

Part I : Introduction

Background

Workshop on Government Performance and Results Management

Chinese Taipei, in conjunction with its co-sponsor New Zealand, and on behalf of the Chair of the APEC Economic Committee, would like to invite you to attend the Workshop on Government Performance and Results Management to be held at Taipei International Convention Center (TICC), Taipei, on 27-28 March 2008.

Background / Objectives for the Workshop

In 2004, Leaders gave the Economic Committee (EC) a mandate to promote the benefits of structural reform in APEC economies. The Leaders Agenda to Implement Structural Reform towards 2010 (LAISR 2010) aims to facilitate cooperation and dialogue in five priority areas: public sector management and governance, regulatory reform, economic and legal infrastructure, competition policy and corporate governance.

In the 2006 Ha Noi Declaration, APEC leaders recognized the need to intensify work on structural reform, and took note of progress in carrying out the Leaders' Agenda to Implement Structural Reform toward 2010 (LAISR 2010), which was initiated by the Economic Committee, and included public sector governance as a key theme for APEC's structural reform work program. At the second EC meeting (ECII) in 2006, the Economic Committee endorsed continuation of the theme of public sector governance for structural reform into 2007.

Being one of the APEC economies, Chinese Taipei supports structural reform issues and takes part in the EC "Friends of the Chair Group"(FotC) on public sector governance. In recognition that managing for performance is an important principle of public sector governance, Chinese Taipei proposed to organize a Workshop on Government Performance and Results Management, and at the second EC meeting (EC II) in 2007 this initiative was formally endorsed by the EC. After close consultation with EC Chair and New Zealand, the Workshop on Government Performance and Results Management will be held as a platform for all APEC members to have an in-depth discussion and experience exchange, and to contribute to the Asia-Pacific region's economic development.

Through this workshop, we hope to achieve the following objectives:

- Understand good practices in planning and setting objectives of government agencies in the public sector.
- Exchange ideas on monitoring and measuring agency progress.
- Evaluate performance for better public sector governance.

Target Audience

Managerial level government officials of APEC economies will be invited to the workshop.

Output

Through this event, we hope to achieve the following results:

- Raise awareness, stimulate new ideas and exchange experiences about managing the overall performance of public agencies and individual project results of agencies.
- The contents of in-depth policy dialogues and presentations will be made available on the APEC website to all APEC economies.

Workshop Date and Venue

Venue: Taipei International Convention Center, Taipei

Date: March 26 to 28, 2008

Agenda

Wednesday, March 26, 2008		
14:00~	Registration Venue: Lobby, Grand Hyatt Taipei Hotel	
19:00-21:00	Welcome Reception Venue: 1st floor, Residence 2, Grand Hyatt Taipei Hotel	
Time	Topic	Speakers / (Moderators)
Thursday, March 27, 2008 Venue: 2nd floor, 201DEF, TICC		
09:00-09:30	Opening Remarks	Dr. Jay N. Shih (Minister, Research, Development and Evaluation Commission, Chinese Taipei) Prof. Robert A. Buckle (Chair of Economic Committee) Dr. Brian McCulloch (Coordinator of Friends of the Chair Group on Public Sector Governance, Economic Committee)
9:30-10:00	Keynote Speech: Performance Management: It's the Results that Count	Moderator: Prof. Robert A. Buckle (Chair of Economic Committee) Keynote Speaker: The Honourable Jocelyne Bourgon (Ambassador of Canada to the OECD; President Emeritus of the Canada School of Public Service)
10:00-10:20 Break (Outside of Room 201 DEF)		
10:20-12:00	Session 1: Whole-of-government Strategic Planning	Moderator: Prof. Tsai-Tsu Su (Chair of the Department of Political Science, National Taiwan University; Head of Taiwan Public Governance Research Center)
	Speech	Speaker: Mr. Jón R. Blöndal (Deputy Head of Division, Budgeting and Public Expenditures Division, Public Government Directorate, OECD)
	Economy experience sharing1- Chinese Taipei	Speaker: Dr. Yu-Hsieh Sung (Chief Secretary, Research, Development and Evaluation Commission, Chinese Taipei)
	Economy experience sharing2- U.S.A	Speaker: Mr. Daren Wong (Program Examiner, Office of Management and Budget, U.S.A.)
12:00-12:15	Group Photo Venue: 3rd floor, South Hallway	
12:15-14:00 Lunch Venue: 3rd floor, South Lounge, TICC		
14:00-15:10	Session 2: Good Practice in Planning and Objective Setting of Government Agencies	Moderator: Ms. Tomoko Hayashi (Vice-Chair of the Economic Committee; Director for International Economic Affairs, Cabinet Office, Japan)
	Speech	Speaker: Dr. John Halligan (Professor of Government and Public Administration, University of Canberra, Australia)
	Economy experience sharing3- Canada	Speaker: Dr. Ivan Blake (Executive Director of Management Accountability with the Treasury Board of Canada Secretariat)
15:10-15:30 Break Venue: Outside of Room 201 DEF		
15:30-16:40	Session 3: Monitoring and Measuring Agency Progress, and Evaluating Performance/Reporting	Moderator: Miss Elley MAO (Vice-Chair of the Economic Committee; Principal Economist, Financial Secretary's Office, Hong Kong, China)
	Economy experience sharing4- Australia	Speaker: Dr. Michael Kirby (First Assistant Commissioner, Productivity Commission, Australia)
	Economy experience sharing5- Singapore	Speaker: Mr. William Yap (Director, Performance & Organisation, Ministry of Finance, Singapore)
18:00-21:00 Gala Dinner Venue: 33rd floor, Banquet Hall, Taipei World Trade Center Club		

Friday, March 28, 2008 Venue: 2nd floor, 201DEF, TICC	
9:30-10:30	Session 4: Demonstration on the Use of ICT in Public Sector Governance (Chinese Taipei GPMnet Report)
	Moderator: Dr. Heungsuk Choi (Director, Institute of Government Studies; Professor, Department of Public Administration, Korea University) Speaker: Mr. Chung-Ing Shih (Director, Department of Supervision and Evaluation, Research, Development and Evaluation Commission, Chinese Taipei)
10:30-10:50 Break Venue: Outside of Room 201 DEF	
10:50-12:00	Session 5: Group Discussion Group Report General Discussion
	Moderator: Dr. Brian McCulloch (Coordinator of FotC for Public Sector Governance, Economic Committee)
12:00-13:30 Lunch Venue: 2nd floor, International Lounge, TICC	
Afternoon	On-Site Visit (National Palace Museum)
18:00-21:00 Dinner Venue: 1st floor, Cafe, Grand Hyatt Taipei Hotel or Tea Meal Sets	

Speaker /Moderator (By Appearance)



Dr. Jay N. Shih

Minister, Research, Development and
Evaluation Commission, Chinese Taipei

Dr. Jay N. Shih has been the Minister of the Research, Development and Evaluation Commission (RDEC) under the Cabinet, since 2006. He is also a professor at the Department of Public Administration, National Chengchi University. Dr. Shih holds a bachelor degree from National Taiwan University, and holds a Ph.D. from the Graduate School of Public and International Affairs, University of Pittsburgh, U.S.A.

Dr. Shih had actively participated in public affairs before taking up his current post, including serving as a member of Commission on Government Reform from 2001 to 2006, as well as being President of the Board of Directors, Transparency International-Taiwan from 2003 to 2006.

His major research interests include public personnel policy, human resource management, comparative public management and administration, policy analysis and government budgeting. He has contributed numerous chapters and papers published in Chinese journals and books. He was awarded a Wu San-Lien Award (1998) for distinguished achievements in public administration. He is also a member of the editorial boards of many top academic journals.



Prof. Bob Buckle

Chair of the APEC Economic Committee

Professor Buckle is the Chair of the APEC Economic Committee. He was recently appointed Pro Vice-Chancellor and Dean of Commerce and Administration at Victoria University of Wellington. Professor Buckle is also an advisor to the New Zealand Treasury, where he is assisted in his role as APEC EC Chair. From 2000 to 2007 Professor Buckle was a Principal Advisor to the New Zealand Treasury where he led work on macroeconomic policy priorities and the development of the Treasury's economic growth programme.

Prior to joining the Treasury in 2000, Professor Buckle was Head of the School of Economics and Finance at Victoria University of Wellington. He was a full-time member of the academic staff at Victoria University from 1981 to 2000 and has been a visiting economist at several overseas universities, research institutes and international economic policy organizations. In 2003 he was awarded the NZIER/QANTAS award for contributions to New Zealand economics.

Speaker /Moderator (By Appearance)



Dr. Brian McCulloch

Director, Economic Performance Group
of the New Zealand Treasury

Dr. McCulloch is the Director of the Economic Performance Group of the New Zealand Treasury, and currently involved primarily with international issues. Since joining the Treasury in 1989, Dr McCulloch has undertaken various management and advisory roles, mainly in the area of financial management policy and strategy. He led the policy development for the establishment of the New Zealand Superannuation Fund and he has presented various papers and articles on the structure and governance of public funds, financial analysis and financial reporting policy, public sector financial management, reform, and Kiwi Saver. Dr. McCulloch holds a Ph.D. in Business from the University of Washington, U.S.A.

He is also a Chartered Accountant and a member of the Professional Conduct Committee of the New Zealand Institute of Chartered Accountants.



The Honourable Jocelyne Bourgon

Ambassador of Canada to the OECD;
President Emeritus of the Canada
School of Public Service

The Honourable Jocelyne Bourgon is a Distinguished Visiting Professor of Public Administration at the University of Waterloo and the Center for International Governance Innovation, as well as President Emeritus of the Canada School of Public Service. She was appointed to the rank of Deputy Minister in 1989. In that capacity she was the official in charge of the constitutional negotiations which led to the Charlottetown Accord in 1992. She oversaw the transformation of the Department of Transport including rail privatization, the commercialization of air traffic control and the devolution of airports. She served as President of the Canadian International Development Agency (CIDA) and was Deputy Minister of Consumer and Corporate Affairs.

In 1994, the Honourable Jocelyne Bourgon was appointed Clerk of the Privy Council and Secretary to the Cabinet. She became the 17th Clerk and the first woman to hold this position. From 1994 to 1999, she led the Public Service of Canada through some of its most important reforms since the 1940s. She oversaw the Program Review exercise which contributed to eliminating the deficit, and realigned the role of the Public Service. In December 1998, she was summoned to the Queen's Privy Council for Canada in recognition of her contribution to her country. She served as President of the Canadian Centre for Management Development from 1999 to 2003. From 2003-2007, she served as Ambassador to the Organization for Economic Cooperation and Development (OECD). Since 2007, she has served as special advisor to the Privy Council Office and President Emeritus of the Canada School of Public Service.

Speaker /Moderator (By Appearance)



Dr. Tsai-Tsu Su

Professor and Chair, Department of
Political Science National Taiwan
University

Dr. Tsai-Tsu Su has been the Chair of the Department of Political Science at National Taiwan University since 2005. She was also the President of the Taiwan Association for Schools of Public Administration and Affairs from 2005 to 2006. She is currently on the editorial board of several academic journals and has served as a consultant for a number of government agencies.

Dr. Su is the author or editor of numerous books, book chapters and articles on public budgeting, fiscal administration and administrative reforms. Her most recent book is entitled *The Repositioning of Public Governance: Global Experience and Challenges*, co-edited with Dr. Gerald E. Caiden.

Dr. Su received her Ph.D. in Public Policy Analysis from Carnegie Mellon University and taught at the State University of New York at Stony Brook before returning to Taiwan in 1991. She has been teaching at National Taiwan University since her return.



Jón R. Blöndal

Deputy Head of Division, Budgeting
and Public Expenditures Division
Public Government Directorate, OECD

Jón R. Blöndal is the Deputy Head, Budgeting and Public Expenditures Division, Organisation for Economic Co-operation and Development (OECD). The main mission of the Budgeting and Public Expenditures Division is to support the activities of the Committee of Senior Budget Officials (SBO), which brings the budget directors and other senior officials from OECD member countries and partner countries together to improve the effectiveness and efficiency of resource allocation and management in the public sector. SBO is recognised as the world's leading forum on international budgeting issues.

Mr. Blöndal currently also serves as Editor-in-Chief of the quarterly OECD Journal on Budgeting, a member (observer) of the International Public Sector Accounting Standards Board and a member of the Conseil Scientifique of the Revue Française de Finances Publiques.

Prior to joining the OECD in 1995, Mr. Blöndal was Head of Division, Icelandic Ministry of Finance. Concurrently, he served in the Office of the Prime Minister as Executive Director of the Icelandic Government's Privatisation Commission.

Mr. Blöndal received his degree from the George Washington University, Washington, D.C., in 1990. In summer 2001, he was a guest scholar at Brookings Institution, Washington, D.C., while on sabbatical from the OECD.

Mr. Blöndal is a citizen of Iceland, and currently lives in Paris, France with his wife and daughter.

Speaker /Moderator (By Appearance)



Dr. Yu-Hsieh Sung
Chief Secretary, Research,
Development and Evaluation
Commission, Chinese Taipei

Dr. Yu-hsieh Sung is the Chief Secretary of the RDEC under the Cabinet. He also teaches as Adjunct Associate Professor at Chung-Yuan University.

Dr. Sung has been working for the RDEC since 1985. His areas of experience mainly include e-government, government performance evaluation, and government reform, amongst others. He was the key person to lead a group on developing, coordinating, and expediting the "Electronic Government" project, begun in 1996. In the past four years, he has made efforts in promoting the re-engineering of government organizations, which requires the strategic use of ICTs within government administration. He also has vast experience in many government information systems projects, including local government office automation, privacy protection in cyber-age and official document exchange.

Dr. Sung holds a B.Sc. degree from Chung-Hsing University, an M.P.P. degree from the University of Michigan, U.S.A. and a Ph.D. degree in Business Administration from Chengchi University. He also frequently lectures at numerous government training programs for civil servants.



Daren Wong
Program Examiner, Office of
Management and Budget, U.S.A.

Daren K. Wong is a Program Examiner at the OMB in Washington, DC, where he is responsible for providing government-wide leadership to Executive Branch agencies to improve program performance and implement the Performance Improvement Initiative of the President's Management Agenda. His duties include administering the Program Assessment Rating Tool, promoting the development and implementation of performance improvement plans, assessing agency implementation of the Performance Improvement Initiative, and facilitating development of performance goals and measures.

At the OMB, Mr. Wong has served in program examiner positions covering national security, homeland security, energy regulation, and energy resource development issues. He has also served as Chief of the National Security Programs Branch staff within the Office of the Chief Financial Officer at the Department of Energy, and as Acting Deputy Assistant Director for Management at OMB. Prior to joining the Federal Government, he served in senior operations, research, industrial and methods engineering positions in the automotive industry.

Mr. Wong received his Master's degree in Public Policy and Industrial and Operations Engineering from the University of Michigan, and received a B.Sc. degree in Industrial Engineering from Purdue University.

Speaker /Moderator (By Appearance)



Tomoko Hayashi

Vice-Chair of the EC; Director for International Economic Affairs, Cabinet Office, Japan

Ms. Tomoko Hayashi joined the Economic Planning Agency (EPA) in 1987. Following positions on international economic affairs in the EPA, the Permanent Delegation of Japan to the OECD, the Japan Bank for International Corporation, and the Economic and Social Research Institute, she was appointed the Director of the International Economic Affairs Division in 2005. She is in charge of developing economic and fiscal policies consistent with international trends through exchanging views in APEC, OECD and bilateral consultations.

Ms. Hayashi has authored several books and papers. Her recent publications include Monetary Policy and Inflation Target (2006), co-authored with Takatoshi Ito, Inflation Targeting in Asia (2004), co-authored with Takatoshi Ito, and Technique of Macroeconomic Policy (2003). She holds a Master of Science in Economics from the London School of Economics.



Dr. John Halligan

Research Professor of Government and Public Administration, School of Business and Government, University of Canberra, Australia

John Halligan is the Research Professor of Government and Public Administration, School of Business and Government, University of Canberra, Australia.

His research interests are comparative public management and governance, specifically performance management, corporate governance, public sector reform, government institutions (e.g. parliaments), and political-bureaucratic relationships.

Professor Halligan has held academic appointments at the University of Melbourne and the Australian National University, and visiting positions at various institutions including Georgetown University (Washington DC), the Australian National University, the Catholic University of Leuven (Belgium) and the Victoria University of Wellington (New Zealand).

Professional activities include Deputy President, Institute of Public Administration Australia (ACT Division) of which he is a National Fellow. His consultancies include projects with international organisations: OECD, Commonwealth Secretariat, United Nations Development Program and World Bank; and with Australian government departments and state and local governments.

Books that Professor Halligan has recently cowritten include Managing Performance: International Comparisons, Routledge, London, 2007; Parliament in the 21st Century, Melbourne University Press, 2007; Civil Service Systems in Anglo-American Countries, Edward Elgar, 2003; and

Reforming Public and Corporate Governance: Management and the Market in Australia, Britain and Korea, Edward Elgar, 2002. Overall, he has published 16 books and 130 chapters and articles.

Professor Halligan is currently completing a book on the Australian Centrelink Experiment with Reinventing Service Delivery (for the Australian National University Press), drafting studies on Corporate Governance in the Public Sector and Performance Management, and working on a comparative analysis of the long-term results of public sector reform in four Anglophone countries (Australia, Canada, New Zealand, and the United Kingdom).

Speaker /Moderator (By Appearance)



Dr. Ivan Blake

Executive Director of Management
Accountability with the Treasury Board
of Canada Secretariat

Dr. Ivan Blake is the Executive Director of Management Accountability with the Treasury Board of Canada Secretariat. The Treasury Board is a committee of the Cabinet and the management board of Government. Ivan Blake's responsibilities are to oversee the annual assessment of management risks, capabilities and performance in all federal departments and agencies against a comprehensive framework of management standards, and to continuously refine both the framework and its application.

He joined the Public Service of Canada in 1992 on Executive Interchange and spent ten years with Environment Canada (five as its Director General of Corporate Management and Review) before joining the Treasury Board Secretariat as head of Comptrollership Modernization.

Before joining the Public Service Ivan Blake spent fifteen years as a history professor with universities in Nova Scotia, Alberta and British Columbia. He completed his undergraduate studies at Dalhousie University in Nova Scotia, and his Master's and Doctoral studies in the history of ideas at the University of Chicago. He is married, has two sons, and in his spare time writes for television and radio and is a certified sommelier.



Elley MAO

Vice-Chair of the EC; Principal
Economist, Financial Secretary's Office,
Hong Kong, China

Miss Elley Mao is currently the Principal Economist under the Financial Secretary's Office of the Hong Kong China (HKC) Government. Her latest focus is on strategic policy impact analyses and implications for Hong Kong (including the Mainland's industrial, financial, tax and other structural reform policies, cross-boundary transport infrastructure and environmental issues etc.). Over the years Miss Mao has advised the HKC government on various economic issues in the Asia-Pacific region, including specifically monitoring the economic relations of the mainland of China with its major trade partners and its impact on Hong Kong and on the region as a whole; taking part in discussions and producing economic impact assessments on the Closer Economic Partnership Arrangement (CEPA) between Hong Kong and the mainland of China; evaluating world oil price movements; and tracking global commodity prices, interest rates and currency exchange rates for their impacts on the Hong Kong and China economies.

Speaker /Moderator (By Appearance)



Dr. Michael Kirby

First Assistant Commissioner,
Productivity Commission, Australia

Dr. Kirby joined the Productivity Commission in May 2004 to manage the work program of its Melbourne office.

For six years prior to that he was Director of the Economic, Social and Environmental Group of the Victorian Department of Treasury and Finance where he had responsibility for macroeconomic and tax forecasting, fiscal strategy and analysis of a range of policy issues.

Previous career highlights include stockbroking research (resource equities and commodity markets), ABARE (commodity market analysis, international agricultural trade, macroeconomics and resource economics), the Australian National University (teaching and studying) and Commonwealth Treasury (monetary policy).

Dr Kirby has a B.Ec (Hons) from Sydney University and M.Ec and Ph.D. from the Australian National University.



William Yap Wai Wah

Director, Performance & Organisation,
Ministry of Finance, Singapore

Mr William Yap is the Director of Performance & Organisation Directorate at the Ministry of Finance, Singapore.

William was trained in Electrical & Electronic Engineering and graduated from Imperial College, London in 1997. He recently obtained his Master's Degree in Public Policy & Administration from the London School of Economics and Political Science, and was awarded the Peter Self Prize.

William's first posting was at the Ministry of Trade & Industry as Assistant Director (International Business Development). He then served in the Public Service Division, Prime Minister's Office, in which he oversaw the development of personnel policy for the Singapore Civil Service. He was subsequently transferred to the Ministry of Community, Youth and Sports (MCYS) as the Deputy Director overseeing the development of community relations and the voluntary sector, before taking on directorship in Community Relations and Engagement Division in 2005. He was posted to the Ministry of Finance in September 2007, following his post-graduate studies. In his current position in the Ministry of Finance, he is primarily responsible for the formulation of policies on public sector procurement as well as public sector governance.

Speaker /Moderator (By Appearance)



Dr. Heungsuk Choi

Director, Institute of Government Studies;
Professor, Department of Public
Administration, Korea University

Heungsuk Choi is a professor in the Department of Public Administration, the Director of the Institute of Governmental Studies and the Vice Dean of the Graduate School of Public Policy at Korea University. He received his M.A. from Purdue University, and earned a Public Administration Ph.D. from the Maxwell School of Syracuse University. His major teaching and research interest areas are e-Government, public management, local government and regional innovation system. Professor Choi has published numerous articles in professional journals like the Asian Journal of Political Science, the Korean Public Administration Review, the International Review of Public Administration and others.



Chung-Ing Shih

Director, Department of Supervision
and Evaluation, Research,
Development and Evaluation
Commission, Chinese Taipei

Mr. Chung-Ing Shih is the Director of the Department of Supervision and Evaluation, RDEC, under the Cabinet. Chung-Ing Shih has responsibility for facilitating program evaluations and organization performance evaluations in the ministerial level agencies in Chinese Taipei. Since 2005, his department has also been responsible for introducing risk management into public sector in a systematic approach. Chung-Ing brings extensive experience in civil service and management to this position.

Prior to his current appointment, Chung-Ing was the Deputy Director of the Preparatory Office of the National Archives Administration and Director of Information Management Department in the RDEC. He received a Master of Arts in Public Policy and Administration from the University of Wisconsin at Madison, U.S.A.

Scholar from Taiwan Public Governance Research Center



Dr. Ching-Peng Peng

Associate Professor, Department of Political Science, National Taiwan University; Associate Research Fellow, Institute of European and American Studies, Academia Sinica

Dr. Thomas C. P. Peng is currently the Director of the Taiwan Public Governance Research Center. He also serves as Supervisor for the Taiwan Association for Schools of Public Administration and Affairs (TASPAA); Member of Civil Service Reform Commission, Central Personnel Administration; and Director of the Taiwan Public Affairs Center, Department of Political Science, National Taiwan University. He holds a DPA from the University of Georgia, U.S.A.

Dr. Peng's major academic interests are public personnel administration, administrative reform, e-governance, and constitutional reform. He has previously served as: Secretary General, Director, and Controller, Chinese Political Science Association (Taipei); National Assembly Deputy; Executive Editor, Political Science Review (in Chinese); Editor-in-Chief and Deputy Director, Theory and Policy (Quarterly); Chairman of the Board, Faculty Association of National Taiwan University.



Dr. Tze-Luen Lin

Assistant Professor, Department of Political Science, National Taiwan University

Dr. Tze-Luen Lin's research interests include environmental politics and policy, citizen governance, and theories of public deliberation and democracy. Dr. Lin is an adjunct research fellow of the Taiwan Public Governance Research Center, and serves on the Committee of International Human Dimensions Programme on Global Environmental Change (IHDP).

Scholar from Taiwan Public Governance Research Center



Dr. Fisher (Ssu-Ming) Chang

Professor, Department of Public Administration and Policy, National Taipei University

Dr. Fisher Chang currently serves as Chief Secretary to the President of National Taipei University, and the Chief Editor of Public Administration and Policy, which is listed on TSSCI Journals.

Dr. Chang received his Ph.D. degree in public policy from the University of Maryland. His research interests focus on the budget reforms in the U.S. and Chinese Taipei, performance measurement and public budgeting, intergovernmental relations and policy implementation.

Professor Chang teaches both graduate and undergraduate courses in public policy, fiscal administration, and performance management. He has contributed articles to a number of outstanding journals. In addition, he is the author of a book entitled "Performance Measurement and Government Budgeting".



Dr. Yu-Ying Kuo

Associate Professor and Chair,
Department of Public Policy and Management, Shih Hsin University

Dr. Yu-Ying Kuo joined the faculty of the Department of Public Policy and Management at Shih Hsin University in 1999, and has been the Chair of the Department since January, 2008.

Dr. Kuo's research and teaching interests focus on public policy, policy implementation and evaluation, government budgeting, budgeting of non-profit organizations and cost-benefit analysis. Among her publications are Public Policy: Decision Support Modes and Cases Analysis, Macro and Micro Research on Government Budgeting, and, most recently, Cost-Benefit Analysis.

Dr. Kuo received her Ph.D. in Public Administration and Policy from the State University of New York at Albany.

Scholar from Taiwan Public Governance Research Center



Dr. Chaomeng James Huang

Professor, Department of Public Administration and Policy; Director, Public Opinion and Election Research Center, National Taipei University

Dr. Chaomeng Huang has been on the faculty of the Department of Public Administration at National Taipei University (NTPU) since 2003, and he currently serves as the director of the Public Opinion and Election Research Center at NTPU.

Dr. Huang has published in Government Information Quarterly and many public administration journals on the topics of e-government, strategic management, performance management, and human resource management. He has also acted as consultant for many government agencies.



Dr. Yuan-Che Luke Hsiao

Associate Professor, Department of Public Policy & Management, I-Shou University

Dr. Yuan-Che Luke Hsiao has been on the faculty of I-Shou University since 1999, and was the first Director of the DPPM. He is currently the Secretary General of the Chinese Association of Political Science and the Chief Treasurer of the Taiwanese Political Science Association. He has accumulated many consulting experiences for public agencies as well as non-governmental agencies.

Dr. Hsiao received his DPA from the University of Southern California and has taught at several universities. He teaches courses on policy analysis and evaluation, strategic management, organization theory, NGOs, human resources and international political economy.

Dr. Hsiao specializes in public management and the study of politics and business interaction, including investment, regulation, organizational theory, non-market strategy, and strategic human resources. His current research is a large cross-national study of Chinese Taipei business non-market strategies in Viet Nam and China.

Attendance List

APEC WGPRM Attendance List of Member Economies			
Economy	Name	Position Title	Identification
AUSTRALIA	Dr. Michael Kirby	First Assistant Commissioner, Productivity Commission	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Prof. John Halligan	Professor of Government and Public Administration, University of Canberra	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
BRUNEI DARUSSALAM			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
CANADA	Honourable Jocelyne Bourgon	Ambassador of Canada to the OECD; President Emeritus of the Canada School of Public Service	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
	Dr. Ivan Blake	Executive Director, Management Accountability with the Treasury Board of Canada Secretariat	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	David Rodgers	Deputy Director, International Economic Relations and Summits Division, Department of Foreign Affairs and International Trade	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
CHILE			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
PEOPLE'S REPUBLIC OF CHINA			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
HONG KONG, CHINA	Elley MAO	Vice-Chair of the Economic Committee; Principal Economist, Financial Secretary's Office	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
INDONESIA	Agus Sudrajat	Deputy director, Directorate of State Apparatus, National Development Planning Agency	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
JAPAN	Tomoko Hayashi	Vice-Chair of the Economic Committee; Director for International Economic Affairs, Cabinet Office	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
REPUBLIC OF KOREA	Prof. Heungsuk Choi	Director, Institute of Government Studies; Professor, Department of Public Administration, Korea University	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
MALAYSIA	Zamzuri Bin Abdul Aziz	Senior Assistant Director, Budget Division, Ministry of Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Imri Dolhadi Ab Wahab	Principal Assistant Secretary, Economic and International Division, Ministry of Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
MEXICO			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
NEW ZEALAND	Prof. Robert Buckle	Chair of Economic Committee	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
	Dr. Brian McCulloch	Coordinator of Friends of the Chair Group on Public Sector Governance, Economic Committee	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
PAPUA NEW GUINEA			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate

Economy	Name	Position Title	Identification
PERU	Juan Pablo Silva	Technical Coordinator, Budget Office, Ministry of Economy and Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
PHILIPPINES			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
RUSSIA			<input type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
SINGAPORE	William Yap	Director, Performance & Organization, Ministry of Finance	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Gary Ong	Coordinator, Fiscal Policy Directorate, Ministry of Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Nicodemus Tan	Associate, Fiscal Policy Directorate, Ministry of Finance	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
CHINESE TAIPEI	Dr. Jay N. Shih	Minister, Research, Development and Evaluation Commission	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
	Chun-Lin Chen	Deputy Minister, Research, Development and Evaluation Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Hsiang-Jung Wu	Deputy Minister, Research, Development and Evaluation Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Prof. Tsai-Tsu Su	Professor and Chairperson, Department of Political Science, National Taiwan University	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
	Dr. Yu-Hsieh Sung	Chief Secretary, Research, Development and Evaluation Commission	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Chung-Ing Shih	Director, Department of Supervision and Evaluation Management, Research, Development and Evaluation Commission	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Li-Chuan Liao	Director, Department of Research and Development, Research, Development and Evaluation Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Ching-Lien Chao	Director, Department of Planning, Research, Development and Evaluation Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Cheryl H. J. Tseng	Director General, Overall Planning Department, Council for Economic Planning & Development	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Shien-Quey Kao	Deputy Director, Overall Planning Department, Council for Economic Planning & Development	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Simon S.M. Hsu	Officer, Overall Planning Department, Council for Economic Planning & Development	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
THAILAND	Darat Boripanthakul	Executive Director, Monitoring and Evaluation Bureau, Office of the Public Sector Development Commission	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
VIET NAM	Dr. Hanh Tran Thi	Deputy Director, Central Institute for Economic Management, Ministry of Planning and Investment	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
UNITED STATES	Daren Wong	Program Examiner, Office of Management and Budget	<input checked="" type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
	Rudolph Lohmeyer	Senior Advisor (Long Term Planning), Office of Strategic and Performance Planning, Department of State	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
OECD	Jón R. Blöndal	Deputy Head of Division, Budgeting and Public Expenditures Division Public Government Directorate	<input checked="" type="checkbox"/> Moderator / Speaker <input type="checkbox"/> Delegate
APEC SECRETARIAT	Susan Coles	Director, Program, Department of Policy, APEC Secretariat	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate

Scholar from Taiwan Public Governance Research Center (TPGRC)		
Name	Position Title	Identification
Dr. Ching-Peng Peng	Research Fellow of TPGRC; Associate Professor of Department of Political Science National Taiwan University; Associate Research Fellow of Institute of European and American Studies, Academia Sinica	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Tze-Luen Lin	Research Fellow of TPGRC; Assistant Professor of Department of Political Science, National Taiwan University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Yu-Ying Kuo	Research Fellow of TPGRC; Associate Professor and Chair of Department of Public Policy and Management, Shih Hsin University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Fisher (Ssu-Ming) Chang	Research Fellow of TPGRC; Professor and Chief Secretary of Public Administration and Policy, National Taipei University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Chaomeng James Huang	Research Fellow of TPGRC; Professor, Department of Public Administration and Policy; Director, Public Opinion and Election Research Center, National Taipei University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Dr. Yuan-Che Luke Hsiao	Research Fellow of TPGRC; Associate Professor of Department of Public Policy & Management, I-Shou University	<input type="checkbox"/> Moderator / Speaker <input checked="" type="checkbox"/> Delegate
Staff from Research, Development and Evaluation Commission (RDEC)		
Ms. Wen-Lan Chang	Deputy Director, Department of Research and Development	
Ms. Joanne Yang	Senior Executive Officer, Department of Research and Development	
Mr. Yen-Pin Fan	Senior Executive Officer, Department of Research and Development	
Mr. Yu-Te Lee	Section Chief, Department of Research and Development	
Ms. Fang-Ru Lin	Section Chief, Department of Research and Development	
Ms. Tzu-Hwa Hwang	Executive Officer, Department of Research and Development	
Mr. Yi-Ming Wu	Specialist, Department of Research and Development	
Mr. Hn-Lan Lin	Specialist, Department of Research and Development	
Ms. Ya-Wen Lu	Specialist, Department of Research and Development	
Ms. Ariel Lin	Associate Researcher, Department of Research and Development	
Ms. Lillian Chao	Deputy Director, Department of Planning	
Mr. Hai-Hsiung Chen	Senior Executive Officer, Department of Planning	
Ms. Yun-Lin Lai	Section Chief, Department of Planning	
Ms. Tina Chen	Section Chief, Department of Planning	
Mr. Jung-Chih Huang	Section Chief, Department of Planning	
Ms. Shu-Shing Lin	Specialist, Department of Planning	
Mr. Wen-Sheng Yih	Specialist, Department of Planning	
Ms. Lin-Chun Huang	Specialist, Department of Planning	
Mr. Nai-Yuan Shih	Specialist, Department of Planning	
Ms. Yen-Ju Chen	Specialist, Department of Planning	
Ms. Show-Lan Chiu	Specialist, Department of Planning	
Ms. Huei-Ru Hung	Specialist, Department of Planning	
Mr. Cheng-Shiu Chiou	Specialist, Department of Planning	
Mr. Wun-Yuh Lee	Deputy Director, Department of Supervision and Evaluation	
Ms. Chung-Chen Huang	Senior Specialist, Department of Supervision and Evaluation	
Ms. Mei-Yun Wu	Section Chief, Department of Supervision and Evaluation	
Mr. Bor-Sen Chang	Section Chief, Department of Supervision and Evaluation	

Staff from Research, Development and Evaluation Commission (RDEC)	
Mr. Chuan-Chun Fu	Executive Officer, Department of Supervision and Evaluation
Mr. Bor-Shiuan Weng	Specialist, Department of Supervision and Evaluation
Ms. Sandy Chien	Specialist, Department of Supervision and Evaluation
Ms. Wei-Ru Chen	Specialist, Department of Supervision and Evaluation
Mr. Ching-Chao Cheng	Specialist, Department of Supervision and Evaluation
Ms. Shu-Hua Sheng	Associate Researcher, Department of Supervision and Evaluation
Mr. Hong-Wei Jyan	Senior Systems Analyst, Department of Information Management
Mr. Cheng-Ming Wang	Section Chief, Department of Information Management
Mr. Shyh-Tian Tsai	Section Chief, Department of Information Management
Mr. Lan-Yao Yang	Systems Analyst, Department of Information Management
Ms. Chia-Chi Lin	Section Chief, Department of Regional Affairs
Ms. Huei-Wen Wong	Specialist, Department of Regional Affairs
Mr. Cheng-Jia Chen	Director, Secretariat
Ms. Cheau-Lian Tsay	Section Chief, Secretariat
Ms. Mei Ling Su	Specialist, Secretariat
Mr. Chih-Yuan Lee	Officer, Secretariat
Ms. Ying-Ying Wu	Officer, Secretariat
Mr. Li Lu	Director, Civil Service Ethics Office
Mr. Shih-Chieh Lin	Director, Accounting Office
Ms. Shih-Miin Wu	Executive Officer, Accounting Office
Ms. Hsiao-Fei Chou	Officer, Accounting Office

