sustainable development projects and initiatives with a long-term vision. Mr. Sotomayor is also former President of the National Confederation of Private Business Institutions, the National Fishery Society, and the World Fishmeal Exporters Organization. He was Vice President of the Peruvian-Japanese Business Council, is a member of the Latin American Business Council, and a member of the Group of Fifty, sponsored by the Carnegie Endowment for International Peace and Inter-American Dialogue. Mr. Sotomayor is also member of the Latin America Program for the Promotion of Educational Reforms, a prestigious international organization. In 1992 he was

elected Businessman of the Year by the renowned international publication *America Economía*. Mr. Sotomayor holds a degree in Economics from the Universidad del Pacífico and a Master's degree from Notre Dame University (U.S.A.). *Member since 1999.*

**Luis G. Vega** is a Director and shareholder of the Vega Group, a conglomerate of companies involved in various activities of the automobile industry, including manufacturing, importation, and the commercialization of autoparts. He is also Executive president and founder of Vega Real State S.A., Vega Tech S.A.C., and Chairman of Famia Arequipa S.A. Mr. Vega is Director of the National Society of Industries of Peru. President of the Investment and Trade Committee of the Confederation of Private Business Associations, and Director of the Peru-Japan Business Council over the past twenty-five years, he has served as President of the Chambers of Autoparts Manufacturers of Peru, the Peruvian Association of Sales and Marketing, the Peruvian Automotive Association, the Export Association of Peru, and the National Society of Industries. Mr. Vega was Principal Professor at the National University of Engineering in Lima, and has lectured on engineering design and quality control issues. He has also served as Director of various academic and scientific institutions, such as the Institute of National Standards of Peru, ESAN, and the National Institute of Technicians. Mr. Vega holds a degree in Productions Engineering from the University of Loughborough, England, where he graduated with honors. He is also a Charter member of the UK Engineering Council, the College of Engineers of Peru, and an honorary member of the College of Economist of Lima, Peru. He has been decorated for his contributions to the social, economic, and industrial development of Peru by the Ministry of Industry, the National Society of Industries, the College of Engineers of Peru, and the College of Economist of Lima. *Member since 2001.*

## PHILIPPINES

**Benigno N. Ricafort** is Chairman of Naturecraft Industries Corporation, The Management Centre and Resource Group Inc., Furniture and Accessories Barn Inc., and Wemberg International, Inc. Mr. Ricafort is a major figure among SMEs in the Philippines and is President of the Philippine Network of Small and Medium Enterprises; Vice

President–Director and National Chairman for SME Development; and private sector representative to the Philippine Council for Small and Medium Enterprise Development. Mr. Ricafort was Chairman of the Organizing Committee for the Asia-Pacific Business Network (APB-NET III) as well as founding Chairman of the ABAC SME Committee. He has served as a member of Economic Advisory Councils to the Philippine Government for international trade and the SME sector. Mr. Ricafort has received numerous awards from the Philippine Government as well as international and national institutions and organizations for business and trade. He has been recognized for community service and volunteer work, notably as District Governor, Rotary International. He holds an M.B.A. in Economics from St. Johns University, U.S.A., and undertook Special Studies in Development Economics at the London School of Economics. *Member since 1996.*

**Hon. Roberto R. Romulo** is Chairman of Philam Insurance Co., Inc. (a subsidiary of AIG), Equitable Cardnetwork, Inc., InterPharma Investments Ltd. (Zuellig Pharma), and PETPLANS, Inc., as well as the Vice Chairman of Philippine Business for Social Progress. He is currently a member of the Board of Directors of A. Soriano Corporation, Systems Standards Inc., and MIH Holdings Limited (a South Africa-based technology company). He was recently invited to join the Asia Society International Council. Mr. Romulo is Senior Adviser on International Competitiveness to President Gloria Macapagal-Arroyo, covering Foreign Affairs, International Finance, Investment, Trade, and Information and Communications Technology Strategy. He is Co-Chair of the Information Technology and E-Commerce Council (ITECC) of the Philippines. He was designated a Special Envoy by the Philippine President in February 2001. In 1999 Mr. Romulo was appointed Chairman of the e-ASEAN Task Force, a public/private sector advisory council created by the ASEAN Heads of Government. He is a member of the Executive Committee and Chairman of the Digital Bridges Task Force of the Global Business Dialogue for e-Commerce (GBDe). He is also the Asia Commissioner of the Global Information Infrastructure Commission (GIIC), Washington, D.C. During a twenty-five-year career at the IBM Corporation, Mr. Romulo held CEO positions in the Philippines, Thailand, Burma, and Bangladesh. From 1989 to

1992 Mr. Romulo was Philippine Ambassador to Belgium, Luxembourg, and the European Communities. He was Secretary of Foreign Affairs from 1992 to 1995. He was Chairman of the Philippine Long Distance Telephone Co. and Vice Chairman of San Miguel International from 1995 to 1998. Mr. Romulo is Chairman of the following foundations: the Foundation for IT Education and Development, Philippines; the Philippine Foundation for Global Concerns, Inc.; the Asia-Europe Foundation of the Philippines and the Digital Philippines Foundation. He is also the founding Chairman of Carlos P. Romulo Foundation for Peace and Development and was founding Chairman of the APEC Business Advisory Council (ABAC). A recipient of the Order of Sikatuna (rank of Datu), the highest Philippine civilian decoration, he has also been decorated by the governments of Belgium, Spain, Thailand, France, and Chile. Mr. Romulo graduated from Georgetown Preparatory School in 1956, and Georgetown University (A.B. Political Science) in 1960. He has a Bachelor of Laws degree from Ateneo de Manila University and is a member of the Philippine Bar. *Member since 1996.*

**Jose Luis U. Yulo, Jr.**, is Chairman of Insurance of the Philippine Islands Co. Inc., of the Unitrust Development Bank, of Philippine Exhibits and Themeparks Corporation, and is President of Onecard (issuer of Mastercard), CEO of Centrex/Octanorm Corporation, and Board Director of Petron Corporation. He is also the Honorary Consul of the Republic of Slovenia to the Philippines, and Chairman of the Philippine-Slovenian Business Council. His immediate past positions include: President and CEO of the Philippine Stock Exchange, the Philippine Stock Exchange Foundation, the Philippine Central Depository, the Securities Clearing Corporation of the Philippines, and the Capital Market Development Center Inc. He is also a co-founder and former President of the Philippine Chamber of Commerce & Industry. In 1991 he was appointed by President Corazon C. Aquino as President and CEO of the Philippine International Trading Corporation, the trading arm of the Philippine Government, which he served for seven years. Mr. Yulo was also co-founder & Managing Director of the Philippine Center for International Trade & Exhibits, the country's first trade exhibition facility. Mr. Yulo has a certificate of completion from the Advanced Management College program of Stanford

University, U.S.A., and holds a Master in Business Management degree from the Asian Institute of Management. *Member since 1996.*

## RUSSIAN FEDERATION

**Sergei A. Veremeenko** is Chairman of the International Industrial Bank. He is also the Chairman of Board of Directors of the Scientific and Industrial Company, which is the largest production company for electronics in Russia, and Chairman of the International Institute of Investment Projects. He is a member of the special council for nominating scientific degrees in the field of automatic management systems; a member of the Council for Security and Cooperation in Asia Pacific–Russia; a member of the Russian National Committee–Pacific Economic Council; and a member of the Board of Directors of the Asian Bankers Association. Mr. Veremeenko is a graduate of the University of UFA. *Member since 1999.*

**Alexander S. Vyshlov** is Vice President of Rostelecom, the Russian company for long-distance and international telecommunications. He sits on the board of a number of other companies, such as Rustel, GlobalTel, and Business-Syaz. From 1993 to 1997 he served as a Deputy Director of the Russian Space Communications Company. From 1980 to 1992 he was Director of the Space Research and Radar Laboratory (Deep Space Research Center, the Crimea). He also worked for the Institute of Radio Engineering and Electronics of the Academy of Sciences (1967 to 1980). He graduated from Moscow State University and received his Ph.D. in Physics in 1976. *Member since 1999.*

**Valery V. Remisov** is a member of the Executive Board of JSC Gasprom. From 1972 to 1992 he was General Director of Nadymgazprom Ltd. He concurrently serves as Vice President of the Academy of Technological Science of RF, and as a member of the Academy of Mining of RF. He graduated from Tumen Industrial Institute and specializes in electrification and automatization of mining operations. He is a doctor in Engineering of Science and a professor. *Member since 2000.*

## SINGAPORE

**Cheng Wai Keung** is the Chairman and Managing Director of the listed Wing Tai Holdings Limited. An active participant in public service, Mr. Cheng has served on various government committees and statutory boards, including the Economic Development Board, the Singapore Trade Development Board, and the Singapore Productivity and Standards Board. He was also Chairman of the Sub-Committee on Domestic Businesses of the Committee on Singapore Competitiveness. Currently he is the Chairman of Media Corporation of Singapore Pte Ltd., Chairman of Raffles Holidays Limited and Vice Chairman of Neptune Orient Lines. He is also active in serving the community through grassroots organizations, such as the Bishan Community Club Management Committee, on which he serves as Chairman. Mr. Cheng awarded the Public Service Star (BBM) in 1987 and the Public Service Star (BAR) (BBM-Lintang) in 1997 by the Government of Singapore. The President of Singapore appointed him Justice of the Peace (JP) in the year 2000. Mr. Cheng holds directorships in several public companies, including Transpac Industrial Holdings and GP Batteries International. Mr. Cheng graduated with a Bachelor of Science degree from Indiana University and an M.B.A. from the University of Chicago in 1972. *Member since 2000.*

**Koh Poh Tiong** is the Chief Executive Officer and Director of Asia-Pacific Breweries Limited (APB). He is Chairman of the Agri-Food and Veterinary Authority (AVA) and a director of Media Corporation of Singapore Pte Ltd, Wildlife Reserves Singapore Pte Ltd, National Healthcare Group Pte Ltd, and the Football Association of Singapore. He also serves as a member of the Board of Governors of the Anglo-Chinese Schools. Mr. Koh was the recipient of the Outstanding CEO Award in Singapore for 1998. Mr. Koh holds a Bachelor of Science degree. *Member since 1999.*

**Lua Cheng Eng** is the Chairman of the Neptune Orient Lines Group of Companies, which includes APL Limited, Oakland. Mr. Lua joined the NOL Group of Companies in 1969 and was appointed CEO in 1977 and Director in 1979. Since 1990 he has served as Deputy Chairman of NOL until his appointment as Chairman in June 1999. Mr. Lua also serves as the Corporate Adviser of SembCorp Marine Ltd.; Chairman of International Factors

(Singapore) Ltd.; and Director of the SembCorp Industries Ltd., Intraco Ltd., and Sincere Watch Ltd. Mr. Lua also holds several appointments in the public sector: President of the Singapore Shipping Association; Board Member of the Maritime and Port Authority of Singapore; Director of the Singapore International Chamber of Commerce; Council Member of the Singapore Chinese Chamber of Commerce and Industry; and Member of the Business Advisory Committee of the Transportation Centre, Northwestern University (U.S.A.). He is also the Chairman of the Southeast Asia Committee of Nippon Kaiji Kyokai (Japan); Counselor of the Baltic and International Maritime Council (Copenhagen); and a Director of Through Transport Mutual Services (UK) Ltd. and Britannia P & I Club (UK). In addition, he is a Governor of The Thalang Yacht Club (Thailand). In 1979 Mr. Lua was awarded the Pingat Bakit Masyarakat (Public Service Medal), and in 1999, the Bintang Bakti Masyarakat (Public Service Star) by the Government of the Republic of Singapore. *Member since 1999.*

## CHINESE TAIPEI

**Nelson An-ping Chang** is Vice Chairman of Chia Hsin Cement Corp., CEO of China Securities, CEO of KG Investments Asia Limited, CEO of China Network Systems Co., Ltd., COO of GigaMedia Limited and Chairman of Wyse Technology Inc. He is also an Executive Director of Chinese National Association of Industry and Commerce, a nationwide organization of leading businessmen and entrepreneurs, and actively participates in public affairs. Mr. Chang served as the Vice Chairman of the Pacific Economic Cooperation Committee of Chinese Taipei and Chairman of the Pacific Basin Economic Council of Chinese Taipei. In the ROC-USA Business Council, a civic organization promoting bilateral business relations between Taipei and the U.S., he is the Vice Chairman. Mr. Chang is a Director of the Straits Exchange Foundation, which represents Taipei in the cross-strait talks. He is also the Chairman of the Taipei International Community Cultural Foundation. He earned his B.A. in Economics from Princeton University (1974). He also holds an M.B.A. (1976) and an A.P.C. (1978) from the School of Business Administration, New York University. *Member since 1998.*

**Henry C. S. Kao** is Chairman of Dah-An Commercial Bank, Vice Chairman of I-Mei Foods Co., Ltd., and President of Fu Mei Co., Ltd. Mr. Kao also serves as Chairman of An-Hsin Real-Estate Management Inc; Vice Chairman of the Taiwan-Australian Business Council; Director of the Marketing Communications Executives International; Executive Director of the Taiwan Confectionery, Biscuit and Flour Food Industry Association; and Executive Director of the Taiwan Chainstore Association. Mr. Kao received a Master's degree in Public Administration from the University of San Francisco. *Member since 1996.*

**Dr. Jeffrey Len-Song Koo** is Chairman and CEO of Chinatrust Commercial Bank, a leading Taiwanese bank with fifty offices worldwide. The Bank is a flagship of the Koo Group, a diversified and global company whose business spans financial services, petrochemicals, high tech, telecommunications, pharmaceuticals, real estate, resorts, and health food products. Dr. Koo has been serving as the National Policy Advisor to the President and the Senior Advisor to the Prime Minister for many years. He is Honorary President of the Confederation of Asia-Pacific Chambers of Commerce and Industry and founder of the Asian Bankers Association. Dr. Koo also chairs Chinese International Economic Cooperation Association and the Chinese Taipei Committee of the Pacific Economic Cooperation Council. In 1994 he was elected Chairman of the Chinese National Association of Industry and Commerce, a leading businessmen's organization in Taiwan. Dr. Koo also chairs the Overseas Investment & Development Corp., which aids developing countries in building Industrial Parks. Dr. Koo has devoted a great deal of time and effort to public service and the promotion of culture and arts. Chinatrust's "Novel Hall" has become a landmark concert hall for cultural performances in Taiwan. Dr. Koo also co-founded the "Koo Foundation Sun Yat-sen Cancer Center," the largest cancer research institute in Taiwan. Dr. Koo graduated from Soochow University in Taipei in 1957 with a B.A. degree in Accounting. In 1961 he received an M.B.A. from New York University. In 1989 De La Salle University of the Philippines conferred Dr. Koo an honorary doctorate degree in Business Management, recognizing his business achievements, his contributions toward public service, and his endeavors in promoting regional economic cooperation. Golf and piano are among Dr. Koo's personal interests. *Member since 1996.*

## THAILAND

**Dr. Vachara Phanchet** is Executive Vice President of MMC Sittipol Co., Ltd., one of the largest auto-makers in ASEAN that manufactures, distributes, and globally exports Mitsubishi automobiles from Thailand. Dr. Vachara also serves as Chairman and CEO of several other affiliated and related group companies that are involved in real estate, IT consulting, media and entertainment, among others. He is the Honorary Secretary-General of the Thai Chamber of Commerce; an Executive Board Member of the Board of Trade of Thailand; and a member of the Joint Public and Private Consultative Committee. His additional capacity now includes a Board Member of Board of Investment of Thailand (BOI) and an Advisor to the Foreign Minister. *Member since 1996.*

**Dr. Viphandh Roengpithya** is President of Viptel Co., Ltd., a company he founded in 1983. He continues to serve as a Director of the Federation of Thai Industries and was recently appointed Vice Chairman. Dr. Roengpithya was the past Chairman of the Young Presidents' Organization of Thailand. He is Director of the Imperial Hotel Group; Viptel Group; Business Management Services; Thai Lift Industries Public Company Ltd.; Karat Sanitary Ware Public Co., Ltd.; and Draco PCB Public Co., Ltd. He is one of the key founding members of the Asian University of Science and Technology. He was formerly the Managing Director of ITT Thailand Ltd. (1974 to 1981) and ItalThai Industrial Co., Ltd. (1981 to 1983). Dr. Roengpithya has a Ph.D. in Electronics from London University and a B.S.C. in Engineering from Imperial College, London. *Member since 1999.*

**Dr. Twatchai Yongkittikul** is Secretary-General of the Thai Bankers' Association and a Director of the Thailand Development Research Institute. He is Executive Director of the Thai Military Bank, Director of the Electricity Generating Authority of Thailand, and Chairman of Ratchaburi Electricity Generating Company Limited. In the public sector, he was former Chairman of the Financial Sector Restructuring Authority. Dr. Yongkittikul has taught at the National Institute of Development Administration, where he also served as Dean of the School of Development Economics and Vice Rector for Academic Affairs. He was a member of the Senate from 1992 to 1996. Dr. Yongkittikul earned his Ph.D. degree in Economics from the University of Illinois. *Member since 1996.*

## UNITED STATES

**Ernest S. Micek** is Chairman Retired of Cargill, Inc. After joining Cargill in 1959, he held management positions in both the United States and Spain. He became President of the Corn Milling Division in 1981, and President of Cargill's food sector in 1992. He was elected Executive Vice President to the Cargill Board of Directors in 1993, and became President of the company in 1994, and Chairman and CEO in 1995. Mr. Micek is Immediate Past Chairman of the Emergency Committee for American Trade. He has served as a member of the President's Export Council since 1996, the U.S. Board of the Pacific Basin Economic Council, and the Board of Directors of Schneider National of Green Bay, Wisconsin, and Kwik Trip, Inc. of LaCrosse, Wisconsin. He is also a member of the Board of Trustees of the University of Saint Thomas and its Strategic Board of Governors for the Graduate School of Business. He is a trustee of the Wisconsin Alumni Research Foundation of the University of Wisconsin. Mr. Micek was a recipient of the 1991 Distinguished Service Citation from the University of Wisconsin School of Engineering. He also received the 1997 Ellis Island Medal of Honor. He has received an honorary Doctor of Science degree from the University of Wisconsin-Madison and South Dakota School of Mines and Technology. He recently received the Man of the Year award from the Citizens for World Trade as well as the Coya Knudsen Award. *Member since 2000.*

**Paul Y. Song** is President and CEO of Noetix Corporation, a leading software company that provides a software infrastructure for unlocking corporate data and translating it into business language in order to improve data access and secure distribution of corporate information across the wireless and wired Internet. Mr. Song is also the founder and Chairman of the ARIS Corporation, a NASDAQ publicly traded company that provides Information Technology consulting services. From 1988 to 1990 Mr. Song was employed by Oracle's consulting division in a number of capacities. Mr. Song received a B.S. in Electrical Engineering from the General Motors Institute (now Kettering University) and an M.S. in Computer Science from the Massachusetts Institute of Technology. *Member since 1999.*

**Sy Sternberg** is Chairman, President, and CEO of New York Life. He first joined the company in 1989 as Senior Vice President in charge of the Group/Life Insurance Department, and early in 1995 he was elected Vice Chairman of the Board. At the end of that year Mr. Sternberg became President and Chief Operating Officer. Mr. Sternberg is the current Chairman of the Board of Directors of the American Council of Life Insurers. He is also a member and partner of the NYC Partnership, and Chamber of Commerce; an Advisory Board Member of the Breakthrough for Learning initiative; and a member of the Board of Trustees of Big Brothers/Big Sisters of New York City. He is Vice Chairman of the Kennedy Center Corporate Fund, and a member of the Board of Governors of the United Way of Tri-State. In addition, he is a member of the board of trustees of Hackley School in Tarrytown, N.Y. Mr. Sternberg received a Bachelor's degree in Engineering from City College of New York and a Master's degree from Northeastern University. *Member since 2000.*

## VIETNAM

**Dao Duy Chu** is Vice Chairman and Executive Vice President of the Chamber of Commerce and Industry of Vietnam. Dr. Chu also holds the position of Vice Executive Chairman of the Vietnam National Committee for the Pacific Economic Cooperation Council. From 1991 to 1994 he was the Assistant Minister in the Ministry of Industry. Dr. Chu was also one of the founders of the Vietnam Petroleum General Department, and later became Vice Chairman and CEO of the Vietnam National Oil and Gas Corp.(PETROVIETNAM) from 1980 to 1991. He is active in many national and international organizations, and serves as Professor on Macroeconomics in several universities. Dr. Chu graduated from Beijing University in 1961. He finished his post-graduate studies in Physico-Chemistry from the German Academy of Sciences 1971. *Member since 1999.*

**Dr. Do Trung Ta** is Chairman of the Board of Management of Vietnam Posts and Telecommunications Corporation, with extensive experience in telecommunications. Dr. Ta served as Director of the Ministry of Transport and Communications, specifically handling the International Relations Department, in 1990. From 1990 to 1992 he served as the Deputy Director

General of Vietnam Posts and Telecommunications Corporation. From 1993 to 1995 he was also the Deputy Secretary General of the Department of General Posts and Telecommunications. He taught at Hanoi Posts and Telecommunications Institute and received the Dr. sc. techn. at Ilmenau Technical University in Germany in 1984. He was awarded Professor in 1991. *Member since 1999.*

**Lam Hoang Loc** is First Vice Chairman of Asia Commercial Bank. He is a member of the board of advisory of MPDF, a subsidiary of IFC. He is also ACB's former President and CEO. Mr. Lam was previously Director of the Wool Embroidery Carpet Export Corporation from 1989 to 1992. He used to serve as Deputy Manager of the Industry Chamber at District 3 and Chairman of the People's Committee of Ward 10, District 3, Ho Chi Minh City, Vietnam. *Member since 1999.*

## Shanghai Model Port Project

China Customs, together with US Customs and a coalition of private sector companies with significant business interests in the APEC economies, formed a public-private partnership in 1999 with the goal of making Shanghai a model modern customs entry point by the time of the 2001 APEC Leaders meeting in Shanghai. China Customs, US Customs and the US National Center for APEC signed a letter of intent to conduct the project. American President Lines, Applied Materials, Compaq, DHL, FedEx, Ford, General Electric, General Motors, Hewlett-Packard, JBC International, Mattel, Microsoft, Oracle, Procter and Gamble, TNT and UPS are the participating private companies.

China Customs declared that the overall objective of the Project is to shift its entire mode of operations from the current system of enforcement based on supervision, control and inspection to a new approach based on forming relationships of trust with the companies which are its main clients. The project fulfills a desire on the part of the customs agencies and private sector companies to convincingly demonstrate the value of improved customs practices in the APEC region. Implementation of this program will also allow China to achieve early completion of the twelve action items in the APEC Customs Collective Action Plan.

The program has three main components:

- Training on advanced customs procedures, provided by US Customs both in China and the United States. The training component has created a core cadre of officers with advanced training within Shanghai Customs who will provide models and share the benefits of their training throughout China Customs. The training was funded by the private sector members of the Project and through a grant from the US government's Trade and Development Agency.
- A major upgrade of Shanghai Customs information technology, funded entirely by China Customs. This effort required the majority of the financial resources devoted to the Project. In addition to upgrading its current system, the hard ware/software provided as part of the SMPP will allow China Customs to implement seven new applications designed to automate various customs processes and implement China's WTO obligations.
- A new express package facility at Shanghai's Pudong Airport, paid for by China, which became operational in July 2001. China Customs has significantly upgraded its express package clearance procedures and shippers enjoy one of the world's most advanced operating environments.

## E-Commerce Individual Action Plan

**Objective:** Use the six categories of the APEC E-Commerce Readiness Guide to ensure capability to fully participate in the digital economy.

**Guideline:** Each economy will carry out actions in the following six areas:

**Basic Infrastructure and Technology:** Establish an open and competitive telecommunications services market and an open market for information technology and telecommunications products.

- Eliminate barriers to market entry.
- Establish a regulatory authority for telecommunications that is independent of any market participants and will ensure competition.
- Establish fair and equitable interconnection rules aligned to the APEC interconnection agreement.
- Ensure equal regulatory treatment.
- Remove subsidies to market participants.
- Eliminate foreign investment restrictions in telecommunications infrastructure and related services.
- Eliminate tariffs on information technology and telecommunication products.

**Access to Necessary Services:** Electronic commerce requires a number of support services, such as access to basic infrastructure, content hosting and publishing, efficient transport, express delivery services, efficient customs, and capable banking and payment systems.

- Facilitate the creation of Internet Service and content providers (ISPs and ICPs) by removing unnecessary burdens such as licensing requirements.
- Ensure the ISP market is subject to general competition rules.
- Ensure that ISPs have competitive terms and access as ISPs run by incumbent telecommunication operators, and in an unbundled manner.
- Ensure that customers have the freedom to choose their ISP, service package and pricing policy.
- Minimize content restrictions and promote self-regulatory and user-empowering solutions for the control of harmful content.
- Liberalize express delivery and airfreight markets.
- Encourage customs pre-clearance, as well as twenty-four hour, paperless operations.
- Create legislation for banking and payment systems that provides for credit card usage and international electronic settlements.

**E-Government:** Success in generating E-Commerce readiness will allow governments to generate e-government.

- Develop and implement an e-government strategy to provide government information, services and transactions online, including e-procurement from SMEs.
- Use e-business technologies to transform and streamline government.

**Promotion and Facilitation Activities:** Both the public and businesses need to be informed of the benefits of electronic commerce and how to use it.

- Disseminate to businesses, especially SMEs, best practices in the use of the Internet in the improvement of their businesses.
- Provide education to the public with regard to use of the Internet, the availability of self-regulatory options, screening and filtering technologies, and dispute resolution mechanisms.
- Foster interoperability between networks and services by adopting open, international, market-driven standards.

**Skills and Human Resources:** Developing high quality skills at all levels of education - schools, job training and adult education - will be important to maximize participation in e-commerce.

- Ensure all schools have Internet access and the use of information technology (IT) is integrated into the curriculum.
- Integrate the Internet and information technology into subjects in the normal curriculum.
- Develop close relationships between educational institutions and business in developing IT curriculum.
- Design worker retraining programs to integrate IT.
- Facilitate worker mobility by mutual recognition of diplomas and certificates.
- Remove barriers to the provision of services across borders.

**Positioning for the Digital Economy:** A transparent and predictable regulatory framework will be essential to give users, consumers and businesses alike the confidence to use electronic commerce.

- Participate in and support the work of APEC, WIPO, OECD and UNCITRAL.
- Ensure tax regimes are transparent and simple, do not discriminate against e-commerce, and complement global rules.
- Support making the WTO custom duty moratorium on e-transmissions permanent and binding.
- Provide a legal framework for electronic signatures that has the same legal effect as handwritten signatures and seals; apply existing laws to deter fraud and misconduct.

- Eliminate legal restrictions on the use of and trade in encryption products and services; permit law enforcement authorities to access plain text only with the consent of the key owner or by court order.
- Ensure strong copyright protection for works made available over digital networks, while promoting the lawful use of such works by consumers; enforcement of WIPO treaties and WTO TRIPS standards.
- Address liability issues by striking a careful balance between the legitimate business interests of different stakeholders, including content providers, service providers and end-users; refrain from imposing on service providers a general requirement that they monitor the information they transmit or store.
- Protect freedom of expression in the online environment to the same extent that it is protected in the offline environment. Allow content-related issues to be addressed through self-regulation and market-based solutions.
- Do not use market access barriers to electronic commerce to protect or promote national cultural heritage or identity issues.
- Cooperate with business to develop self-regulatory mechanisms for data protection that are internationally recognized and provide for both business and consumer confidence. Create transparency in the market for independent agencies or companies that make market evaluations of products and services.
- Make alternative dispute resolution and/or mediation mechanisms available for resolving complaints.
- Promote freedom of contract to enable businesses and consumers to agree on terms that are mutually acceptable to them.

# APEC BUSINESS ADVISORY COUNCIL

ABAC Chair,  
2001 **Mr. Qin Xiao**  
People's Republic of China

ABAC  
Co-Chairs **Mr. Timothy Ong Teck Mong, SMB,SNB**  
Brunei Darussalam

**Mr. Javier Prieto**  
Mexico

Executive Director **Professor Xu Shiwei**

Director  
of Operations **Mr. Juan Miguel M. Luz**

Executive Assistant  
to ABAC Chair **Mr. Zhu Shouqing**

ABAC  
International  
Secretariat **Ms. Theresa Chong-Carino**  
**Ms. Anne Katrine J. Chanco**  
**Ms. Rizza Imboc**  
43rd Floor, Philamlife Tower  
8767 Paseo de Roxas  
Makati City, 1226 Philippines  
Tel: (632) 843 6001/845 4564  
Fax: (632) 845 4832  
Email: abacsec@pfgc.ph

ABAC China Secretariat **Mr. Huo Jianguo**  
Secretary General  
26 Xuanwumen Xidajie  
Beijing China 100053  
Tel: (8610) 6319 3251  
Fax: (8610) 6319 3216  
Email: huojianguo@apec-cea.org.cn

