



**Asia-Pacific
Economic Cooperation**

**Independent Assessment of
The APEC Transportation Working Group**

**Report to the APEC SOM Steering Committee
on Economic and Technical Cooperation**

**Final
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Acknowledgement

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EXECUTIVE SUMMARY

This independent assessment was commissioned with the aim of ensuring that the Transportation Working Group (TPTWG) is responsive to the current work priorities of APEC and is contributing to the achievement of Bogor goals. In order to identify opportunities for strengthening TPTWG work processes, it was necessary to cover a wide range of topics including the cost-effectiveness and sustainability of programs; gender considerations; 'on-the-ground' impacts in member economies; partnerships with non-APEC organizations; synergies with APEC fora; and tapping into external resources.

The approach was based on the assumptions that (a) the TPTWG Management Group would be the main beneficiary of the findings and recommendations; (b) the Transportation Ministerial Meeting which took place in April 2009 (TMM-6) was an integral part of TPTWG operations and represented the start of a two-year planning and reporting cycle; and (c) the recommendations would be mindful of the APEC twin principles of voluntarism and consensus building. The work, which stretched over a six-month period, was conducted in four phases:

- Familiarization, which involved a comprehensive research of the APEC website to gain a sound understanding of structures, work processes, outputs, priorities and inter-relationships;
- Analysis, which looked at each element of the TPTWG management framework in terms of their effectiveness and compliance with established guidelines and priorities;
- Validation, which involved comparing the results of the analysis with feedback received from delegates who attended the last TPTWG meeting in July 2009 (TPTWG-32) as well as findings identified in other assessment reports;
- Report Writing, which involved incorporating the comments of the TPTWG Management Group, Heads of Delegation and other interested stakeholders into the draft report.

The five main findings of the assessment were as follows:

- The TPTWG basic structure of four Experts Groups, which meet in conjunction with TPTWG meetings, is sound.
- The TPTWG Management Group recognizes the benefits of taking a 'continuous improvement' approach to strengthening the management framework and initiated such an approach at TPTWG-32.
- The lack of a strategic plan is one of the main reasons why most of the policy and project initiatives have a short term horizon.
- The support services provided by the APEC Secretariat and volunteer office-holders are significant and tend to be under-estimated. This workload may be a factor in volunteers not stepping forward to take on leadership positions.
- There is a general recognition that the level of collaboration with other APEC fora, international organizations and the private sector is unduly low and that this is a priority area for improvement, particularly with respect to gathering a broad range of public and private sector views within the Experts Groups on trade-related policy issues and project proposals.

These findings along with 11 others listed in Section 7 at the end of this report may suggest that a major overhaul of management instruments and practices is required in order for the TPTWG to operate efficiently and effectively. This is *not* the intended impression. The 25 recommendations identified below for TPTWG Management Group consideration represent a series of practical initiatives which are consistent with a continuing improvement approach and can be accomplished with a relatively small outlay of resources during the next two years provided that there is a coordinated plan of action.

Five Decision Points for the SCE to consider:

- SCE1** Consulting with the TPTWG Lead Shepherd and her counterparts on opportunities to improve coordination with the SCE, as part of finalizing the SCE policy framework paper. These opportunities should specify dates for submitting annual plans and reports so as to give the TPTWG Management Group sufficient lead time to draft and review the documents [section 2.3.1].

- SCE2** Establishing a protocol with the CTI for consulting and taking action on cross-cutting initiatives involving the TPTWG and other SCE Working Groups [section 2.3.3].
- SCE3** Establishing a protocol with the EC for consulting and taking action on cross-cutting initiatives involving the TPTWG and other SCE Working Groups [section 2.3.5]
- SCE4** Issuing a *Best Practices Guidelines for Working Group Office Holders* document that provides advice on how to exercise their responsibilities similar to the one that exists for Program Directors [section 4.4].
- SCE5** Consolidating the findings and recommendations in independent assessment reports with general applicability into a *Management Practices in Assessment Reports that may be of General Applicability* document similar to the *Lessons Learnt in [Project] Evaluation Reports that may be of General Applicability* document and posting on the APEC website [section 6.2].

Five Decision Points for the APEC Secretariat (AS) to consider:

- AS1** Providing the TPTWG Lead Shepherd and her counterparts with a list of the specific responsibilities of Program Directors (PDs) in supporting their SCE fora, based on the generic PD job description [section 4.4].
- AS2** Developing protocols to ensure that all project information in the database is accurate, complete, up to date and aligned with each stage of the project life cycle [section 5.1].
- AS3** Surveying experienced project overseers to seek input on the format and content of the guidance material posted on the APEC Project Database website other than the Guidebook which is being revised [section 5.1].
- AS4** Inviting the TPTWG Deputy Lead Shepherd to become an ex-officio member of the BMC Small Group responsible for assessing TPTWG Evaluation Reports [section 5.3]
- AS5** Strengthening the 'Model Proposal' component of the Project Database website by providing model templates of each section of a proposal with accompanying explanations [section 5.4].

Five Decision Points for the TPTWG-MG to consider:

- TPT6** Consulting with the Communications and Public Affairs Unit in devising protocols to ensure that all content on the TPTWG website is final, current, accurate, correctly positioned, relevant, consistent with the APEC Website Guidelines and, if practical for drafting groups, password protected. These protocols should be incorporated into the TPTWG Management Guide and, as appropriate, into the TOR for Experts Groups and sub-groups [section 3.5].
- TPT8** Holding a brainstorming session, possibly as an integral part of a preparatory meeting for the next Transportation Ministerial Meeting, with a view to developing strategic direction in the form of a set of medium and long term goals and objectives. It should also address the appropriate level of business sector participation in plenary sessions and meetings of Experts Groups and sub-groups. Preliminary ideas may be circulated in advance of the brainstorming session [section 3.6].
- TPT9** Designing a template for the re-introduced Operational Plan that would provide the basis for a more results-oriented approach to annual work planning and reporting by the Experts Groups [section 3.7].
- TPT17** Using the TPTWG-LS Policy Direction Letter as the basis for transforming the strategic direction contained in the annual APEC Tasking Statement into goal-oriented implications for TPTWG and issuing it to the Chairs of the Experts Groups at least two months in advance of the first TPTWG meeting held within a given year [section 3.13].
- TPT24** Listing the suggestions contained in the questionnaires received from TPTWG-32 delegates into a Continuing Improvement Action Plan for discussion at the next TPTWG meeting [section 6.1].

Other Recommendations for the TPTWG-MG to consider:

- TPT1** Adding the APEC Port Services Network (APSN) and two task forces to the chart showing the TPTWG organizational structure in a manner appropriate to their role. In the case of the APSN, it is suggested that this be a dotted line linking it directly (and sideways) to the Lead Shepherd in the same way as the Heads of Delegation are shown [section 2.2].
- TPT2** Establishing a 'rolling' schedule of the next two-three meetings at least six months apart and coordinated as required with any Transportation Ministerial Meetings [section 2.2].

- TPT3** Reviewing the format and content of the master registration list compiled at TPTWG-32 and the attendance lists maintained by the Experts Groups and subgroups in order to strengthen their usefulness as a basis for identifying participation issues [section 2.4].
- TPT4** Identifying ways to strengthen the Joint Transportation Ministerial Statement as a priority-setting instrument for the TPTWG including opportunities to broaden the composition of the drafting group [section 3.2].
- TPT5** Introducing Project Ranking Guidelines which identify each step of the TPTWG ranking process. In addition to adopting the same five ranking criteria used by the Secretariat Project Assessment Panel, the guidelines should explain how these criteria are to be applied to TPTWG project proposals including the use of quantitative sub-criteria such as the number of co-sponsors, industry partners and external quality assessments [section 3.4].
- TPT7** Listing Points of Contact for each economy on the website [section 3.5].
- TPT10** Establishing a Management Framework main page on the TPTWG website to improve access to the contents of the expanded Management Guide and other management instruments such as the Guidelines for Heads of Delegation [section 3.8].
- TPT11** Including a list of all adopted management instruments and their interdependencies in the Management Guide [section 3.8]
- TPT12** Endorsing the Progress Report for APEC-funded Projects as a TPTWG management instrument, amending its template, transferring responsibility for its maintenance to project overseers and posting it on the Projects section of the TPTWG website [section 3.9].
- TPT13** Re-introducing a Matrix of Actions at the next TPTWG meeting as an efficient way of keeping track of commitments made by TPTWG-MG members and Heads of Delegation from one meeting to the next. Thereafter, it could be appended to the Lead Shepherd's meeting report [section 3.10].
- TPT14** Updating the TPTWG Terms of Reference to reflect the results of any brainstorming sessions held before the next Transportation Ministerial Meeting and seeking approval at a subsequent SCE meeting. It should clarify approval authorities within the TPTWG and serve as a template for the Experts Groups and sub-groups [section 3.11].
- TPT15** Designing a two-page Summary Final Report Template that enables the Chairs of Experts Groups to concisely present key accomplishments and issues requiring direction to the TPTWG Management Group, Heads of Delegation and the Closing Plenary consistent with approved Terms of Reference; the full length final report would follow within 30 days [section 3.12].
- TPT16** Designing a Work Plan template that enables the Chairs of the Experts Groups to report progress in achieving planned results consistent with their Summary Final Report and the Operational Plan template, as recommended in Section 3.7 [section 3.12].
- TPT18** Establishing a protocol within the TPTWG Management Guide to ensure that all approved reports are published on the TPTWG website in a timely manner [section 4.2].
- TPT19** Establishing a protocol within the Communications and Public Affairs Unit to promote published documents to the fullest extent possible [section 4.2].
- TPT20** Surveying the effort expended by office holders and their staff in the delivery of support services [section 4.4].
- TPT20** Publishing the annual Report of Transportation Working Group to the SCE on the TPTWG website [section 4.4].
- TPT22** Inviting feedback from hosting economies on improvements to APEC hosting guidelines [section 4.4].
- TPT23** Ensuring that the Chairs of Experts Groups do not serve as project proponents and overseers so as to avoid any perceived conflict of interest situations in exercising their project oversight responsibilities [section 5.4].
- TPT25** Seeking the views intersessionally of all Heads of Delegation, Chairs of Experts Groups and sub-groups, and project overseers who did not complete the questionnaire and adding their input to the above-mentioned Plan [section 6.1].

LIST OF RELEVANT ABBREVIATIONS USED BY APEC FORA

ABAC	APEC Business Advisory Council
ACT	Anti-Corruption and Transparency Expert Task Force
AEG	Aviation Experts Group
AIMP	APEC Information Management Portal
APEC	Asia-Pacific Economic Cooperation
APSN	APEC Port Services Network
AS	APEC Secretariat
BMC	Budget and Management Committee
CPAU	Communications and Public Affairs Unit (in the Secretariat)
CTI	Committee on Trade and Investment
CTTF	Counter Terrorism Task Force
EC	Economic Committee
ECOTECH	Economic and Technical Cooperation
EWG	Energy Working Group
GFPN	Gender Focal Point Network
HODs	Heads of Delegation
ICAO	International Civil Aviation Organization
IIEG	Intermodal and ITS Experts Group
ISO	International Standards Organization
ISTWG	Industrial Science and Technology Working Group
ITS	Intelligent Transportation Systems
JTMS	Joint Transportation Ministerial Statement
LEG	Land Experts Group
MEG	Maritime Experts Group
MRCWG	Marine Resources Conservation Working Group
NGO	National Government Organization
PD	Program Director (in the APEC Secretariat)
PMU	Project Management Unit (in the APEC Secretariat)
SCE	SOM Steering Committee on ECOTECH
SCE-COW	SCE Committee of the Whole
SOM	Senior Officials' Meeting
SPAP	Secretariat Project Assessment Panel (in the APEC Secretariat)
TEL/TELWG	Telecommunications and Information Working Group
TILF	Trade and Investment Liberalization Fund
TMM	Transportation Ministerial Meeting
TMM-6	6 th TMM held in April 2009
TOR	Terms of Reference
TPTWG	Transportation Working Group
TPTWG-DLS	TPTWG Deputy Lead Shepherd
TPTWG-LS	TPTWG Lead Shepherd
TPTWG-MG	TPTWG Management Group
TPTWG-PD	Program Director assigned to the TPTWG by the APEC Secretariat
TPTWG-32	32 nd TPTWG Meeting held in July 2009
TWG	Tourism Working Group

1. THE INDEPENDENT ASSESSMENT

1.1 Objective

To ensure that the TPTWG is responsive to the current work priorities of APEC and contributing to the achievement of Bogor goals.

1.2 Scope

As specified in the TOR below, the assessment is required to address a wide range of topics in order to identify opportunities for strengthening TPTWG work processes:

- Review TPTWG meetings, projects and activities and assess their outcomes.
- Evaluate how these activities are supporting the main objectives of the TPTWG and APEC.
- Explore how TPTWG can better take into account the APEC commitment to give gender greater consideration.
- Assess the impact of the TPTWG work program “on the ground” in APEC member economies.
- Identify ways to develop synergies among the work of TPTWG and various relevant APEC fora.
- Identify the TPTWG opportunities for greater collaboration with non-APEC parties, including the private sector, civil society and other international organizations.
- Identify ways for the TPTWG to tap resources for programs; opportunities to profile and share programs or projects.
- Identify ways to strengthen the TPTWG strategic priorities and direction for future works.
- Evaluate whether the TPTWG is operating effectively or whether its Terms of Reference should be changed to better respond to its priorities and APEC goals.
- Provide recommendations on how the forum can better focus and more efficiently and effectively manage its tasks and assure that its capacity building activities are providing benefits according to the Leaders’ and Ministers’ priorities.
- Include recommendations from relevant business, NGO and/or academic representatives, who attend meetings of the TPTWG, on how best to encourage and leverage private sector partnerships and engage non-member multilateral organizations.

1.3 Assumptions

The conduct of the assessment was based on the following assumptions:

- That it’s implicit aim is to assist the TPTWG-MG in its continuing improvement efforts.
- That TMM-6 is an integral part of TPTWG operations and represents the start of a two-year planning and reporting cycle for the TPTWG.
- That the detailed analysis phase would be based on:
 - (a) the TPTWG structure and work processes in place as of July 30, 2009, following adoption of several changes at TPTWG-32;
 - (b) the ongoing program of improvements being made to project management practices within the APEC Secretariat as reported at TPTWG-32; and
 - (c) the project proposals submitted to the APEC Secretariat for funding consideration at the BMC Approval Session 3 in October 2009.
- That the completed questionnaires received from delegates following their distribution at TPTWG-32 would be used to support the assessment’s findings and recommendations.
- That the recommendations would be mindful of the APEC twin principles of voluntarism and consensus building.

1.4 Approach

The main part of the assessment stretched over a period of six months (from March to September 2009) and had four main phases:

Familiarization which involved researching the APEC website to gain a sound understanding of:

- APEC overall structure and priorities;
- SCE structure, priorities, work program and relationship with the TPTWG;
- BMC direction and guidance on the approval and management of APEC-funded projects;
- TPTWG structure, work processes and outputs;
- TPTWG structural reform initiatives that have taken place in the last 10 years;
- Linkages between the TPTWG and other APEC fora; and
- Linkages between the TPTWG and non-APEC organizations, particularly industry associations and multi-lateral agencies.

The work culminated in the presentation of preliminary findings to HODs and the distribution of a customized set of questionnaires to delegates at TPTWG-32.

Analysis which consisted of reviewing the TPTWG structure and work processes in terms of their effectiveness; completeness; and compliance with established guidelines and priorities. This analysis culminated in the identification of good management practices and opportunities to strengthen the management framework.

Validation which involved comparing findings with relevant ones identified in other assessment reports and with feedback received from delegates at TPTWG-32 through their completed questionnaires. This phase resulted in adjustments to the preliminary set of findings and recommendations.

Report Writing which involved incorporating the feedback received on the draft report from the TPTWG-MG, HODs and other interested stakeholders as well as formatting the findings and recommendations so as to facilitate the development and monitoring of a Continuing Improvement Action Plan by the TPTWG-MG.

2. THE TRANSPORTATION WORKING GROUP (TPTWG)

2.1 Positioning the TPTWG in APEC

As shown in the Appendix, APEC is a hierarchical organization which is split into a Policy Level and a Working Level. The Policy Level consists of high level meetings of APEC Leaders and Ministers, Sectoral Ministers (including Transportation) and Senior Officials. Collectively, these fora provide direction and guidance to the Working Level which is headed by four high level committees:

- CTI which coordinates APEC work on the liberalization and facilitation of trade and investment;
- BMC which monitors and evaluates project management activities;
- EC which promotes structural reform within APEC; and
- SCE which coordinates and manages the ECOTECH agenda.

Established in 1991, the TPTWG is positioned under the SCE in the second tier of the Working Level. As its parent committee, the SCE plays a major role in TPTWG operations. Specifically, the SCE work mandate includes:

- Coordinating and supervising the TPTWG;
- Providing policy guidance on the ECOTECH agenda;
- Assessing and directing realignment of the TPTWG work plan with the SCE medium and long term work plans. To this end, the TPTWG is required to submit its annual work plan four weeks before the first SOM for consideration at the SCE-COW meeting which is attended by the Lead Shepherds of the 16 SCE fora or their alternates;
- Approving and ranking all ECOTECH-related project proposals ahead of presentation to the BMC;
- Evaluating TPTWG progress in implementing and achieving ECOTECH priorities;

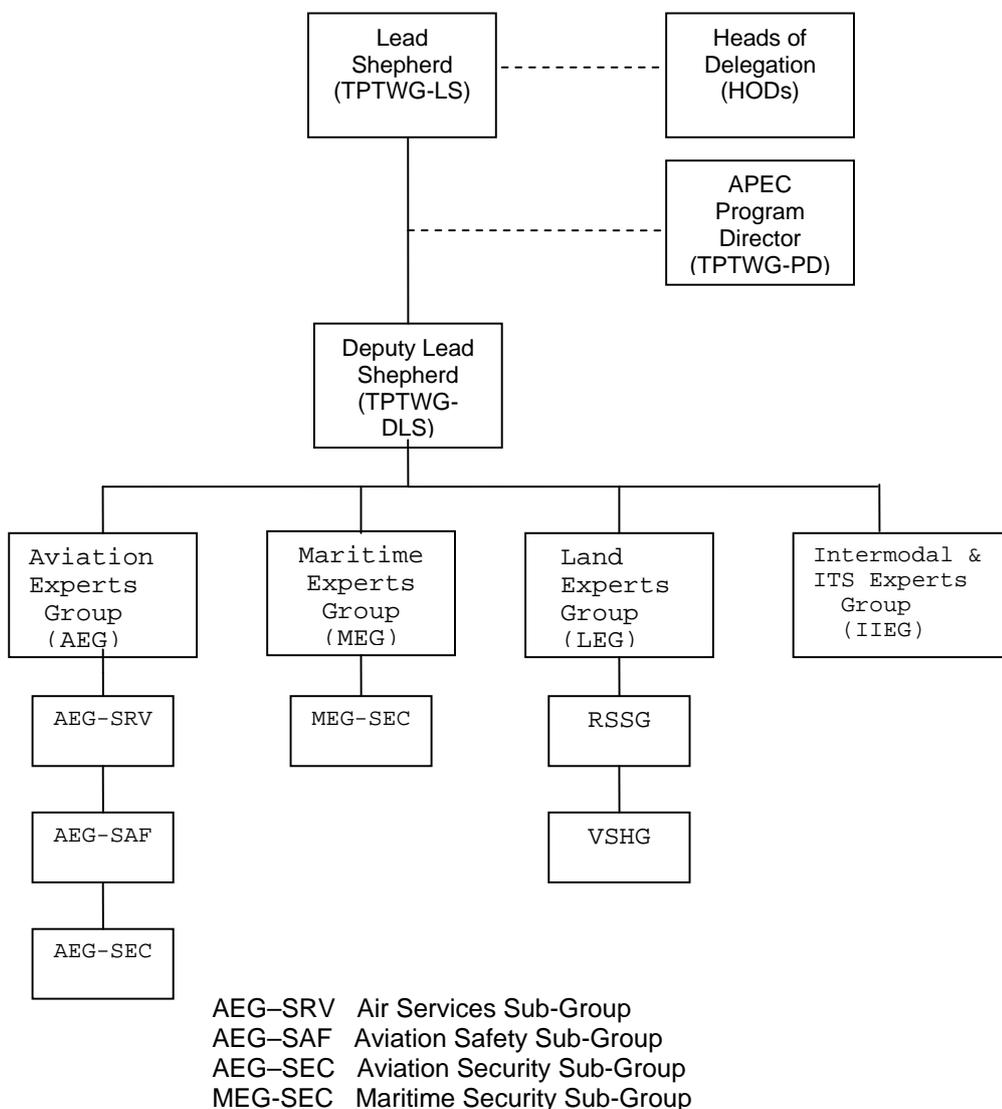
- Compiling progress and evaluation reports on the TPTWG for review by the SOM; and
- Reviewing the role and operation of TPTWG, with a view to making recommendations to the SOM on mergers, disbandment or re-orientation.

Despite its position in the APEC hierarchy, the TPTWG is directly linked to the Policy Level through the TMMs and to the other high level committees at the Working Level, notably the CTI, EC and the BMC. These linkages are examined in Section 2.3.

2.2 Current Structure

As shown in the chart below, the TPTWG consists of four Experts Groups (three modal and one inter-modal), with several more specialized sub-groups reporting into them. This structure has been in place since the last significant structural reform initiative in 2006 (see section 2.5).

TPTWG ORGANIZATIONAL STRUCTURE
(as adopted at TPTWG-32)



RSSG	Road Safety Sub-Group
VSHG	Vehicle Standards Harmonization Sub-Group

Not shown on the chart are two special task groups each of which report into an Experts Group:

- The Global Navigation Satellite System [GNSS] Implementation Team (GIT) which was established in 2000 and reports through the Intermodal & ITS Experts Group; and
- The Aviation Emissions Task Force (AETF) which was established in 2008 and reports through the Aviation Experts Group (AEG). As stated in its TOR, the need for its continued operation is to be assessed on an annual basis.

Also not shown on the chart is the APEC Port Services Network (APSN) which was officially inaugurated in November 2008 as a non-profit, self-funded organization. As specified in its constitution: "APSN is responsible to the APEC TPTWG to whom it shall report on its work annually or more frequently if required." Although the APSN is positioned within the TPTWG 'family' of sub-fora, it has a unique role and mandate, one that sets it apart from the Experts Groups. Nevertheless, it maintains close links with TPTWG and the Maritime Experts Group (MEG) as indicated below:

- Development of the APSN was guided by MEG in response to directives from APEC Leaders (2006) and Transportation Ministers (2007);
- The 2007 APSN Symposium was an APEC-funded project sponsored by TPTWG members;
- The President of the APSN Council is also the MEG Deputy Chair;
- Its first Secretary-General was the TPTWG-DLS;
- Several APSN Council members also represent their economies on MEG; and
- Several APSN initiatives involve close collaboration with MEG (e.g. a training workshop for senior port management officials).

Recommendation TPT1: The TPTWG-MG to consider adding the APSN and two task forces to the chart showing the TPTWG organizational structure in a manner appropriate to their role. In the case of the APSN, it is suggested that this be a dotted line linking it directly (and sideways) to the TPTWG-LS in the same way as the HODs are shown.

Features of the TPTWG include:

- Twice yearly meetings (2007 and 2009 were recent exceptions) rotating among the Economies. In 19 years, there have been 32 meetings hosted by 19 economies. In the last 10 years, the average length of time between meetings has been 7.5 months; however, there have been four occasions since 2004 when the spacing has been only 4 months which may not provide sufficient time for significant progress to be made;
- Simultaneous meetings of the four Experts Groups and their six component sub-groups. However, the GIT and AETF meet at different times (although the GIT meeting coincided with TPTWG-32, this was an exception - the next meeting is scheduled for June 2010 in the USA);
- All groups have TOR and produce annual work plans;
- Meeting registrations of around 300 (the TPTWG is one of the largest SCE fora);
- A management group supported by HODs. Traditionally, this has consisted of the TPTWG-LS, the TPTWG-DLS, the Chairs of the four Experts Group and the TPTWG-PD. At TPTWG-32, the group was expanded to include the Deputy Chairs of the Experts Groups and the HODs role was clarified to be the provision of advice on policy directions, emerging issues, projects and the meeting agenda;
- A TPTWG-MG meeting followed by a HODs meeting on the day before the Opening Plenary;
- An Opening Plenary for all delegates followed by opening sessions for each Experts Group (with sub-groups in attendance);
- Closing sessions for the HODs and each Experts Group followed by a Closing Plenary for all delegates at which the date and location of the next meeting is confirmed. However, this did not occur at TPTWG-32.

Recommendation TPT2: The TPTWG-MG to consider establishing a 'rolling' schedule of the next two-three meetings at least six months apart, coordinated as required with any TMMs.

2.3 Linkages with Other APEC Fora

2.3.1. The SCE

As indicated in Section 2.1, the SCE TOR provide for substantial oversight of TPTWG operations. However, the assessment was unable to determine how this mandate is exercised. A review of its 2009 Work Program identified this as one of 20 action items but gave no indication how it would be accomplished. Further, in reviewing the SCE and SCE-COW agendas for their February 2009 meetings (half-day each), it was noted that the presentation and endorsement of the TPTWG work plan (and those of 13 other SCE fora) was one of 26 items to be addressed. The TPTWG-LS observed that the majority of that day was spent listening to presentations rather than discussing relevant policy and management issues with SCE members and the Lead Shepherds of the other fora.

The above observations suggest that the linkage between SCE and TPTWG could be strengthened. In this regard, it was noted that an Internal Review of the SCE was listed as an action item in the 2009 Work Program and was an agenda item at subsequent SCE meetings. A key output of this review will be a policy framework paper addressing such issues as better coordination between the SCE and the fora reporting to it; and the short, medium and long term priorities contained in the APEC Annual Tasking Statement.

Recommendation SCE1: The SCE to consider consulting with the TPTWG-LS and her counterparts on opportunities to improve coordination with the SCE, as part of finalizing the SCE policy framework paper. These opportunities should specify dates for submitting annual plans and reports so as to give the TPTWG-MG sufficient lead time to draft and review the documents.

2.3.2 Other SCE Fora

Collaboration between the TPTWG and other SCE fora has been slowly increasing, particularly with respect to the sponsorship of joint projects. Current examples of collaboration include the CTF, EWG, TELWG and TWG.

2.3.3 Committee on Trade and Investment (CTI)

The main links between the CTI and TPTWG are on cross-cutting trade and policy issues which involve the transportation sector. As reflected both in the Joint Transportation Ministerial Statement (JTMS) and the TPTWG-LS report from TPTWG-32, there is growing recognition that the work of the TPTWG is directly linked to CTI initiatives particularly on the Regional Economic Integration Agenda and Supply Chain Connectivity Initiatives. However, unless protocols are put in place for these cross-cutting initiatives, there is scope for misunderstanding as occurred at TPTWG-32 with respect to the CTI's Food Security Action Plan which appeared to assign several action items to the TPTWG without prior consultation.

Recommendation SCE2: The SCE to consider establishing a protocol with the CTI for consulting and taking action on cross-cutting initiatives involving the TPTWG and other SCE Working Groups.

2.3.4 Budget and Management Committee (BMC)

The main links between the BMC and the TPTWG are project-related. The BMC is the final step in approving project proposals at its three intersessional approval sessions each year. Also, through the Secretariat, it provides Chairs of Experts Groups, project overseers and project proponents with feedback and guidance on proposals submitted for funding. An analysis of this linkage is presented in Chapter 5.

2.3.5 Economic Committee (EC)

Currently, there does not appear to be any links with the EC. However, this may change in the near future given the EC's collaboration with the CTI in such areas relevant to the TPTWG as trade logistics, and its policy focus in the area of regulatory reform particularly those related to competition policy.

Recommendation SCE3: The SCE to consider establishing a protocol with the EC for consulting and taking action on cross-cutting initiatives involving the TPTWG and other SCE Working Groups.

2.3.6 APEC Secretariat (AS)

The APEC Secretariat provides support services to all APEC fora and sub-fora in two primary ways:

- Through Program Directors (PDs) and their assistants. The TPTWG-PD is also assigned to the SCE Mining Task Force and the CTI Automotive Dialogue. He 'shares' his assistant with another PD (who is responsible for supporting four fora). The duties of the TPTWG-PD are specified in a generic job description; these are examined briefly in Section 4.4.
- Through the Project Management Unit (PMU) which was established in 2007, to manage the Secretariat Project Assessment Panel (SPAP) which reports to the BMC on the outcomes of project assessments. An analysis of this linkage is presented in Section 5.4.
- Through the Communications and Public Affairs Unit (CPAU) which provides services to sub-fora in such areas as website development (see Section 3.5), media support, outreach and publication templates.

2.3.7 Transportation Ministerial Meetings (TMMs)

The first TMM took place in 1995 as a way of promoting greater mutual understanding on transportation issues of common interest. They have continued to take place every 2-3 years with the last one (TMM-6) being held in March 2009. The principal output of these meetings has been a ministerial statement giving direction to the TPTWG as well as identifying priorities for consideration by member economies. As mentioned in Section 2.1, there is an important direct link as the TPTWG performs the secretariat function for the meeting. At TMM-6, in addition to hosting arrangements, the TPTWG secretariat arranged two 3-day meetings chaired by the TPTWG-LS and attended by HODs or their representatives to draft the JTMS; design the meeting program; and prepare the TPTWG report on its activities since the previous TMM. An analysis of this linkage is presented in Section 3.2.

2.4 Demographic Characteristics

The number of delegates at TPTWG meetings has gradually increased with time, from just under 200 in 1998 to over 300 in 2008, equivalent to an average annual growth rate of around 5%. During this same period, the proportion of female delegates increased significantly from 10 to 25%. The table below summarizes delegate participation in the Experts Groups and their subgroups, to the extent permitted by the registration sheets compiled for TPTWG-32.

Expert Group/ Sub-Group	No. of Member Economies (Guests)	No. of Delegates Total (Female)	No. of External Delegates	
			Industry	Others *
AEG	15	31 (14)	2	0
AEG-SAF	11	21 (6)	1	0
AEG-SEC	13	22 (5)	1	0
AEG-SRV	14	20 (4)	0	0
IIEG	12(1)	30 (8)	1	3
GIT	9(1)	32 (3)	1	1
LEG	16(1)	39 (2)	1	1
RSSG	13	n/a	n/a	n/a
VSHG	8(1)	n/a	n/a	n/a
MEG	15	23 (6)	0	0
MEG-SEC	12	27 (1)	0	2

*International Organizations, Universities

The table shows that:

- Two-thirds of the member economies attended each of the modal experts groups, though a lower percentage attended the multimodal IIEG meeting (as has been the case at recent TPTWG meetings). Given the cross-cutting nature of the group’s work, it would be interesting to understand the reasons for this lower participation.
- Sub-groups had fewer economies attending, with two falling below the 50% mark.
- Participation by industry, international organizations and universities remains low for all experts groups and their sub-groups. The IIEG had the highest number of external delegates (4), perhaps reflecting the larger number of projects with involvement by industry associations and universities.
- In terms of gender, female participation was highest in the AEG and IIEG but significantly lower in the other two experts groups. While the maritime industry has been characterized by extremely low female participation, this has not necessarily been the case within the land-based modes.
- Participation in the MEG was lower than in its security-oriented sub-group. An examination of the registration lists suggest that this was due to two member economies having delegates attend the sub-group but not the parent group, despite the latter’s broader agenda.

The table below summarizes the size distribution of member economy delegations at TPTWG-32.

Size Range of Delegation	No. of Member Economies
0 -10	8
11-20	8
21-30	3
Above 30	1*

* Typically the Host Economy has the highest number of delegates

It reveals that 40% of the 20 member economies in attendance had 10 or less delegates. Given that the number of delegates in the smallest size range actually varied from 1 to 6 and, at any one time, there were 12 meetings underway - 4 Experts Groups, 7 sub-groups (including the GIT) and the HODs – many economies were required to be highly selective about the use of their time. Often, this required economies to attend as observers rather than actively participate as experts.

Participation in all of the Experts Groups was not continuous. To the extent permitted by available data, an analysis of participation lists for the last three TPTWG meetings, stretching over a 16-month period, revealed the following:

- For the IIEG, only six delegates representing four economies attended all three meetings. Out of a total of 64 attendees, 47 (73%) attended only one of the meetings;
- For the AEG, 11 people attended the last two meetings while a further 40 attended one of the meetings;
- For the LEG, nine people who attended the last meeting also attended the meeting which took place 16 months earlier. A further 26 people attended one of the meetings.

The above observations suggest that continuity of participation is an issue. However, any adjustments to the operations of Experts Groups should be based on sound data.

Recommendation TPT3: The TPTWG-MG to consider reviewing the format and content of the master registration list compiled at TPTWG-32 and the attendance lists maintained by the Experts Groups and sub-groups in order to strengthen their usefulness as a basis for identifying participation issues.

2.5 Structural Reform Initiatives

The first major reform initiative took place in 1999 in the form of a Mandate Review in which accomplishments were analyzed in relation to stated goals. At the same time, a Strategic Direction paper was developed to define the principles on which future work should be based. To aid in its development, a one-day “Brainstorming Session” was held as part of the TPTWG meeting, thereby allowing all member economies the opportunity to provide ideas and input for the paper. The work culminated in the adoption of

13 principles, grouped into four general themes. While many of these principles have evolved to reflect new directions, four remain pertinent to this assessment:

- Striving to ensure that APEC-funded activities are executed in such a manner as to ensure the greatest value for resources expended;
- Focusing more closely on fewer activities in its Operational Plan, thereby ensuring more concrete outcomes;
- Striving to incorporate official observers, guests and economy business/private sector representatives into all of its activities; and
- Making every effort to ensure coordination with, and avoid the duplication of efforts with other APEC fora and international organizations.

The next initiative took place four years later in the form of a series of proposed changes to the structure of TPTWG meetings. Some of the changes, such as reducing the number of Experts Groups and the length of meetings, are reflected in today's structure. However, these changes were judged to be insufficient in dealing with the perceived inefficiency and redundancy of the existing structure. Thus, they represented the start of a comprehensive reform process which took place in the 2004-05 period and culminated in the adoption of a new structure in September 2005. This new structure refocused TPTWG work according to transport modes by establishing four new Experts Groups. Other key aspects of the new structure included:

- Defining the TPTWG management and decision-making structure;
- Requiring the Experts Groups to have approved TOR;
- Recognizing that the Aviation Security and Maritime Security Sub-Groups would continue for the medium terms given the priority of their work;
- Encouraging the other seven sub-groups to over time incorporate into the relevant Experts Group to achieve the agreed restructuring areas;
- Holding biannual meetings with a set program (unless otherwise agreed by the TPTWG-MG and HODs). This included a Closing Plenary session where all final decisions were to be made, Experts Group reports to be accepted and pending issues to be debated;
- Using the website as an important communications tool;
- Requiring Chairs of the Experts Groups to post meeting agendas and papers on the website four weeks prior to the meeting, and final reports no later than two weeks after the meeting;
- Recommending that ad hoc groups, current and future, meet intersessionally where appropriate;
- Adopting a standardized reporting format for meeting outcomes by Experts Groups;
- Experts Group to have Chairs and Deputy Chairs from developed and developing economies;
- The TPTWG-LS to issue a formal invitation to the APEC Business Advisory Council (ABAC) to attend future meetings as a way of stopping the decline in private sector participation.

In addition, economies were encouraged to have business sector representatives as part of their delegations; and the TPTWG was to consider returning to the practice of seminars at each of its meetings on issues of relevance to the private sector, and inviting eminent private sector participants to speak.

This structure has remained intact for three years. However, TPTWG-32 provided an opportunity to review the structure and identify opportunities to further strengthen it. The adjustments included:

- Expanding the Management Group to include the Deputy Chairs of Experts Groups;
- Clarifying the role of HODs in assisting the TPTWG-MG;
- Adjusting the general responsibilities of TPTWG-MG members;
- Establishing deadlines for the submission of papers and the issuance of meeting reports.

3. ANALYSIS OF THE TPTWG MANAGEMENT FRAMEWORK

3.1 Management Instruments

The table below indicates that the TPTWG is using or has used 12 management instruments during the last decade; however, only seven are still in active use. This chapter examines each instrument in order to identify any opportunities for improvement or re-introduction.

TPTWG Management Instrument	Introduced	2009 Usage
Joint Transportation Ministerial Statement	1995	Yes
Guidebook for Heads of Delegation	1997	No
TPTWG Project Proposal Guidelines	1998	No
TPTWG Website	1998	Yes
Strategic Direction Paper	1999	No
Operational Plan	2000	No
Management Guide	2000	Yes
Progress Report on APEC-funded Projects	2003	Yes
Matrix of Actions for next TPTWG	2005	No
Term of Reference (for current structure)	2006	Yes
Reporting Templates for Experts Groups	2006	Yes
Lead Shepherd's Direction Letter	2007	Yes

3.2 Joint Transportation Ministerial Statement (JTMS)

These statements are the principal outputs of TMMs and provide the TPTWG with a list of priorities to address over a two-year period. The first statement was issued in 1995 and identified eight priorities. The last statement, which was issued at TMM-6, identified 37 priorities grouped into eight priority areas. An analysis of these priorities revealed that:

- 23 were directed at the TPTWG, with the phrase “we instruct” being used in two-thirds of the cases;
- the remaining 14 were aimed at the member economies but in a less directive way (using verbs such as “urge” and “encourage”)
- while most of the 45 paragraphs contained statements that were high level and policy-oriented (as might be expected in a ministerial document), many of the statements were transformed into instructions that were specific to particular activities and projects underway within the Experts Groups.

Prior to its finalization at TMM-6, there were two drafting sessions facilitated by the TPTWG-LS and attended by members of the TPTWG-MG and HODs (or their representatives). Reportedly, no-one from outside the TPTWG attended those drafting sessions. Moreover, the format of TMM-6 provided little opportunity for Ministers or their alternates (five Ministers attended) to discuss the draft and make significant changes to it. In keeping with the principle of consensus-building, the content became inclusive; as a result, the document ballooned in size to seven pages and its focus became blurred.

Recommendation TPT4: The TPTWG-MG to consider identifying ways to strengthen the JTMS as a priority-setting instrument for the TPTWG, including opportunities to broaden the composition of the drafting group.

3.3 Guidebook for Heads of Delegation

This initiative arose from the need to familiarize HODs who were attending meetings for the first time on the TPTWG structure and operations. While much of the information envisaged in 1999 is available on the APEC website, it is not always easy to access. Although the guidebook initiative was discontinued shortly after its introduction, there has been a continuing need for new HODs and TPTWG-MG members to be efficiently briefed on the responsibilities and work of the TPTWG. The re-introduction of the Guidebook in the form of an induction kit, to be prepared by the TPTWG-PD, was one of the decisions taken at TPTWG-32.

3.4 TPTWG Project Proposal Guidelines

These guidelines were introduced in order to assist project proponents and the TPTWG-MG with the process to be used within TPTWG. They were intended to complement the general approval procedures put in place by the fore-runner committee to the BMC. As guidelines became out-dated, they slipped into disuse with the result that proposals sponsored by Experts Groups are neither ranked nor reviewed in a systematic way within TPTWG. The process in recent years has tended towards 'rubber stamp' endorsements at the final meeting of HODs and the Closing Plenary.

At TPTWG-32, it was agreed that Experts Group chairs would submit proposals to the TPTWG-DLS for circulation to HODs intersessionally after undertaking an initial prioritization of the projects. For the process to be transparent, the criteria used in the priority-setting exercise need to be determined. A pilot prioritization exercise was conducted by the TPTWG-DLS in August 2009 on four proposals submitted for BMC's final funding approval session. The criteria used to establish the ranking were:

- if a second submission, responsiveness to previous BMC assessment comments;
- continuity of a proven funded initiative;
- partnership with other APEC fora; and
- if a new project area, its potential.

From the review of project funding decisions taken at the BMC approval session in October 2009 (see section 5.2), it is evident that the above four TPTWG criteria were not fully harmonized with the five assessment criteria used by the SPAP.

Recommendation TPT5: The TPTWG-MG to consider introducing Project Ranking Guidelines which identify each step of the TPTWG ranking process. In addition to adopting the same five criteria used by the SPAP, the guidelines should explain how these criteria are to be applied to TPTWG project proposals including the use of quantitative sub-criteria such as the number of co-sponsors, industry partners and external quality assessments.

3.5 TPTWG Website

The website was established in 1998 with three primary aims;

- To publish administrative arrangements and papers for each TPTWG meeting;
- To publish contact officers and the results of all TPTWG projects; and
- To provide a means of interactive communication between TPTWG participants.

In the intervening decade, the content of the website has expanded considerably and was re-formatted in 2007 to reflect the new structure. Since 2006, it has been maintained by the People's Republic of China. While protocols govern the submission of new content onto the website, this is not the case for removing or updating material. As a result, several main pages on the site have material which is out-of-date, particularly on those established for the Lead Shepherd, Transportation Working Group, Projects, Achievements, Training and TPTWG Contacts. From time to time, for example in advance of a TMM, the site has been used by drafting groups. As the website is accessible to the public, this content should have access restricted for the exclusive use of drafting groups, as was the case for the Aviation Security Sub-Group in 2003.

At TPTWG-32, a presentation was made by the CPAU to introduce a website development tool kit for all existing APEC websites and announce the issuance of website guidelines in September 2009.

Recommendations: The TPTWG-MG to consider:

TPT6: Consulting with the CPAU unit in devising protocols to ensure that all content on the TPTWG website is final, current, accurate, correctly positioned, relevant, consistent with APEC Website Guidelines and, if practical for drafting groups, password protected. These protocols should be incorporated into the TPTWG Management Guide and, as appropriate, into the TOR for Experts Group and sub-groups.

TPT7: Listing Points of Contact for each economy on the website.

3.6 Strategic Direction Paper

One of the main decisions taken at the 1999 Mandate Review was to develop a Strategic Direction Paper based on the outcomes of a one-day Brainstorming Session that was held in conjunction with a TPTWG meeting. Its purpose was to 'allow the TPTWG to examine its strengths and weaknesses, and thereby define how it might more effectively comply in future with Leaders' and Ministers' directives, achieve progress in implementing APEC's goals, and serve the region's communities and business/private sector.' Its goal was not to define new areas of work or priorities. The strategic direction emerged in the form of 13 Principles of Action to guide future work, specifically in the execution and development of an Operational Plan (see Section 3.7).

Following concerns expressed in the wake of the events of September 11, 2001, that APEC was placing too much focus on security and not enough on trade liberalization, these Principles for Action were reviewed in 2004. The result was a set of 17 'policy goals' grouped into four thematic areas –Trade Liberalization, Trade Security, Safety and Human Capacity. While these goals provided direction on the activities to be pursued in the short-term they were not strategic. The TPTWG TOR and its summary description on the main APEC website provide a broad statement of the TPTWG aims which are to:

- achieve the liberalization of transportation services; and
- balance security, safety and environmental requirements with trade facilitation

However, the document research conducted for this assessment was unable to locate any statements to indicate how these aims would be achieved (e.g. by developing a set of strategic objectives). As a result, TPTWG work priorities tend to be short-term in contrast to the requirement identified in the 2006 review of SCE for working groups to have a medium to long term agenda.

Recommendation TPT8: The TPTWG-MG to consider holding a brainstorming session, possibly as an integral part of a preparatory meeting for the next TMM, with a view to developing strategic direction in the form of a set of medium and long-term goals and objectives. It should also address the appropriate level of business sector participation in plenary sessions and meetings of Experts Groups and sub-groups. Preliminary ideas may be circulated in advance of the brainstorming session.

3.7 Operational Plan

One of the APEC Ministerial decisions on the 1999 Management Review was that all APEC fora should prepare annual Operational Plans. The first plan was drafted in 2000 showing the following five information items for each Trade and Investment Liberalization Fund (TILF) Collective Action and ECOTECH Joint Activity:

- Future Follow-up
- Outcome(s)
- Time Frame
- Benefits
- Beneficiaries

The Plan also contained three time frames:

- short term (equivalent to the current year);
- medium term (equivalent to a 3-year time horizon); and
- long term (equivalent to a 7-year time horizon).

The last Operational Plan was tabled at the TPTWG meeting in May 2006. Subsequently, the TPTWG produced an Annual Work Plan primarily to meet SCE reporting requirements. The 2009 edition was a two-page document which lacked specifics other than identifying seven expected deliverables; five related to the conduct of APEC-funded projects while the remaining two identified the conduct of TPTWG-32 and a revised work plan. Meanwhile, the newly-established Experts Groups maintained annual work plans to meet their needs.

At TPTWG-32, it was agreed that the TPTWG-LS would lead the implementation of a biennial Operational Plan. Until such time as a more results-oriented planning and reporting process is in place, the template should have activity groupings loosely-based on the four priority areas identified in the 2009 JTMS, namely:

- Liberalization and Facilitation of Transport Services
- Transportation System Interconnectivity
- Safety and Security
- Sustainable Transport

Such an approach should start to shift the emphasis in TPTWG work plans from a modal activity basis to one that is more closely aligned with APEC's priorities and desired outcomes for the transportation sector.

Recommendation TPT9: The TPTWG-MG to consider designing a template for the re-introduced Operational Plan that would provide the basis for a more results-oriented approach to annual work planning and reporting by the Experts Groups and their sub-groups.

3.8 Management Guide

The document was first issued in 2000 as a guide to the major roles and responsibilities of TPTWG members. It underwent a major revision in 2006 to reflect the new TPTWG structure. The Guide identifies the general and specific responsibilities of the TPTWG-LS, TPTWG-DLS, HODs, Member Economies, the TPTWG-PD and the Meeting Hosts. Presently, it is only accessible on the TPTWG website as part of the Management Guidance section within the Lead Shepherd main page.

At TPTWG-32, the document was updated to clarify roles and responsibilities of all office holders including, for the first time, the Deputy Chairs of the Experts Groups. Also, it was expanded to include a new section on meeting management, a key aspect of which was to specify deadlines for papers to be accepted. Here, it should be noted that, as of two weeks before TPTWG-32, only five papers and six agendas had been posted on the website; one week later, while there were many more papers posted, some could not be opened and an Experts Group agenda was still missing.

Recommendations: The TPTWG-MG to consider:

TPT10: Establishing a Management Framework main page on the TPTWG website to improve access to the contents of the expanded Management Guide and other management instruments such as the Guidelines for HODs.

TPT11: Including a list of all adopted management instruments and their inter-dependencies in the Management Guide.

3.9 Progress Report on APEC-funded Projects

This report was introduced in 2003 as a way of keeping members of the TPTWG-MG and other interested parties informed on the progress of projects at the pre-and post- approval stages. The report continues to be updated by the TPTWG-PD using the original format. However, it is not updated with the regularity needed for TPTWG-MG members to exercise their oversight responsibilities by keeping abreast of the status of projects as they move through their life cycle; moreover, the document is not posted to the TPTWG web-site.

Recommendation TPT12: The TPTWG-MG to consider endorsing the Progress Report for APEC-funded Projects as a management instrument, amending its template, transferring responsibility for its maintenance to project overseers and posting it on the Projects section of the TPTWG website.

3.10 Matrix of Actions

In 1995, a Matrix of Actions was prepared based on commitments made at one TPTWG meeting for review at the next meeting. The matrix identified the TPTWG-MG member(s) and HODs responsible for taking

action. The matrix was not prepared for subsequent meetings although it appears to be an effective instrument of managing TPTWG operations.

Recommendation TPT13: The TPTWG-MG to consider reintroducing a Matrix of Actions at the next TPTWG meeting as an efficient way of keeping track of commitments made by TPTWG-MG members and HODs from one meeting to the next. Thereafter, it could be appended to the TPTWG-LS meeting report.

3.11 Terms of Reference

The TPTWG TOR, which were updated in 2008, provide for a review every four years. This contrasts with the TOR for the Experts Groups and their sub-groups, which were endorsed in 2006 but do not contain a review clause although the “relevance” of each sub-group is required to be assessed on an annual basis by the HODs. A review of TOR contents revealed:

- overlaps with other management instruments (e.g. roles and responsibilities, priorities and output);
- content differences (e.g. Operating Principles are specified in some TORs but not in others);
- unstated authorities for the TPTWG relative to the Experts Groups (e.g. approval of work plans which is specified for three Experts Groups but not the other one);
- a focus on “specific areas of work”, many of which inevitably have changed over time.

Recommendation TPT14: The TPTWG-MG to consider updating the TPTWG TOR to reflect the results of any brainstorming session held before the next TMM and seeking approval at a subsequent SCE meeting. It should clarify approval authorities within the TPTWG and serve as a template for the Experts Groups and sub-groups.

3.12 Reporting Templates for Experts Groups

Two Reporting Templates have been introduced since the restructuring took place in 2006 as a way of promoting consistency in the documentation presented by Experts Groups at TPTWG meetings.

(a) The Final Report template appears to serve two objectives:

- to record the proceedings of Experts Group sessions for the benefit of delegates at the Closing Plenary of each meeting;
- to identify any decisions and direction required from the TPTWG-MG and HODs at the final HODs meeting (which precedes the Closing Plenary).

The preparation of these Final Reports (which are typically 6-12 pages long) require considerable effort by the Chairs of the Experts Groups on the penultimate day of the meeting as they encompass the full range of meeting proceedings and project activities; inevitably, their presentation typically takes up considerable time during the time-constrained Closing Plenary and prevents any meaningful discussion on key issues (e.g. new project and policy initiatives, continuation of sub-groups, changes to office-holders).

An analysis of the reports prepared by the TPTWG-LS and chairs of Experts Groups and sub-groups at TPTWG-32 revealed inconsistencies and gaps in decision-making. For example, one sub-group sought approval of its final report, work plan and intention to reconvene at the next TPTWG meeting. There was no indication in higher level reports that the requested approval had been granted. Similarly, recommendations by other sub-groups were reported as being approved but without any indication of approval level.

(b) The Annual Work Plan template was introduced after the TMM in 2007 to measure progress made in meeting each of the Ministerial Directives. However, due to the number of directives, the format was unwieldy and did not allow the TPTWG-MG to assess progress in terms of success in achieving planned outputs and outcomes within specified time frames.

Recommendations: The TPTWG-MG to consider:

TPT15: Designing a two-page Summary Final Report Template that enables the Chairs of the Experts Groups to concisely present meeting accomplishments and issues requiring direction to the TPTWG-MG,

HODs and the Closing Plenary consistent with approved TOR; the full-length final reports would follow within 30 days.

TPT16: Designing a Work Plan template that enables the Chairs of the Experts Groups to report progress in achieving planned results consistent with their Summary Final Report and the Operational Plan template as recommended in Section 3.7

3.13 Lead Shepherd’s Direction Letter

A Policy Direction Letter was issued for the first time by the TPTWG-LS in 2007. It was sent to HODs and Chairs of the Experts Groups a month before the TPTWG meeting, as a follow-on to the JTMS that emerged from the TMM held earlier in the year. The one-page letter provided broad direction on “key themes” that would need to be discussed by HODs; also, it provided more specific direction on areas of work to be pursued by each Experts Group. Similar letters were issued in advance of each ensuing TPTWG meeting.

A review of the letter issued for TPTWG-32 revealed that it reproduced much of the detailed priorities contained in the JTMS issued a month earlier but did not seek to transform the more general direction associated with cross-cutting initiatives (e.g. biofuels, renewable energy resources and technologies, and corporate social responsibility) into priority statements for the transportation sector. This transformation task was delegated to the Chairs of the Experts Groups who may not have had sufficient lead time to satisfactorily incorporate into their agendas. Also, the priorities have tended to be written in activity-oriented rather than results or goal-oriented language.

Recommendation TPT17: The TPTWG-MG to consider using the TPTWG-LS Policy Direction Letter, as the basis for transforming the strategic direction contained in the APEC Annual Tasking Statement into goal-oriented implications for TPTWG and issuing it to the Chairs of the Experts Groups at least two months in advance of the first TPTWG meeting held within a given year.

4. ANALYSIS OF TPTWG OPERATIONS

4.1 Activities

In order to obtain some insight into the focus of TPTWG activities, a preliminary review of the activities of each Experts Group was conducted to the extent permitted by the activity descriptions. The activities were grouped into five general categories - Trade & Liberalization, Technology, Sustainability, Safety and Security.

The analysis in the chart on the next page indicated that a majority of the 80 activities underway within the TPTWG continue to be related to safety and security whereas the core area of trade and liberalization accounted for less than one-fifth of the activities. While safety and security improvements are undoubtedly important contributors to trade facilitation, it is noteworthy that they outnumber activities more directly related to economic cooperation by a margin of 3 to 1. Also, the vast majority of the activities were either short-term (to be concluded within a year) or ongoing (with no end-date specified).

Activity Area	No. of Activities for each Experts Group				
	AEG	IIEG	LEG	MEG	Total
Trade & Liberalization	3	7	-	5	15
Technology	-	4(b)	1	-	5
Sustainability	4	2	5(c)	2	13
Safety	18(a)	-	8(c)	2	28
Security	8	-	3	8	19

Source: Work Plans for 2009 and Beyond.

Notes: (a) Excludes the 5 ICAO Seminars and Conferences listed as TPTWG activities

(b) The multiple technology activities of the GIT were consolidated into a single activity within the IIEG Work Plan.

(c) 6 Vehicle Standards Harmonization Sub-Group activities were split equally between these two categories.

In terms of collaboration with other Experts Groups, other APEC fora and international organizations, a review of the final reports and work plans presented at TPTWG-32 provided no evidence of joint ventures by Experts Groups (e.g. a modal group working in tandem with the intermodal group on cross-cutting issues). Also, collaboration with other APEC fora appeared to be limited to the Energy and Tourism Working Groups while only a handful of international organizations and association received observer or guest status, typically as invitees of sub-groups; the ongoing liaison between the IIEG and the International Standards Organization (ISO) was a notable exception.

If the current mix of activities and their time frames are perceived to require adjustment, this can be achieved by applying the management instruments described in the previous section.

4.2 Publications

The number of publications produced by APEC working groups can be a useful indicator of their effectiveness. A comparison of the publications on the APEC website for SCE fora during the 2006-09 period revealed that, as of September 2009, the TPTWG had six listed, ranking it seventh among the 11 SCE Working Groups and well behind the EWG (33). None of these six reports was listed on the TPTWG Publications web-page, the last entry being a 2003 report. Moreover, as of February 2010, these six reports had been visited on average nine times on the APEC website.

Recommendations: The TPTWG-MG to consider:

TPT18: Establishing a protocol within the TPTWG Management Guide to ensure that all approved reports are published on the TPTWG website in a timely manner.

TPT19: Establishing a protocol with the CPAU to promote published documents to the fullest extent possible.

4.3 Characteristics of Office Holders

Office Holders are the TPTWG-LS, TPTWG-DLS, the Chairs and Deputy Chairs of the Experts Groups and their sub-groups. A review of office holders at TPTWG-32 revealed that:

- 60% of member economies held positions;
- 30% of the positions were held by females, which is slightly higher than their level of representation among TPTWG delegates;
- Only one position remained vacant;
- Several incumbents were appointed to a second two-year term to avoid the office becoming vacant.

4.4 Support Services

TPTWG operations are highly dependent on the support services provided by not only the TPTWG-PD but also the staff in the home organization of the office holders. In both instances, despite the lack of quantitative data to support the assertion, the volume of required support seems to outstrip the available capacity to provide it.

The TPTWG-PD has an estimated 100 days each year in which to provide a wide range of services individually to each TPTWG-MG member; the TPTWG-MG as a whole; HODs; delegates at the Opening Plenary of each TPTWG meeting; and project proponents and overseers. He acts as a conduit between the TPTWG and higher level fora, notably the SCE, SOM, BMC, by relaying reports of TPTWG activities in one direction (including an annual report on the TPTWG to the SCE) and conveying direction and priorities from

Leaders and Ministers meetings in the other. He also interfaces with other PDs in the APEC Secretariat to provide advice and assistance as required on cross-cutting activities and the ongoing initiatives within the PMU and Policy Support Unit.

Similarly, the secretariat function associated with the efficient running of the TPTWG and each of its Experts Groups and sub-groups can be as high as 100 days depending on the size of the group and the number of projects and initiatives that are underway. While the workload may peak in the six weeks leading up to a meeting, there is a residual workload throughout the intersessional periods. This significant workload may be influencing the willingness of individuals to hold leadership positions. In the *APEC Consolidated Guidelines for Lead Shepherds* document, which was updated in 2006, one guideline made provision for a working group to establish “an Advisory Committee to ensure assistance, support and continuity in the tasks and responsibilities allocated to the Lead Shepherd”. This practice was adopted in 2007 due to the high degree of coordination necessitated by the new structure and the TMM. It continues to this day.

Also, the administrative effort to host TPTWG meetings is substantial. While the *Guidebook on APEC Procedures and Practices* (November 2007) is a useful source of information, there is no feedback mechanisms for hosting economies to report on how the guidelines can be improved.

Although the general duties and responsibilities of the TPTWG-PD are documented in the Management Guide, they lack the level of detail contained in the generic *APEC Secretariat Program Director Job Description* (updated as of November 2008). As a result, the delineation between the responsibilities of TPTWG office holders and the TPTWG-PD is not always clear, particularly in the areas of project management assistance to the chairs of Experts Groups and sub-groups, and coordination with other units in the APEC Secretariat. New office holders sometimes expect a higher level of support than the TPTWG-PD is required to provide.

Whereas a newly-appointed TPTWG-PD has access to a network of other PDs and a manual on operating procedures - *Best Practices Guidelines for APEC Secretariat Program Directors* - newly appointed TPTWG office holders only have access to TORs and the Management Guide as a means of understanding their responsibilities and how they relate to those of the TPTWG-PD, a situation which can lead to a feeling of isolation.

Recommendations: The SCE, AS & TPTWG respectively to consider:

SCE4: Issuing a *Best Practices Guidelines for Working Group Office Holders* document that provides advice on how to exercise their responsibilities similar to the one that exists for PDs.

AS1: Providing the TPTWG-LS and her counterparts with a list of the specific responsibilities of PDs in supporting their SCE fora, based on the generic PD job description.

TPT20: Surveying the effort expended by office holders and their staff in the delivery of support services.

TPT21: Publishing the annual Report of Transportation Working Group to the SCE on the TPTWG website.

TPT22: Inviting feedback from hosting economies on improvements to hosting guidelines.

5. ANALYSIS OF TPTWG PROJECT MANAGEMENT PRACTICES

5.1 Status of TPTWG Projects

As of August 2009, there were 16 TPTWG projects located within the lifecycle for APEC- funded projects. Any review of TPTWG management practices must take into account the continuing improvements to the BMCs project approval, guidance and oversight practices since the establishment of its PMU in 2007. In particular, the Project Database component of the APEC Information Management Portal (AIMP), in addition to a full listing of funded projects and the *Guidebook on APEC Projects*, has contents relevant to not only project overseers but also others interested in the status of TPTWG projects. These contents include:

- a Bulletin Board showing the status of projects seeking funding approval and those which had been previously submitted for approval;

- a search capability that enables projects to be listed by their status;
- guidance materials for project proponents and overseers including model proposals and lessons learnt from evaluation reports.

The status of the 16 projects is summarized below:

Project Life Cycle Stage	Sponsoring Experts Group				
	AEG	IIEG	LEG	MEG	Total
Status unknown following BMC non-approval	-	-	-	2	2
Submitted for BMC approval	1	2	-	1	4
Post-approval, pre-contract award	-	-	-	-	-
Post-award, pre-implementation	-	2	-	-	2
Implementation	1	3	1	-	5
Post-implementation-draft report	-	-	1	-	1
Final Report	-	-	-	-	-
Publication on APEC website	-	1	-	1	2
All Stages	2	8	2	4	16

Source: Final Reports of Experts Groups at TPTWG-32, July 2009

While the database's accuracy and completeness continues to improve, a review of TPTWG projects revealed that:

- 10 projects were in 'Implementation';
- Four projects had received 'SCE Approval' while seven projects had been 'Rejected';
- The last 'closed' project was dated November 2006;
- The audited expenditure of APEC funds on TPTWG projects in 2008 was US\$312,000.

Closer inspection revealed that:

- Some of the projects in 'Implementation' had been completed;
- Some of the 'Rejected' projects had been re-submitted and approved, and were being implemented;
- The 'SCE-approved' projects were the four proposals under consideration for funding at BMC Approval Session 3 in October 2009;
- Several of the projects had missing information on the start and end dates as well as incorrectly listed Project Overseers and Secretariat contacts.

The Lessons Learnt from Evaluation Reports page was an unconsolidated listing of points extracted from evaluation reports for each of six years, from 2002 to 2007; also, four project proposals were listed as 'model' templates but without any explanation (each one exceeded the guideline of being more than 10 pages in length).

Recommendations: The APEC Secretariat to consider:

AS2: Developing protocols to ensure that all project information in the database is accurate, complete, up to date and aligned with each stage of the project life cycle.

AS3: Surveying experienced project overseers to seek input on the format and content of the guidance material posted on the APEC Project Database website other than the Guidebook which is being revised.

5.2 Project Funding Patterns

During the first two funding sessions held by the BMC in 2009, 52% of the 69 projects submitted received funding approval. The average award was US \$75,000 with 67% falling in the US\$50-100,000 range while a further 19% exceeded US\$100,000. A review of seven TPTWG projects that received funding approval in the last 18 months revealed a similar profile. The average award was US\$79,000 with 71% falling in the US\$50-100,000 range and a further 29% exceeding US\$100,000.

While the limited scope of the analysis did not permit a comparison of APEC funding as a proportion of the Total Estimated Cost (TEC), it was noteworthy that the APEC funding for the seven TPTWG projects amounted to 54% of the TEC. However, this proportion dropped to 48% with the removal of the one project which was 100% reliant on APEC funds. For the remaining six projects, the sponsoring economies contributed \$1.07 for every \$1.00 funded by APEC.

The funding profiles of the four projects submitted for APEC funding at BMC Approval Session 3 in October 2009 and the resulting decisions were as follows:

Project Type	TEC (US\$000)	APEC Funding (US\$000)	Sponsor Funding (US\$000)	Project Duration (months)	Co-sponsors (No.)	SPAP Score (3 max)	Supported by BMC (US\$000)
New	214	214	0	14	3	2.05	214
New	157	118	39	12	2	2.10	118
New	150	75	75	18	4	1.85	0
Resubmit	150	75	75	16	7	1.60*	0

* The relatively low SPAP score for the resubmitted proposal was mainly due to its lack of revision after the initial SPAP assessment and no clarification of queries raised by the SPAP.

The table suggests that proposals are becoming less reliant on funding by sponsoring economies than has been the case in the past. Of the two recommended projects, one was solely reliant on APEC funds while the other was 75% reliant. None of the above projects was seeking funds from the Trade and Liberalization Fund (TILF) reflecting a similar pattern to the seven projects underway where only one has been funded from the TILF. Both recommended projects, if approved, would receive funding from the Human Security Sub-fund

5.3 Compliance with APEC Project Guidelines

The Guidebook on APEC Projects is intended to provide a practical handbook for managing APEC projects at each stage of their life cycle. It is the main source of guidance for TPTWG project proponents and overseers. Thus, it would be reasonable to expect a high degree of compliance with them and with reasons documented for any deviations. Following are the results of a compliance check conducted in June 2009 on 12 projects.

5.3.1 Proposal Stage

- All exceeded the maximum length of 10 A4 pages, in one case by as many as 15 pages. The advantage of maintaining conciseness is that it encourage proponents to document only important aspects of their proposal, thereby facilitating the review process
- All had a minimum of three proposing and co-sponsoring Economies

5.3.2 Assessment Stage

- 54% of the Quality Assessment Framework scores were ineligible in that they were done by a project proponent or project overseer.
- 82% of the scores were the maximum of 3.0 which represents a good practice and is “a rare score that is not given lightly.”
- With one exception, consolidated scores ranged from 2.69 to 2.94, suggesting that this method of assessment was not a useful means of ranking projects in order of their relative merit. Following the July 2009 BMC meeting, it was announced that fora scores would no longer be used as a component in the overall project score determined by the BMC.

5.3.3 Contracting Stage

- Two projects over US\$50,000 were “directed” to a contractor rather than being subjected to a bidding process. The rationale for doing so has not been made available, leaving a perception of pre-determination, particularly as the preferred contractor was mentioned several times in the proposal.
- Another project over US\$50,000, which took the “good practice” approach of posting the RFP on the APEC website and established a bidding committee comprised of the proposing Economy and three co-sponsoring Economies to evaluate the tenders using a set of established criteria.

5.3.4 Implementation Stage

- In all but one instance, subsequently rectified, the Project Overseer was independent from those contracted to implement the project.
- Progress reports for all funded projects were presented and discussed within the Experts Groups at TPTWG-32.
- There is no formal monitoring mechanism by which Chairs of the Experts Group can alert the TPTWG-MG to project issues that may require their attention (e.g. projects significantly delayed due to sponsoring economies experiencing difficulty in meeting self-funding commitments).

5.3.5 Evaluation and Reporting Stage

- Only one evaluation report could be obtained. It was drafted and submitted shortly after project completion, in accordance with the guidelines. The Project Overseer has yet to receive feedback from the BMC Small Group which is responsible for assessing TPTWG Evaluation Reports.

Recommendation AS4: The APEC Secretariat to consider inviting the TPTWG-DLS to become an ex-officio member of the BMC Small Group responsible for assessing TPTWG Evaluation Reports

5.4 Secretariat Review of Current Proposals

In September 2009, the SPAP reviewed four TPTWG project proposals as part of the process for making the final round of funding decisions. While the five assessment criteria used by the SPAP differ from the 17 criteria used in the Quality Assessment Framework, it is noteworthy that the SPAP scores are significantly lower, being in the 1.45 to 1.60 range as compared to the relatively high self-assessment scores (ranging from 2.75 to a perfect 3.0). From the SPAPs accompanying comments, it is evident that project proponents need to ensure that their proposals place adequate emphasis on such factors as:

- the needs and interests of developing member economies for projects seeking funds from the APEC Support Fund;
- the risk and risk management methodology (which should be described for each major step of the project rather than just for the whole project);
- consultation with other APEC fora
- leveraging on other activities in APEC and elsewhere;
- a clear follow-up plan;
- methodology for assessing end-of-project targets (which should be medium-term and outcome-oriented rather than short-term and output-oriented);
- indicators of success (which were omitted from many of the proposals examined);
- awareness of similar or related work done by other organizations; and
- the extent to which the project will address specific gender issues.

Recommendations:

AS-5: The APEC Secretariat to consider strengthening the ‘Model Proposal’ component of the Project Database website by providing model templates of each section of a proposal with an accompanying explanations.

TPT23: The TPTWG-MG to consider ensuring that the Chairs of the Experts Groups do not serve as project proponents and overseers so as to avoid any perceived conflict of interest situations in exercising their project oversight responsibilities.

6. SUPPORTING INPUT TO THE ASSESSMENT

6.1 Delegates to TPTWG-32

To build on the research undertaken by the assessors, delegates at TPTWG-32 were requested to complete short (1-2 pages) questionnaires. They were designed to provide information on the nature of their participation as well as their views on the changes to the structure and activities of the TPTWG that they would like to see occur as part of a process of continuing improvement. The summary of responses is shown in the ensuing table.

Questionnaire for:	No. of responses
All Delegates	29 (from 8 economies)
Heads of Delegation	3 (of 20 attending economies)
Experts Group Chairs	1 (of 4 chairs)
Sub-Group Chairs	0 (of 7 chairs)
Members of Economy Delegations	22 (from 6 economies)
Non-member Guests & Observers	0 (from 2 guest economies & 3 international organizations)
Project Overseers	1 (of 5 in attendance)

Approximately 10% of delegates responded, but with nearly 60% of all responses being received from two member economies; no responses were received from 60% of attending economies. Due to the low response rate in each category, it was difficult to provide findings that are statistically significant. However, the following observations were possible:

6.1.1 Input from All Delegates:

- 38% of respondents were attending the TPTWG meeting for the first time, 28% for the second or third time, 17% for the fourth or fifth time, 10% for the seventh time and 7% for the ninth time;
- Only one respondent did not identify their home organization as a government department or agency;
- About 50% of respondents indicated that they spent the most of their time in sub-group sessions.

6.1.2 Input from Heads of Delegation:

- No requirement to change the TPTWG TOR;
- The TPTWG Operational/Work Planning and Reporting Process is not well understood - reporting needs to be improved;
- There should be greater management oversight of Experts Group agendas as a way of increasing private sector involvement, particularly in developing projects;
- Projects should be fully developed with sponsors in place and quality assessments completed before they are seen by HODs;
- Oversight and post-implementation evaluation of projects is limited;
- The TPTWG-MG should pro-actively manage the HOD meetings intersessionally so that participants can be fully prepared at the meetings;
- There have been too many security-related workshops (which do not appear to contribute greatly to APEC objectives);
- No TPTWG project nor initiative had resulted in measurable benefits to one HOD's economy in the last two years;
- The effectiveness of TPTWG activities could be improved by holding simpler meetings (as a way of encouraging all member economies to host meetings); and having a tighter focus on key activities in smaller sub-groups.

6.1.3 Input from Project Overseers:

- In the interest of fairness, there should be an approval process for selecting project overseers;
- The reimbursement process for expenses to be approved is time consuming and lacks flexibility;
- BMC approval sessions should be held more frequently.

6.1.4 Input from Chairs of Experts Groups:

- No changes required on linkages with the TPTWG-LS Policy Direction Letter nor with sub-group work planning and reporting processes;
- 60 days of work annually are required by the Chair and the Chair's organization to carry out responsibilities;
- The main challenge is to determine how projects sponsored by Experts Groups can contribute to an APEC ultimate goal (e.g. free and open trade and investment). This is due to the difficulty in encouraging member economies to pursue the non-binding policy-oriented outcomes of project initiatives.

6.1.5 Input from Members of Economy Delegations on:

(a) Experts Group/Sub-Group TOR - Although most respondents indicated that no changes were required, the following changes were suggested:

- make the TOR more readily available (one delegate was unaware of their existence);
- specify the process for handling papers submitted after the specified deadline;
- circulate a list of attendees with contact information after each TPTWG meeting;
- clarify that Chairs should not represent the views of their home Economy, so as to avoid any perceptions of bias in managing the business of the meeting.

(b) Work Planning and Reporting Processes - One respondent suggested the establishment of task forces for major policy items, as a way of achieving greater progress between meetings.

(c) Achieving greater involvement with international organizations, other APEC fora and the private sector - Suggestions included:

- establishing a link between the LEGs Vehicle Standard Harmonization Sub-Group and the CTIs Automotive Dialogue;
- inviting experts from the private sector and international organization to attend meetings or workshops on specific issues;
- clarifying the linkage with the CTTF;
- establishing links with the CTI on maritime trade facilitation initiatives;
- establishing a closer link with ICAO.

(d) Projects or initiatives developed within their Expert Group or Sub-Group which have resulted in measurable benefits to their economy in the last two years - Examples cited were:

- Air Cargo Security Workshop;
- training symposium on ICAOs Universal Security Audit Program;
- report on best practices in reducing greenhouse gas emissions at ports;
- Port Security Visit Program;
- port security seminar;
- Economy reports on harmonizing domestic vehicle regulations with UN Economic Commission for Europe(UNECE) regulations;
- results of the Study of Non-ratemaking Agreements in Liner Shipping.

In contrast, one consolidated response indicated that efforts to implement the substantive elements identified in the Action Plan for the Liberalization and Facilitation of Air Services had generally been unsuccessful.

(e) Increasing resources for projects and initiatives - Suggestions included:

- greater collaboration with ICAOs Cooperative Development of Operational Safety and Continuing Airworthiness Program (COSCAP);
- more economies to co-sponsor and provide experts for developing and implementing projects and participate in correspondence groups intersessionally.

(f) Additional ways to improve the effectiveness of Experts Group/sub-group activities - Suggestions included:

- greater intersessional exchange of information by e-mail;
- establishing information-sharing linkages between the three modal Experts Groups and the Intermodal Experts Group;
- greater discretionary power for the Chairs of Experts Groups to discuss their own issues (rather than respond to work directed by the TPTWG-LS);
- pre-payment of expenses for APEC activities;
- greater consultation with all economies on the purpose and benefits of projects;
- greater involvement by all delegates in meeting discussions and deliberations;
- an information kit for new delegates attending sub-groups;
- closer attention by the Aviation Security Sub-group on how it contributes to trade liberalization goals of APEC;
- a post-meeting e-mail from the APEC Secretariat asking each delegate to rate each agenda item in terms of their usefulness.

Recommendations: The TPTWG-MG to consider:

TPT24: Listing the suggestions contained in the questionnaires received from TPTWG-32 delegates into a Continuing Improvement Action Plan for discussion at the next TPTWG meeting.

TPT25: Seeking the views intersessionally of all HODs, chairs of Experts Groups and sub-groups, and project overseers who did not complete the questionnaire and adding their input to the above-mentioned Plan.

6.2 Good Management Practices of Other SCE Fora

The independent assessment reports that had recently been published for other SCE fora were reviewed in order to identify findings and recommendations that were relevant to the TPTWG as good management practices. Following is a sample of potential practices which have been extracted from Executive Summaries of Independent Assessments published over the last two years:

- “Improve the effectiveness of [MRCWG] meetings by allowing more time for strategic forward thinking in meetings. This requires more advance planning of meeting agendas, increased participation of other APEC and non-APEC fora, and less time for Member Economy reporting.”
- “...the EWG Secretariat should work with APEC Economies and EWG sub-fora to develop a new format and content for the EWG Work Plan that provides a specific, pro-active and forward looking schedule of work to be carried out over rolling periods of a minimum of two years into the future.”
- “The ACT considers the introduction of an induction programme for new members, immediately prior to each ACT meeting.”
- “The TWG should maximize the opportunities offered by its guest members in both collaboration on issues of shared interest and to raise the profile of TWG.”
- The ISTWG to “Study the potential for collaboration with the Gender Focal Point Network to develop ways of enhancing the role of women in S and T activities in member economies.”
- “TEL’s website should be conceived as one of the main communication channels instead of an information repository.”
- The GFFN to “agree to produce Gender Checklists for each Fora to be used by Fora Gender Focal Points.”

It was evident from the cursory review that these assessments contain a substantial amount of highly relevant information on good management practices as well as lessons learnt.

Recommendation SCE5: The SCE to consider consolidating the findings and recommendations in independent assessment reports with general applicability into a *Management Practices in Assessment Reports that may be of General Applicability* document similar to the *Lessons Learnt in [Project] Evaluation Reports that may be of General Applicability* document and posting on the APEC website.

7. FINDINGS

7.1 The TPTWG Structure

- The basic structure of four Experts Groups, which meet in conjunction with TPTWG meetings, is sound;
- The seven sub-groups, which have reported through the Chairs of the Experts Groups since the restructuring in 2006, contribute to the overall aims of their parent Experts Group. However, they have not been assessed on an annual basis by the HODs (as specified in their TOR) and this has led to a broadening of their agendas not necessarily in close alignment with TPTWG priorities.
- As of early February 2010, the date and location of the next TPTWG meeting had not been determined.

7.2 Management Framework

- The instruments required to manage TPTWG operations efficiently and effectively exist but have not been integrated into a single framework with interdependencies clearly identified. As a result, some key instruments such as the Guidebook for HODs and the Operational Plan have fallen into disuse.
- The TPTWG-MG recognizes the benefits of taking a 'continuous improvement' approach to strengthening the management framework and initiated such an approach at TPTWG-32.
- The lack of a strategic plan is one of the main reasons why most of the policy and project initiatives have a short term horizon.
- The support services provided by the APEC Secretariat and volunteer office-holders are significant and tend to be under-estimated. This work load may be a factor in volunteers not stepping forward to take on leadership positions.

7.3 Project Management Practices

- The quality of project proposals has gradually improved due in large part to the more rigorous specifications and assessment actions issued by the APEC Secretariat's PMU;
- The quality assessments accompanying the TPTWG project submissions seem to contribute little value to the approval process given their consistently high scores and non-compliance with Secretariat guidelines. BMC feedback on TPTWG-recommended funding proposals suggest that TPTWG review practices lack rigour;
- At the other end of the project life cycle, oversight practices with respect to the post-implementation evaluation and reporting of project outcomes have been generally benign. The majority of completed TPTWG projects appear not to have an evaluation report as specified in the Guidebook on APEC Projects.
- As a result, there is a significant lack of information available on the extent to which projects have met their goals or their "on the ground" impacts in APEC member economies. In turn, this has led to an inability to transfer the experiences from a completed project into proposals being developed for new projects.
- There is no formal process for selecting project overseers despite their critical role in managing all stages of a project and ensuring full compliance with APEC requirements.

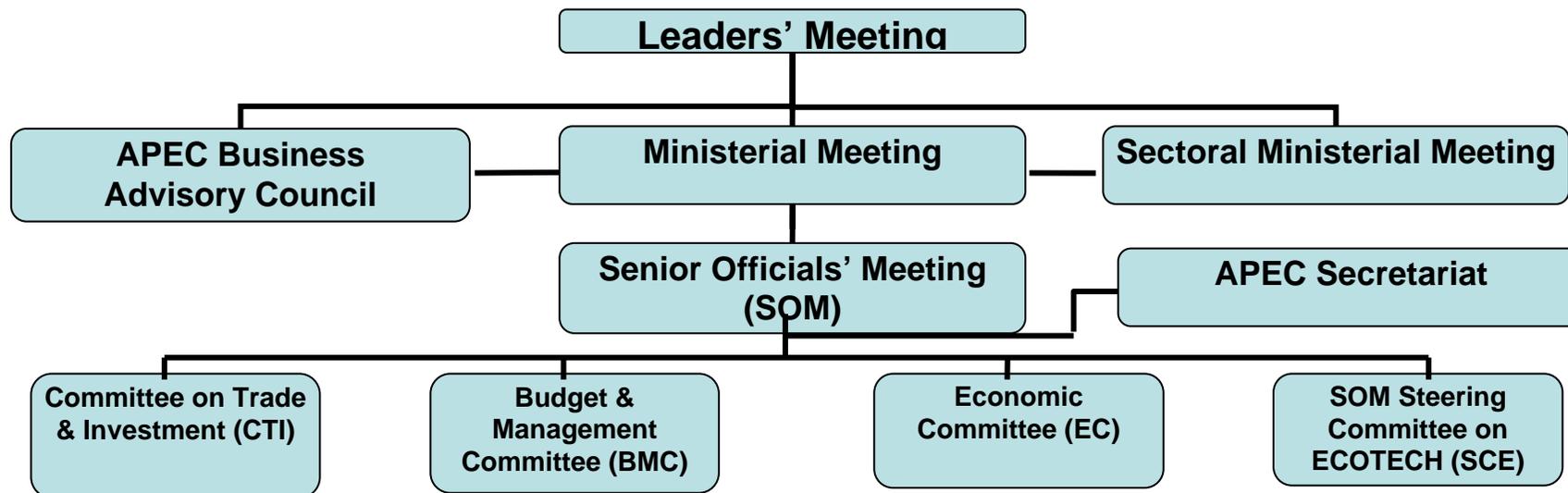
7.4 Collaboration with other APEC fora, international organizations and the private sector

- There is a general recognition that the level of collaboration with other APEC fora, international organizations and the private sector is unduly low and that this is a priority area for improvement, particularly with respect to gathering a broad range of public and private sector views within the Experts Groups on trade-related policy issues and project proposals;
- The two sub-groups which have been most successful in attracting private sector participation both meet intersessionally and have focused technical agendas of direct interest to industry stakeholders.

7.5 Meeting participation

- Delegate continuity has become an issue within the Experts Groups and their sub-groups. The turnover from one meeting to the next, coupled with the trend towards smaller delegations, results in fewer experts with the knowledge and background to discuss agenda items;
- In terms of gender, the male to female ratio continues to improve (it was 3:1 at TPTWG-32). This level of representation is reflected in the TPTWG-MG which has three female members including the TPTWG-LS and TPTWG-DLS.

ASIA-PACIFIC ECONOMIC COOPERATION



since 1994
(called RTL 1992)

• since 1994
(called BAC before 1999)

• since 1995
(called ETI 1991)

• since 1998
(called ESC before 2006)

Sub-committees/Expert Groups

- Sub-Committee on Standards & Conformance
- Sub-Committee on Customs Procedures
- Market Access Group
- Group on Services
- Investment Experts Group
- Intellectual Property Rights
- Government Procurement
- Business Mobility Group
- Electronic Commerce Steering Group

Expert Group

Competition Policy & Law Group

Special Task Forces

- Anti-Corruption Task Force (since 2005)
- Counter Terrorism Task Force (since 2003)
- Gender Focal Point Network (called SOM Ad Hoc Advisory Group on Gender Integration, 1999 - Dec 2002)
- Mining Taskforce (since 2007)
- Task Force on Emergency Preparedness (since 2005)

Industry Dialogues

- Automotive Dialogue (since 1997)
- Chemical Dialogue (since 2002)
- High Level Policy Dialogue on Agricultural Biotechnology (since 2001)
- Life Sciences Innovation Forum (since 2003)

Sectoral Ministerial Meetings Held (1992-2009)

- Education 1992, 2000, 2004, 2008
- Energy 1996, 1997, 1998, 2000, 2002, 2004, 2005, 2007
- Environment 1994, 1996, 1997
- Sustainable Development
- Finance 1994 and annually
- Health 2003, 2006, 2007
- Human Resource Development 1996, 1997, 1999, 2001
- Mining 2004, 2005, 2007
- Ocean-related 2002, 2005
- Regional Science & Technology Co-op 1995, 1996, 1998, 2004
- Small & Medium Enterprises 1994 and annually
- Structural Reform 2008
- Telecommunications & Information 1995, 1996, 1998, 2000, 2002, 2005, 2008
- Trade 1994, and annually from 1996
- Transportation 1995, 1997, 2002, 2004, 2007, 2009
- Women's Affairs 1998, 2002
- Tourism 2000, 2002, 2004, 2006, 2008