



Asia-Pacific Economic Cooperation

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**2003/CSOM/015**  
Agenda Item: VII

**2003 Report of the Executive Director  
of the APEC Secretariat to the  
Fifteenth APEC Ministerial Meeting**

Purpose: Information  
Submitted by: APEC Secretariat



**Concluding Senior Officials' Meeting  
Bangkok, Thailand  
14-15 October 2003**

## Executive Summary

The *Report of the Executive Director of the APEC Secretariat to the 15<sup>th</sup> APEC Ministerial Meeting* represents the Executive Director's annual performance accountability statement to Ministers. This has been a commitment and practice since 1999.

From the conclusion of the 14<sup>th</sup> APEC Ministerial Meeting and the 10<sup>th</sup> APEC Economic Leaders' Meeting in October 2002 in Los Cabos, Mexico the APEC Secretariat has continued to provide advisory and logistical support services to the APEC process. This service has been provided in accordance with its mandate as approved by Ministers and the *2003 Operational Plan* as endorsed by Senior Officials. The Report outlines specific service targets and outputs for 2003 covering the following headings:

1. Logistic and advisory support to APEC Fora;
2. Support to the SOM Chair;
3. Management of the APEC Central Fund; and
4. Communications and Public Affairs.

The Report also outlines action taken to improve the functioning of the APEC Secretariat in 2003.

The Report concludes that the APEC Secretariat has functioned well and with fiscal efficiency. Nevertheless, recognising that the Secretariat needs to continually adapt to the APEC process that it serves, it is anticipated that with discussions on APEC reform in the coming year, the APEC Secretariat might also undergo some change.

## Recommendations

1. It is recommended that **CSOM** recommend the Report of the Executive Director of the APEC Secretariat to the 15<sup>th</sup> APEC Ministerial Meeting to Ministers for endorsement.
2. It is recommended that **AMM** endorse the *Report of the Executive Director of the APEC Secretariat to the 15<sup>th</sup> APEC Ministerial Meeting*.

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**2003 Report of the Executive Director  
of the APEC Secretariat to the  
Fifteenth APEC Ministerial Meeting**

**Bangkok, Thailand  
17-18 October 2003**

**EXECUTIVE DIRECTOR'S OVERVIEW**

Since the submission of the first APEC Secretariat Operational Plan in 1999, there has been a commitment by the Executive Director to provide performance accountability statements to Senior Officials at their regular meetings and annually to Ministers.

From the conclusion of the 14<sup>th</sup> APEC Ministerial Meeting (AMM) and the 10<sup>th</sup> APEC Economic Leaders Meeting (AELM) in October 2002 in Los Cabos, Mexico the APEC Secretariat has continued to provide advisory and logistical support services to the APEC process. This service has been provided in accordance with its mandate as approved by Ministers and the *2003 Operational Plan* as endorsed by Senior Officials. The 2003 Operational Plan appears as **Annex A**.

In accordance with the *2003 Operational Plan*, the specific service targets and output for 2003 are as follows.

- To support and provide assistance to the implementation of the strengthened Individual Action Plan (IAP) Peer Review Process with a review of lessons learnt from the first five IAP Peer Reviews. In this connection, a revised *IAP Peer Review Guideline* has been adopted. Furthermore, all twenty-one member economies have now volunteered for their IAP peer reviews by the 2005 Mid-Term Review.
- To continue implementation of the *2001 APEC Communications and Outreach Strategy*. Output in this area will be reported in detail under Section A, Output IV.
- To supplement existing APEC operational and project guidelines with additional policies and guidelines in the areas of communications, sponsorship and intellectual property rights. In this connection, a set of *APEC Sponsorship Guidelines* have been agreed, publication policy guidelines have been updated and a set of *APEC Intellectual Property Guidelines* are being developed.
- To closely coordinate with the APEC Secretariat's host economy to ensure a well-planned and smooth official opening ceremony for the *new APEC Secretariat building* that achieves maximum promotional and public relations benefit for APEC. This was accomplished on 6 September 2003.
- To continue implementation of processes certified under the *ISO 9001: 2000 Quality Management System* and ensure that ISO quality service practices are effectively integrated into Secretariat operations. During 2003, internal and external audits were conducted for the retention of the ISO certification. ISO procedures have led to improved service satisfaction indices.

The Secretariat also remained responsive to the needs of Ministers and Senior Officials in supporting the establishment of the Counter Terrorism Task Force, the Life Sciences Innovation Forum and work on the Severe Acute Respiratory Syndrome (SARS).

At the 14<sup>th</sup> AMM in 2002, “Ministers welcomed the *Report on Improving the Functioning of the APEC Secretariat*, took note of the recommendations therein, including the observations of consultants supplied by Canada, and support their prompt implementation.” The APEC Secretariat is pleased to report that several recommendations have already been incorporated as part of the improvements derived from ISO 9001: 2000 certification. Furthermore, the Secretariat through the Executive Director, Management Review Committee, Personnel Board, IT Committee and communications team has considered and taken appropriate action on the other recommendations, including delegating specific management responsibilities to the Deputy Executive Director. Output in this area will be reported in detail under Section B, Service III.

As an organisation staffed mainly by secondees from member economies, the APEC Secretariat has functioned well and with fiscal efficiency. Nevertheless, the Secretariat needs to continually adapt to the APEC process that it serves. Furthermore, as APEC’s stature as a cooperative process grows, it is increasingly being asked to participate in activities of other regional and international organisations. Therefore, it is only reasonable to expect that with the next round of discussions on APEC reform beginning in Bangkok in 2003 and possibly concluding in the APEC 2004 Year, the APEC Secretariat might also undergo some change.

It has been an honour to serve as the head of an organisation that exists to serve APEC’s member economies in the best possible way, providing low profile but essential services to ensure the effectiveness and smooth running of the APEC process.



Piamsak Milintachinda  
Ambassador and Executive Director  
APEC Secretariat

## SECTION A – SECRETARIAT OUTPUTS

### ***Output I: Logistical and Advisory Support to APEC Fora***

- Provided logistical and advisory support to over 100 meetings/activities of APEC fora including the following:
  - APEC Ministers Responsible for Trade Meeting;
  - 1<sup>st</sup> APEC Health Ministers Meeting;
  - 10<sup>th</sup> APEC Finance Ministers Meeting; and
  - 10<sup>th</sup> APEC SME Ministerial Meeting.
- Provided coordination and support for the strengthened IAP Peer Review Process.

Highlights of the support provided to APEC fora include:

- Developed the *APEC Secretariat Less Paper Meeting System* for meetings held at the APEC Secretariat, which could also contribute to the APEC 2004 Year;
- Provided support to APEC fora in accordance with the agreed division of responsibilities between APEC fora and the APEC Secretariat, which should ensure a more standard expectation of and level of support provided by the Secretariat to fora;
- Coordinated the first set of APEC fora annual reports on the standard reporting template thereby substantially reducing fora reporting burden and duplication;
- Coordinated the *2003 ABAC Recommendations Reporting Matrix*;
- Drafted the 2003 Committee on Trade and Investment (CTI), Economic Committee (EC) and SOM Committee on ECOTECH (ESC) reports to Ministers;
- Drafted the *2003 Report to Ministers on Implementing the Leaders' Statement on Fighting Terrorism and Promoting Growth*;
- Drafted the *Report on the 2003 IAP Improvements*;
- Drafted the *2003 Stocktake of Electronic Commerce Activities in APEC*; and
- Drafted the *APEC Communications Strategy on SARS*.

The APEC Secretariat also had the honour of welcoming to Singapore the APEC 2003 SOM Chair and the APEC Senior Officials of Australia, Chile, Indonesia, Russia, Singapore, Thailand and the United States of America in 2003. A visit by the APEC Senior Official of Peru is scheduled for October 2003.

### ***Output II: Support for SOM Chair***

- Provided advice and support to the APEC 2003 SOM Chair on the preparation and hosting of Senior Officials, Ministerial and Leaders Meetings in 2002 and 2003 in Thailand.
- Prepared the draft *APEC 2002 Tasking Statement*.
- Prepared the draft annotated agenda, draft expanded annotated agenda, draft Chair's Summary Conclusions and other substantive documents for the above-mentioned meetings.
- Provided guidance and on-site operational support for management of documentation operations for SOM I, Ministers Responsible for Trade and SME Ministerial Meetings.
- Processed non-member participation requests/proposals. By decision of the SOM III 2002, endorsed by the 14<sup>th</sup> AMM, as of 1 January 2003, Senior Officials have decided to delegate authority to APEC fora to approve non-member participation for a trial

period of 3 years, through 2005. A detailed record on participation issues is attached as **Annex B**.

### ***Output III: Management of the APEC Operational and TILF Accounts***

The APEC Secretariat has provided ongoing support and advice to Project Overseers, including organising tendering, negotiating contracts and reimbursement for APEC funded projects in accordance with the 5<sup>th</sup> Edition of the Guidebook on APEC Projects and the ISO 9001: 2000 Quality Management System. The Secretariat also managed preparations for the Budget and Management Committee (BMC) meetings in March and July 2003, assisted in the further 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 creation of a communications team within the Secretariat with the addition of two specialists towards the end of last year has considerably expanded the range of communications output and services now able to be delivered by the Secretariat. Levels of servicing and interaction with fora, host and other economies on planning and execution of communications and public affairs activities have increased steadily over the last twelve months resulting in measurable improvements in APEC's public and media profile.

Major activities that fall within this output include:

#### **Media Relations**

Since the 14<sup>th</sup> AMM, the Secretariat has provided on-the-ground media liaison support for four Senior Officials Meetings (SOM), four Ministerial Meetings (Trade, Health, SMEs and Finance) as well as the Secure Trade in the APEC Region (STAR) Conference and APEC Customs-Business Dialogue. Similar support is also being provided for the Concluding SOM, 15<sup>th</sup> AMM and 11<sup>th</sup> AELM. Assistance with managing media and publicity requirements is now being regularly extended by the Secretariat to all APEC fora for major meetings, events and projects to help create and identify news opportunities.

The Secretariat has worked extremely closely throughout the year with the host economy Thailand in responding to international media requests, assisting with media briefings and setting up interviews for Ministers, Senior Officials, APEC fora Chairs and other key APEC spokespeople. Support has also been delivered to the incoming host economy Chile with communications and media planning and to help generate media interest in the 2004 year.

APEC's overall media profile has been boosted substantially during 2003 through increased Secretariat output of information and material targeted directly at media such as media releases, advisories and fact sheets and a more intensive level of engagement with journalists to encourage media coverage of specific APEC events and activities, for example sectoral-specific activities and other specialised topical issues such as counter-terrorism.

The ED, DED and other Secretariat staff have all contributed throughout the year to promoting APEC and its work programme for the year through regular media interviews, press briefings and published articles.

### **Redevelopment of the APEC Website**

The new APEC Website was launched in August 2003, offering improved currency of information and a wide range of enhanced functionalities and applications to service key user and stakeholder groups. Feedback on the new site from both internal and external users has been exceptionally positive and only 6 weeks since its launch user traffic has increased overall by 10 percent. Development of further web-based applications and services are underway including the launch of an e-newsletter before the end of the year and more extensive use of the site by fora as a centralised vehicle for information delivery to key audiences.

Summary statistics for the website are attached as [Annex C](#).

### **Outreach**

Outreach requirements continue to expand and the APEC Secretariat has been increasingly active in working with fora in designing communications and outreach tactics and strategies as well as identifying and responding to generic promotional opportunities for APEC.

Trips with an outreach focus were made by the Executive Director (ED)/Deputy Executive Director (DED) to Australia, Chinese Taipei, Viet Nam 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.

Professional Staff Members 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.

A list of outreach activities undertaken by the ED, DED or by Professional Staff Members upon delegation by the ED since the 14<sup>th</sup> AMM appears as [Annex D](#).

### **Communications Policy and Best Practice**

To promote the adoption of best practice across various areas of APEC communications activity, the Secretariat developed *APEC Sponsorship Guidelines* and has updated the existing publication policy guidelines.



During the course of 2003, the Secretariat was also called upon to develop the *APEC Communications Strategy on SARS* in response to the SARS outbreak and is now working on the development of a crisis communications response guidelines to improve communications preparedness in the event of future similar health crises. These guidelines are intended to also have broader application for other crises situations faced by APEC.

### **Production of General Information Resources on APEC**

The Secretariat produced and distributed an extended range of publications during 2003 as part of its publishing programme including a range of new promotional brochures and a variety of reports, studies and other annual publications on behalf APEC fora including the CTI, EC and ESC.

Regular consignments of publications and other promotional materials have been supplied to the host and other economies for use in their domestic publicity and outreach programmes as well as to fora.

The Secretariat has also initiated a trial co-publishing arrangement with a publisher with a strong Asia Pacific distribution network to improve the audience reach of selected APEC publications.

The list of publications produced and sales revenue received during 2003 appears as **Annexes E and F**.

### ***Output V: APEC Project Monitoring and Evaluation***

- The Secretariat assisted the BMC to monitor ongoing APEC projects and to evaluate completed APEC projects.
- The Secretariat is assisting the ESC and the BMC to refine a project evaluation framework. It is expected that when completed this project evaluation framework will be integrated into the revised *Guidebook on APEC Projects* and be ready for implementation for the 2005 project cycle/budget year.

## **SECTION B – INTRA-SECRETARIAT SERVICES REQUIRED TO PRODUCE OUTPUTS**

### ***Service I: Communications and Information Services***

#### **IT**

Information and communications technology continues to be critical to the work of the Secretariat and requires substantial resources. In 2003, a number of projects were undertaken to improve the IT system and to ensure that it maximises the efficiency of the Secretariat's operation and APEC in general.

- Less Paper Meeting System – The Secretariat has developed the APEC Secretariat Less Paper Meeting System which is used to support meetings held in Secretariat. The development of this system demonstrates the continual effort taken by Secretariat in providing innovative initiatives in supporting the APEC process.
- Wireless LAN (Local Area Network) - The Secretariat has put in place a wireless LAN infrastructure within the APEC Secretariat building. This forms the backbone which supports applications such as the Less Paper Meeting System.
- Firewall - Installation of a firewall has shown the commitment of the Secretariat to safeguarding the valuable information assets of APEC.
- Fax Gateway - This was installed to facilitate the ease of disseminating information on APEC activities to media contacts by the communications team.
- Security Awareness Programme - All staff members attended a specially tailored in-house training course to increase their level of awareness in computer security.

#### **Management of APEC Documentation Policy**

The Secretariat continues to improve and strengthen its management of APEC documentation in line with the document access policy including through the application of ISO 9001: 2000 quality management processes.

During 2003 the Secretariat has assisted with the transfer of expertise and knowledge in this area to the host economy through onsite support at meetings as well as training given to staff involved with documentation management both from the host economy as well as incoming host economies such as Chile (2004) and Korea (2005).

### ***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 31 August 2003**

##### 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 31 August 2003, the total assets under the Operational and Administrative Accounts were as follows:

Fixed Deposit Account	US\$	5,656,000
Current Account		4,000
Amounts maintained in Singapore dollars (S\$210,700)		<u>120,200*</u>
Total:		5,780,200

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

Fixed Deposit Account	US\$	14,047,300
Amounts maintained in Singapore dollars (S\$23,100)		13,200 *
Total:		14,060,500

(\* Per exchange rate as at 31 August 2003)

## 2. Revenue

The total revenue for the period 1 January to 31 August 2003 for the Administration and Operational Accounts was US\$2,631,900 (**Annex G**).

The total revenue from 1 January to 31 August 2003 under the TILF Special Account was US\$2,819,400 (**Annex H**).

## 3. Expenditure

### *Operational Account*

The total approved amount under the Operational Account for 2000, 2001, 2002 and 2003 projects was US\$8,208,500. The APEC Secretariat had, up to 31 August 2003, disbursed a total of US\$4,116,900 (50.2%) (Details are at **Annex I**).

### *TILF Special Account*

The total approved amount under the TILF Special Account for 2000, 2001, 2002 and 2003 projects was US\$19,360,100. The Secretariat had, up to 31 August 2003, disbursed a total of US\$8,168,700 (42.2%) (Details are at **Annex J**).

### *Administrative Account*

The Administrative Account covers the costs of running the APEC Secretariat Office in Singapore and production of Operational Plan outputs. In 2003, the Secretariat continues to exercise prudence and tight control in managing this account. The expenditure incurred from 1 January to 31 August 2003 was US\$1,058,700 (45.7%) (Details are at **Annex K**).

#### 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 consist 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 31 August 2003 amounted to US\$ 2,302,100 (Details are at Annex L).

The uncommitted reserves for the TILF Special Account as of 31 August 2003 amounted to US\$ 2,936,700 (Details are at Annex M).

#### 5. Forecast

The Secretariat presented the forecast of administrative and operational account budgets for 2005-2007 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 2004 projects should continue to be capped at US\$2 million of which US\$375,555 should be set aside for urgent 2004 projects.

### ***Service III: Management Support***

#### **Staffing**

On 20 January 2003, the APEC Secretariat welcomed Ambassador Mario Artaza of Chile as the new Deputy Executive Director.

The new secondees who joined the Secretariat as Directors (Programme) since Ministers last met are Mr Bruce Bennett of Australia, Mr Benyamin Scott Carnadi of Indonesia, Mr Guillermo J Anguita of Chile, Mr Han Joonki of Korea, Mr Joseph Doraisamy of Malaysia, Mr. Scott A Smith of the United States of America, and Mr Tan Kok Nam of Singapore.

The Secretariat bade farewell to Ambassador Alejandro de la Peña of Mexico, Mr Mohan Mathews of Australia, Ms Siti Nugraha Mauludiah of Indonesia, Ms Tengku Suriana Tengku Sulaiman of Malaysia, Messrs Benjamin Fuentes Castro and Rodrigo Zapata Alvarez of Mexico, Mr Richard M Eason of the United States of America and Mr Goh Siew Sin of Singapore.

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

The attrition rate of our support staff remains nil. Their dedication and loyalty provide valuable support and continuity to the Secretariat. One additional staff was recruited to strengthen the Secretariat's finance and administration capacity to improve the delivery of support services to APEC clientele.

## **Improving the Functioning of the APEC Secretariat**

On improving the functioning of the Secretariat, the following recommendations from the 2002 *Report on Improving the Functioning of the APEC Secretariat* have already been incorporated as part of the improvements derived from ISO 9001:2000 certification:

- client feedback process/service satisfaction index;
- file management; and
- staff job descriptions and competency profiles.

The ED has also taken action in the following areas:

- implemented a more open management style with more information sharing including through more internal and open-ended meetings to improve synergy;
- resurrected the CTI Coordinator and ECOTECH Coordinator mechanism; and
- instituted leave management.

Furthermore, the Secretariat's ED, Management Review Committee, Personnel Board, IT Committee and Communications Team have carried out work on the following areas, as applicable:

- specified a job description of the Deputy Executive Director (DED) and for 2003 specific management responsibilities have been delegated by the ED to the DED;
- performance appraisal of Professional Staff Members;
- review of orientation process for newly seconded Professional Staff Members;
- ongoing training programme for Professional Staff Members
- improved employee support; and
- completed major redevelopment of the APEC website.

In the context of renewed interest in APEC reform by member economies, a Professional Staff Members' retreat will be held prior to the APEC 2004 Year in order to look at ways to improve the efficiency of the APEC Secretariat.

An APEC Secretariat Tasking List appears as **Annex N**.

### ***Service IV: Secretarial and Administrative Services***

#### **Training Courses for Secretariat Staff**

Continual staff development is important to any organisation. It is the APEC Secretariat's objective to ensure that its staff finds working at the Secretariat contributes to self-improvement and life-long learning. In 2003, training courses were conducted in the following areas:

1. Workshop on Performance Appraisal Interview;
2. Interpersonal Communications Skills Course; and
3. IT Security Awareness Session.

A training course is being developed on project management, to enhance the service which PSMs can offer APEC fora and which they, in their turn, can offer to Project Overseers.

### **Meetings at the APEC Secretariat**

Five meetings were to be held at the new APEC Secretariat building in 2003. One was relocated due to the outbreak of SARS and another was rescheduled due to other reasons. The three that were held are the following:

1. 1/2003 BMC meeting in March 2003;
2. 2/2003 BMC meeting in July 2003; and
3. 25<sup>th</sup> Industrial Science and Technology Working Group meeting in September 2003.

### **APEC Secretariat Tenth Anniversary Celebrations and Official Opening Ceremony of the New APEC Secretariat Building**

Prime Minister Goh Chok Tong of Singapore and APEC 2003 Chair, Prime Minister Thaksin Shinawatra of Thailand, officially opened the new APEC Secretariat Building in Singapore on Saturday 6 September 2003.

The APEC Secretariat building is a purpose built facility for the APEC process that is provided by the Government of the Republic of Singapore. With the adjacent International Conference Centre, the APEC Secretariat should be able offer APEC fora the option of hosting more meetings in Singapore.

Preceding the opening ceremony was an “APEC and Globalisation” outreach seminar with the participation of the following speakers and panellists:

- Hon. Bob Hawke, Former Prime Minister of Australia;
- Dr Lin Fangmei, Minister, National Youth Commission, Chinese Taipei;
- Tej Bunnag, Permanent Secretary of the Ministry of Foreign Affairs of Thailand and APEC 2003 SOM Chair;
- Timothy Ong, 2000 ABAC Chair and ABAC Member;
- David Parsons, Director General of the PECC International Secretariat;
- Ambassador Timothy Hannah, 1999 APEC Secretariat Executive Director; and
- Dr Richard Feinberg, Director, APEC Study Center, University of California and Asia-Pacific International Assessment Network (APIAN) Member.

The seminar provided an excellent opportunity to measure APEC against its aspirations as defined by the Leaders’ Blake Island Vision as well as its response to the demands of a globalising world economy. The discussions at the seminar will provide food for thought for the more formal discussions on APEC reform to be initiated in Thailand and to be continued in the APEC 2004 Year in Chile.

The seminar was followed by a reception for APEC stakeholders.

A CD ROM has been produced of the Seminar proceedings and will be useful both as a general information resource as well as reference use by researchers, students and others interested in the ongoing debate on evolution and reform of APEC.

The events of the day attracted wide media coverage and positive publicity for APEC.

## CONCLUSIONS

I would like to take this opportunity to thank my successor, Ambassador Mario Artaza of Chile for his continuous and unerring support, and to wish him a very successful year in 2004. Also, my deep appreciation goes to member economies for showing for their determination to make APEC an even more **relevant, progressive** and **effective** cooperative mechanism. I would also like to commend the APEC Secretariat staff for their dedication and professional commitment shown during the year and with whose support the Secretariat is able to continue serving APEC's stakeholders well.

**APEC SECRETARIAT 2003 OPERATIONAL PLAN**

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- (ii) Vision Statement
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- (iv) Annual Operational Priorities and Accountability
- (v) Statement of Outputs
- (vi) Intra-Secretariat Services Required to Produce Outputs



### **Introduction**

The APEC Secretariat was established in February 1993. Singapore was selected as its site at the 4<sup>th</sup> APEC Ministerial Meeting in September 1992 in Bangkok.

*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*. The 14<sup>th</sup> APEC Ministerial Meeting in October 2002 in Los Cabos, Mexico welcomed the *Report on Improving the Functioning of the APEC Secretariat*, took note of the recommendations therein and supported their prompt implementation.

From an initial complement of 11 professional staff seconded from among the then 15 member economies, the Secretariat has grown to number 18 professional staff seconded from among the current 21 member economies.

The Secretariat's support staff totals 26.

The position of Executive Director is filled on secondment from the member economy chairing APEC. The position of Deputy Executive Director 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 the conduct of 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 coordination and support for APEC's communications and outreach programs and promotes understanding and support of APEC's role and agenda through a range of targeted communications activities which include print and web publishing, media, promotional and information services, and outreach to business and other stakeholders.

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. The Secretariat acts on behalf of APEC member economies as and when required or directed.

**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.

<b>Output Description</b>	<b>Collective Performance Indicators</b>
<p>The Secretariat provides direct support to the Chair/Lead Shepherd at and between meetings as follows:</p> <p style="padding-left: 40px;">A Managing document circulation at meetings and drafting documents, including:</p> <ul style="list-style-type: none"> <li>– <i>Agendas</i></li> <li>– <i>Meeting records</i></li> <li>– <i>Other documents, including background papers, as requested by fora</i></li> </ul> <p style="padding-left: 40px;"><u>Primary Responsibility:</u> Directors (Program) as assigned to fora</p> <p style="padding-left: 40px;">B Providing regular briefings and advice on APEC policies and procedures, including</p> <ul style="list-style-type: none"> <li>– <i>Consolidated Guidelines on Non-Member Participation in APEC Working Group Activities</i></li> <li>– <i>Guidebook on APEC Publications, Websites and Meeting Documents</i></li> <li>– <i>Selection, Terms and Functions of Lead Shepherds of APEC WGs</i> <ul style="list-style-type: none"> <li>– <i>Guidebook on APEC Projects</i></li> <li>– <i>Guidelines for Hosting APEC Meetings</i></li> <li>– <i>Guidelines on APEC Database Projects</i></li> </ul> </li> <li>– <i>Guidelines on Information Sharing Among APEC Fora</i></li> <li>– <i>Guidelines for Evaluation and Reporting System for APEC Projects</i></li> </ul>	<p>Member economies representatives, in particular SOM Chair and Fora Chairs/Lead Shepherds/host economies express satisfaction with Directors' (Program) 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>

Output Description	Collective Performance Indicators
<p>– <i>Implementation of the New Document Access Policy</i></p> <p>– <i>Guidelines on ECOTECH Activities</i></p> <p>– <i>Guidelines for Updating and Reporting System for IAPs</i></p> <p>– <i>Guidelines for IAP Peer Reviews</i></p> <p><u>Primary Responsibility:</u> Directors (Program) as assigned to fora</p> <p>C Providing comprehensive information on relevant activities of other APEC fora, including Leaders/Ministerial/SOM taskings. <u>Primary Responsibility:</u> Directors (Program) as assigned to fora</p> <p>D Representing the interests of particular fora in the Secretariat's general service areas (communications and 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> Directors (Program) as assigned to fora with support from Director (Communications and Public Affairs), Director (Finance), Publications Manager and Webmaster</p> <p>E Managing the production of publications on behalf of fora including collating content, sourcing printers/proofreaders/Internet authoring, print production management and distribution. <u>Primary Responsibility:</u> Directors (Program) as assigned to for a with support from Director (Public Affairs), Director (Information Technology) and Publications Manager</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 Overseer and Directors (Program) as</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>Guidebook on APEC Publications, Websites and Meeting Documents</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>

Output Description	Collective Performance Indicators
assigned to fora	
<p>G Providing electronic support to virtual taskforces.  <u>Primary Responsibility:</u> Director (Information Technology) with support from Directors (Program) as assigned to fora</p> <p>H Provision of support and assistance to the strengthened IAP Peer Review Process.</p> <ul style="list-style-type: none"> <li>• To support and provide assistance for the implementation 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.</li> </ul> <p><u>Primary Responsibility:</u> Executive Director supported by Director (Program) responsible for coordination of IAP Peer Reviews and Directors (Program) in charge of specific IAP Peer Reviews</p> <ul style="list-style-type: none"> <li>• To provide technical/logistical support to the Review Teams, including preparation of draft reports after the visits, and to prepare Reports of the Peer Review Sessions for the consideration of SOM.</li> </ul> <p><u>Primary Responsibility:</u> Director (Program) responsible for coordination of IAP Peer Reviews and Directors (Program) in charge of specific IAP Peer Reviews</p> <p>I Provision of program evaluation services  <u>Primary Responsibility:</u> Director (Program) responsible for program evaluation</p>	<p>Support provided to maximize efficiencies of electronic communications within Secretariat resources.</p> <p>To the satisfaction of SOM, member economies under review and Review Teams.</p>

<b>Output II: Support for SOM Chair</b>	
This output involves delivery of support services to the SOM Chair.	
<b>Output Description</b>	<b>Collective Performance Indicators</b>
<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 Executive Director with support from relevant Directors (Program)</p> <p>B Drafting documentation for SOM Meetings, including:</p> <ul style="list-style-type: none"> <li>– <i>Draft Annotated Agenda</i></li> <li>– <i>Discussion points and desired outcomes</i></li> <li>– <i>Chair’s Summary Record</i></li> <li>– <i>Annual Tasking Statements</i></li> <li>– <i>Executive Director’s Report</i></li> <li>– <i>Other papers as requested by SOM Chair or SOM</i></li> </ul> <p><u>Primary Responsibility:</u> Special Assistant to Executive Director with support from relevant Directors (Program)</p> <p>C Documentation for Annual Ministerial Meeting including:</p> <ul style="list-style-type: none"> <li>– <i>Annual Report on ECOTECH Activities</i></li> <li>– <i>CTI Annual Report</i></li> <li>– <i>EC Annual Report</i></li> </ul> <p><u>Primary Responsibility:</u> Relevant Directors (Program)</p>	<p>Support delivered in a timely and proactive way which meets with the approval of the SOM Chair.</p>

Output Description	Collective Performance Indicators
<p>D Management of the annual IAPs collation and summarization process.  <u>Primary Responsibility:</u> CTI Coordinator with support from Assistant to the CTI Chair and Director (Information Systems)</p> <p>E Support for media management and liaison.</p> <ul style="list-style-type: none"> <li>– Managing media logistics and liaison at SOM and related meetings</li> <li>– Assistance with drafting and issuing of press releases</li> <li>– Production and dissemination of backgrounders, APEC publications and information materials</li> <li>– Providing background briefings to journalists</li> <li>– Assisting with interview and press conference arrangements and other media opportunities</li> <li>– Recording audio and video content for distribution to regional broadcasters</li> </ul> <p><u>Primary Responsibility:</u> Director (Communications and Public Affairs) and Communications Team with support from Directors (Program) assigned to fora</p> <p>F Liaison with the SOM Chair on behalf of the EC, ESC, CTI and BMC Chairs  <u>Primary Responsibility:</u> Relevant Directors (Program)</p>	<p>Secretariat responsibilities undertaken in accordance with the <i>Guidelines for Updating and Reporting System for IAPs</i> in compliance with the timeframes agreed with SOM Chair and providing support for the work programs to be carried out in 2003 as directed by Ministers.</p>



### **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.

<b>Output Description</b>	<b>Collective Performance Indicators</b>
<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) with support from Project Overseer, Directors (Program) 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. Compliance with ISO 9001: 2000 quality management requirements.</p>

### **Output IV: Communications and Public Affairs/ Information Services**

This output involves delivery of information on APEC and engagement with key audiences including media, government, academic and business audiences and the general public. It includes generic information on APEC and its objectives as well as specific support to fora and their activities.

<b>Output Description</b>	<b>Collective Performance Indicators</b>
<p>A Production of general information resources on APEC such as:</p> <ul style="list-style-type: none"> <li>- Annual and other regular printed publications providing updates on the work of APEC</li> <li>- Online and web-based publications</li> <li>- APEC video and/or other material suitable for electronic media use (as required)</li> <li>- APEC promotional material for event use</li> </ul> <p><u>Primary Responsibility:</u> Director (Communications and Public Affairs) and Communications Team, with support from Directors (Program)</p> <p>B Marketing and distribution of APEC publications. <u>Primary Responsibility:</u> Director (Communications and Public Affairs) and Communications Team.</p> <p>C Media relations programme including press liaison, development and dissemination of press releases, backgrounders, advisories and other information materials for media; and production of audio and video content for distribution to global broadcasters. <u>Primary Responsibility:</u> Director (Communications and Public Affairs) with support from Communications Team and relevant Directors (Program)</p> <p>D Presentations, speeches and briefings for business, industry, academic and other groups and visitors to Secretariat <u>Primary Responsibility:</u> Director (Communications and Public Affairs), Communications Team and relevant Directors (Program)</p>	<p>Information about APEC readily accessible; efficient processing of enquiries; external audiences regularly updated on APEC developments via briefings, presentations, speeches, publications, media coverage and website. All meeting documents archived in hard and soft copies.</p>

Output Description	Collective Performance Indicators
<p>E Support for Fora Chairs in media relations.  <u>Primary Responsibility:</u> Director (Communications and Public Affairs) and Communications Team with support from Directors (Program) as assigned to fora</p> <p>F Secretariat website  <u>Primary Responsibility:</u> Director (Communications and Public Affairs) and Communications Team with support from relevant Directors (Program)</p> <p>G Management of APEC document access policy, including procedures for collection of meeting documents 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> Director (Communications and Public Affairs) and Information Manager with support from Directors (Program) as assigned to fora</p> <p>H Provision of Current Awareness Service  <u>Primary Responsibility:</u> Information Manager</p> <p>I Provision to ABAC and Internet publication of quarterly <i>Business Briefing Newsletters</i> publication on key APEC activities.  <u>Primary Responsibility:</u> Director (Program) assigned to ABAC</p>	<p>Directors (Program) deliver a full set of meeting documents to library immediately following meetings. Soft copies received from meeting organizers within ten days of meeting's conclusion.</p>
<p>J Management of intellectual property (APEC logo, copyright for publications and data) on behalf of APEC member economies and provision of relevant advice.  <u>Primary Responsibility:</u> Director (Administration), Director (Communications and Public Affairs) with support from relevant Directors (Program)</p>	

Output Description	Collective Performance Indicators
<p><i>K Maintenance of a comprehensive Operational Manual of APEC Policies and Procedures containing the guidelines listed in Output I B.</i>  <u>Primary Responsibility:</u> Director (Administration) with support from all Directors (Program)</p> <p><i>L Secretariat representation at APEC exhibitions.</i>  <u>Primary Responsibility:</u> Relevant Directors (Program) with support from Director (Communications and Public Affairs)</p> <p><i>M Outreach activities in APEC member economies as agreed.</i>  <u>Primary Responsibility:</u> Executive Director with support from relevant Directors (Program) and Director (Communications and Public Affairs)</p>	<p>All policies and procedures kept under internal review 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>Effectively support requesting member economies in delivery of information to APEC stakeholders.</p>

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

<b>Output VI: Research and Analysis Support</b>	
This output involves supporting research and analysis as requested by APEC fora.	
<b>Output Description</b>	<b>Collective Performance Indicators</b>
<p>A Research requested by APEC fora, subject to approval on a case by case basis.  <u>Primary Responsibility:</u> Relevant Directors (Program)</p> <p>B Liaison with APEC Study Centres and PECC.  <u>Primary Responsibility:</u> Directors (Program) in charge.  <u>Support from:</u> Directors (Program) 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.</p> <p>Research synergies and information flows maximized.</p>

<b>Specific Output Targets for 2003</b>	
<b>Output Description</b>	<b>Collective Performance Indicators</b>
<ul style="list-style-type: none"> <li>• To support and provide assistance to the implementation of the strengthened IAP Peer Review Process with a review of lessons learnt from the first five IAP Peer Reviews at SOM II in 2003. <u>Primary Responsibility:</u> Executive Director supported by Director (Program) responsible for coordination of IAP Peer Reviews and Directors (Program) in charge of specific IAP Peer Reviews</li>   <li>• To continue implementation of the APEC Communications and Outreach Strategy in 2003 with deliverables in the following areas: <ul style="list-style-type: none"> <li>- Expansion of services to host economy;</li> <li>- Closer engagement with APEC fora and economies on strategic communications planning and outreach program development;</li> <li>- Proactive media relations and information program;</li> <li>- APEC-wide review of communications tactics and collateral;</li> <li>- Launch of redeveloped APEC website and introduction of revised APEC web presence management policies;</li> <li>- Development of extended range of common communications resources and tools;</li> <li>- APEC identity standards development; and</li> <li>- Further policies and processes to strengthen coordination and quality management of APEC communications output.</li> </ul> </li>   <li>• To supplement existing APEC operational and project guidelines with additional policies and guidelines in the areas of communications, sponsorship and treatment of royalties arising from project outputs for which APEC</li> </ul>	<p>To the satisfaction of SOM, member economies under review and the Review Teams.</p> <p>To the satisfaction of SOM.</p> <p>To the satisfaction of BMC, APEC fora and project users.</p>

Output Description	Collective Performance Indicators
<p>owns the copyright.</p> <ul style="list-style-type: none"> <li>• To continue implementation of processes certified under the ISO 9001: 2000 Quality Management Certification and ensure that the ISO quality of service mentality takes a firm hold in the Secretariat. <u>Primary Responsibility:</u> Executive Director supported by ISO Quality Management Representative, Management Review Committee and ISO Committee</li> <li>• To review and assess towards the end of 2003 whether it would be appropriate to obtain ISO 9001: 2000 Quality Management Certification for further Secretariat processes. <u>Primary Responsibility:</u> Executive Director supported by ISO Quality Management Representative, ISO Management Review Committee and ISO Committee</li> <li>• To review and assess recommendations contained in the <i>Report on Improving the Functioning of the APEC Secretariat</i>, submitted to the Fourteenth APEC Ministerial Meeting for prompt implementation. <u>Primary Responsibility:</u> Executive Director supported by Management Review Committee, ISO Committee and Personnel Board</li> </ul>	<p>To the satisfaction of SOM. Retention of the ISO 9001: 2000 Quality Management Certification.</p> <p>To the satisfaction of SOM.</p>



## Intra-Secretariat Services Required to Produce Outputs

<b>Service I: Communication and Information Services</b>	
This service involves maintenance of operational capacities to facilitate current information flows and storage within the APEC Secretariat.	
<b>Service Description</b>	<b>Collective Performance Indicators</b>
<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) with support from IT Committee and 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> Director (Public Affairs) and 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) with support from all Directors (Program) and Support Staff</p>	<p>Systems meet needs of APEC Secretariat and external users in a cost efficient way.</p>

<b>Service II: Management of APEC Administrative Budget</b>	
This service involves the development and prudential management of the Secretariat's operating budget.	
<b>Service Description</b>	<b>Collective Performance Indicators</b>
<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.  <u>Primary Responsibility:</u> Director (Finance) with support from Finance Staff</p>	BMC satisfied with Secretariat performance.

### 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"> <li>– <i>facilitation of privileges and immunities;</i></li> <li>– <i>liaison work with government departments;</i></li> <li>– <i>obtaining visas for official travel; and,</i></li> <li>– <i>assistance for newly arrived seconded staff, including Guidance Booklet for New Arrivals</i></li> </ul> <p>B Administration of the following policies and procedures for locally-engaged staff:</p> <ul style="list-style-type: none"> <li>– <i>Recruitment policy;</i></li> <li>– <i>Development of skills for learning;</i></li> <li>– <i>Terms and conditions for local staff; and</i></li> <li>– <i>Annual review of performance.</i></li> </ul> <p>C Property management: office equipment and security of premises.  <u>Primary Responsibility:</u> Director (Administration) with support from Administration Staff</p> <p><i>D Maintenance of a comprehensive Operational Manual of APEC Secretariat guidelines and procedures.</i>  <u>Primary Responsibility:</u> Director (Administration) with support from all Directors (Program)</p>	<p>Staff matters processed efficiently and according to policies and procedures.  <i>Guidance Booklet for New Arrivals.</i></p> <p>All policies and procedures kept under review and changes/updates recommended where appropriate.</p>

### **Service IV: Secretarial and Administrative Services**

This service involves the provision of secretariat, logistical and word processing services for professional staff and at SOM, CTI, ESC, BMC and EC meetings, as well as others held in Singapore.

<b>Service Description</b>	<b>Collective Performance Indicators</b>
<p>A Secretarial and administrative support to Directors (Program).</p> <p>B Planning and organization of conference facilities – management and support services for meetings held in Singapore, particularly at Secretariat.</p> <p><u>Primary Responsibility:</u> Director (Administration), Director (Program) responsible for the relevant forum and Support Staff</p>	<p>Accurate and timely services provided to Directors (Program).</p>

<b>Specific Service Targets for 2003</b>	
<b>Output Description</b>	<b>Collective Performance Indicators</b>
<p>Keep under review the strategy developed in 2001 to address the potential financial problems relating to the forecasted expenditure for year 2004, without increasing members' contributions.  <u>Primary Responsibility:</u> Director (Finance)</p> <p>To closely coordinate with Secretariat's host economy to ensure a well-planned and smooth official opening ceremony for the new Secretariat office that achieves maximum promotional and public relations benefit for APEC.  <u>Primary Responsibility:</u> Executive Director supported by Director (Administration) and Director (Communications and Public Affairs)</p>	<p>Update and submit any recommendations to BMC as necessary.</p> <p>To the satisfaction of SOM and the host economy of the Secretariat with maximum benefits in terms of communications and outreach.</p>

**RECORD OF PARTICIPATION ISSUES****ANNEX B**

(Compiled by the APEC Secretariat)

As of 29 September 2003

<b>Applicant/Invitee</b>	<b>Fora</b>	<b>Participation Nature</b>	<b>Time of the Request/Proposal</b>	<b>Decision by Fora since 1 January 2003</b>
<b>Application for Guest Status in APEC For a</b>				
<i>Economy</i>				
Colombia	TPWG	Request for guest status	Received in November 2002	Under consideration by TPWG
<i>Governmental Org</i>				
OECD Working Party on SMEs and Entrepreneurship	SME WG	Request for guest status	Request was received in January 2003	SME Working Group approved the request in January 2003 until the end of 2005
OICA	TPT	Request for guest status	Received in May 2003	Request was approved by TPT in August 2003; a Guest Status was granted from August 2003 to the end of 2005

<b>Applicant/Invitee</b>	<b>Fora</b>	<b>Participation Nature</b>	<b>Time of the Request/Proposal</b>	<b>Decision by Fora since 1 January 2003</b>
<i>Non-Governmental Organisation</i>				
GBDe	ECSG	Request for guest status	Received in March 2003	Request was approved by SOM in July 2003. GBDe's Guest Status in ECSG is valid until 31 December 2005
GBDe	TEL	Request for guest status	Received in March 2003	Request was approved by TEL in July 2003. GBDe's Guest Status in TEL is valid until 31 December 2005
AIESEC International	SME	Request for guest status	Received in May 2003	Request was declined by SME in July 2003
AIESEC International	HRD WG	Request for guest status	Received in May 2003	Under consideration by HRD. This item was discussed at the 25 <sup>th</sup> HRDWG Meeting but no decision was made and the letter requesting for guest status has been circulated and the decision is expected soon.
UNI	TEL	Request for guest status	Received in September 2003	To be considered by TEL28 in October 2003

<b>Applicant/Invitee</b>	<b>Fora</b>	<b>Participation Nature</b>	<b>Time of the Request/Proposal</b>	<b>Decision by Fora since 1 January 2003</b>
<b>One-off Applications for Participation</b>				
<i>Economy</i>				
Costa Rica	SCSC	Invited Speaker to the Joint-APMP-SIM Workshop Addressing the Implementation of Quality Systems in National Metrology Institute organized by SCSC	Proposed in June 2003	Proposal was approved by CTI in July 2003
Antigua and Barbuda	SCSC	Invited Speaker to the Joint-APMP-SIM Workshop Addressing the Implementation of Quality Systems in National Metrology Institute organized by SCSC	Proposed in June 2003	Proposal was approved by CTI in July 2003
Sri Lanka	Finance Ministers Process	Invited Speaker to the 4th APEC Privatization Forum and Joint Expert Meeting on Utility Regulation to be held on 16-18 June 2003 under the APEC-funded project FIN02/2002	Proposed in March 2003	Proposal was approved by the Finance Ministers Process in April 2003
France	CPDG	Invited Speaker to the Seminar on Regulation and Competition in the Telecommunications Sector (CTI023/2003T) held in Mexico City on September 11 and 12, 2003	Proposed in August 2003	Proposal was approved by CTI in September 2003



<b>Applicant/Invitee</b>	<b>Fora</b>	<b>Participation Nature</b>	<b>Time of the Request/Proposal</b>	<b>Decision by Fora since 1 January 2003</b>
France	CPDG	Invited Speaker to the Seminar on Regulation and Competition in the Telecommunications Sector (CTI023/2003T) held in Mexico City on September 11 and 12, 2003	Proposed in August 2003	Proposal was approved by CTI in September 2003
<b><i>Governmental Organisation</i></b>				
IEA	EWG	Energy Working Group would like to invite IEA to EWG activities	Proposed in April 2003	Under consideration by EWG
WIPO	IPEG	Invited Speaker to the 17th IPEG Meeting (IPEG XVII) and the Seminar on IP Management and Strategies held in Vancouver, British Columbia on 8-11 July 2003	Proposed in June 2003	Proposal was approved by CTI in July 2003
UNESCAP	SME	Request to attend the 17th SMEWG meeting in Chiang Mai (one-off attendance) on 5-6 August 2003	Request was received in July 2003	SME Working Group approved the request in July 2003
UN CTC	CTTF	Participation in CTTF meeting.	Proposed August 2003	Request approved by CTTF and SOM. In August SOM approved the participation of the UN CTC in future meetings of the CTTF.

<b>Applicant/Invitee</b>	<b>Fora</b>	<b>Participation Nature</b>	<b>Time of the Request/Proposal</b>	<b>Decision by Fora since 1 January 2003</b>
World Bank	CTTF	Participation in CTTF meeting.	Proposed August 2003	Request approved by CTTF and SOM. In August SOM approved the participation of the World Bank in future meetings of the CTTF.
ADB	CTTF	Participation in CTTF meeting.	Proposed August 2003	Request approved by CTTF and SOM. In August SOM approved the participation of the ADB in future meetings of the CTTF.
European Commission	CPDG	Invited Speaker to the Seminar on Regulation and Competition in the Telecommunications Sector (CTI023/2002T) held in Mexico City on September 11 and 12, 2003	Proposed in August 2003	Proposal was approved by CTI in September 2003
ASEAN	EWG	Host economy proposed to hold an APEC/ASEAN Joint Workshop on Oil Stockpiling in Seoul December 2003.	Proposed in August 2003	The proposal was dropped due to lack of consensus in the Working Group
WCO	CTI	Invited Speaker to give a presentation on the WCO Guide to Measure the Time Required for the Release of Goods at CTI3, 17-18 August 2003 in Phuket	Proposed in May 2003	Agreement reached at CTI2 in Khon Kaen on 25-26 May 2003
WTO	CTI	Invited Speaker for the Trade Policy Dialogue on Trade Facilitation held on 17 February 2003, Chiang Rai	Proposed in May 2002	Agreement reached at the 2 <sup>nd</sup> meeting of CTI in 2002 on 21-22 May 2002

<b>Applicant/Invitee</b>	<b>Fora</b>	<b>Participation Nature</b>	<b>Time of the Request/Proposal</b>	<b>Decision by Fora since 1 January 2003</b>
WTO	CTI/ECSG	Invited expert to the Paperless Trading Symposium in Chinese Taipei 2-4 October 2003	Proposed in August 2003	Proposal approved by CTI, ECSG and SOM in August 2003
WTO	CTI	Invited Speakers to APEC Seminar on Trade in Health Services (CTI37/2003T)	Proposed in June 2003	Proposal was approved by the CTI in July 2003
UNCTAD	CTI	Invited Speakers to APEC Seminar on Trade in Health Services (CTI37/2003T)	Proposed in June 2003	Proposal was approved by the CTI in July 2003
OECD	SOM	Invited Speaker for the SOM Policy Dialogue on RTAs/FTAs held on 27 May 2003 in Khon Kaen	Tasked by Leaders/Ministers in Los Cabos	Agreement to hold the session on the day before SOMII was reached at SOMI in Chiang Rai on 19-21 February 2003
OECD	CTI	Invited Speakers to APEC Seminar on Trade in Health Services (CTI37/2003T)	Proposed in June 2003	Proposal was approved by the CTI in July 2003
OECD	TEL	Invited speaker to TEL27	Proposed March 2003	Approved by the TEL in March 2003
OECD Working Party on SMEs and Entrepreneurship	SME	Request to participate in the SMEWG activities	Request was received in January 2003	SME Working Group approved the request in January 2003 until the end of 2005
<b><i>Non-Governmental Organisation</i></b>				
PBEC	CEO Summit	Request to participate in APEC CEO Summit	Received in April 2003	ED of the APEC Secretariat has advised PBEC to contact Thailand's APEC Organizing Committee
ICN	CTI	Invited Speakers to APEC Seminar on Trade in Health Services (CTI37/2003T)	Proposed in June 2003	Proposal was approved by the CTI in July 2003

<b>Applicant/Invitee</b>	<b>Fora</b>	<b>Participation Nature</b>	<b>Time of the Request/Proposal</b>	<b>Decision by Fora since 1 January 2003</b>
<i><b>Outgoing Participation</b></i>				
WSIS	TEL and ECSG	Proposal that APEC TEL Working Group and ECSC should send representatives to attend the WSIS	Proposed in May 2003	SOM decided to consider APEC's participation in WSIS at SOM III

**Note:** With delegation of authority from SOM on non-member participation in the activities of APEC fora from 1 January 2003, this Record of Participation Issues has been reformatted. The decision-making authority has been delegated to the APEC fora on a trial basis until the end of 2005 and the purpose of this Record is to keep SOM informed on the issue and provide the opportunity for APEC fora to seek SOM's guidance whenever it is deemed necessary.

**Acronyms:**

AIIESEC International ---a non-governmental organization based in Netherlands. AIIESEC is formerly a French acronym for "Association Internationale des Etudiants en Sciences Economiques et Commerciales", but since it no longer encompasses a much wider range of its membership today, AIIESEC is used as a standalone name rather than the acronym for the aforementioned Association.

CDSG ---Competition Policy and Deregulation Group

CTI --- Committee on Trade and Investment

CTTF --- Counter-terrorism Task Force

ECSG ---Electronic Commerce Steering Group

EWG ---Energy Working Group

GBDe --- Global Business Dialogue on E-Commerce

HRD ---Human Resources Development Working Group

ICN --- International Council of Nurses

IEA --- International Energy Agency

IPEG ---Intellectual Property Experts Group

OECD --- Organization for Economic Cooperation and Development

OICA --- International Organization of Motor Vehicle Manufacturers / Organisation Internationale Des Constructeurs D'Automobiles

PBEC --- Pacific Basin Economic Council

SCSC ---Sub-committee on Standards and Conformance

SMEWG ---Small and Medium Sized Enterprises Working Group

SOM --- Senior Officials Meeting

TEL ---Telecommunications and Information Working Group

TPTWG ---Transportation Working Group

TPWG ---Trade Promotion Working Group

UNI --- Union Network International

WSIS --- World Summit on the Information Society

## **Report on the APEC Website**

*(For the period 1 January to 30 September 2003)*

### **1. Summary**

For the 9 months period from January to September 2003, the APEC website received more requests as compared to the same period last year. The increase in the total requests was 2,296,377, an increase of 9%. Breaking this figure down, the increase in the number of pages viewed were up by 181,078, averaging at about 670 more pages daily. The remainder of the figures is attributed to mainly an increase in the number of downloadable zipped documents and publications. The APEC website also attracted 21,828 more visitors as compared to the same period last year. This is an increase of about 9% as compared to the same period last year. A more detailed statistics on the APEC website can be found in the next section (**2. Summary Statistics for the APEC Website**).

While the APEC website has recorded an overall increase in a number of areas, this is barely a reflection on the effects on major improvements undertaken by the APEC Secretariat on the new APEC website. This is because; the new APEC website was only launched on the 15<sup>th</sup> August 2003. Although there were about 38,000 more pages requested in September 2003 as compared to the same month last year, the effects on the improvements can be better measured by these observations:

- **Access on New Prominent Information (within the first 48 hours)**  
With the adoption of placing links and/or leads to prominent information on the homepage, access to these information has had significant increase. Press releases range between about **60 - 150 requests within the first 48 hours** as compared to **30 - 50** requests within the first 48 hours when the homepage contains a short introduction to APEC. This demonstrates that prominent information gets much attention from users visiting the new APEC website. Examples of such information are latest Ministerial Statements, publications and press releases.
- **Lesser Reliance on Search**  
Access to Search facility has decreased from **2725 (July 2003)** to **1520 (September 2003)**. Decline in the number of access to search page is an indication that users could find the information that they're looking for and are not resorting to the Search facility.
- **Sitemap Usefulness**  
Access to Sitemap page increases **from 1163 to 3060**. Although the old website has a sitemap, it was unable to serve it's role as the listing was not comprehensive and lacks currency. The Sitemap on the new website is automatically generated by the system, hence is up-to-date and comprehensive. Increase in the number of access to Sitemap is an indication that users are finding the sitemap a useful tool that users are constantly using.

- **Send This Page**  
In September 2003, **1012** access to “Send This Page” facility was made, a reflection that users are constantly finding information on the APEC website useful, hence, bringing it to the attention to other users who are most likely interested in the information.
- **Print This Page**  
In September **3960** access to “Print This Page” facility was made, an indication that users are finding this facility useful for them to print out the pages on the website in the best printable format.
- **Calendar of Events**  
A “Calendar of Events” application has been introduced in the new APEC website to enable users to view fora-specific events. This application provides users with a quick way to locate events without having to search through a long list of events. There has been **5620** access as compared to **4424** access to the static “Calendar of Events” page that lists all events. Increase in the number of access to “Calendar of Events” is an indication that users are getting what they want.
- **Subscriptions**  
From 15 August to 30 September 2003, **224** users have subscribed to the “**APEC Update Newsletter**” which will be scheduled to be sent to subscribers towards the end of the year. For the same period, **77** users (mostly from media agencies) have subscribed to “**News Alerts for Media**” to receive news covering various topics on APEC. The number of subscriptions that the APEC website has been receiving, shows that there are a lot of users who wish to be kept updated on APEC activities and developments. The number is expected to increase especially after the first newsletter has been sent out.

In addition to the above observations, there are a number of improvements that cannot be measured

- **Improved Look and Feel**  
Without conducting surveys on how users feel about the new look and feel of the APEC website, it would be difficult to determine the benefits that this improvement has made. Nevertheless, the APEC Secretariat has received a number of comments from users relating to this aspect.
- **Use of images on the homepage**  
The introduction of images (whenever available) to accompany articles under the “Latest APEC News” section on the homepage is meant to provide a pictorial representation to the article. Without conducting surveys on how users feel about the new look and feel of the APEC website, it would be difficult to determine the benefits that this improvement has made.
- **Use of banner images**  
Banner images on every pages on the APEC website is meant to communicate what is APEC and what APEC is doing. Without conducting surveys on how users feel about the new look and feel of the APEC website, it would be difficult to determine the benefits that this improvement has made.

- **“Upcoming Events” Section**

This section can hold up to 3 items and is located on the homepage. The aim is to highlight to users what are the upcoming events and provide a link to websites or pages on the APEC website for users to find more information on those events. As most of these links are links to external websites, it's hard to measure the benefit it has brought to the new APEC website.

- **Meeting Papers**

On the new APEC website, meeting papers are listed and available for download individually, hence making meeting papers easier to be accessed. Meeting papers were zipped as self-extractable zipped file on the previous version of the APEC website. The benefits for this are:

- users can locate the particular meeting paper he/she is looking for
- other files are not unnecessarily downloaded, hence saving downloading time
- users save the effort of unzipped the whole meeting papers.



## 2. Summary Statistics for the APEC Website

### 2.1 General statistics (9 months)

Total successful requests: **28,777,495**  
 Total successful requests for pages: **3,838,532 pages**  
 Total data transferred: **144.957 GB**  
 Average successful requests per day: **106,046**  
 Average requests for pages per day: **14,367 pages**  
 Average data transferred per day: **529.661 MB**  
 Estimated number of visitors: **270,171**

### 2.2 Monthly Report (Requests for pages)

Jan 2003: **421,601**  
 Feb 2003: **458,021**  
 March 2003: **442,489**  
 April 2003: **439,315**  
 May 2003: **445,569**  
 June 2003: **412,989**  
 July 2003: **412,595**  
 Aug 2003: **429,347**  
 Sep 2003: **476,606**

### 2.3 Monthly Report (Total requests, includes pdf, images, docs, etc)

Jan 2003: **2,881,452**  
 Feb 2003: **3,091,470**  
 March 2003: **3,295,498**  
 April 2003: **3,323,534**  
 May 2003: **3,481,722**  
 June 2003: **3,085,974**  
 July 2003: **3,166,210**  
 Aug 2003: **3,276,923**  
 Sep 2003: **3,472,189**

### 2.4 Top 10 Most Accessed Pages

Page	No. of access
Homepage	<b>340,770</b>
Calendar of Events 2003	<b>32,886</b>
2002 Outcomes and Outlook	<b>30,873</b>
Member Economy Report (Introduction)	<b>26,829</b>
APEC Background Info	<b>25,418</b>
Search	<b>25,279</b>
Member Economy Website	<b>23,895</b>
Member Economy Report (Malaysia)	<b>22,539</b>
Economic Indicators	<b>20,498</b>
Member Economy Report (China)	<b>18,416</b>

## 2.5 Top 10 Most Accessed Information

<b>Information</b>	<b>No. of access</b>
Homepage	<b>340,770</b>
Economy Reports	<b>248,456</b>
Media Releases/Fact Sheets	<b>186,599</b>
Business Travel Handbook	<b>83,858</b>
Calendar of Events	<b>39,114</b>
Government Procurement	<b>37,530</b>
Search	<b>25,279</b>
APEC Background Info	<b>25,418</b>
Member Economy Website	<b>23,895</b>
Economic Indicators	<b>20,498</b>

## 2.6 Top 10 Most Accessed APEC Publications

<b>Publication</b>	<b>No. of access</b>
2002 Outcomes and Outlook	<b>29,914</b>
2002 CTI Report	<b>10,908</b>
Husbandry and Health Management of Grouper	<b>8,229</b>
2002 ESC Report	<b>6,384</b>
2002 APEC Key Documents	<b>6,312</b>
Electronic Ports Manifest Project	<b>5,873</b>
Application of E-Commerce Strategies to Small and Medium Sized Tourism Enterprises in the APEC Region	<b>4,771</b>
2002 EC Report	<b>4,390</b>
2001 CTI Report	<b>4,268</b>
Paperless Trading - Benefits to APEC	<b>3,907</b>

### **Outreach Activities by the APEC Secretariat Since the 14<sup>th</sup> APEC Ministerial Meeting**

- Participation at the 5<sup>th</sup> WTO Geneva Week by the ED in November 2002;
- APEC outreach visit to Chinese Taipei by the DED and responsible Director (Program) in December 2002;
- Participation at the 19<sup>th</sup> Session of the OECD Working Party on SMEs and Entrepreneurship by the responsible Director (Program) in December 2002, Paris, France;
- Participation at the OECD-APEC Global Forum: Policy Frameworks for the Digital Economy by the ED and responsible Director (Program) in January 2003, Hawaii, U.S.A.;
- Participation of the ED and responsible Directors (Program) at the Secure Trade in the APEC Region (STAR) Conference in February 2003 in Bangkok, Thailand;
- Participation of the ED at the Special Meeting of the UNSC Counter-terrorism Committee in March 2003 in New York City, U.S.A.;
- Participation of the ED and responsible Director (Program) at the Lloyds List DCN Port and Maritime Security 2003 Conference in May 2003 in Sydney, Australia;
- APEC outreach visit to Australia by the ED and responsible Director (Program) in May 2003 in Sydney and Canberra, Australia;
- Participation of the DED at the PECC Standing Committee meeting in April 2003 in Washington, D.C., U.S.A.;
- Participation of the responsible Director (Program) at the OECD Working Party on Small and Medium-Sized Enterprises and Entrepreneurship meeting in May 2003 in Wellington, New Zealand;
- Participation of the ED at the 6<sup>th</sup> WTO Geneva Week in July 2003 in Geneva, Switzerland;
- Participation of the responsible Director (Program) at the 2<sup>nd</sup> Annual Conference of the PECC Financial Forum in July 2003 in Hua Hin, Thailand;
- Participation of the responsible Director (Program) at the WTO Regional Workshop on Market Access Negotiations and WTO's Tariff and Trade Database, the Integrated Database (IDB) and the Consolidated Tariff Schedules (CTS) Database for East Asian and Pacific Economies in July 2003 in Manila, the Philippines;
- Participation of the responsible Director (Program) at the Women Leaders' Network (WLN) meeting in July/August 2003 in Chiang Mai, Thailand;
- Participation of the DED at the Viet Nam APEC Week in August 2003 in Hanoi, Viet Nam;
- Participation of the ED and the responsible Director (Program) at the 15<sup>th</sup> PECC General Meeting in September 2003;
- APEC outreach visit by ED and responsible Directors (Program) to Peru in September 2003;
- Participation of the responsible Director (Program) at the OECD Workshop on "Entrepreneurship in a Global Economy: Strategic Issues and Policies" in September in Budapest, Hungary; and
- Pre-AELM Briefing for Media by the ED/DED and responsible Directors (Program) in October 2003 at the APEC Secretariat.

**Publications Printed by the APEC Secretariat  
(November 2002 to October 2003)**

**January–October 2003**

	<b>Working Group</b>	<b>Publication Title</b>
1.	APEC	Update of APEC Activities, May 2003
2.	APEC	APEC At a Glance Pamphlet (September 2003)
3.	APEC	Update of APEC Activities, Oct 2003
4.	CTI	2003 CTI Annual
5.	EC	2002 APEC Economic Outlook Symposium
6.	EC	2003 APEC Economic Outlook
7.	EC	The Drivers of the New Economy in APEC: Innovation and Organizational Practices
8.	ESC	2003 ECOTECH
9.	EWG	Energy Statistical Analysis Tool 2002 (CD-ROM)
10.	EWG	APEC Energy Overview 2002
11.	TEL	Electronic Authentication
12.	TEL	Optimal Topology of Testbeds

**November–December 2002**

	<b>Working Group</b>	<b>Publication Title</b>
13.	APEC	APEC Outlook and Outcomes (December 2002)
14.	APEC	Key APEC Documents 2002
15.	EC	2001 APEC Economic Outlook Symposium
16.	EWG	APEC Energy Handbook 2000
17.	EWG	APEC Energy Statistics 2000

## ANNEX F

**Total Publications Sales Revenue (Estimated)**  
**For the Year 2003**  
**As at 16 September 2003**

	ม.ค.-2003 S\$	ก.พ.-2003 S\$	มี.ค.-2003 S\$	เม.ย.-2003 S\$	พ.ค.-2003 S\$	มิ.ย.-2003 S\$	ก.ค.-2003 S\$	ส.ค.-2003 S\$	ก.ย.-2003 S\$	ต.ค.-2003 S\$	พ.ย.-2003 S\$	ธ.ค.-2003 S\$	Total S\$
Total Publications Sold	11	17	49	12	4	6	17	4	25				145
Gross Publication Sales	\$ 212.50	\$ 410.00	\$ 986.00	\$ 287.50	\$ 99.50	\$ 151.00	\$ 245.00	\$ 45.00	\$ 486.50	\$ -	\$ -	\$ -	
<i>Australian Study Ctr</i>	\$ -	\$ -	\$ -	\$ 28.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28.00
<i>Resellers(Invoice)</i>	\$ 192.50	\$ -	\$ 841.00	\$ 24.50	\$ 24.50	\$ 56.00	\$ -	\$ 20.00	\$ 171.50	\$ -	\$ -	\$ -	\$ 1,330.00
<i>Cash/Cheque</i>	\$ 20.00	\$ 410.00	\$ 145.00	\$ 235.00	\$ 75.00	\$ 95.00	\$ 245.00	\$ 25.00	\$ 315.00	\$ -	\$ -	\$ -	\$ 1,565.00
<i>Less:</i>													
Discounts offered	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nett Publication Sales	\$ 212.50	\$ 410.00	\$ 986.00	\$ 287.50	\$ 99.50	\$ 151.00	\$ 245.00	\$ 45.00	\$ 486.50	\$ -	\$ -	\$ -	\$ 2,923.00
<i>Add:</i>													
Royalty Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,156.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,156.75
<i>Total Publications Sales (SGD)</i>	\$ 212.50	\$ 410.00	\$ 986.00	\$ 287.50	\$ 99.50	\$ 1,307.75	\$ 245.00	\$ 45.00	\$ 486.50				\$ 4,079.75
<i>Total Publications Sales (USD)</i>	\$ 120.74	\$ 232.95	\$ 560.23	\$ 163.35	\$ 56.53	\$ 743.04	\$ 139.20	\$ 25.57	\$ 276.42				\$ 2,344.68
<i>(USD1=SGD1.76 as at 16 September 2003)</i>													

**Notes:**

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

\* Discounts: One time discounts given to sale orders.

\* Royalty Fees: Monies from distributor who sells CD-Roms of APEC publications.

**Revenue for Administration and Operational Accounts  
01 January to 31 August 2003**

	Amount USD	Total USD
<b>(1) 2003 Members' Contributions received as at 31 August 2003</b>		
Australia	224,000	
Brunei	0	
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	
Malaysia	50,000	
Mexico	134,000	
New Zealand	92,000	
Papua New Guinea	0	
Peru	50,000	
Philippines	0	
Russia	135,000	
Singapore	92,000	
Chinese Taipei	158,000	
Thailand	50,000	
United States of America	0	
[Note 1]		
Viet Nam	50,000	<b>2,587,000</b>
<b>(2) Bank Interest (January - August 2003)</b>		<b>32,044</b>
<b>(3) Publication Sales (January - August 2003)</b>		<b>2,236</b>
<b>(4) Other Income (January - August 2003)</b>		<b>10,641</b>
<b>Total</b>		<b>2,631,921</b>

Note

1 Cheque of US\$601,000 cleared on 17 September 2003.

**Revenue for TILF Account  
01 January to 31 August 2003**

	<b>Total USD</b>
(1) 2003 Contribution received on 22 & 25 August 2003	2,755,742
(2) Bank Interest (January - August 2003)	63,404
(3) Other Income ( January - August 2003)	219
<b>Total</b>	<u><u>2,819,365</u></u>

**Projects Financed by Central Fund**  
**Status of Approved Budget & Actual Expenditure (01.01.2000 - 31.08.2003)**

	2000 Projects		2001 Projects		2002 Projects		2003 Projects	
	Approved Budget	Disbursement	Approved Budget	Disbursement	Approved Budget	Disbursement	Approved Budget	Disbursement
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)
<b>A. <u>WORKING GROUPS</u></b>								
1. Agricultural Technical Cooperation	15,000	14,774	15,000	14,968	81,200	39,240	133,560	7,895
2. Energy	304,310	222,573	347,795	211,002	213,660	183,857	249,400	19,525
3. Fisheries	157,000	141,774	192,885	120,044	202,913	123,475	60,500	-
4. Human Resources Development	296,035	202,209	159,000	99,924	277,360	49,010	218,825	3,807
5. Industrial Science & Technology	26,530	10,314	37,990	27,752	189,088	115,350	284,985	34,824
6. Marine Resources Conservation	239,000	168,541	222,650	158,103	186,334	125,931	193,810	8,780
7. Small & Medium Enterprises	54,810	-	106,500	98,546	61,750	19,479	37,500	129
8. Telecommunications	176,000	167,562	172,464	159,351	87,910	62,637	219,230	26,839
9. Tourism	-	-	144,750	133,952	64,650	41,190	80,740	-
10. Trade Promotion	133,450	55,929	-	-	-	-	-	-
11. Transportation	283,300	249,080	68,405	66,137	185,003	67,340	188,776	10,200
<b>B. <u>COMMITTEES/AD-HOC GROUPS</u></b>								
1. Committee on Trade and Investment	204,025	134,487	19,525	14,473	38,525	31,826	87,390	2,041
2. Economic Committee	102,300	40,769	88,200	60,130	121,150	75,772	43,200	-
3. Ad Hoc Advisory Group on Gender Integration	64,330	52,449	155,730	108,200	-	-	-	-
4. Economic & Technical Cooperation			-	-	-	-	25,950.00	-
5. ECOTECH Sub-Committee of the SOM	115,013	113,364	-	-	-	-	-	-
6. APEC Finance Ministers Process	135,530	86,620	149,590	42,202	252,480	67,168	66,960	1,025
7. Senior Officials' Meeting	12,000	2,000	-	-	26,100	22,311	130,400	-
<b>TOTAL</b>	<b>2,318,633</b>	<b>1,662,445</b>	<b>1,880,484</b>	<b>1,314,784</b>	<b>1,988,123</b>	<b>1,024,586</b>	<b>2,021,226</b>	<b>115,065</b>



**Projects Financed by TILF Fund  
Status of Approved Budget & Actual Expenditure (01.01.2000 - 31.08.2003)**

	2000 Projects		2001 Projects		2002 Projects		2003 Projects	
	Approved Budget	Disbursement	Approved Budget	Disbursement	Approved Budget	Disbursement	Approved Budget	Disbursement
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)
<b>A. WORKING GROUPS</b>								
1. Agricultural Technical Cooperation	-	-	60,000	39,985	72,100	48,466	66,100	-
2. Energy	576,850	454,194	689,450	631,550	281,750	33,000	607,650	100,000
3. Fisheries	-	-	176,070	95,710	-	-	68,140	-
4. Human Resources Development	193,500	154,589	411,200	223,271	198,400	44,873	221,500	-
5. Marine Resources Conservation	149,100	141,864	149,100	136,000	204,400	-	-	-
6. Industrial Science & Technology	-	-	-	-	-	-	66,550	-
7. Small & Medium Enterprises	-	-	226,490	123,397	79,720	62,604	74,320	7,554
8. Telecommunications	181,000	90,541	420,100	392,640	-	-	212,875	-
9. Tourism	-	-	245,100	230,779	-	-	-	-
10. Trade Promotion	18,000	14,000	156,956	116,246	140,325	51,644	371,200	10,564
11. Transportation	122,096	121,546	194,750	177,988	328,250	68,250	202,191	-
<b>B. COMMITTEES/AD-HOC GROUPS</b>								
1. Committee on Trade and Investment	1,522,732	870,902	3,081,186	1,610,653	3,147,050	1,179,261	3,019,597	174,711
2. Economic Committee	-	-	-	-	-	-	86,000	-
3. APEC Finance Ministers Process	-	-	-	-	-	-	112,600	-
4. Senior Officials Meeting	-	-	354,280	213,786	684,825	534,746	186,600	13,339
<b>TOTAL</b>	<b>2,763,278</b>	<b>1,847,636</b>	<b>6,164,682</b>	<b>3,992,005</b>	<b>5,136,820</b>	<b>2,022,844</b>	<b>5,295,323</b>	<b>306,168</b>

# 2003 Administrative Account as at 31 August 2003

(revision approved SOM III, Phuket August 2003)

ANNEX K

	<b>Revised Budget US\$</b>	<b>Actual Expenditure US\$</b>
<b>(1) <u>TRAINING/SEMINARS</u></b>		
1.1 Course fees, registration fees and related items	<b>15,000</b>	<b>4,255</b>
<b>(2) <u>PUBLISHING/COMMUNICATIONS</u></b>		
2.1 Publication of APEC Literature (e.g. APEC Brochure)	65,000	10,005
2.2 Publication of APEC Committee Reports	50,000	0
2.3 Website Redevelopment and Electronic Publishing	55,000	37,228
2.4 Support for media and outreach programs	65,000	4,672
	<b>235,000</b>	<b>51,905</b>
<b>(3) <u>APEC SARS Communitions Strategy*</u></b>	<b>111,000</b>	0
<b>(4) <u>LIBRARY</u></b>		
4.1 Subscriptions (e.g. newspapers, journals, etc)	3,000	2,233
4.2 General reference books/Encyclopedia	1,000	449
4.3 Databases (electronic information)	20,000	8,963
4.4 CD ROMS and others	1,000	0
4.5 Scanning	500	0
	<b>25,500</b>	<b>11,645</b>
<b>(5) <u>PUBLIC RELATIONS</u></b>		
5.1 Official functions/receptions/meetings	15,000	4,108
5.2 Exhibitions/Souvenir items	5,000	0
5.3 Opening Ceremony/10th Anniversary Program*	40,000	1,820
	<b>60,000</b>	<b>5,929</b>
<b>(6) <u>EQUIPMENT</u></b>		
6.1 Office equipment, furniture and fittings, etc.	<b>68,100</b>	<b>79,353</b>
<b>(7) <u>TRAVEL</u></b>		
7.1 Exec-Director/Deputy Exec-Director	92,200	46,756
7.2 Professional Staff	364,700	148,284
7.3 Support Staff	45,100	20,932
7.4 Other related expenses	1,000	8
	<b>503,000</b>	<b>215,979</b>
<b>(8) <u>PERSONNEL -SUPPORT STAFF</u></b>		
8.1 Recruitment costs	3,000	0
8.2 Salaries and bonus	876,000	505,925
8.3 Insurance	30,000	20,453
	<b>909,000</b>	<b>526,379</b>
<b>(9) <u>RESEARCH AND ANALYSIS</u></b>		
9.1 Research	<b>10,000</b>	<b>1,139</b>
<b>(10) <u>ADMINISTRATIVE SUPPORT</u></b>		
10.1 Communications	26,000	14,713
10.2 Professional Fees	18,500	5,717
10.3 Maintenance/Insurance of Vehicles	18,500	14,765
10.4 Stationery	17,000	6,956
10.5 Postage and courier charges	25,000	13,817
10.6 Office and Building maintenance	108,000	59,946
10.7 Others	20,000	8,901

## 2003 Administrative Account as at 31 August 2003

(revision approved SOM III, Phuket August 2003)

ANNEX K

	<b>Revised Budget US\$</b>	<b>Actual Expenditure US\$</b>
	<hr/>	<hr/>
<b>(11) <u>Office Relocation</u></b>		
11.1 One-off expenses for office relocation	28,677	3,018
	<hr/>	<hr/>
	<b>261,677</b>	<b>127,832</b>
<b>(12) <u>INFORMATION TECHNOLOGY</u></b>		
12.1 Operational Costs	81,170	29,398
12.2 Development Costs	30,000	2,259
12.3 Miscellaneous Expenses	6,500	2,584
	<hr/>	<hr/>
	<b>117,670</b>	<b>34,241</b>
<b>Grand Total :</b>	<hr/> <b>2,315,947</b> <hr/>	<hr/> <b>1,058,658</b> <hr/>

**APEC Operational & Administrative Accounts :  
Uncommitted Reserves as at 31 August 2003**

US\$

Uncommitted reserves as at 31 Dec 2002 2,316,445

**Add**

Returned funding for expired 2001 projects  
[TEL 05/2001, FWG 01/2001, TEL 03/2001, TWG 04/2001, AGGI 03/2001 & EWG 02/2001] 105,625

Amount set aside for urgent 2003 projects 355,490

Bank interest income (Jan - Aug 2003) 32,044

Net publications income (Jan - Aug 2003) 2,236

Other Income (Jan - Aug 2003) 10,641

**Less**

Amount set aside for urgent 2003 projects (353,976)  
[IST 07/2003, TEL 04/2003, TPT 06/2003, TWG 02/2003, SOM 02/2003, FIN 01/2003 & FIN 02/2003]

Ex-gratia Payment approved in Mar 2003 BMC Meeting  
[MRC 03/2001 & EWG 05/2000] (64,050)

Ex-gratia payment approved in Jun 03.  
[EWG 03/2001 & EWG 04/2001] (15,515)

Adjusted 2003 Admin. Account \* (64,150)

Additional funding for ESC 01/2003 \* (2,740)

New funding for IST 08/2003 \* (20,000)

**Uncommitted reserves as at 31 Aug 2003** **2,302,050**

\* Approved in Jul 2003 BMC Meeting

In addition, new funding for 2004 Operational projects is US\$1,624,445.

**TILF Special Account: Uncommitted Reserves as at 31 August 2003**

	US\$
Uncommitted reserves as at 31 December 2002 after approval of 2003 Projects	3,151,094
<b><u>Add</u></b>	
Bank interest income (Jan - Aug 2003)	63,404
Other Income ( Jan - Aug 2003)	219
Returned funding for expired 2001 projects	1,038,881
<b><u>Less</u></b>	
Extension of deadline for EWG 02/2001T	-38,801
Ex-gratia payments to CTI 14/2001T & CTI 19/2001T	(8,347)
Additional funding for TEL 03/2001T & CTI 04/2002T	(49,700)
New funding for 2003 urgent projects -Intersessionally Jan 2003	(338,870)
New funding for 2003 projects - Mar BMC 2003	(508,902)
New funding for 2003 urgent projects -Intersessionally Jun 2003	-147,601
Extension of deadline for HRD 01/2001T & TWG 03/2001T - Intersessionally Jun 2003	-205,527
New funding for TEL 03/2003T *	-19,140
Uncommitted reserves as at 31 August 2003	2,936,710

\* Approved in Jul 2003 BMC Meeting

In addition, new funding for 2004 TILF projects is US\$4,177,417

## 2003 APEC SECRETARIAT TASKING MATRIX

ANNEX N

Tasking	Action Taken
<p><b>2002 10<sup>th</sup> AELM Declaration</b></p> <p>We acknowledged that it is essential to assess our work to ensure that economic and technical cooperation and capacity building objectives are effectively implemented. The involvement of the APEC Secretariat in this work is fundamental, and we acknowledged the need to also involve other APEC stakeholders in this work such as ABAC, Women Leaders' Network and the APEC Study Centers. (10)</p>	<p>The SOM Committee on ECOTECH has devised a draft evaluation framework which could be integrated with the Budget and Management Committee's revision of the <i>Guidebook on APEC Projects</i>. It is expected to be put into use in 2004 for consideration of 2005 projects.</p>
<p><b>2002 14<sup>th</sup> AMM Statement</b></p> <p>Ministers commended the APEC Secretariat's ongoing work in implementing the Communications and Outreach Strategy and noted the success of the recently concluded Communications Skills Workshops sponsored by Australia and encouraged the continuation of such activities in future. (123)</p>	<p>In 2003, the APEC Secretariat has undertaken the following work in this area:</p> <ul style="list-style-type: none"> <li>- expansion of services to the host economy;</li> <li>- closer engagement with APEC fora and economies on strategic communications planning and outreach programme development;</li> <li>- proactive media relations and information programme;</li> <li>- APEC-wide review of communications tactics and collateral;</li> <li>- launch of redeveloped APEC website and introduction of revised APEC web presence management policies;</li> <li>- development of extended range of common communications resources and tools; and</li> <li>- APEC identity standards development.</li> </ul>
<p>Ministers welcomed the Report on Improving the Functioning of the APEC Secretariat, took note of the recommendations therein, including the observations of consultants supplied by Canada, and support their prompt implementation. (133)</p>	<p>The following recommendations from the 2002 <i>Report on Improving the Functioning of the APEC Secretariat</i> have already been incorporated as part of the improvements derived from ISO 9001:2000 certification:</p> <ul style="list-style-type: none"> <li>- client feedback process/service satisfaction index;</li> <li>- file management; and</li> <li>- staff job descriptions and competency profiles.</li> </ul>

## 2003 APEC SECRETARIAT TASKING MATRIX

ANNEX N

Tasking	Action Taken
	<p>The Executive Director (ED) has also taken action in the following areas:</p> <ul style="list-style-type: none"> <li>- implemented a more open management style with more information sharing including through more internal and open-ended meetings to improve synergy;</li> <li>- resurrected the CTI Coordinator and ECOTECH Coordinator mechanism; and</li> <li>- instituted leave management.</li> </ul> <p>Furthermore, the Secretariat's ED, Management Review Committee, Personnel Board, IT Committee and Communications Team have carried out work on the following areas, as applicable:</p> <ul style="list-style-type: none"> <li>- specified a job description of the Deputy Executive Director (DED) and specific management responsibilities have been delegated by the ED to the DED;</li> <li>- performance appraisal of Professional Staff Members;</li> <li>- review of orientation process for newly seconded Professional Staff Members;</li> <li>- ongoing training programme for Professional Staff Members</li> <li>- improved employee support; and</li> <li>- completed the initial phase of website redevelopment.</li> </ul>

## 2003 APEC SECRETARIAT TASKING MATRIX

ANNEX N

Tasking	Action Taken
<p><b>2003 APEC Secretariat Operational Plan</b></p> <p>To support and provide assistance to the implementation of the strengthened IAP Peer Review Process with a review of lessons learnt from the first five IAP Peer Reviews at SOM II in 2003</p> <p>To continue implementation of the APEC Communications and Outreach Strategy in 2003 with deliverables in the following areas:</p> <ul style="list-style-type: none"> <li>- Expansion of services to host economy;</li> <li>- Closer engagement with APEC fora and economies on strategic communications planning and outreach program development;</li> <li>- Proactive media relations and information program;</li> <li>- APEC-wide review of communications tactics and collateral;</li> <li>- Launch of redeveloped APEC website and introduction of revised APEC web presence management policies;</li> <li>- Development of extended range of common communications resources and tools;</li> <li>- APEC identity standards development; and</li> <li>- Further policies and processes to strengthen coordination and quality management of APEC communications output.</li> </ul> <p>To supplement existing APEC operational and project guidelines with additional policies and guidelines in the areas of communications, sponsorship and treatment of royalties arising from project outputs for which APEC owns the copyright.</p> <p>To continue implementation of processes certified under the ISO 9001: 2000 Quality Management Certification and ensure that the ISO quality of service mentality takes a firm hold in the Secretariat.</p>	<p>A review of lessons learnt from the first five IAP Peer Reviews was conducted. A revised <i>IAP Peer Review Guideline</i> has been adopted and all economies have volunteered for IAP peer reviews by the Mid-Term Review in 2005.</p> <p>In progress (Refer to section on 2002 14<sup>th</sup> AMM Statement above)</p> <p>A set of <i>APEC Sponsorship Guidelines</i> have been agreed and a set of <i>APEC Intellectual Property Guidelines</i> are being developed.</p> <p>In progress with one internal and one external audit conducted for the retention of the ISO 9001: 2000 Quality Management Certification</p>



## 2003 APEC SECRETARIAT TASKING MATRIX

ANNEX N

Tasking	Action Plan
To review and assess towards the end of 2003 whether it would be appropriate to obtain ISO 9001: 2000 Quality Management Certification for further Secretariat processes.	In progress
To review and assess recommendations contained in the <i>Report on Improving the Functioning of the APEC Secretariat</i> , submitted to the Fourteenth APEC Ministerial Meeting for prompt implementation.	In progress (Refer to section on 2002 14 <sup>th</sup> AMM above)

## 2003 APEC SECRETARIAT TASKING MATRIX

ANNEX N

Tasking	Action Plan
<p><b>Internal APEC Secretariat Task List</b></p> <p><u>Function Related</u></p> <ol style="list-style-type: none"> <li>1. Arising from the Committee of the Whole (COW) meeting, clarify division of responsibilities between APEC Secretariat and each forum</li> <li>2. Continued implementation of the Communications and Outreach Strategy</li> <li>3. Step up Secretariat engagement with APEC member economy representative offices in Singapore and PECC</li> <li>4. Liaise with the host economy on official opening ceremony for the new APEC Secretariat building</li> </ol>	<p>Completed</p> <p>In progress (Refer to section on 2002 14<sup>th</sup> AMM Statement above)</p> <p>In progress – Seminar on “APEC and Globalisation” and Official Opening Ceremony for the new APEC Secretariat building on 6 September 2003 went some way towards meeting this objective.</p> <p>Completed and event successfully hosted on 6 September 2003</p>

Tasking	Action Taken
<p data-bbox="152 341 427 368"><u>Management Related</u></p> <p data-bbox="174 413 528 440">1. Clarify role of the DED</p>	<p data-bbox="1160 413 2103 517">Completed – The DED’s job description appears as part of ISO documentation. For 2003, the ED further delegated the following tasks to the DED:</p> <ol data-bbox="1160 525 2103 1370" style="list-style-type: none"> <li data-bbox="1160 525 2103 995">1. Financial and Administrative Matters: All memos, draft minutes of the PSM Meetings, Personnel Board, IT Committee, MRC Minutes and all other draft documents are to be submitted through the DED. The DED will clear the draft documents for the ED’s approval. On contracts and financial matters, ordinarily the DED will sign all contracts and purchase requisitions. The DED may refer matters to the ED for consultation. In the DED’s absence, the ED will sign contracts and purchase requisitions. The DED is to be responsible for leading the effort to draft the draft 2004 Administrative Budget. The DED is to keep abreast of preparations for the July BMC. The DED will manage all staff leave and will refer to the ED only where such leave may seriously affect the Secretariat’s performance.</li> <li data-bbox="1160 1003 2103 1107">2. Administrative Matters: The DED to head a task force to review and update as necessary internal and public documents from the Operational Manual.</li> <li data-bbox="1160 1115 2103 1299">3. Communications and Public Affairs: The DED is to keep abreast of the annual work plan of the Communications Team. All work is to be submitted through the DED. The ED will approve all Communications outputs that have an impact on the APEC 2003 Year and the Secretariat’s accountability to SOM and the AMM.</li> <li data-bbox="1160 1307 2103 1370">4. Information Technology: The DED to head the IT Committee with the Director (IT) as Secretary.</li> </ol>

## 2003 APEC SECRETARIAT TASKING MATRIX

ANNEX N

Tasking	Action Taken
2. Have the Management Review Committee review proposals contained in the 2002 ED's Report on Improving the Functioning of the APEC Secretariat, to determine which proposals should be implemented in 2003 and which proposals in years beyond	Completed (Refer to section on 2002 14 <sup>th</sup> AMM Statement above)
3. Clarify the division of labour between Professional Staff Members (PSMs) and Support Staff Members (SSMs) for example with respect to project management	In progress as part of the work of the ISO Committee
4. Implementation of the ISO 9001: 2000 Quality Management Certification, with a review towards the end of 2003 on future directions	In progress (Refer to section on 2003 APEC Secretariat Operational Plan above)
5. Review Buddy System at both the PSM/SSM level to make pairings more logical	Completed and due for review in the prelude to 2004
6. Reactivate the role and functions of the TILF Coordinator	Completed and regular coordination meetings held
7. Activate role and function of an ECOTECH Coordinator or alternatively the convening of meetings on cross-cutting issues among PSMs	Completed and regular coordination meetings held
In view of reinforcing the work of the Communications Team and promoting transparency, allow for open-ended participation at meetings unless where inappropriate e.g. Personnel Board	Completed and continually implemented

Tasking	Action Taken
8. Consider keeping records of PSM meetings as read-only files on the shared drive	Completed
9. Consider allowing PSMs to take days off in lieu of weekends and holidays spent working	Implemented in line with sending economies' internal regulations
10. Adoption of a <i>guiding system</i> of leave <i>avoidance</i> periods where continuity of work needs to be ensured: (Personnel Board) - leave avoidance for relevant PSMs three weeks prior to SOM and Committee meetings; - leave avoidance for relevant PSMs two weeks prior to WG meetings; - leave avoidance for relevant PSMs one week prior to official outreach engagement involving ED, DED or self.	Implemented with a limited degree of flexibility where the leave period is unavoidable, short and on the individual's assurance that work will not be affected
11. Copy all non-confidential work related e-mails for the ED and DED to the Special Assistant, incoming Special Assistant and Executive Assistants  In 2003, the Executive Office e-mail address i.e. <a href="mailto:apecexo@mail.apecsec.org.sg">apecexo@mail.apecsec.org.sg</a> is to include the Special Assistant and incoming Special Assistant	Completed and continually implemented
12. Take the following action on IT-related issues: <ul style="list-style-type: none"> <li>• Review composition of IT Committee to make appointments more related to IT skills.</li> <li>• Successfully implement shared mailing lists for all APEC fora and sub-fora.</li> </ul>	Completed  In progress

## 2003 APEC SECRETARIAT TASKING MATRIX

ANNEX N

<b>Tasking</b>	<b>Action Taken</b>
<u>Other Issues</u>  1. Discuss desirability of having APEC logo appear on office van. (GSS and Communications Team) 2. ...	