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2002 Report of the Executive Director of the APEC Secretariat to the Fourteenth APEC Ministerial Meeting

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**2002 Report of
the Executive Director, APEC Secretariat
to the Fourteenth APEC Ministerial Meeting**

**Los Cabos, Mexico
23-24 October 2002**

EXECUTIVE SUMMARY

During 2002 the APEC Secretariat has performed to a high standard the full range of support services to the APEC process in accordance with its mandate as approved by Ministers and the 2002 Operational Plan endorsed by SOM. Within the same period a range of service innovations and major improvements to the overall functioning of the APEC Secretariat have also been introduced directly in line with one of the priorities established for Mexico year - improvement of the functioning of the APEC process as a whole.

Highlights of developments and activities for the year include the following:

- The Secretariat has been working throughout the year on the establishment of a Quality Management System based on the ISO 9001 standard. At the end of this year, the APEC Secretariat will become the first international trade-related Secretariat to attain ISO certification. Some of the benefits derived from the application of this standard are: an efficient records system management within the Secretariat, timely delivery of services, systematic feedback from stakeholders to determine whether or not the Secretariat is meeting their expectations and continuous improvement of the Secretariat's operations through systematic identification of problems and implementation of concrete measures to address them.
- In response to Leaders' calls for completion by 2005 of the Individual Action Plan (IAP) review cycle, new IAP guidelines which both streamline and strengthen the process were developed for approval by SOM. Two economies have exercised their review under the new mechanism and total of 16 economies have volunteered to have their IAP Peer Reviews completed by 2005.
- With the support of the APEC Secretariat, the *Guidebook on APEC Projects* was thoroughly reviewed by the Budget and Management Committee (BMC) to make it more user friendly, while maintaining strict financial control. This fifth edition of the Guidebook will contribute significantly to more effective project management.
- The Secretariat has been engaged in planning and preparing for the scheduled move to its new building at the end of the year with the aim of minimizing disruption of services to stakeholders. The new building complex will offer greatly improved meeting facilities, enabling the Secretariat to host a growing number of meetings of APEC Fora and Sub-Fora each year in response to the increasing number of requests it is now receiving to organize, host and support such meetings.

- A Programme Evaluation Work Plan was presented to and endorsed by ESCII. The intent of the programme is to develop information and guidelines on evaluation for use by APEC fora, and to provide the means to assess and demonstrate the benefits of APEC projects.
- Major redevelopment of the APEC website is underway to upgrade its infrastructure and enhance functionality and applications to support a more targeted APEC web communications strategy. New management and maintenance policies will improve currency and range of information and bring greater cohesion to APEC web communications and improved delivery of online information to key audiences and stakeholders.
- Expenditure by the Secretariat up to September 30 this year was 46 per cent of the total approved Administrative Budget. It is expected that after facing substantial non-routine expenditure in the last quarter associated with the moving of the Secretariat to a new building and the procurement of new IT equipment, the Secretariat would still be in a position to report significant savings in line with the middle range of those achieved in past years and forecast for future years.
- Notwithstanding the intense replacement cycle of almost 50% of Professional Staff Members which took place this year, the Secretariat has coped well with the changes and has been able to extend its full support to member economies and fora.
- The Secretariat has succeeded in persuading Federal Express to renew its sponsorship of the APEC Tariff Database by another two years.

I am pleased to report that overall the APEC Secretariat is in excellent shape to deliver not only existing outputs more effectively but to take on the new challenges likely to be expected of it in the future by APEC Leaders, Ministers, economies and fora.

Alejandro de la Peña
Executive Director
APEC Secretariat

INTRODUCTION

The following outlines the Secretariat's efforts and outcomes since the 13th APEC Ministerial Meeting held in October 2001 in fulfilling its 2002 Operational Plan approved by SOM I in February 2002, which appears as **Annex A**.

SECTION A: SECRETARIAT OUTPUTS

Output I: Logistic and Advisory Support to APEC Fora

This major output involves all Secretariat staff and comprises on-the-ground support for APEC meetings/events. In 2002 Secretariat staff provided support to over 130 APEC meetings/events, including: Ministers Responsible for Trade, 1st Ocean-related Ministerial Meeting, 3rd Transportation Ministerial Meeting, 5th Ministerial Meeting on the Telecommunications and Information Industry, 5th Energy Ministers' Meeting, 2nd Tourism Ministerial Meeting, 9th Small and Medium Size Enterprise Ministerial Meeting, 2nd Ministerial Meeting on Women; Dialogue on Globalization and Shared Prosperity; High-Level Meeting on Micro-enterprises; Young Leaders Forum; IAP Peer Review Process; EC 2002 Economic Outlook Symposium; SOM and APEC fora meetings. Support was also provided to ABAC and APEC-related meetings such as the APEC Study Centres Consortium Meeting.

Highlights of the support provided to APEC fora include:

- Continued updating of the 'APEC Project Database' which contains details of several hundred APEC projects with links to APEC's ECOTECH Clearing House website.
- The Secretariat continued to work closely with the system developer (Aretae) to refine and enhance the eIAP system to fulfill recommendations endorsed by Senior Officials in 2001 and improve business accessibility to the information contained in the e-IAP system. A new system to enable the regular updating of contact information has been completed. The e-IAP chapter templates have been updated to take into account the 2001 OAA updates as well as to enable formatting within the cells of each individual e-IAP chapter. The e-IAP system has also been updated to enable the posting of the paperless trading IAPs and IAP Peer Review Reports.
- Creation and updating of password-protected websites for the distribution of papers for all SOM and BMC meetings.
- Drafting of the CTI, ESC and BMC Reports to Ministers.
- Provision of briefing and advice to facilitate hand-over of Lead Shepherds of WGs.
- Provision of appraisal commentary on draft projects seeking APEC funding.
- Preparation of agendas, background papers, and briefing/talking points for various APEC fora and their Chairs/Lead Shepherds.
- Reports to fora on general developments in APEC and other fora.
- Coordination with meeting organizers on logistical arrangements, and provision of advice on APEC policies and procedures.
- Circulation of pre-meeting documents.
- Drafting of meeting records.
- Assistance with the broadening and updating of OAA.
- Preparation of the Final Report on Implementation of the Leaders' Statement on Counter-terrorism.

- Coordination and support for the strengthened IAP Peer Review Process, including selecting experts and seeking agreements on the Review Teams for member economies under review.
- Coordination and support for the strengthened IAP Peer Review Process, including contracting with the experts, compiling the comments received from member economies and APEC Fora regarding the IAPs of Mexico and Japan, as well as preparing a draft guidelines for IAP Peer Reviews, and a standard questionnaire.

Output II: Support for the SOM Chair

During the year the Secretariat also provided assistance to the SOM Chair including:

- Preparation of initial draft annotated agendas for SOM, Joint Fora Meeting, and various Ministerial meetings: Ministers Responsible for Trade, 2nd Tourism Ministerial Meeting, APEC Small and Medium Size Enterprise Ministerial Meeting, and Ministerial Meeting on Women.
- Preparation of documents and background documents, including the APEC Food System Report.
- Compilation and summarizing of documents, including IAPs, EAPs, Broadening and Updating of OAA, and WG reports.
- Provision of advice on APEC policies and procedures.

The Secretariat has continued to manage non-member participation requests/proposals and provide advice as necessary to the SOM Chair and APEC fora on related matters. In summary, since September 2001:

- The Secretariat has received 14 requests/proposals for non-member participation with guest status in APEC activities. In addition, the Secretariat has been informed of and has communicated with the SOM Chair over 13 requests/proposals for other non-member participation in APEC activities (excluding numerous requests/proposals related to one-off, non-policy activities, for which the SOM has already delegated its authority to the APEC fora).
- Over this period of time the SOM has approved 13 requests/proposals for non-member participation in APEC activities with guest status, and 13 other requests/proposals for non-member participation.
- The SOM declined 1 proposal to invite an international organization to participate in an APEC meeting, and approved 1 proposal to terminate the guest status of 1 organization.
- APEC fora reached consensus to accept 13 non-member economies and organizations to participate in APEC activities with guest status before the requests/proposal were submitted to the SOM and declined 1 (excluding requests/proposals related to one-off, non-policy activities).

Details of non-member participation applications/proposals and decisions (excluding those related to one-off, non-policy activities) since September 2001 are attached as **Annex B**.

Apart from the daily management of non-member participation requests/proposals, the SOM has over the past year discussed the possibility and necessity to delegate its authority

for approval of non-member participation in APEC activities to Working Groups and other APEC fora. The SOM made its decision at its second meeting this year on "delegating to Working Groups its authority to approve nonmember participation for a trial period of three years. The Secretariat will ensure that Senior Officials are informed concurrently of applications made to fora."

Output III: Management of the APEC Operational and TILF Accounts

The Secretariat has provided ongoing support and advice to project overseers, including the organization of tendering for ongoing projects, in accordance with the *Guidebook on APEC Projects*. The Secretariat also managed preparations for the April and July/August BMC meetings, assisted in the development of a sustainable strategy for funding projects under the TILF Special Account, and provided advice on proposals seeking project reprogramming, additional funding and new funding.

Inter-sessionally, the Secretariat managed the process of approval of urgent project proposals, acting as an intermediary between project proponents and BMC members, and also between the SOM Chair and the BMC.

The Statement of Accounts for the Operational and TILF Accounts is included under Service II below.

Output IV: Public Affairs/Provision of Information on APEC

The Communications and Outreach Strategy endorsed by Ministers at the end of 2001, had as its central focus the upgrading of APEC's communications capacity and effectiveness through the implementation of measures designed to strengthen APEC's communications infrastructure, coordination mechanisms and resource base. The Secretariat has accordingly directed its efforts to putting in place fundamental requirements including staff resources and centralized and upgraded systems to support a more extensive and proactive communications operation for APEC. For the implementation status of the APEC Communications and Outreach Strategy please refer to **Annex C**.

A major accomplishment has been the establishment of an integrated and strengthened Communications Team at the APEC Secretariat. Following internal staff restructuring, core staff working in the areas of public affairs, publishing, web development and information management have been re-grouped into a new team structure and operational linkages between the IT and public affairs specialist areas have been strengthened to cater for a growing number of communications projects which involve crossover of the two disciplines. This has delivered immediate benefits for projects now underway on website and database development as well as project information management and other ISO 9001 certification activities related to improvement of internal communications structures and processes within the Secretariat. Additional staff resource has been added by way of two specialists – a Communications Specialist and a Media Specialist both of whom have joined the Secretariat communications team within the last few weeks.

The new communications team will concentrate in the coming year on the development and implementation of a range of targeted media strategies and outreach programmes aimed at promoting more accurate and better-informed media reporting on APEC and

helping to ensure that the benefits of globalization are better communicated to APEC's key audiences and communities.

General Outreach

The APEC Secretariat has been increasingly active in responding to expanding APEC outreach requirements. During the course of the year the Executive Director represented APEC at a large number of international events and made several trips to APEC member economies to support the APEC Chair, member economies and fora, in publicizing APEC and its work. (List of meetings and visits attached as **Annex D**)

Trips with an outreach focus were made by the Executive Director/Deputy Executive Director to Russia, Chile, China, Mexico and Peru. These involved a range of activities engaging with key groups from the business sector, media, the academic community and government agencies to promote the work of APEC and encouraging greater involvement and input into the APEC process.

Program Directors at the Secretariat also supported outreach efforts by speaking at numerous international meetings and events throughout the year and delivering presentations to government, business and student groups visiting the Secretariat.

Media Liaison, Media Briefings and Press Releases

On-the-ground media liaison support has been provided by the Secretariat for SOM meetings in Mexico City, Merida and Acapulco as well as the MRT in Puerto Vallarta. Similar support will be provided for CSOM, AMM and AELM. During the year the Secretariat has provided direct support to Mexico's 2002 organizing committee in responding to international media requests, assisting with media briefings and setting up interviews for Ministers, Senior Officials, APEC fora chairs and other key players. Assistance was extended before and during meetings to support coverage by international, regional and local media outlets and additional background information provided as necessary.

Media releases, advisories and other announcements have been issued and disseminated regularly via email gateway and posted on the website on behalf of APEC member economies and fora, and direct contact made with journalists to encourage media coverage of specific APEC events and activities, for example, in the lead up to APEC sectoral Ministerial Meetings and other specialized events such as the Automotive Dialogue.

The Executive Director has been extensively involved throughout the year in promoting APEC and its work programme for the year and beyond, through regular media interviews, press briefings and published articles.

Production of General Information Resources on APEC

The Secretariat produced and distributed a range of publications during 2002 as part of its publishing program including generic publications such as *APEC Update of Activities*, *Key APEC Documents* and a variety of reports, studies and other annual publications on behalf of APEC fora including the Economic Committee, the Committee on Trade and Investment and the Ecotech Sub Committee.

Regular consignments of publications and other promotional materials have been supplied to Mexico for use in their domestic publicity and outreach programs as host for APEC 2002.

Through sales/marketing agreements with book agents/distributors in Australia; Brunei Darussalam; Hong Kong, China; Malaysia; New Zealand; Singapore; USA and the United Kingdom net total revenue of approximately US\$1,904 was realized from the sale of APEC publications and CD ROMs for the year. With increasing use of online and free downloadable versions of publications off the website, the Secretariat will continue to maintain a close watch on sales patterns and monitor print runs, sales figures and web statistics to ensure electronic/hard-copy publishing combinations support both information dissemination objectives and user needs.

The Secretariat continues to manage the production and sale of publications on behalf of APEC fora. A full list of publications is attached as **Annex E** and Total Sales Revenue as **Annex F**.

APEC Website

Major development work to upgrade the APEC website is in train under the supervision of a combined Public Affairs/IT development team. The project involves development and construction of a new website infrastructure with enhanced functionalities and applications to support a more targeted web communications strategy. New management and maintenance policies will improve currency of information and bring greater cohesion to APEC web communications including via APEC satellite and sub-sites. Procedures to support ISO 9001 certification technical back-up requirements are also being implemented.

The Secretariat continues to record increasing use of the APEC website from all user groups. The most frequently accessed information from the website includes new announcements and press releases and a variety of publications and reports providing information on APEC programmes and activities. In-depth analysis of user patterns is being conducted as part of the website development project to further improve information delivery to key audiences over the web.

The summary statistics log (access rate) of the APEC website over the past 9 months is contained in **Annex G**.

Promoting Communications Best Practice

To support communications skills development amongst APEC officials, the Secretariat assisted with the delivery of three workshops in the Communications Skills Training programme sponsored by Australia. The workshops were also supported by other economies such as US, New Zealand and Canada through the contribution of speakers. Feedback on the usefulness of the workshops has been extremely positive and participants all rated the workshops highly in terms of foundation skills and knowledge acquired. With the new communications team in place the Secretariat is well placed to support similar workshops in the future and will investigate opportunities for holding further events next year in cooperation with interested economies.

Management of APEC Document Access Policy

The Secretariat continues to look at ways to improve and strengthen its management of APEC documents in line with the document access policy including through the introduction of some new ISO 9001 certification processes.

The Secretariat continues to receive a high volume of research and information requests from all over the world via telephone, fax and increasingly by email. With more APEC documents uploaded onto its website, the Secretariat is now able to refer most of these requests directly to information published on the website or other online sources.

Output V: APEC Project Evaluation

The Secretariat is playing a growing role in supporting the BMC's efforts to monitor and evaluate APEC projects. The Secretariat has provided comments on evaluation reports submitted by fora. The Secretariat prepared and presented a work plan for programme evaluation to the ESC. The work plan is in place for 2003.

SECTION B: INTRA-SECRETARIAT SERVICES REQUIRED TO PRODUCE OUTPUTS

Service I: Communication and Information Services

Communication and information technology continues to be critical to the work of the APEC Secretariat and to require substantial resources. This year, a number of projects were undertaken to improve the IT system and to ensure that it maximizes the efficiency of the Secretariat's operation and APEC in general.

- All staff members attended in-house courses on the worldwide web and specially tailored courses were organized to meet computer-skills requirements of specific staff members.
- Continual posting of the declassified APEC meeting documents on the website, and improvement of the organization and content of the website to facilitate access to meeting papers and publications.
- A review of the Secretariat's online providers was conducted to ensure that the Secretariat has access to the best sources of information. As a result of the review, the Secretariat terminated its contract with Lexis-Nexis and contracted the services of online vendor Factiva for use of their online information products. Factiva provides access to more than 8,000 sources from 112 countries and has a sophisticated retrieval system. This allows for more comprehensive coverage for the provision of the Current Awareness Service.
- E-IAP phase 3 enhancement has been implemented with emphasis on putting in place the validation and versioning control modules. Paperless Trading and IAP Peer Review will also be included
- The APEC Projects Database enhancement to cater for more project management features such as management reports has been completed together with the implementation of the Gantt chart to monitor project activities.
- Federal Express has agreed to renew its sponsorship of the APEC Tariff Database by another two years.
- Continued close coordination with the Ministry of Foreign Affairs of Singapore to ensure that the Secretariat's communication needs are met in the planning for the new Secretariat office due for completion at the end of 2002.

Service II: Management of the APEC Central Fund

The Secretariat manages three accounts under the APEC Central Fund--the Administrative Account, the Operational Account and the TILF Special Account. The following financial report covers all these accounts.

Financial Report for the Period Ending 30 September 2002

1. Asset Status

The Secretariat maintains all assets in deposits, most in the form of US dollar fixed deposits. Members' contributions are made in US dollars. Eventual disbursements to approved projects are also mostly made in US dollars. Singapore-dollar denominated expenditures are required for local costs of the APEC Secretariat. The relevant US

dollar accounts are drawn upon and converted to Singapore dollars when such expenditures are necessary.

As at 30 September 2002, the total assets under the Operational and Administrative Accounts were as follows:

Fixed Deposit Account	US\$	6,325,000
Current Account		8,700
Amounts maintained in Singapore dollars (S\$65,500)		<u>36,900</u> *
Total:		6,370,600

The total assets under the TILF Special Account were as follows:

Fixed Deposit Account	US\$	14,491,100
Amounts maintained in Singapore dollars (S\$31,300)		<u>17,600</u> *
Total:		14,508,700

(* Per exchange rate as at 30 September 2002)

2. Revenue

The total revenue for the period 1 January to 30 September 2002 for the Administration and Operational Accounts was US\$3,401,300 (**Annex H**).

The total revenue from 1 January to 30 September 2002 under the TILF Special Account was US\$4,342,600 (**Annex I**).

3. Expenditure

Operational Account

The total approved amount under the Operational Account for 2000, 2001 and 2002 projects was US\$6,184,200. The APEC Secretariat had, up to 30 September 2002, disbursed a total of US\$2,624,300 (42.4%) (Details are at **Annex J**).

TILF Special Account

The total approved amount under the TILF Special Account for 1999, 2000, 2001 and 2002 projects was US\$17,863,500. The Secretariat had, up to 30 September 2002, disbursed a total of US\$7,364,700 (41.2%) (Details are at **Annex K**).

Administrative Account

The Administrative Account covers the costs of running the APEC Secretariat Office in Singapore and production of Operational Plan outputs. In 2002, the Secretariat continues to exercise prudence and tight control in managing this account. The expenditure incurred from 1 January to 30 September 2002 was US\$1,350,100 (46.4%) (Details are at **Annex L**).

4. Uncommitted Reserves

The uncommitted reserves are the total funds under the management of the APEC Secretariat which are not committed by the BMC for any specific purpose at a specific point of time. These reserves consists of members' contributions, savings from expired and cancelled projects, bank interest and any other income, minus all the committed expenditures.

The uncommitted reserves for the Administrative and Operational Account as of 30 September 2002 amounted to US\$ 1,921,100 (Details are at **Annex M**).

The uncommitted reserves for the TILF Special Account as of 30 September 2002 amounted to US\$ 5,971,400 (Details are at **Annex N**).

5. Forecast

The Secretariat presented the forecast of administrative and operational account budgets for 2004-2006 to the BMC. The BMC agreed that a prudent financial management approach should be adopted. It agreed that the total amount to be allocated to 2003 projects should continue to be capped at US\$2 million of which US\$355,490 should be set aside for urgent 2003 projects.

Service III: Management Support

The Secretariat welcomed Ambassador Piamsak Milintachinda of Thailand on 28 January 2002 as the new Deputy Executive Director

The new secondees who joined the Secretariat as Program Directors since Ministers last met are Mr. Masanori Wada of Japan, Messrs Rodrigo Zapata Álvarez and Benjamin Fuentes Castro of Mexico, Mr Julio Cárdenas Velarde of Peru, Mr Tong Xianguo of China, Mr Goh Siew Sin of Singapore, Mr Julio Bravo of Chile, Mr Takumi Fujino of Japan and Mr Kang Jae-Kwon of Korea.

The Secretariat bade farewell to Ambassador Zhang Yan, Messrs Sun Yuanjiang and Yang Yafei of China, Mr Tomio Sakamoto of Japan, Mr Jaime Pomareda of Peru, Mr Terry Lee of Chinese Taipei, Mr Mario Artaza of Chile, Ms Koh Siew Mui of Singapore, Mr Kazuo Yuhara of Japan and Mr Kim Sun Kiu of Korea.

The Secretariat has coped well with the changes and measures have been taken to reduce the impact on Secretariat support for APEC member economies and fora.

The attrition rate of our support staff remains low. Their dedication and loyalty provide valuable support and continuity to the Secretariat. Two additional staff were recruited to strengthen the Secretariat's communications and outreach capacity to improve the delivery of information on APEC to the community and decision-makers.

As part of the process of improving the functioning of the Secretariat, since February 2002, the APEC Secretariat has been developing a quality system in line with the requirements of ISO 9001 on quality management systems. The expected outcome of this endeavour is the attainment of ISO 9001 certification. Compliance with the requirements of ISO 9001 will

ensure the continuous review of the Secretariat's management systems. Such reviews will promote the effective detection of problems and allow concrete measures to be taken to solve them in a regular and systematic way. Overall, the ISO 9001 quality management system will ensure a higher-level of service to our stakeholders.

In general terms, the certification process has consisted of three stages. First, understanding the activities of the organization and documenting this understanding in paper (written processes), and identifying the areas that have a direct impact on stakeholder satisfaction so as to determine a set of quality objectives based on these areas. Second, carrying out work according to the written processes and the quality objectives. Third, receiving an external audit to assess the effectiveness of the ISO quality system. The external audit will take place 15 November 2002.

Additionally, two consultants provided by Canada, conducted a one-week organizational review of the operation of the Secretariat providing a comprehensive assessment and evaluation of ways to improve the functioning of the Secretariat.

Service IV: Secretarial and Administrative Services

Training Courses For Secretariat Staff

As part of the induction process for new professional staff members (PSMs), several introductory briefing programmes were arranged covering key areas of the Secretariat's activities and processes. In addition, in-house computer training programs were also organized on Lotus Notes (project data based), refresher courses on Microsoft Windows and Office, basic internet usage, multi-media presentation, and other related IT training.

All professional staff underwent a speech writing course to enhance their ability and skills in drafting speeches as part of the communications and outreach strategy and to sharpen their information delivery to key audiences. An introductory media skills training course was also conducted for all professional staff to equip them with basic knowledge in handling media interviews and press conferences, and to provide them with an understanding of international media operations.

In preparation for ISO 9001 certification, several training courses on ISO and its processes were conducted for both professional and support staff members.

To keep up with IT developments and maintain staff competency and efficiency, suitable training for all staff members will be continue to be provided by the Secretariat to promote the development of a highly professional, flexible, efficient, skilled and motivated team.

Meetings at the APEC Secretariat

The Secretariat organized the following meetings at the Secretariat's 19th storey conference room in Singapore.

14 - 18 January	GATS Financial Services Agreement Training Seminar
21 - 22 February	Opening Conference of APEC-OECD Cooperative Initiative on Regulatory Reform
10 - 11 April	Budget and Management Committee Meeting

16 - 17 April	22 nd Industrial Science and Technology Working Group Meeting
22 - 23 April	Energy Working Group – Cross Border Power Grid Inter-Connection
13 – 16 May	20 th APEC Tourism Working Group Meeting
30 July - 1 August	Budget and Management Committee Meeting
27-31 August	CTI: GATS Basic Telecommunications Seminar
28 August	Energy Working Group – APEC Clean Fuel Study Workshop

Construction of New APEC Secretariat Building

Construction of the new Secretariat building is on track and the office relocation will take place in November 2002. The Secretariat is now busy making preparations for the move. The Secretariat has set aside a budget for the one-off relocation to and maintenance of the new building in coming years. The unspent balance allocated for the move will be returned to APEC Central Funds as soon as possible after the move has been completed and the accounts for the move closed.

The Secretariat is also working on a programme to celebrate in 2003 the official opening of the new office building and the 10th anniversary of the establishment of the Secretariat.

The Secretariat is grateful to the Ministry of Foreign Affairs of Singapore for providing the new APEC Secretariat building and looks forward to the move.

CONCLUSIONS

I would like to take this opportunity to thank my successor, Ambassador Piamsak Milintachinda from Thailand, for his continuous support, and to wish him a successful year in 2003. Also, my deepest appreciation goes to member economies for showing their continuous interest in making APEC an even more relevant, progressive and effective mechanism. I would also like to commend the APEC Secretariat staff for their dedication and commitment shown during this, the year of implementation, and with whose support the Secretariat is able to continue serving our stakeholders.

APEC SECRETARIAT 2002 OPERATIONAL PLAN

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Introduction

The APEC Secretariat was established in February 1993. Singapore was selected as its site at the APEC Ministerial Meeting in September 1992 in Bangkok. (Annex I contains the Secretariat accommodation and host-economy agreement)

The Bangkok Declaration on Asia-Pacific Economic Cooperation (APEC) Institutional Arrangements determined the principal functions, financial arrangements and staffing of the Secretariat. Refinements were made in 1995 in the *Report of the Task Force For the Review of the APEC Secretariat* and the 1996 and 1997 *Reports of the Task Force on Management Issues*.

From an initial complement of 11 professional staff seconded from among the then 15 member economies, the Secretariat has grown to number 22 from among the current 21 member economies. Local support staff totals 24.

The position of Executive Director is filled on secondment from the member economy chairing APEC. The position of Deputy is similarly filled by the economy chairing APEC the following year.

Vision Statement

To support and facilitate the achievement of APEC goals.

Statement of Business

The Secretariat is the core support mechanism for the APEC process.

The Secretariat provides advisory, operational and logistical/technical services to member economies and APEC fora to coordinate and facilitate conduct of the business of the forum.

On behalf of member economies, it provides preparatory advice on formulation of APEC projects, manages project funding and evaluates projects funded from the APEC Operational and TILF Accounts.

The Secretariat provides media and public relations support for APEC and promotes understanding and support of APEC's role and agenda through a communications and outreach programme which includes publishing, media liaison, website management and general information services as well as targeted outreach activities. It acts on behalf of APEC member economies as required and/or when directed.

The Secretariat maintains a capacity to support research and analysis in collaboration with APEC Study Centres and PECC as required.

The Executive Director is responsible to APEC Senior Officials through the SOM Chair and manages the Secretariat in line with priorities set by SOM on behalf of Ministers.

Annual Operational Priorities and Accountability

APEC's operational priorities and activities are established annually by Leaders' and Ministers' tasking directions to Senior Officials. APEC Senior Officials manage activities and may adjust priorities on behalf of Ministers in the course of the year.

The Executive Director is responsible to Senior Officials through the SOM Chair and manages the Secretariat in line with priorities determined as above. Secretariat staff are responsible to the Executive Director for fulfillment of their respective responsibilities.

The Executive Director will provide performance accountability statements to SOM, as purchaser of Secretariat outputs, at its periodic regular meetings and also annually to Ministers.

The Executive Director will also provide relevant reports to the Budget and Management Committee (BMC).

Statement of Outputs

Output I : Logistical and Advisory Support for APEC Fora

This output involves delivery of a wide range of support services for the different fora (Committees, Working Groups, *Ad hoc* groups, Task Forces, etc.) and associate bodies (e.g. ABAC) through which APEC conducts its business. Fora meet periodically, hosted by different member economies. Support is also provided to Ministerial meetings and meetings held in Singapore, including at the APEC Secretariat.

Output Description	Collective Performance Indicators
<p>The Secretariat provides direct support to the Chair/Lead Shepherd at and between meetings as follows:</p> <p>A Managing document circulation at meetings and drafting documents, including:</p> <ul style="list-style-type: none"> – <i>Agendas</i> – <i>Meeting records</i> – <i>Other documents, including background papers, as requested by fora</i> <p><u>Primary Responsibility</u>: Program Directors as assigned to fora</p> <p>B Providing regular briefings and advice on APEC policies and procedures contained in Annex II, including</p> <ul style="list-style-type: none"> – <i>Consolidated Guidelines on Non-Member Participation in APEC Working Group Activities</i> – <i>Use of APEC Logo and Acronym</i> – <i>APEC Publication Policy</i> – <i>Selection, Terms and Functions of Lead Shepherds of APEC WGs</i> – <i>Guidebook on APEC Projects</i> – <i>Guidelines for Hosting APEC Meetings</i> – <i>Guidelines on APEC Database Projects</i> – <i>Guidelines on Information Sharing Among APEC Fora</i> – <i>Guidelines for Evaluation and Reporting System for APEC Projects</i> – <i>Implementation of the New Document Access Policy</i> 	<p>Member economies representatives, in particular SOM Chair and Fora Chairs/Lead Shepherds/host economies express satisfaction with Program Director's support and delivery of agreed services. No complaints received by the Executive Director.</p> <p>The Executive Director's deployment of staff is considered by SOM and Fora Chairs to be in line with agreed support requirements.</p>

<ul style="list-style-type: none"> - <i>Guidelines on Ecotech Activities</i> - <i>Guidelines for Business/Private Sector Involvement in activities of CTI, ESC, EC and their Sub-fora</i> - <i>Guidelines for Updating and Reporting System for IAPs</i> <p><u>Primary Responsibility:</u> Program Directors as assigned to fora</p> <p>C Providing comprehensive information on relevant activities of other APEC fora, including Leaders/Ministerial/SOM tasking. <u>Primary Responsibility:</u> Program Directors as assigned to fora</p> <p>D Representing the interests of particular fora in the Secretariat’s general service areas (public affairs, the APEC website, and the project funding/management process) and acting as necessary as a channel of communication and coordination. <u>Primary Responsibility:</u> Program Directors as assigned to fora <u>Support from:</u> Director (Public Affairs), Publications Manager, Director (Information Systems)</p> <p>E Managing the production of publications on behalf of fora including collating information, sourcing printers/proofreaders/internet authoring and distribution. <u>Primary Responsibility:</u> Program Directors as assigned to fora <u>Support from:</u> Director (Public Affairs), Publications Manager, Director (Information Systems)</p> <p>F Providing preparatory advice to fora and project proponents on formulation and financing of projects, managing applications to BMC for APEC Operational and TILF account funding and providing BMC with independent advice on levels of support/participation, TILF linkage (for TILF projects), possible overlaps, and conformity with financial guidelines. <u>Primary Responsibility:</u> Director Finance, Project Coordinator, Program Directors as assigned to fora</p>	<p>Fora have information at hand when planning activities.</p> <p>Accurate and timely flows of information maintained.</p> <p>Publications produced in accordance with <i>APEC Publication Policy</i>.</p> <p>Fora/project proponents fully advised of relevant procedures and requirements. Project applications to BMC are accompanied by accurate and complete Secretariat commentary. No surprises in BMC meeting.</p>
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<p>G Providing electronic support to virtual taskforces. <u>Primary Responsibility:</u> Director (Information Systems) <u>Support from:</u> Program Directors as assigned to for a</p> <p>H Provision of support and assistance to the strengthened IAP Peer Review Process.</p> <ul style="list-style-type: none"> • To support and provide assistance for the implementation of the first cycle of the strengthened IAP Peer Review Process by, among other things, selecting experts and seeking agreements on the Review Teams for member economies under review. <u>Primary Responsibility:</u> Executive Director <u>Support from:</u> Program Director in charge • To provide technical/logistical support to the Review Teams, including preparation of draft reports after the visits, and to prepare summary reports of the peer review sessions for the consideration of SOM. <u>Primary Responsibility:</u> Program Director in charge 	<p>Support provided to maximise efficiencies of electronic communications within Secretariat resources.</p> <p>To the satisfaction of SOM, member economies under review and Review Teams.</p>
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Output II : Support for SOM Chair	
This output involves delivery of support services to the SOM Chair.	
Output Description	Collective Performance Indicators
<p>A Providing analysis, advice and administrative support to the SOM Chair on substantive and procedural issues. <u>Primary Responsibility</u>: Executive Director, Special Assistant to ED <u>Support from</u>: Relevant Program Directors</p> <p>B Drafting documentation for SOM Meetings, including:</p> <ul style="list-style-type: none"> – <i>Agenda</i> – <i>Detailed notes and Chair's Summary Record</i> – <i>Annual Tasking Statements</i> – <i>Executive Director's Report</i> – <i>Other papers as requested by SOM Chair</i> <p><u>Primary Responsibility</u>: Special Assistant to ED <u>Support from</u>: Relevant Program Directors</p> <p>C Documentation for Annual Ministerial Meeting including:</p> <ul style="list-style-type: none"> – <i>Annual Report on Ecotech Activities</i> – <i>CTI Annual Report</i> – <i>EC Annual Report</i> – <i>Annual Overview of APEC Activities in Sustainable Development</i> <p><u>Primary Responsibility</u>: Program Directors for relevant fora</p> <p>D Management of the annual IAPs collation and summarization process. <u>Primary Responsibility</u>: CTI Coordinator <u>Support from</u>: Director (Information Systems)</p>	<p>Support delivered in a timely and proactive way which meets with the approval of the SOM Chair.</p> <p>Secretariat responsibilities undertaken in accordance with the <i>Guidelines for Updating and Reporting System for IAPs</i> and the timeframes agreed with SOM Chair and providing support for the work programs to be carried out in 2002 as directed by Ministers.</p>

<p>E Support with media relations and information.</p> <ul style="list-style-type: none">- Managing press contacts and liaison at SOM meetings- Assistance on issuing of press releases- Providing APEC publications and information materials for distribution by SOM Chair- Assisting with information distribution to media and interview arrangements and other media opportunities <p><u>Primary Responsibility:</u> Director (Public Affairs) <u>Support from:</u> Program Directors</p> <p>F Liaison with the SOM Chair on behalf of the EC, ESC, CTI and BMC Chairs <u>Primary Responsibility:</u> Relevant Program Directors</p>	
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Output III : Management of the APEC Operational and TILF Accounts	
This output involves delivery of financial management services for APEC-funded projects. These projects are designed to build capacity in support of the objectives of APEC Leaders and Ministers.	
Output Description	Collective Performance Indicators
<p>A Disbursement of funds for approved projects in liaison with relevant project proponents and fora.</p> <p>B Providing advice to fora and project proponents on project implementation processes including contracts and tendering (Requests for Proposals -RFPs) <u>Primary Responsibility:</u> Director (Finance) <u>Support from:</u> Project Coordinator, Program Directors whose fora propose projects.</p>	<p>Check lists of administrative requirements supplied to project overseers. Funds disbursed on time and according to <i>Guidebook on APEC Projects</i>. Project evaluation and progress reports submitted to BMC. Project proponents and BMC satisfied with Secretariat inputs.</p>

Output IV : Public Affairs/Provision of Information on APEC	
This output involves delivery of information on APEC to media, government, academic and business audiences and the general public. It includes both generic information on APEC and its objectives as well as specific support to fora and their activities.	
Output Description	Collective Performance Indicators
<p>A Production of general information resources on APEC such as:</p> <ul style="list-style-type: none"> - Annual and other regular printed publications providing updates on the work of APEC - Online and web-based publications - APEC video and/or other material suitable for electronic media use (as required) - APEC promotional material for exhibition purposes <p><u>Primary Responsibility:</u> Director (Public Affairs), Publications Manager <u>Support from:</u> Program Directors and Web master</p> <p>B Marketing and distribution of APEC publications. <u>Primary Responsibility:</u> Director (Public Affairs), Publications Manager</p> <p>C Press liaison, media briefings and press releases in accordance with <i>Procedures for Issuing Press Advisories/Releases from the APEC Secretariat</i>. <u>Primary Responsibility:</u> Director (Public Affairs) <u>Support from:</u> Program Directors</p> <p>D Speeches and briefings for outside groups and visitors to Secretariat <u>Primary Responsibility:</u> Director (Public Affairs) <u>Support from:</u> Program Directors</p>	<p>Information about APEC readily accessible; responsive approach to enquiries, positive response to requests for media briefings and speeches; website updated as and when required and reviewed regularly; all meeting documents archived in hard copy and where possible electronically.</p>

<p>E Support for Fora Chairs in media relations. <u>Primary Responsibility:</u> Director (Public Affairs) <u>Support from:</u> All Program Directors and Web master</p> <p>F Secretariat website <u>Primary Responsibility:</u> Director (Public Affairs) <u>Support from:</u> Program Directors, Web master, Information Manager</p> <p>G ECOTECH Clearing House website <u>Primary Responsibility:</u> Information Manager <u>Support from:</u> Relevant Program Directors, Information Manager</p> <p>H Management of APEC document access policy, including procedures for collection of meeting document and, maintenance of archives of APEC meeting documents and other publications. Report to BMC annually on document access policy and any problems encountered. <u>Primary Responsibility:</u> Information Manager <u>Support from:</u> Program Directors.</p> <p>I Provision of Current Awareness Service (this is to avoid any dispute on violation of contract. But we will do the same). <u>Primary Responsibility:</u> Information Manager</p> <p>J Provision to ABAC and internet publication of quarterly <i>Business Briefing Newsletters</i> publication on key APEC activities. <u>Primary Responsibility:</u> Program Director assigned to ABAC</p> <p>K Management of intellectual property (APEC logo, copyright for publications and data) on behalf of APEC members and provision of relevant advice to them.</p>	<p>Responsibilities of Program Directors fulfilled in accordance with <i>Responsibility and Timing Table to Update APEC Documents</i></p> <p>Program Directors deliver a full set of meeting documents to library immediately following meetings.</p>
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<p><u>Primary Responsibility</u>: Director (Administration), Director (Public Affairs) <u>Support from</u>: Program Directors.</p>	
<p>L Maintenance of a comprehensive manual of APEC Policies and Procedures containing the guidelines listed in Output I B. <u>Primary Responsibility</u>: Director (Administration) <u>Support from</u>: Program Directors</p> <p>M Secretariat representation at APEC fairs. <u>Primary Responsibility</u>: Relevant Program Directors <u>Support from</u>: Director (Public Affairs)</p> <p>N Outreach activities in APEC member economies as requested. <u>Primary Responsibility</u>: Executive Director</p>	<p>All policies and procedures reviewed internally at least annually and changes/updates recommended where appropriate.</p> <p>Representation undertaken in accordance with the <i>Guidelines on APEC Secretariat's Participation in Exhibitions</i>.</p> <p>Seminar presentations on APEC in member economies.</p>

Output V : APEC Project Monitoring and Evaluation	
This output involves assistance to the BMC and ESC in assessing completed APEC projects.	
Output Description	Collective Performance Indicators
<p>A Administering the <i>Guidelines for Evaluation & Reporting System for APEC projects</i> as follows:</p> <ul style="list-style-type: none"> – Proactive liaison with APEC fora to ensure that progress and evaluation reports conform to guidelines – Advice to the BMC and ESC on the progress and evaluation of specific projects <p>Primary Responsibility: Project Coordinator <u>Support from</u>: Director (Finance), Program Directors whose fora undertake projects</p> <p>B Providing advice to the BMC on the development and implementation of the <i>Guidelines for Evaluation & Reporting Systems for APEC projects</i>. <u>Primary Responsibility</u>: Project Coordinator <u>Support from</u>: Director (Finance), Program Directors whose fora undertake projects</p>	<p>Progress and evaluation reports supplied to BMC conform with procedures. Secretariat input on project evaluation regarded by BMC and ESC as proactive and constructive.</p>

Output VI : Research and Analysis Support	
This output involves supporting research and analysis as requested by APEC fora.	
Output Description	Collective Performance Indicators
<p>A Research requested by APEC fora, subject to approval on a case by case basis. <u>Primary Responsibility</u>: Relevant Program Directors</p> <p>B Liaison with APEC Study Centres and PECC. <u>Primary Responsibility</u>: Program Directors in charge. Support from: Program Directors for fora requiring research.</p> <p>C Support, within the resources of the Secretariat library, for researchers on APEC. <u>Primary Responsibility</u>: Information Manager</p>	<p>Research delivered in a cost-efficient way and to the satisfaction of the commissioning fora. Research synergies and information flows maximised.</p>

Specific Output Targets for 2002	
Output Description	Collective Performance Indicators
<ul style="list-style-type: none"> • To start implementation of APEC Communications and Outreach Strategy. <u>Primary Responsibility:</u> Director (Public Affairs) • To support and provide assistance for the implementation of the first cycle of the strengthened IAP Peer Review Process by, among other things, selecting experts and seeking agreements on the Review Teams for member economies under review. <u>Primary Responsibility:</u> Executive Director • To consider whether it would be appropriate to obtain the ISO 9001 certification for the Secretariat and, if appropriate, to take the necessary measures to obtain the certification before the end of the year, if possible. <u>Primary Responsibility:</u> Executive Director • To update Guidebook on APEC Projects to be more user-friendly, while at the same time maintaining stringent cost control on projects. <u>Primary Responsibility:</u> Director (Finance) 	<p>To the satisfaction of SOM.</p> <p>To the satisfaction of SOM, member economies under review and the Review Teams.</p> <p>To the Satisfaction of SOM and fora.</p> <p>To the satisfaction of project users, BMC and auditor.</p>

Intra-Secretariat services required to produce outputs

Service I: Communication and Information Services	
This service involves maintenance of operational capacities to facilitate current information flows and storage within the APEC Secretariat.	
Service Description	Collective Performance Indicators
<p>A Maintaining an IT system to meet word processing, communication, database, website support, and other IT requirements. <u>Primary Responsibility:</u> Director (Information Systems) <u>Support from:</u> IT staff</p> <p>B Maintaining a library of historical and current APEC-related material for reference or research by APEC Secretariat staff . <u>Primary Responsibility:</u> Information Manager</p> <p>C Maintaining a record management (storage and retrieval) system for APEC Secretariat working documents and correspondence. <u>Primary Responsibility:</u> Director (Administration) <u>Support from:</u> All Program Directors and Support Staff</p>	<p>Systems meet needs of APEC Secretariat users in a cost efficient way.</p>

Service II: Management of APEC Administrative Budget	
This service involves the development and prudential management of the Secretariat’s operating budget.	
Service Description	Collective Performance Indicators
<p>A Preparation of an annual budget estimate for consideration by BMC and subsequent outturn reporting on it.</p> <p>B Cost effective and prudential management of expenditure in accordance with the Administrative Budget approved by the BMC.</p> <p><u>Primary Responsibility:</u> Director (Finance)</p> <p><u>Support from:</u> Finance Staff</p>	<p>BMC satisfied with Secretariat performance.</p>

Service III: Management Support	
This service involves management of administrative systems and the terms and conditions of employment for Secretariat locally-engaged staff. It also includes assistance to seconded staff.	
Service Description	Collective Performance Indicators
<p>A Assistance to seconded staff with the following administrative matters:</p> <ul style="list-style-type: none"> – <i>facilitation of privilege and immunities</i> – <i>liaison work with government departments</i> – <i>obtaining visas for official travel</i> – <i>assistance for newly arrived seconded staff, including Guidance Booklet for New Arrivals</i> <p>B Administration of the following policies and procedures for locally-engaged staff:</p> <ul style="list-style-type: none"> – <i>Recruitment policy</i> – <i>Development of skills for learning</i> – <i>Terms and conditions for local staff</i> – <i>Annual review of performance</i> <p>C Property management: office equipment and security of premises.</p> <p><u>Primary Responsibility:</u> Director (Administration) <u>Support from:</u> Administration staff</p> <p>D Maintenance of a comprehensive manual of APEC Secretariat Internal Guidelines and Procedures (Annex III). <u>Primary Responsibility:</u> Director (Administration) <u>Support from:</u> All Program Directors</p>	<p>Staff matters processed efficiently and according to policies and procedures. <i>Guidance Booklet for New Arrivals</i> updated each February.</p> <p>All policies and procedures reviewed at least annually and changes/updates recommended where appropriate.</p>

Service IV: Secretarial and Administrative Services	
This service involves the provision of secretariat, logistical and wordprocessing services for professional staff and at SOM, CTI, ESC, BMC and EC meetings, as well as others held in Singapore.	
Service Description	Collective Performance Indicators
<p>A Secretarial and administrative support to Program Directors.</p> <p>B Planning and organisation of conference facilities – management and support services for meetings held in Singapore, particularly at Secretariat. <u>Primary Responsibility:</u> Director (Administration) and Support Staff</p>	<p>Accurate and timely services provided to Program Directors.</p>

Specific Service Targets for 2002	
Output Description	Collective Performance Indicators
<p>Keep under review the strategy developed last year to address the potential problems relating to the forecast for year 2004, without increasing members' contributions. <u>Primary Responsibility:</u> Director (Finance)</p>	<p>Update and submit to BMC as necessary.</p>
<p>Closely coordinate with Singapore MFA to ensure a well-planned and smooth relocation to the new Secretariat office before the end of the year. <u>Primary Responsibility:</u> Executive Director and Deputy Executive Director , <u>Support from:</u> Director (Administration), Ad hoc Committee and all secretariat staff</p>	<p>Satisfaction of SOM through regular progress reports and a smooth relocation to the new Secretariat office without affecting support to APEC process.</p>

PARTICIPATION ISSUES

I. Requests received between the previous and forthcoming APEC Ministerial Meetings (AMM) by the Secretariat:

- A request from Pakistan for renewal of its guest status in EWG and TP was received in September 2001;
- A request from Pakistan for admission with guest status in FWG and ATC was received in October 2001;
- A request from Columbia for admission with guest status in TEL was received in February 2002;
- A request from Cambodia for admission with guest status in HRD was received in May 2002;
- A request from TPT Lead Shepherd to invite ILO to attend the TPT Expert Group of Maritime Safety (EGMS) meeting was received in November 2001;
- A request from TPT Lead Shepherd to invite ADB to attend the TPT Port Experts Group (PEG) meeting was received in January 2002;
- A request from TPT Lead Shepherd to invite UN ESCAP to attend the TPT Port Experts Group (PEG) meeting was received in January 2002;
- A request from the World Association for Small & Medium Enterprises (WASME) for admission with guest status in SME was received in May 2001 and declined in December 2001 due to absence of consensus;
- A request from Estonia to participate in a joint CPDG workshop by APEC and OECD was received in March 2002 (approved by OECD first and then by APEC);
- A request from TEL Lead Shepherd for renewal of the APT guest status in TEL was received in February 2002;
- A request from TEL Lead Shepherd for renewal of the ITU guest status in TEL was received in February, 2002;
- A request from TEL Lead Shepherd to end the ABU guest status in TEL was received in February 2002;
- A request from TEL Lead Shepherd for renewal of the AOEMA guest status in TEL was received in February 2002;
- A request from TEL Lead Shepherd for renewal of the APT guest status in TEL was received in February 2002;
- A request from TEL Lead Shepherd for renewal of the APLAC guest status in TEL was received in February 2002;
- A request from ESC Chair to invite UNIDO to attend ESC meeting in Merida, Mexico was received in February 2002;
- A request from CTI Chair to invite WB to participate in CTI Trade Policy Dialogue was received in April 2002- CTI;
- A request from MAG Convenor to invite WTO to speak at the MAG Second Trade Policy Dialogue was received in February 2002;
- A request from MAG Convenor to invite OECD to speak at the MAG Second Trade Policy Dialogue was received in February 2002;
- A request from IEG Convenor to invite WTO to speak at an IEG workshop in Merida, Mexico was received in March 2002;

- A request from IEG Convenor to invite UNCTAD to speak at an IEG workshop in Merida, Mexico was received in March 2002;
- A request from IEG Convenor to invite OECD to speak at an IEG workshop in Merida, Mexico was received in March 2002;
- A request from SMEWG Lead Shepherd to invite OECD to attend the 15th SMEWG meeting was received in April 2002;
- A request from TWG Lead Shepherd for renewal of the WTTC guest status in TWG was received in May 2002;
- A request from FWG Lead Shepherd for inviting WRI to attend the 13th FWG meeting was received in May 2002;
- A request from FWG Lead Shepherd for inviting IMA to attend the 13th FWG meeting was received in May 2002;
- A request from FWG Lead Shepherd for inviting ICFA to attend the 13th FWG meeting was received in May 2002;
- A request from FWG Lead Shepherd for inviting MSC to attend the 13th FWG meeting was received in May 2002;
- A request from FWG Lead Shepherd for inviting OC to attend the 13th FWG meeting was received in May 2002;
- A request from FWG Lead Shepherd for inviting FAO to attend the 13th FWG meeting was received in May 2002;
- A request from ICFTU/APLN for admission with guest status in HRD was received in May 2002, and declined due to absence of consensus in the Working Group;
- A request from APEC Senior Officials of Korea and Thailand to invite ILO to attend the APEC High Level Meeting for Social Safety Net was received in July 2002;
- A request from APEC Senior Officials of Korea and Thailand to invite ADB to attend the APEC High Level Meeting for Social Safety Net was received in July 2002;
- A request from APEC Senior Officials of Korea and Thailand to invite ADBI to attend the APEC High Level Meeting for Social Safety Net was received in July 2002;
- A request from APEC Senior Officials of Korea and Thailand to invite IADB to attend the APEC High Level Meeting for Social Safety Net was received in July 2002;
- A request from APEC Senior Officials of Korea and Thailand to invite UNDP to attend the APEC High Level Meeting for Social Safety Net was received in July 2002;
- A request from APEC Senior Officials of Korea and Thailand to invite UN ESCAP to attend the APEC High Level Meeting for Social Safety Net was received in July 2002;
- A request from APEC Senior Officials of Korea and Thailand to invite WB to attend the APEC High Level Meeting for Social Safety Net was received in July 2002;
- A request from APEC Senior Officials of Korea and Thailand to invite UNCTAD to attend the APEC High Level Meeting for Social Safety Net was received in July 2002;
- A request from APEC Senior Officials of Korea and Thailand to invite ICFTU/APLN to attend the APEC High Level Meeting for Social Safety Net was received in July 2002 and declined due to absence of consensus among Senior Officials;
- An informal request from OECD for admission with guest status in SMEWG was received in July 2002;
- A request from the Bureau of Inter-parliamentary Assembly for admission with an observer status in APEC was received in July 2002; ED responded the request by explaining the APEC participation policies;

- A request from TPT Lead Shepherd to invite UN ESCAP to attend the TPT Port Experts Group (PEG) meeting was received in August 2002;
- A request from CPDG Convenor to invite WB to participate in the Second Activity on Transportation under APEC Training Program on Competition Policy was received in August 2002;
- A request from CPDG Convenor to invite UNCTAD to participate in the Second Activity on Transportation under APEC Training Program on Competition Policy was received in August 2002;
- A request from CPDG Convenor to invite ECLAC to participate in the Second Activity on Transportation under APEC Training Program on Competition Policy was received in August 2002;
- A request from ECMT for closer ties between APEC and ECMT was received in August 2002, and the request was transmitted to TPT Lead Shepherd for consideration;

II. Decisions made by SOM on non-member participation during this period:

- Approval given to Macao, China in September 2001 on its request for guest status in IST for the period from the date of approval until the end of 2003;
- Approval given to Macao, China in September 2001 on its request for guest status in TEL for the period from the date of approval until the end of 2003;
- Approval given to Colombia in February 2002 on its request for renewal of its guest status in TEL for the period from the date of approval until the end of 2004;
- Approval given to Pakistan in February 2002 on its request for renewal of its guest status in EWG for the period from the date of approval until the end of 2004;
- Approval given to Pakistan in February 2002 on its request for renewal of its guest status in TP for the period from the date of approval until the end of 2004;
- Approval given to Pakistan in February 2002 on its request for guest status in FWG for the period from the date of approval until the end of 2003;
- Approval given to TEL in March 2002 on its request for renewal of the APT's guest status in TEL for the period from the date of approval until the end of 2004;
- Approval given to TEL in March 2002 on its request for renewal of the ITU's guest status in TEL for the period from the date of approval until the end of 2004;
- Approval given to TEL in March 2002 on its request to end the ABU's guest status in TEL by the end of 2001;
- Approval given to TEL in March 2002 on its request for renewal of the AOEMA's guest status in TEL for the period from the date of approval until the end of 2004;
- Approval given to TEL in March 2002 on its request for renewal of the APLAC's guest status in TEL for the period from the date of approval until the end of 2004;
- Approval given to Pakistan in June 2002 on its request for guest status in ATC for the period from the date of approval until the end of 2004;
- Approval given to TWG in August 2002 on its request for renewal of the WTTC's guest status in TWG for the period from the date of approval until the end of 2004;
- Approval given to Cambodia in August 2002 on its request for guest status in HRD for the period from the date of approval until the end of 2004;
- Approval given to ESC in February 2002 on its request to inviting UNIDO to attend ESC meeting in Merida, Mexico in May 2002;

- Approval given to TPT in February 2002 on its request to invite ADB to attend the TPT Port Experts Group (PEG) meeting;
- Approval given to TPT in February 2002 on its request to invite ILO to attend the TPT Port Experts Group (PEG) meeting;
- Approval given to TPT in February 2002 on its request to invite UN ESCAP to attend the TPT Port Experts Group (PEG) meeting;
- Approval given to SMEWG in May 2002 on its request to invite OECD to attend the 15th SMEWG meeting;
- Approval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite ILO to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- Approval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite ADB to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- Approval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite ADBI to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- Approval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite IADB to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- Approval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite UNDP to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- Approval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite UN ESCAP to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- Approval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite WB to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- Approval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite UNCTAD to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- Disapproval given to the APEC Senior Officials of Korea and Thailand in July on their request to invite ICFTU/APLN to attend the APEC High Level Meeting for Social Safety Net in Seoul, Korea;
- SOM reached consensus at SOM II in May 2002 on delegating to Working Groups its authority to approve non-member participation for a trial period of three years and the Secretariat was asked to ensure that the Senior Officials were informed concurrently of applications made to fora;
- Approval given at SOM III in August 2002 to the Canadian paper on the revised Guidelines on Non-member Participation. SOM agreed to recommend Ministers the endorsement of the revised guidelines and their implementation.

III. In addition, APEC fora, with the delegation of authority from SOM, have also approved or disapproved numerous cases of non-member participation in one-off, non-policy APEC activities taken place in this period.

Acronyms:

ABU	- Asian Broadcasting Union
ADB	- Asia Development Bank
ADBI	- Asian Development Bank Institute
AOEMA	- Asia Oceania Electronic Marketplace Association
APLAC	- Asia Pacific Laboratory Accreditation Centre
APT	- Asia Pacific Telecommunity
BIPM	- The Bureau International des Poids et Mesures (International Bureau for Standards and Measurements)
ECLAC	- Economic Commission for Latin America and Caribbean
ECMT	- European Conference of Ministers of Transport
ESCAP	- United Nations Economic and Social Commission for Asia and the Pacific
FAO	- Food and Agriculture Organization
IADB	- Inter-American Development Bank
ICFA	- International Coalition of Fisheries
ILO	- International Labour Organization
IMA	- International Marinelife Alliance
ITU	- International Telecommunication Union
ICFTU/APLN	- International Confederation of Free Trade Union / Asia Pacific Labour Network
MSC	- Marine Stewardship Council
	-
OC	- Ocean Conservancy (former Center for Marine Conservation)
OECD	- Organization for Economic Cooperation and Development
UNCTAD	- United Nations Conference for Trade and Development
UNDP	- United Nations Development Programme
UNIDO	- United Nations Industrial Development Organization
WB	- World Bank
WRI	- World Resources Incorporated
WTO	- World Trade Organization
WTTC	- World Travel and Tourism Council

APEC COMMUNICATIONS AND OUTREACH STRATEGY - IMPLEMENTATION PROGRAMME

Status Report – October 2002

TIMING	ACTIVITY	DESCRIPTION / COMMENT	STATUS Completed items in bold
<i>Form Integrated Communications Team within Secretariat</i>			
End 2001 - Early 2002	Explore secondment options for two new specialist positions. No secondees offered to assume positions in APEC Secretariat	Seek registrations of interest from member economies assess candidates, negotiate terms of secondment. Arrange funding for salaries as approved by SOM. Transfer of additional funding to Secretariat budget for recruitment of 1 x media officer and 1 x communications specialist.	<ul style="list-style-type: none"> • Process completed • No secondees available • Funding for salaried specialists transferred
1 st Quarter 2002 onwards	Commence recruitment process Planning and establishment of integrated communications team	Develop team structure, define new team functions and position specifications. Identify methods for integrating skills and functions. Identify change management requirements. Transfer management of website functions and associated budget from IT.	<ul style="list-style-type: none"> • Both positions advertised locally in Singapore, region-wide within PR industry and via leading online international recruitment sites • Interview and assessment processes completed including for large number of offshore applicants. • Internal staff restructuring completed • Management of website functions transferred to public affairs • Documentation of team functions completed • * Industry benchmarking of positions completed and salary relativities finalized

TIMING	ACTIVITY	DESCRIPTION / COMMENT	STATUS Completed items in bold
* Sept 2002 onwards	<p>* Bring new communications team members on board</p> <p>Internal guidelines development</p> <p>External consultancy support for establishment and phasing-in of new communications strategy, new team and expanded communications operations</p> <p>New communications team operational</p>	<p>Availability of both recommended new appointees to take up positions was late September 2002 (based length of time required to complete current employment contracts and relocate to Singapore).</p> <p>Writing and development of communications processes, templates and other materials essential to the day-to-day operation of the team and its functions.</p> <p>Programme development, coordination & support for phase-in year of new communications team and expanded programme of activities. Assistance with implementation and management of extended range of functions and services to economies, fora and target audiences.</p> <p>Carry out customised training for new and existing personnel.</p>	<ul style="list-style-type: none"> • Negotiations on terms and conditions including salaries completed • Team documentation completed. Additional materials to be prepared by incoming appointees as necessary. • Specific functions commissioned and delivered on project basis eg speechwriting and media skills training • Additional broader based support and training to be assessed and quantified following arrival of new Communications Team staff.
<i>Develop Messages for Key Audiences and Activities</i>			
1 st Quarter 2002 onwards	Develop, refine and roll out key messages	<p>(1) For stakeholders - conceptualize and develop key messages for range of primary APEC audiences: media, government, business community and others deemed as high priority.</p> <p>(2) For mission-critical areas – develop messages around APEC’s key functional areas, APEC meetings, fora, working groups, and other mission-critical areas.</p>	<ul style="list-style-type: none"> • Development of overview concepts for key messages completed and presented at SOM Focus Session. • Template for key message application and refinement developed and trialed with selected working groups. • Presentations and briefings delivered to selected for a. • Further work on development and application of key messages to continue with full communications team now in place. Focus will be on

TIMING	ACTIVITY	DESCRIPTION / COMMENT	STATUS Completed items in bold
			translation of messages into economy and fora communications plans.
2 nd Quarter 2002 onwards	Develop internal systems	Develop APEC's internal communications matrix to share key messages, align outreach strategy, and establish information-sharing protocols.	<ul style="list-style-type: none"> • Being advanced in parallel with ISO work on internal information sharing.
Maximise use of Information and Communications Technology (focus on enhancements to web-based communications)			
2002 onwards	Implement major improvements to APEC's Internet presence	<ul style="list-style-type: none"> - Develop project brief. - Develop new website architecture, graphic design elements and interface features - Upgrade hardware, software and line capacity - Redesign information architecture - Reformat and rewrite existing web content to support key message delivery. - Develop new website content and adapt other APEC materials with a focus on conveying APEC's mission to key audiences and bringing forward specific benefits and successes of APEC's work. - * Develop and implement policies relating to operation of satellite and sub-sites - * Integrate ISO 9001 management system requirements 	<ul style="list-style-type: none"> • Preliminary technical and functional analysis of existing site completed and project parameters defined. • Joint Public Affairs/IT Web development project team set up. • Assessment of system upgrade requirements completed and ISO 9000 certification requirements incorporated. • Principal design and functionality scoping and analysis completed. • Detailed analysis of information model options completed. • Technical guidance provided to lead economies and project overseers on development/modification of APEC sub sites. • Reference Guidelines developed to ensure compatible satellite site development. • Early 2003 target date for launch of phase one enhancements to APEC site.

TIMING	ACTIVITY	DESCRIPTION / COMMENT	STATUS Completed items in bold
Strengthen Coordination between Secretariat and Host Economy Communications Programmes			
End 2001 - onwards	Coordinate with host economies on planning for 2002/2003 communications programmes	<ul style="list-style-type: none"> - Arrange joint planning session immediately following 2001 and 2002 AELMs to map out strategy for the year and support to be delivered by APEC Secretariat - Set up systems for regular planning, coordination and information exchange. 	<ul style="list-style-type: none"> • Preliminary planning sessions between Secretariat and Mexico conducted immediately following AELM 2001. • Close cooperation established between Secretariat and Mexico on communications and publicity arrangements for SOM, MRT and various other Ministerial and other meetings being hosted by Mexico during the year. • Extensive involvement of Executive Director in integrating generic APEC and Host Economy messages through media interviews, briefings and published articles. • Ongoing close coordination between Secretariat and Mexico on preparation of media resources and articles and other opportunities to maximise media publicity during the year and in the lead up to AELM • Information briefings and ongoing advice extended to 2003 host economy, Thailand.
Improve APEC-Wide Information Sharing Mechanisms and Encourage Communications Best Practice			
1 st Quarter 2002 onwards	Strategic development of internal communications	<ul style="list-style-type: none"> - Complete Secretariat internal information audit and analyse other intra-APEC communication channels to determine weaknesses. 	<ul style="list-style-type: none"> • Internal information audit of Secretariat completed and recommendations finalised.

TIMING	ACTIVITY	DESCRIPTION / COMMENT	STATUS Completed items in bold
		<ul style="list-style-type: none"> - Design and implement new tactics for information capturing and sharing. - Development of templates for capturing success stories and adapting for use with different audiences (internal and external). 	<ul style="list-style-type: none"> • Outcomes used as base information for ISO certification exercise. • Design of new tactics, templates and supporting IT systems to be developed once full Communications Team in place.
2002 onwards	Intranet / Extranet development	Investigate feasibility of APEC intranet/extranet to facilitate information sharing specific to APEC communications.	<ul style="list-style-type: none"> • Assessment being undertaken by IT/Public Affairs web project team. Requirements integrated into Website upgrade project brief.
1 st Quarter 2002 onwards	Communications skills development	Identify methods and opportunities for targeted delivery of communications/outreach skills training and development	<ul style="list-style-type: none"> • APEC Secretariat involvement in development of Australian-sponsored communications skills training modules delivered at SOM I, II and III to build communications capacity amongst APEC officials. • Inhouse communications skills development programme initiated for Secretariat staff. Speechwriting and Media Skills workshops already conducted. Further training scheduled.
3 rd Quarter 2002 onwards	Implement improved identity management regime	Develop online graphic standards guidelines to facilitate effective management of APEC visual identity.	<ul style="list-style-type: none"> • Areas of improvement assessed. • Standards development underway for application to all forms of visual communications media including print, electronic, display, signage and presentations.

TIMING	ACTIVITY	DESCRIPTION / COMMENT	STATUS Completed items in bold
*4 th Quarter 2002 onwards	Develop presentation tools Develop communications and outreach best practice resources	To facilitate consistent messaging among internal channels and to external audiences, develop standardised presentations on APEC core issues (e.g., "What is APEC? How does APEC benefit us?"). These would aim to be modular in nature, so that targeted presentations can be 'built' to meet specific communications needs. - Develop best-practice guidelines and essential "communications toolkit" resources for use by member economies and fora. - Identify information materials suitable for adaptation/translation/reproduction - Build case study library of APEC success stories written in user-friendly language and format	<ul style="list-style-type: none"> • New materials to be developed by incoming communications specialists.
<i>Develop Strategic Alliances with Business Community</i>			
*3 rd Quarter 2002 onwards	E-newsletter strategies and development	Develop internet-based and other electronic communications to enhance two-way communications with business groups	<ul style="list-style-type: none"> • Incorporated into brief for Website upgrade project
	Develop & implement business PR outreach strategy	<ul style="list-style-type: none"> - Work with ABAC, Business Chambers and other business networks to coordinate and maximize outreach to business channels – including through targeted media channels to reach business leaders and proactive promotion of events such as APEC Business Forums, the SME Business Forum, the APEC CEO Summit etc. - Survey business-linked fora, APEC Study Centres Consortium, PECC and other observers of APEC business interaction. - Develop standardised supporting materials for APEC Senior Officials and other APEC officials involved in outreach to various sectors of the business community 	<ul style="list-style-type: none"> • Full programme to be developed following induction of new specialist staff into communications team
<i>Design and Implement an Expanded Media Relations Programme</i>			
3 rd Quarter	Develop media segmentation strategy	Target APEC's media relations activities by matching various	<ul style="list-style-type: none"> • Needs analysis in progress

TIMING	ACTIVITY	DESCRIPTION / COMMENT	STATUS Completed items in bold
2002 onwards	<p>Plan and implement event and project-based media programs including business and community outreach initiatives</p> <p>Creation and printing of press kits and other media-specific material</p>	<p>story angles with the appropriate media. Assess needs of individual broadcast, newspapers, magazine and trade media agencies. Develop specific information and resource materials targeted to meet the unique needs of each.</p> <p>Promote selected APEC projects and events including major working group projects or community-based initiatives. Produce supporting resource materials.</p> <p>Writing of documents and the development of press kits designed to execute the media segmentation strategy. Design, print and production.</p>	<ul style="list-style-type: none"> • Full strategy and work programme to be developed following appointment of media relations specialist
	Develop pool of designated spokespersons in priority areas.	In consultation with member economies and fora, identify designated APEC experts and spokespersons on key issues. Develop reference resources and contact lists for media who seek expert commentary on APEC-related issues.	<ul style="list-style-type: none"> • Close cooperation with Fora spokespersons established to make maximum use of media opportunities including during margins of SOM and Ministerial meetings. • Spokespersons Database to be developed by incoming media specialist
Develop Sponsorship Guidelines			
2002 onwards	Develop APEC Sponsorship Guidelines	Compile comparative information on sponsorship policies and practices both within APEC and amongst comparable international institutions. Develop new guidelines consistent with best practice trends.	<ul style="list-style-type: none"> • Development of reference policies and practices to be supported by new communications specialists.

* Asterisk denotes items added/adjusted since SOM I

**Meetings Attended and Speeches delivered by
Ambassador Alejandro de la Peña
Executive Director, APEC Secretariat
(September 2002)**

1.	Attendance at PECC Standing Committee Meeting, 4-6 April, Kuala Lumpur, Malaysia
2.	Attendance at WTO "Geneva Week", 21-25 Apr 2002, WTO Headquarters, Geneva, Switzerland
3.	Speech to APEC Finance Ministers Process, 22 April 2002, Washington, D.C.
4.	Remarks to the ABAC Plenary Session I, 13 May 2002, Sydney, Australia
5.	PBEC 35 th International General Meeting, 5-7 May, Kuala Lumpur, Malaysia
6.	Attendance at 35 th Meeting of the Governors of the Asian Development Bank (ADB), 10-12 May 2002, Shanghai, China
7.	Speech on <i>Economic Development : The APEC Way</i> to the 6 th St Petersburg Economic Forum, 21 June 2002
8.	Outreach Program, 24-25 June, Moscow, Russia
9.	Opening speech at Innovative Forum on "International Business Cooperation in the Sphere of Innovative Entrepreneurship", Moscow, Russia, 26-28 June 2002
10.	Speech on <i>APEC Role in the Development of SMEs in the Asia Pacific Region</i> at the Innovative Forum on "International Business Cooperation in the Sphere of Innovative Entrepreneurship", Moscow, Russia, 26-28 June 2002
11.	Speech to the Tourism Ministerial Meeting, Manzanillo, Mexico, 3-6 July 2002
12.	Outreach Programme in Lima, Peru, 9-13 July 2002 Speech at the Diplomatic Academy of Peru Working Breakfast with ABAC Peru Meeting with Andian Community
13.	Speech to ABAC Meeting, Hong Kong, China, 7-10 August 2002
14.	Speech to the Small and Medium Enterprises Ministerial Meeting, Acapulco, Mexico, 24-25 August 2002
15.	Outreach Program, 31 Aug-4 Sept 2002, Beijing, China – Meetings with Ministry of Foreign Affairs, Department of Foreign Economic Relation, Ministry of Foreign Trade and Economic Cooperation and Chinese ABAC Representative
16.	Speech to the Second APEC Ministerial Meeting on Women, Guadalajara, Mexico, 28-29 September 2002
17.	Panelist at the World Economic Forum: East Asia Economic Summit, Kuala Lumpur, Malaysia, 6-8 October 2002 (to be confirmed)
18.	Speech to the ICFTU/APLN, Mexico City, Mexico, 17-18 October 2002
19.	Attendance at WTO "Geneva Week", 4-8 Nov 2002, Geneva, Switzerland

**PUBLICATIONS PRODUCED BY
THE APEC SECRETARIAT
[DEC 2001 to OCT 2002]**

APEC Secretariat

2001 Key APEC Documents

APEC#201-SE-05.42 ISSN 0219-1105 (Price: S\$30 / US\$20)

Update of APEC Activities, May 2002

APEC#202-SE-05.1 ISSN 0219-1113 (Price: No Charge)

Update of APEC Activities, October 2002

APEC#202-SE-05.2 ISSN 0219-1113 (Price: No Charge)

Committee on Trade and Investment

2002 CTI Annual Report to Ministers

APEC #202-CT-01.1 ISSN 0219-1865 (Price: No Charge)

Economic Committee

2002 APEC Economy Outlook

APEC #202-EC-01.1 ISSN 0218-9763 (Price: To be finalized)

The New APEC Economy: Innovations, Digital Divide and Policy

APEC #202-EC-01.2 ISBN 981-04-7454-7 (Price: To be finalized)

Benefits of Trade and Investment Liberalization and Facilitation

APEC #202-EC-01.3 ISBN 981-04-7534-9 (Price: To be finalized)

Sub-Committee on ECOTECH

2002 SOM Report on Economic and Technical Cooperation

APEC #202-ES-01.1 ISBN 981-04-7453-9 (Price: No Charge)

Energy Working Group

APEC Energy Statistics 2000

APEC#202-RE-01.10 ISSN 0219-0842 (Price: To be finalized)

APEC Energy Handbook 2000

APEC#202-RE-03.1 (ISBN To be finalized) (Price: To be finalized)

APEC Statistical Analysis Tool version 2002 CD-ROM

APEC#202-RE-07.1 (ISBN To be finalized) (Price: To be finalized)

As at 11 October 2002

**Total Sales Revenue
For the Year 2002
As at 30 September 2002**

	Jan-2002 S\$	Feb-2002 S\$	Mar-2002 S\$	Apr-2002 S\$	May-2002 S\$	Jun-2002 S\$	Jul-2002 S\$	Aug-2002 S\$	Sep-2002 S\$	Oct-2002 S\$	Nov-2002 S\$	Dec-2002 S\$	Total S\$
Total Publications Sold	1	11	13	55	14	118	17	8	4	0	0	0	241
Gross Publication Sales	\$ 30.00	\$ 291.25	\$ 267.25	\$ 619.00	\$ 372.00	\$ 1,116.20	\$ 294.50	\$ 188.00	\$ 81.50	\$ -	\$ -	\$ -	\$ 3,259.70
Credit Sales	\$ -	\$ 175.00	\$ 140.00	\$ -	\$ 210.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 525.00
Cyber Bookstore	\$ -	\$ -	\$ 25.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25.50
Australian Study Ctr	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84.00	\$ -	\$ -	\$ -	\$ -	\$ 84.00
Resellers(Invoice)	\$ -	\$ 26.25	\$ 71.75	\$ 574.00	\$ 77.00	\$ 1,026.20	\$ 164.50	\$ 14.00	\$ 66.50	\$ -	\$ -	\$ -	\$ 2,020.20
Cash/Cheque	\$ 30.00	\$ 90.00	\$ 30.00	\$ 45.00	\$ 85.00	\$ 90.00	\$ 130.00	\$ 90.00	\$ 15.00	\$ -	\$ -	\$ -	\$ 605.00
Less													
3% Commission	\$ -	\$ 7.38	\$ 5.96	\$ -	\$ 8.35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21.69
Discounts/Ecomz	\$ -	\$ -	\$ 4.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4.50
<i>Net Sales Revenue</i>	\$ 30.00	\$ 283.87	\$ 256.79	\$ 619.00	\$ 363.65	\$ 1,116.20	\$ 294.50	\$ 188.00	\$ 81.50	\$ -	\$ -	\$ -	\$ 3,233.51

Note:

* Gross Publication Sales: Price of books sold to customers/booksellers. It excludes mailing fee & handling fee.

* Discounts: One time discounts given to sale orders.

Summary Statistics for the APEC Website

From 1 January to 30 September 2002

1. General statistics (9 months)

Total successful requests: **26,481,118**

Total successful requests for pages: **3,657,454**

Total data transferred: **104,486 MB**

Average successful requests per day: **97,000**

Average requests for pages per day: **13,397**

Average data transferred per day: **392 MB**

2. Monthly Report (Requests for html pages)

Jan 2002: **378,780**

Feb 2002: **385,935**

March 2002: **431,375**

April 2002: **456,999**

May 2002: **442,062**

June 2002: **341,646**

July 2002: **370,419**

Aug 2002: **412,572**

Sep 2002: **437,666**

3. Monthly Report (Total requests, includes pdf, zipped documents, etc)

Jan 2002: **2,726,522**

Feb 2002: **2,844,031**

March 2002: **3,139,043**

April 2002: **3,335,289**

May 2002: **3,273,424**

June 2002: **2,500,689**

July 2002: **2,604,628**

Aug 2002: **2,882,570**

Sep 2002: **3,174,892**

4. Top 10 Downloads (9 months)

APEC Brochure 2001	1,819
Key APEC Documents 2001	1,172
Guidebook on APEC Publications, Website and Meeting Documents	860
APEC Investment Regime Guidebook, 4th edition 1999	815
APEC Publications Order Form	710
The New Economy and APEC	702
2001 CTI Annual Report to Ministers	686
2001 APEC Economic Outlook	665
2000 APEC Economic Outlook	623
RFP - Tourism Occupational Skill Standard in the APEC Region Stage III (TWG01/2002)	589

5. Top 10 PDF Documents (9 months)

2000 CTI Annual Report to Ministers	24,848
The New Economy and APEC (2001)	7,025
Paperless Trading – Benefits to APEC	5,172
Automotive Profiles – Thailand	3,461
APEC Economies: Breaking down the barriers	3,436
APEC Investment Regime Guidebook (4th Edition) – Indonesia	3,147
Identification of Measures Affecting Trade and Investment in Education Services in the Asia-Pacific Region	2,941
Successful Practices in HRD in the Workplace: Contributions from Labour, Management and Government	2,806
APEC Investment Regime Guidebook (4th Edition) – Malaysia	2,688
2001 CTI Annual Report to Ministers	2,476

6. Top 10 Downloaded APEC Publications (9 months)

2000 CTI Annual Report to Ministers (text-only pdf + downloadable + full pdf)	25,505 (522+135+24,848)
The New Economy and APEC (downloadable + pdf)	7727 (702+7025)
Paperless Trading – Benefits to APEC (pdf)	5172
APEC Economies: Breaking down the barriers	3436
2001 CTI Annual Report to Ministers (downloadable + pdf)	3162 (686+2476)
Identification of Measures Affecting Trade and Investment in Education Services in the Asia-Pacific Region (pdf)	2941
2001 Report on Economic and Technical Cooperation (downloadable + pdf)	2736 (403+2333)
Successful Practices in HRD in the Workplace: Contributions from Labour, Management and Government	2806
Survey of Environmental Markets in APEC (pdf)	2067
Gender Mainstreaming Good Practices	1955

Revenue for Administration and Operational Accounts
01 January to 30 September 2002

	Amount USD	Total USD
(1) 2002 Members' Contributions received as at 30 September 2002		
Australia	224,000	
Brunei	50,000	
Canada	303,000	
Chile	50,000	
People's Republic of China	258,000	
Hong Kong, China	92,000	
Indonesia	50,000	
Japan	601,000	
Republic of Korea	198,000	
Russia	135,000	
Malaysia	50,000	
Mexico	134,000	
New Zealand	92,000	
Papua New Guinea	50,000	
Peru	50,000	
Philippines (Note 1)	47,358	
Singapore	92,000	
Chinese Taipei	158,000	
Thailand	50,000	
United States of America	601,000	
Viet Nam	50,000	3,335,358
(2) Bank Interest (January - September 2002)		63,841
(3) Publication Sales (January - September 2002)		1,904
(4) Other Income (January - September 2002)		231
Total		3,401,334

Note:

1. Partial payment with a balance of US\$2,642 yet to be received.

**Revenue for TILF Account
01 January to 30 September 2002**

	Total USD
(1) 2002 Contribution received on 28 August 2002	4,221,469
(2) Bank Interest (January - September 2002)	121,092
Total	<u>4,342,561</u>

Projects Financed by Central Fund
Status of Approved Budget & Actual Expenditure (01.01.2000 - 30.09.2002)

	2000 Projects		2001 Projects		2002 Projects	
	Approved Budget	Disbursement	Approved Budget	Disbursement	Approved Budget	Disbursement
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)
A. <u>WORKING GROUPS</u>						
1. Agricultural Technical Cooperation	15,000	574	15,000	-	81,200	-
2. Energy	304,310	131,973	347,795	129,129	213,660	52,966
3. Fisheries	157,000	141,774	192,885	50,796	202,913	-
4. Human Resources Development	296,035	174,433	159,000	73,527	277,360	10,500
5. Industrial Science & Technology	26,530	10,314	37,990	25,960	189,088	49,429
6. Marine Resources Conservation	239,000	168,541	222,650	79,358	186,334	21,758
7. Small & Medium Enterprises	54,810	-	106,500	68,535	61,750	14,879
8. Telecommunications	176,000	167,562	172,464	90,087	87,910	18,975
9. Tourism	-	-	144,750	111,548	64,650	-
10. Trade Promotion	133,450	55,929	-	-	-	-
11. Transportation	283,300	249,080	68,405	42,590	185,003	-
B. <u>COMMITTEES/AD-HOC GROUPS</u>						
1. Committee on Trade and Investment	204,025	134,487	19,525	14,473	35,525	4,000
2. Economic Committee	102,300	40,769	88,200	53,929	121,150	37,042
3. Ad Hoc Advisory Group on Gender Integration	64,330	46,988	155,730	108,200	-	-
4. ECOTECH Sub-Committee of the SOM	115,013	113,364	-	-	-	-
5. APEC Finance Ministers Process	135,530	86,620	149,590	42,202	252,480	-
6. Senior Officials' Meeting	12,000	2,000	-	-	26,100	-
TOTAL	2,318,633	1,524,408	1,880,484	890,334	1,985,123	209,549

Projects Financed by TILF Fund
Status of Approved Budget & Actual Expenditure (01.01.99-30.09.2002)

	1999 Projects		2000 Projects		2001 Projects		2002 Projects	
	Approved Budget	Disbursement	Approved Budget	Disbursement	Approved Budget	Disbursement	Approved Budget	Disbursement
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)
A. WORKING GROUPS								
1. Agricultural Technical Cooperation	-	-	-	-	60,000	39,985	72,100	6,120
2. Energy	284,000	252,713	576,850	454,194	689,450	343,752	281,750	-
3. Fisheries	84,005	84,005	-	-	176,070	61,758	-	-
4. Human Resources Development	-	-	196,500	102,459	411,200	122,484	198,400	-
5. Marine Resources Conservation	-	-	149,100	141,864	149,100	-	204,400	-
6. Small & Medium Enterprises	424,753	298,518	-	-	226,490	77,875	79,720	8,868
7. Telecommunications	63,000	63,000	181,000	-	381,700	161,623	-	-
8. Tourism	-	-	-	-	245,100	188,889	-	-
9. Trade Promotion	-	-	18,000	14,000	156,956	97,147	140,325	-
10. Transportation	67,000	66,965	122,096	121,546	194,750	55,393	328,250	-
B. COMMITTEES/AD-HOC GROUPS								
1 Committee on Trade and Investment	2,915,019	1,728,168	1,522,732	793,969	3,081,186	1,255,200	3,147,440	361,356
2 Senior Officials Meeting	-	-	-	-	354,280	213,786	680,825	249,033
TOTAL	3,837,777	2,493,369	2,766,278	1,628,032	6,126,282	2,617,892	5,133,210	625,377

2002 Administrative Account as at 30 September 2002

	Revised Budget US\$	Actual Expenditure US\$
(1) <u>TRAINING/SEMINARS</u>		
1.1 Course fees,registration fees and related items	10,000	1,109
(2) <u>PUBLICATIONS AND OUTREACH</u>		
2.1 Publication of APEC Literature (e.g. APEC Brochure)	65,000	9,380
2.2 Publication of APEC Committee Reports	10,000	0
2.3 Website Redevelopment and Electronic Publishing	79,140	0
2.4 Support for media and outreach programs	65,000	12,174
	219,140	21,554
(3) <u>LIBRARY</u>		
3.1 Subscriptions (e.g. newspapers,journals,etc)	5,000	762
3.2 General reference books/Encyclopedia	2,000	169
3.3 Databases (electronic information)	15,000	10,050
3.4 CD ROMS and others	500	0
3.5 Scanning	2,400	0
	24,900	10,981
(4) <u>PUBLIC RELATIONS</u>		
4.1 Official functions/receptions	15,000	4,147
4.2 Others	5,000	1,788
	20,000	5,935
(5) <u>EQUIPMENT</u>		
5.1 Office equipment,furniture and fittings,etc.	187,700	31,690
(6) <u>TRAVEL</u>		
6.1 Exec-Director/Deputy Exec-Director	141,100	111,566
6.2 Professional Staff	841,200	489,551
6.3 Support Staff	54,500	29,844
6.4 Other related expenses	1,000	0
	1,037,800	630,961
(7) <u>PERSONNEL -SUPPORT STAFF</u>		
7.1 Recruitment costs	4,000	2,856
7.2 Salaries and bonus	857,200	471,457
7.3 Insurance	27,000	20,769
	888,200	495,082
(8) <u>RESEARCH AND ANALYSIS</u>		
8.1 Research	20,000	6,789
(9) <u>ADMINISTRATIVE SUPPORT</u>		
9.1 Communications	58,200	15,102
9.2 Professional Fees	23,500	9,722
9.3 Maintenance/Insurance of Vehicles	24,000	9,059
9.4 Stationery	25,500	10,149
9.5 Postage and courier charges	79,200	13,075
9.6 Office and Building maintenance	63,900	27,206
9.7 Others	21,000	8,123
(10) <u>Office Relocation</u>		
10.1 One-off expenses for office relocation	35,000	0
	330,300	92,436
(11) <u>INFORMATION TECHNOLOGY</u>		
11.1 Operational Costs	67,330	32,843
11.2 Development Costs	46,000	20,502
11.3 Miscellaneous Expenses	56,500	245
	169,830	53,590
Grand Total :	2,907,870	1,350,127

**APEC Operational & Administrative Accounts :
Uncommitted Reserves as at 30 September 2002**

	US\$
Uncommitted reserves as at 31 Dec 2001	1,873,614
<u>Add</u>	
Returned funding for expired 2000 projects in 2002 (FWG 01/2000, CTI 03/2000)	6,619
Returned funding from EC 01/2002 in July 2002	17,000
Amount set aside for urgent 2002 projects	500,000
Bank interest income (Jan - Sep 2002)	63,841
Net publications income (Jan - Sep 2002)	1,903
Other Income (Jan - Sep 2002)	231
<u>Less</u>	
<u>Urgent 2002 projects approved</u>	
Intersessionally - (IST 07/2002, SME 01/2002 and SME 02/2002)	(96,750)
Meeting - (SME 02/2001, HRD 09/2002, HRD 10/2002, HRD 11/2002, IST 03/2002, TEL 04/2002, TEL 05/2002, TEL 06/2002, TPT 04/2002, FIN 06/2002 and FIN 07/2002)	(393,273)
Urgent 2002 project circulated for approval intersessionally in July 2002 (SOM 01/2002)	(26,100)
Ex-gratia payment - CTI 04/2000*	(25,986)
Uncommitted reserves as at 30 Sep 2002	<u><u>1,921,099</u></u>

* Approved in Jul/Aug 2002 BMC Meeting

In addition, new funding for 2003 Operational projects is US\$1,644,510,
to be approved by Ministers in October 2002