APEC

Asia-Pacific
Economic Cooperation

APEC Senior Officials' Report on

Economic and Technical Cooperation 2010

Advancing Free Trade for Asia-Pacific **Prosperity**

Annex 1

SOM Steering Committee on Economic and Technical Cooperation

Terms of Reference
(February 2010)

Introduction
In 1996, Ministers adopted the Framework for Strengthening Economic Cooperation and Development to further strengthen economic and technical cooperation (ECOTECH) in APEC. To effectively implement the ECOTECH agenda, the SOM Sub-Committee for Economic and Technical Cooperation (ESC) was established in 1998. This was later elevated to the SOM Committee on Economic and Technical Cooperation in 2002. As part of the reform process, with effect from 2006, the ESC was transformed into the SOM Steering Committee on ECOTECH (SCE) with an enhanced mandate to strengthen the prioritisation and effective implementation of ECOTECH activities by various APEC fora. In 2009, SOM agreed to further strengthen the SCE's policy guidance role as recommended by the SCE internal review.

Objectives

- To strengthen implementation of the APEC's ECOTECH activities by prioritising in accordance with Leaders' and Ministers' commitments, coordinating and providing oversight of the work of APEC fora.

- To provide policy guidance on ways to contribute to APEC's ECOTECH goals.

- To coordinate ECOTECH objectives and priorities set by APEC's Economic Leaders and Ministers.

Membership

- All Senior Officials of APEC economies. .

- Chairs/Lead Shepherds of relevant APEC fora will be invited to participate in the first SCE meeting of the year at SOM I as the Meeting of the ECOTECH Committee of the Whole (SCE-COW).

Internal organisation arrangements

- The operation and effectiveness of the SCE will be reviewed periodically, no less than every two years.

- SCE will report directly to the SOM.

- Chair to be the Senior Official of the incoming host economy and Vice-chair to be the Senior Official of the host economy.

- SCE will be assisted by the APEC Secretariat.

Meeting arrangements

- SCE will meet three times a year in the margins of SOM. At SOM I, SCE-COW will be convened and include Chairs/Lead Shepherds of relevant APEC fora.

- Policy elements of the SCE agenda will be discussed in the SOM Retreat Meeting; routine and technical matters will be discussed at regular SCE meetings which will be scheduled back to back with SOMs.

Work mandate

The SCE will coordinate action-oriented and integrated strategies in accordance with Leaders' and Ministers' commitments, the 1996 APEC Framework for Strengthening Economic Cooperation and Development, and the APEC Framework to guide ECOTECH activities. It will:

- Provide policy recommendations on APEC ECOTECH-related issues to SOM.

- Periodically review the 1996 Framework for Strengthening Economic Cooperation and Development and the APEC-wide ECOTECH priorities identified in the APEC Framework to guide ECOTECH activities and make recommendations to SOM.

- Develop APEC-wide medium-term ECOTECH priorities, annual work plan and funding criteria to best implement APEC's ECOTECH activities.

- Coordinate and supervise ECOTECH-related Working Groups and SOM Special Task Groups and provide policy guidance to these groups on the ECOTECH agenda.

- Assess and direct realignment of individual work plans of Working Groups and SOM Special Task Groups with the APEC-wide medium-term ECOTECH priorities and annual objectives as outlined in the ECOTECH framework; to this purpose, all Working Groups and SOM Special Task Groups should submit their medium-term and annual work plans to the SCE no later than three weeks prior to SOM I for consideration at the SCE-COW.

- Approve and rank (in terms of relevance to policy priorities), all ECOTECH-related project proposals ahead of presentation to the Budget Management Committee (BMC).

- Evaluate the progress of Working Groups and SOM Special Task Groups in implementing and achieving APEC's ECOTECH priorities.

- Compile progress and evaluation reports under the program of Independent Assessments of Working Groups and SOM Special Task Groups for review and report to SOM.

- Review the role and operation of Working Groups and Task Forces with a view to making recommendations to the SOM on establishing, merging, disbanding or reorienting these bodies.

- Review the 1996 Framework for Strengthening Economic Cooperation and Development and the APEC-wide ECOTECH priorities identified in 2009 and make recommendations to SOM.

- Encourage active participation of relevant stakeholders in the capacity-building activities of economic and technical cooperation in accordance with the APEC rules, guidelines and practices.

Annex 2

SOM Steering Committee on Economic and Technical Cooperation

2010 Work Program

1. **Proposed Work Plan for 2010 in Response to Leaders'/ Ministers'/SOM Decisions and SCE Priorities.**

   - Finalise and implement the new ECOTECH Framework including measures to strengthen the SCE processes;

   - Provide policy recommendations on issues related to ECOTECH to SOM;

   - Coordinate and supervise all ECOTECH-related Working Groups and SOM Special Taskforces, and provide strategic policy guidance to these fora on the ECOTECH agenda;

   - Conduct Independent Assessments of APEC fora in accordance with the approved schedule and monitor the implementation of previous reviews' recommendations by relevant fora;

   - Subject to the new ranking procedure, approve and rank all ECOTECH-related project proposals ahead of presentation to the Budget Management Committee (BMC);

   - Prepare annual SCE Fora Report and SOM Report on ECOTECH to Ministers

   - Devise an approach to ensure accountability of all Chairs, Lead Shepherds and Program Directors to report out benefits and challenges of, and next steps for ECOTECH activities.

2. **Proposed Activities in Response to Ministers' Call for Greater Engagement with:**

   A) **International Organisations other than APEC; and**
   B) **Asia-Pacific Business Community**

   - APEC's collaboration with other Multilateral Organisations (MOs)

     o to implement SCE decisions in 2009 on APEC's engagement with other MOs

   - Promote public-private partnerships to achieve APEC's ECOTECH objectives;

     o Undertake Work to Strengthen APEC's Engagement with ABAC; develop recommendations to strengthen APEC's Engagement with ABAC for consideration by SOM and AMM.

3. **Identify cross cutting issues and explain how they will be coordinated across Fora.**

   - Coordinate with CTI, BMC, EC, and SFOM on capacity-building activities;

4. **Expected Outcomes/Deliverables For 2010.**

   - Development of a new framework to guide ECOTECH activities in APEC;

   - Progress in enhancing the cooperation between APEC and other multilateral organizations;

- Progress in strengthening APEC's engagement with ABAC via development of procedures/policies;

- Successful implementation of the Independent Assessments of the fora scheduled for completion this year, specifically the Human Resources Development Working Group (HRDWG); Transportation Working Group (TPTWG); Counter Terrorism Task Force (CTTF); Health Working Group (HWG);and Tourism Working Group (TWG);

- Commencement of new independent assessments for 2011;

- 2010 SCE Fora Report

- Submission of the annual SOM Report on ECOTECH to Ministers in November 2010.

Annex 3

**Strengthening Economic and Technical Cooperation in APEC
Executive Summary**

1.   Framework to Guide ECOTECH Activities

   Given APEC's limited financial resources and its diverse and extensive policy agenda, the SCE agrees that APEC should pursue a more strategic and holistic approach to all ECOTECH activities so that APEC can marshal its resources towards achieving the outcomes most important to its members, and to maximise APEC's contribution to the region.

Recommendation #1: Adopt a Holistic Approach to ECOTECH activities
- APEC will adopt a more strategic and holistic approach to ECOTECH activities by (1) revising the APEC ECOTECH priorities and (2) introducing a uniform set of criteria for all project funding.

   (1) APEC ECOTECH priorities
   - Based on Leaders' instructions and SCE's survey results, the APEC medium-term ECOTECH priorities are as outlined in Attachment A.

   - These APEC medium-term priorities will be reviewed within five years

   (2) Funding criteria for all projects
   - Given the refocused APEC ECOTECH priorities, the funding criteria for all projects are as outlined in Attachment B.

2.   Recommendations to Strengthen Existing SCE Processes

   As the needs for ECOTECH activities grow, it is imperative to strengthen the SCE so that it can better deliver on its mandated role of "providing policy guidance on ways to contribute to APEC's ECOTECH goals." Recommendations on strengthening existing SCE processes are as below.

Recommendation #2: The timing and duration of the SCE should be reconfigured to maximise SOM participation
- The SCE's policy agenda is discussed in the SOM Retreat/Plenary as part of the discussion of ECOTECH/SCE agenda item.

Recommendation #3: The role of the Executive Director and Programme Directors should be strengthened to guide sub-fora
- The Executive Director (ED) of the Secretariat and the Programme Directors (PD) of APEC sub-fora play a greater role in conveying to sub-fora the results of the discussions on APEC priorities conducted by the SCE, SOM, AMM and AELM.
- ED and PD check and advise how sub-fora have incorporated leaders' and ministerial directives into their work plans and report back to the SCE.

Recommendation #4: The SCE should assess and where necessary re-align SCE sub-fora annual work plans and medium-term plans with APEC ECOTECH priorities
- At ISOM, the incoming host economy presents their vision and objectives for the following year. Senior Officials discuss the vision and objectives and agree on them.

- SCE Chair to inform sub-fora of the vision and objectives for the following year for the implementation in their respective area.
- Following the setting of APEC's overall medium-term vision and annual objectives, the ED and PD guide sub-fora in the development of their annual work plans and medium-term plans.
- Annual work plans and medium-term plans will be reported and considered for endorsement at SCE1 and SCE-COW.
- After consultation with SCE sub-fora Chairs / Lead Shepherds, the ED will report the progress of work plans at SCE2 and SCE3.

Recommendation #5: Streamline SCE sub-fora
- The SCE will discuss as part of its official agenda the discontinuance, merger or re-focusing of its sub-fora if one of the agreed streamlining criteria is triggered.

Recommendation #6: Improve continuity and leadership of the SCE
- A Senior Official of the incoming host economy will assume the role of Chair with support from a Senior Official of the host economy, which will serve as the vice-Chair.

1. Framework to Guide ECOTECH Activities

Holistic approach to ECOTECH projects

Given APEC's limited financial resources and its diverse and extensive policy agenda, it has been decided that APEC will adopt a more strategic and holistic approach to all ECOTECH activities so that APEC can marshal its resources towards achieving the outcomes most important to its members, and to maximise APEC's contribution to the region.

Without a more strategic and goal-orientated approach, there is a grave risk that APEC will expend its resources in such a diffused manner that it will not contribute substantively to the achievement of its core objectives. The Framework to Guide ECOTECH activities represents a rejection of the notion that APEC should or can fund activities across the full span of its extensive policy agenda.

This Framework to Guide ECOTECH activities is intended to guide – but not dictate – the APEC-funded capacity building and all ECOTECH activities.

In essence, this strategic policy framework adopts a holistic approach by:

1. Revising the APEC ECOTECH priorities

2. Introducing a uniform set of criteria for all project funding, where funding is based on the nexus between the proposal and APEC's core objectives.

APEC ECOTECH Priorities

In 2006, ten ECOTECH priorities to guide SCE's work (see Table 1) were set, based on the Manila Declaration's six long-term APEC ECOTECH priority themes and the four medium-term APEC-wide ECOTECH priorities approved in 2003.

Table 1 SCE's 2006 ECOTECH Priorities	
Long-term priorities: • Developing human capital • Developing stable and efficient markets *through structural reform* * • Strengthening economic infrastructure • Facilitating technology flows and harnessing technologies for the future • Safeguarding the quality of life through environmentally sound growth • Developing and strengthening the dynamism of SMEs	Medium-term priorities: • Integration into the Global Economy • *Human Security and* Counter-terrorism Capacity Building * • Promoting the Development of Knowledge-Based Economies • Addressing Social Dimension of Globalization

In 2009, the SCE conducted several surveys to examine the capacity building needs of APEC fora and developing economies. The 2009 SCE's surveys of past capacity-building activities and the present capacity-building needs of developing APEC economies affirmed that the SCE's ten ECOTECH priorities remain appropriate and relevant. In particular, among the ten ECOTECH priorities, the following four areas have been identified in the SCE sub-fora stocktake on capacity building needs as top priority areas for future ECOTECH activities in APEC – see 2009/SOM2/SCE/008. Thus, the SCE proposes that we should focus our work and resources on these areas.

1. Regional Economic Integration

2. Human Security

3. Safeguarding the Quality of Life through Environmentally Sound Growth

4. Addressing the Social Dimension of Globalization

Moreover, the surveys showed that developing economies recognized human capital development as an important foundation for the economic and social development of the APEC region. In today's era of rapid technological progress and innovation, the world's economies are constantly seeking ways to invest in human resources to build knowledge-based economies and to achieve sustainable economic growth and prosperity. The SCE recommends that ECOTECH activities should be focused on human resource development in order to achieve the objectives of the four prioritized areas mentioned above. It was also discussed in the SCE core group meeting that given the leaders' instruction and the importance of structural reform in APEC, structural reform should also be included in the list of priorities for ECOTECH activities.

Building upon leaders' instructions, the results of discussions in the SCE Core Group and the SCE's survey of fora capacity building activities and developing economies needs– see 2009/SOM2/SCE/007 and 2009/SOM2/SCE/008, the APEC medium-term ECOTECH priorities are as outlined in Attachment A

Uniform set of funding criteria

Given the refocused priorities there is a need to have an equally refocused set of criteria to guide evaluation of project proposals. Responding to a BMC request, the SCE adapted the SCE Policy Criteria for Project Funding in 2009. These annual policy criteria have been further modified to form a uniform set of funding criteria for all projects in APEC for 2010 as found in Attachment B.

SOM will use this document as a starting point when translating Leaders and Ministers' directives into funding priorities for the following year soon after the Leaders' Meeting – either at the margins of ISOM or intersessionally. These criteria are aligned with the APEC medium-term ECOTECH priorities, but they can be modified every year to meet Leaders' and Ministers' instructions and APEC-wide annual objectives.

The introduction of holistic funding priorities is designed to ensure that all proposals are prioritised in line with APEC Leaders' and Ministers' instructions, and that there is a common basis for making funding decisions given that the demand for project funding significantly exceeds the supply.

The magnitude of voluntary contributions and the project fund eligibility criteria will remain the key levers that determine what is funded to ensure APEC cooperation to achieve liberalisation and facilitation (OAA Part One) and cooperation 'in specific areas' (OAA Part Two/Manila Declaration) to attain sustainable growth and equitable development, reduce economic disparities, improve economic and social well being, and develop a deepened sense of community.

Project Fund	Eligibility Criteria
• Trade and Investment Liberalisation and Facilitation (TILF) Special Account	Relates to the 15 areas listed in Osaka Action Agenda Part One
• APEC Support Fund (ASF)	Targets developing economies in high priority ECOTECH sectors
• Operational Account (OA)	Supports the ECOTECH agenda

Securing sufficient funding for ECOTECH activities in APEC

The survey results of the developing economies' and APEC fora's capacity building needs show that there are strong demands for the five prioritized areas of the ECOTECH activities in APEC. All of them are important areas to implement Leaders' and Ministers' instruction and for developing economies to achieve the Bogor Goals in 2020. As mentioned earlier, it is imperative for us to maximize the limited resources and ensure that priorities are given to ECOTECH activities that best serve APEC's needs. At the same time, in order to meet demands of developing economies, we should pursue with the BMC the possibility of securing sufficient funds for ECOTECH activities in APEC, as well as continue to make our best efforts to prioritize them.

The SCE recommends APEC member economies continue to give voluntary contributions to help support ECOTECH activities. The SCE also strongly encourages members to pursue additional financial resources, including the possibility of creating a new fund for the promotion of human resource development in APEC.

Capacity building for improving project proposal design

Concerns have been raised that very few projects proposed by developing economies obtained approval in 2009. For example, in the second project cycle for 2009, out of a total 15 projects recommended for approval by the Secretariat Project Assessment Panel (SPAP), only three were proposed by developing economies. Developing economies have indicated difficulty designing high quality project proposals as measured against the five criteria (Relevance, Effectiveness, Efficiency, Impact, Sustainability) used by the SPAP to assess a project's quality. As the main objective of APEC capacity building activities is to facilitate achievement of APEC strategic objectives, BMC recommended and Senior Officials agreed that future funding decisions should be based on agreed priorities, thus funding priority projects that meet minimum quality thresholds. The Secretariat should assist APEC developing economies in putting together high-quality project proposals. At the same time, it is clear that there is a strong need for capacity building to assist developing economy project proponents to design project proposals that meet the quality thresholds required for funding.

2. Recommendations to Strengthen Existing SCE Processes

The current financial and economic crisis highlights the importance of strengthening social and economic foundations to increase and share the benefits of free trade and investment, increasing the importance of ECOTECH activities. Moreover, the year 2010 marks a very significant milestone when APEC developed economies are expected to achieve the Bogor Goals. In this context, ECOTECH activities are also important for developing economies to enhance their capacity to achieve the goals of free and open trade and investment in the region.

As the needs for ECOTECH activities grow, it is imperative to strengthen the SCE so that it can better deliver on its mandated role of "providing policy guidance on ways to contribute to APEC's ECOTECH goals."

Recommendations on strengthening existing SCE processes are as below.

Aim	Action
1. Timing and duration of SCE to maximise SOM participation	• Convene SCE as close as possible to SOM meetings • Separate the policy and technical elements of the agenda 　a. strategic policy elements and discussions requiring SOM decision are discussed in the SOM Retreat or Plenary Meeting as part of the discussion of the ECOTECH/SCE agenda item 　b. routine and technical matters including independent assessment reviews, management and administrative issues are discussed in a regular SCE meeting which is scheduled back to back with SOM. All Senior Officials are strongly encouraged to attend the meeting If this schedule were applied for SCE1 in 2010: Day 1: SOM Retreat (SCE); SCE's policy issues are discussed in SOM as part of the ECOTECH/SCE agenda item Day 2: SOM Plenary (morning session) and SCE (administrative issues discussed in afternoon session) Day 3: SCE-COW (Committee on Whole; Chairs/Lead shepherds attend the meeting)
2. Strengthening the role of Executive Director and Program Directors to guide sub-fora	• Executive Director (ED) of the Secretariat and Programme Directors (PD) of sub-fora play a role in conveying to APEC sub-fora the results of the discussions held in the SCE, SOM, AMM and AELM. • ED and PD check and advise how sub-fora have incorporated leaders' and ministerial directives into their work plans and report back to the SCE • ED and PD also help the SCE Chair to strengthen coordination among sub-fora.
3. Assess and direct re-alignment of SCE sub-fora annual work plans and medium-term plans	In 2009 and 2010, • At ISOM, the incoming host economy presents their vision and objectives for the following year. Senior Officials discuss the vision and objectives and agree on them. • SCE Chair to inform sub-fora of the vision and objectives for the following year for the implementation in their respective area. • ED directs PD to make sure sub-fora follow APEC's overall vision and objectives. • Under ED and PD's assistance, sub-fora submit their annual and medium-term work plans to the SCE. • At SCE1 (which is held within the SOM Retreat), ED reports how sub-fora work plans meet APEC's overall vision and objectives. • At SCE-COW, more details of sub-fora work plans are discussed. Senior Officials consider work plans at SCE-COW for endorsement • At SCE2 and SCE 3 (which is held within the SOM Retreat/Plenary), ED reports how sub-fora are implementing their work plans on behalf of sub-fora chairs/lead shepherds.

		• SCE Chair to inform sub-fora of the key decisions made at SCE 2 and SCE 3. • At CSOM, the SCE Annual Report to Ministers is submitted
4.	Pursue continuous improvement	• Retain the independent assessment process as it is an important management tool to give guidance to SCE sub-fora. • Work with the BMC to strengthen the monitoring and evaluation processes of ECOTECH projects, and develop performance indicators.

5.	Streamline SCE-fora	• <u>The SCE will discuss as an official agenda item the discontinuance, merger or re-focusing of its sub- fora if one of the following are triggered:</u>
		
		     a. Less than two thirds of the economies attended the meeting for two consecutive meetings.
		     b. If the work plan was not endorsed by the SCE as it was not relevant enough to achieve APEC's overall vision
		     c. Independent assessment recommend a merger, discontinuation or re-focusing
		     d. Recommendation by member economies
		     e. When there is no economy volunteering to be a chair/lead shepherd
		
		 * SCE recommends that CTI will also use these criteria to streamline its sub-fora

6.	Improve continuity and leadership of the SCE	• To ensure the continuity of the chairmanship, a Senior Official of the incoming host economy will serve as Chair and a Senior Official of the host economy will serve as the vice-Chair
7.	Intra-Committee alignment	• Similarly-focused fora meeting should be held back-to-back.
8.	Cost-savings	• Sub-fora meetings should be encouraged to be held at the margins of SOMs. • All meetings in the SOM margins should be held within a period of two weeks.

This document represents the outcomes of the SCE's mandatory periodic review of its operations and effectiveness.

Looking ahead

Now that APEC economies have agreed on the approach to APEC-funded cooperation and the vision for SCE sub-fora, there may be value in SCE members having a strategic discussion about whether APEC is best and most efficiently structured to achieve its objectives.

Attachment A

APEC ECONOMIC AND TECHNICAL COOPERATION PRIORITIES

Based on Leaders' instructions and SCE's survey results, the APEC medium-term ECOTECH priorities are as outlined in the following table:

A distinction has been made between priority 'work streams' and cross-cutting 'methodologies', that should be considered in all economic and technical cooperation work streams and activities. Cross-cutting methodologies will not be considered in the prioritization process, but will be taken into account when determining if projects recommended for funding have achieved a satisfactory quality threshold. The APEC medium-term priorities will be reviewed within five years (before 2015).

Priority Work Streams	Cross-Cutting Methodologies
• Regional Economic Integration • Addressing Social Dimension of Globalization (Inclusive Growth) • Safeguarding the Quality of Life through Sustainable Growth • Structural Reform • Human Security	• Develop human capital • Gender equality • Build linkage between APEC economies • Engagement of other APEC fora, ABAC, the private sector and other multilateral organizations

Attachment B

FUNDING CRITERIA FOR ALL APEC-FUNDED PROJECTS IN 2010

In assessing APEC-funded projects in 2010, priority should be given – pursuant to instructions from Leaders and Ministers – to funding capacity building activities with special emphasis on developing economies, in accordance with the following rankings.

The criteria will be used for ranking all of APEC's funded projects. The criteria are compatible with the "Report on Prioritisation of Capacity Building in Economic Committee of APEC" - 2009/CSOM/004. The criteria will be reviewed at the end of 2010.

Rank 1: Projects **essential** to the furtherance of the goal of economic integration via free and open trade and investment

This includes:

Regional Economic Integration
- Promoting greater convergences among economies in key areas of APEC's REI agenda, including services, digital economy, investment, trade facilitation, rules of origin and standards/technical barriers to trade
- Exploring building blocks towards a Free Trade Area of the Asia-Pacific
- Services
- Investment
- Trade facilitation
- Rules of origin
- Supply chain connectivity
- Intellectual property rights
- Information networks and data privacy

Addressing the Social Dimension of Globalization (Inclusive Growth)
- Activities which contribute to Inclusive Growth – including financial inclusion, SME development, employment creation, skills upgrading of workers, empowering women and the development of incentive-compatible social safety net programmes.

Safeguarding the Quality of Life through Sustainable Growth
- Implementation of the EGS Work Programme
- Work on energy efficiency and renewable energy
- Work on climate change mitigation and adaptation, including sustainable forest management and rehabilitation

Structural Reform
- Implementation of LAISR and development of a post-LAISR agenda for APEC
- Implementation of the Ease of Doing Business Action Plan
- Actions that support implementation of G-20 framework for strong, sustainable and balanced growth
- Strengthening financial markets (including financial regulatory systems and capital market development)

Human Security
- Food security
- Food/product safety
- Emergency preparedness

Rank 2: Other projects that **support** the furtherance of the goal of economic integration via free and open trade and investment
For example:

Regional Economic Integration
o   Other REI issues not listed in Rank 1

Addressing the Social Dimension of Globalization (Inclusive Growth)
o   Activities which contribute to inclusive growth in the longer-term, including education

Safeguarding the Quality of Life through Sustainable Growth
o   Activities which support the implementation of the 2007 Leaders Declaration on Energy Security and Clean Development including the APEC Peer Review on Energy Efficiency and the EWG Energy Security Initiative
o   Other activities to assist economies in facing the challenges of climate change (mitigation and adaptation)

Structural Reform
o   Labor market reforms

Human Security
o   Initiatives which support trade recovery (e.g. the APEC Trade Recovery Programme)
o   Prevention and control of emerging infectious diseases
o   Counter terrorism initiatives/anti-money laundering activities
o   Fighting corruption

Rank 3: **Other priorities** identified by Leaders and Ministers not closely linked to the furtherance of the goal of economic integration via free and open trade and investment
For example:

o   Improving governance and transparency
o   Corporate Social Responsibility (CSR)
o   Implementation of some recommendations of, and some lead-up activities to, sectoral ministerial meetings

Rank 4: **Lower priority** cooperation
For example:

o   Resolution of an issue mainly of interest to a few economies but where the solution may have broader applicability

Cross-cutting issues: All projects should maximise: developing human capital; building linkage between APEC economies; gender equality; engagement of other APEC fora, ABAC, the private sector and other multilateral organisations; multi-year capacity building opportunities; and the spectrum of capacity building models and activities, although the extent to which projects incorporate these methodologies will not affect their priority rankings.

Prioritisation within a rank: In the event that there are more project proposals than available funding for initiatives within a particular rank, projects will be prioritized in accordance to the degree to which they contribute to its rank's objective (and therefore to the APEC's overall objective of the furtherance of the goal of economic integration via free and open trade and investment).

Annex 4

REVISED GUIDELINES FOR LEAD SHEPHERD/CHAIR AND DEPUTY LEAD SHEPHERD/CHAIR OF APEC WORKING GROUPS AND SOM TASK FORCES

(Excluding the Budget Management Committee (BMC); the Committee of Trade and Investment (CTI) and its sub-fora; the Economic Committee (EC) and its sub-fora; the SOM Steering Committee for Economic and Technical Cooperation (SCE) and Finance Ministers Process (FMP)).

Basic principles and objectives of the Guidelines

1. These guidelines are consistent with APEC principles of voluntarism and consensus building, as any member economy may express its interest and be selected as Lead Shepherd/Chair or Deputy Lead Shepherd/Chair of a working group or other APEC fora.

2. These guidelines aim to enhance wider participation, shared leadership, and accountability; to ensure that more members embrace the role and responsibility of Lead Shepherd/Chair or Deputy Lead Shepherd/Chair; and to promote greater synergy in the activities of working groups and other APEC fora.

3. APEC principles applying to chairing APEC Ministerial and Leaders' Meetings are not impacted by these Guidelines.

Guidelines

1. Each APEC working group and other APEC fora will select a Lead Shepherd/Chair, who will have a minimum two-year term (two calendar years). Exceptions to this rule require approval by the groups concerned as well as the SCE.[1]

2. One or more Deputy Lead Shepherds/Chairs will be selected by the working groups and other APEC fora to assist the Lead Shepherd/Chair. The Deputy Lead Shepherd(s)/Chair(s) will be selected from a different APEC economy than the Lead Shepherd/Chair, and their tenure will be staggered by one year with that of the Lead Shepherd/Chair, where possible. The resulting one-year "overlap" period is designed to ensure continuity of leadership and to allow new incoming Lead Shepherds/Chairs to benefit from the advice of an experienced Deputy. Exceptions to this rule, due to specific group circumstances, will be granted on a case-by-case basis and will require approval by the groups concerned as well as the SCE.

3. In the event that the Lead Shepherd/Chair could not continue with his/her duties, the Deputy Lead Shepherd/Chair will assume the position of the Lead Shepherd/Chair for the remainder of the calendar year, or until a new Chair is nominated.

4. If the Deputy Lead Shepherd/Chair is unable to continue with his/her duties, a new Deputy Lead Shepherd/Chair would be selected.

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[1] Suggestions have been made that this be a "minimum of two years" to enable flexibility for fora with longer term chairs.

5. At the last meeting—within the time frame of the two-year term—a new Lead Shepherd/Chair and a new Deputy Lead Shepherd/Chair will be selected—on a rotation or volunteer basis—by each APEC working group and/or APEC fora.

6. A Lead Shepherd/Chair should not normally serve for more than two consecutive two-year terms as Lead Shepherd/Chair of a working group and other APEC fora.

7. None of the above mentioned procedures prevent a particular working group and other APEC fora—on the grounds of their own reality—from establishing an advisory committee to ensure assistance, support and continuity in the tasks and responsibilities allocated to the Lead Shepherd/Chair or Deputy Lead Shepherd/Chair of a working group and other APEC fora.

The duties of the Lead Shepherd/Chair of a working group and/or other APEC fora:

- Coordinate the schedule and chair meetings as well as prepare reports of the meetings.

- Foster constructive and active dialogue at sub-fora meetings.

- Lead the implementation of the action program and other activities to fulfill instructions given by APEC Leaders, Ministers and Senior Officials and report to Senior Officials on the development of these issues.

- Coordinate the development of a medium-term strategic plan aligned with the organization's overall objectives.

- Ensure the timely submission of annual fora workplans to the first SCE meeting of each year.

- Attend the annual SCE Committee-on-the-Whole (COW) meeting, held on the margins of the first SCE meeting of each year, to update the SCE on fora activities and ensure that these are in line with APEC priorities.

- Oversee the development of activities ensuring that the fora's work is responding to Leaders' and Ministers' priorities.

- Liaise with the APEC Secretariat, other APEC fora and international organisations to enhance the quality of activities, including project proposals with well-defined outcomes, and track the progress of project implementation.

- Invite ABAC or other relevant non-governmental actor(s) to contribute to the fora's plenary meeting agenda and activities (e.g., seminars, workshops).

- Oversee the prioritization/ranking of the fora's project proposal concept notes using the APEC-wide funding criteria in advance of the deadline for each project approval session.

- Once fora projects are approved, ensure that the project overseer works with the APEC Secretariat Communications team to provide a short statement on the activity to be published on the APEC website, if appropriate.

- As major project milestones or deliverables are completed (e.g. workshops, reports, etc), ensure that the project overseer provides a statement (e.g. press release, article, etc.) on the outcomes of the activity to be published on the APEC website and that he/she works with the APEC Secretariat Communications team, as well as local and international media, to promote and encourage media coverage of APEC project-related activities.

- Once projects are fully completed, ensure that project overseers work with the APEC Secretariat Communications team to provide a write-up of the project's accomplishments and planned follow-up.

- Ensure that mandatory monitoring and final completion and evaluation reports on relevant APEC-funded projects are submitted by Project Overseers and that the relevant program director in the APEC Secretariat provides such reports in a timely manner to the BMC.

- Act as the spokesperson and key advocate for the relevant working group or APEC fora, actively working to build synergies with other APEC fora, as well as relevant international organizations, and actively promoting the practical efforts that fora are undertaking to advance APEC priorities.

- Ensure that the forum website, as appropriate, is linked to the APEC Secretariat website and remains up-to-date, providing a current reflection of the forum's priorities and activities.

The duties of the Deputy Lead Shepherd/Chair will be to assist the Lead Shepherd/Chair to fulfill the mandate and the activities of the working group or other APEC fora. Further information to assist Lead Shepherds and Chairs in hosting meetings can be found in the *Guidebook on APEC Procedures and Practices; Guidelines for Hosting APEC meetings; and the Guidebook on APEC projects.*

The level of assistance that the Chair/Lead Shepherd can expect from the APEC Secretariat's Program Director

The Program Directors (PDs) are officials seconded by member economies to work for the APEC Secretariat for a period of normally three years. They are usually officials with different backgrounds and experience and may not possess technical expertise in the particular subject area of the forum. As their responsibilities may cover more than one forum or assignment, PDs are unable to fully support the Chair/Lead Shepherd as a full-time assistant. It is desirable that the Chair/Lead Shepherd seek his/her own staff for personal assistance and utilise the PD in a way that best serves the group.

While the Chair/Lead Shepherd of an APEC forum is responsible for coordination and overseeing of the activities conducted by that forum, the PD can assist the Chair/Lead Shepherd in the following areas:

- providing a link to the APEC Secretariat and other fora;

- conveying results of the discussions held at the SCE, SOM, AMM and AELM;

- providing advice as to how the sub-fora could incorporate leaders' and ministerial directives into their work plans;

- maintaining the relevant public website and APEC Collaboration System (ACS) site for the group;

- maintaining an up-to-date contact list of group members;

- preparing the draft meeting agenda, if requested;

- coordinating with members of the group;

- conveying messages from the Chair/Lead Shepherd with regard to the meeting;

- taking minutes and/or preparation of the summary record of the meeting, if required;

- liaising with the APEC Secretariat communications team to arrange media outreach and coverage of sub-fora meetings/events and projects;

- following-up on the agreed decisions by the group during the inter-sessional period;

- supporting the Chair/Lead Shepherd during each project approval session with prioritizing/ranking the group's project proposal concept notes and submitting these rankings to the overseeing Committee in advance of the specified deadline;

- supporting implementation and reporting on status and completion of APEC projects; and

- ensuring final completion reports with outcomes of APEC-funded projects are completed within specified guidelines (2 months post-activity) and submitted to the BMC for review.

Maintenance of Public Website and ACS Site for the group

All APEC fora will have their webpage posted in the APEC Secretariat's website for public access. The group's ACS site serves as an online space for members to undertake inter-sessional work, collaboration, discussion and information-sharing. The PD will be responsible for maintaining and updating the contents of both sites.

The APEC Secretariat's website also contains the Events Calendar which provided information on APEC-related events throughout the year. The PD can assist in publicising events or meetings when information is available from the Chair/Lead Shepherd or organiser of the events.

PD's support for meetings

The role of the PD is to facilitate the meeting.

If requested, the PD can assist in the preparation of drafting the meeting agenda based on the outcomes of the previous meeting. Once this is approved by the Chair/Lead Shepherd, the PD can circulate the draft to all members for comment and keep it up to date. It is desirable that the draft agenda be circulated at least four weeks before the meeting.

PDs also provide information on the latest developments in APEC; and advise on procedural matters regarding participation in APEC meetings, participation of APEC officials in non-APEC meetings, submission of meeting documents and implementation of APEC projects. PDs can serve as a resource for member questions or to clarify issues regarding procedures and practices in APEC relating to project implementation, the application for different sources of APEC funding (Operational Account, TILF Fund, APEC Support Fund), etc.

At the first annual meeting of the forum, it is customary that the PD will table a report on APEC developments so that the group is informed of the current theme, sub-themes, priorities and major decisions adopted by Leaders, Ministers and Senior Officials since their last meetings. In addition, the PD may brief the group on other issues of interest to the forum such as SOM and relevant committee-level instructions, project deadlines and any other important but yet unresolved issue within the group for consideration.

The documentation process is vital to ensure that all meeting documents are complete and kept by the APEC Secretariat Library for dissemination to members and the public. The PD will help the host and the Chair/Lead Shepherd to properly prepare all documents according to the Meeting Documents Guidelines. Once the meeting is completed, the PD will need to collect all meeting documents and submit to the APEC Secretariat Library.

Coordination with members of the group

As the issues discussed in APEC are often cross-cutting or may have wide implications to other fora, PDs will assist in providing information about those cross-cutting or overlapping issues related to the group. PDs can also liaise with other fora, if requested, on behalf of the Chair/Lead Shepherd. This usually can be done through internal coordination with other PDs in the Secretariat or directly with the Chair/Lead Shepherd of the other fora.

If the forum wishes to invite non-APEC members to their meeting, it should consult the PD who will advise the forum on the correct procedure based on the most current version of the *Consolidated Guidelines on Non-Member Participation in APEC Activities.*

Conveying messages from the Chair/Lead Shepherd with regard to the meeting

Once agreement has been made to host a meeting, the host economy is expected to move as quickly as possible to decide on the location and exact meeting dates and inform all appropriate APEC contact points. The PD can help disseminate information to all APEC contact points, and advise the host economy and the Chair/Lead Shepherd on suitable arrangements. Every effort should be made to hold meetings in conjunction with one of the SOMs, in order to enable the broadest possible participation, coordination of efforts with other sub-fora, and wider understanding of other sub-fora efforts. If the meeting is not held in conjunction with the SOM and Related Meetings, it is advisable that an Administrative Circular be prepared by the host in coordination with the PD and the Chairperson. The Administrative Circular usually includes information such as the responsible host economy contact points, meeting venue, registration/accreditation, arrival/entry formalities, accommodation arrangements, delegates' facilities, document reproduction and distribution procedures, and other useful information. It is preferable to have the Administrative Circular available at least six weeks before the meeting.

If the forum meeting is held on the margins of SOM, the PD will liaise with the Host Economy Representative (HER) of the APEC Secretariat who will act as the coordinator with the Task Force or Organizing Committee of the host and provide necessary information including the number of participants, meeting room arrangements, necessary equipment needed to conduct the meeting and the preferred meeting schedule as requested by their fora.

The Secretariat has produced two documents, namely the *Guidebook on APEC Procedures and Practices* and the *Guidelines for Hosting APEC Meetings* which can help the host in preparing the APEC meetings. These can be requested from the PD.

Taking minutes or preparing the summary record of the meeting

As PDs may not be an expert on technical issues discussed in the group, it is advisable that the Chair/Lead Shepherd reach a common understanding with the PD on the level of support in taking minutes or preparing the summary record of the meeting.

As the forum/working group may be required to present its report to higher bodies (e.g. CTI, SCE, and SOM), PDs can assist the Chair/Lead Shepherd in preparing a Fora Report to the relevant committee. The template, procedure and deadline of submission of fora reports are usually advised by the relevant Committee's Coordinator.

Following-up the agreed decisions by the group during the inter-sessional period

After the meeting is completed, the PD can assist the Chair/Lead Shepherd to develop a list of inter-sessional work items and circulate to members through the ACS site or e-mail or for follow-up. The list shall contain items to be followed up, specific actions required, responsible

economy or entity and deadlines. Such a list will help the group to keep track of the agreed follow-up actions or activities. The PD can help to regularly update and follow up with or remind the relevant economy to ensure the completion of the agreed work plan.

The PD can also assist the Chair/Lead Shepherd to contact other fora for follow-up or joint activities, if requested. Coordination with other fora can be done through contacting the relevant fora directly and/or through internal coordination within the Secretariat.

Supporting implementation of APEC projects

The PD will be responsible for supporting Project Proponents and Project Overseers (POs) through all stages of the project approval and implementation process, from the initial stage of drafting the project concept note; through the sub-fora, Committee, and Principal Decision-Maker ranking process; and finally through the final quality assessment of full project proposals. PDs should remind POs of the necessary requirements e.g., financial rules as spelled out in the *Guidebook on APEC Projects* during the implementation, and collect the evaluation report after the project is completed. Throughout the complete project cycle – from development and approval to implementation to monitoring and evaluation – POs are encouraged to consult with PDs in a collaborative manner to ensure their projects adhere to APEC's quality standards and financial guidelines.

If projects are submitted for OA and ASF funding, the PD can assist with the guidelines and procedures to complete the Quality Assessment Framework (QAF). Full details about how to undertake the Quality Assessment Framework can be seen in the *Guidebook on APEC Project*. Alternatively, the group may encourage members to establish a Small Group on Evaluation to facilitate an effective evaluation process.

In the process of implementation, e.g., the arrangement of APEC-funded travelers to the meeting or workshop, the PD and his/her Program Assistant (PA) will assist in responding to requests from POs and APEC-funded travellers with regard to authorisation for funding and reimbursement claims.

In principle, the PD does not attend any APEC-funded or self-funded meeting organised by the PO. However, an exception may be made if a request is made in writing by the PO to the Executive Director to have a representative from the Secretariat participate in the meeting. Preferably, such a request should be made with the understanding that the PO or organiser is ready to provide funding for the participation of the Secretariat's representative. In any case, it is at the discretion of the Executive Director of the APEC Secretariat to decide on a case-by-case basis whether to send a representative.

If the project is going to produce a publication (e.g. final reports, proceedings of dialogues, workshops) or set-up a website, the PD, with the assistance of the Director of Communications and team members, can advise on APEC publication and website guidelines, including the use of APEC logo and its copyrights, and APEC style and nomenclature.

Dissemination of output from APEC projects can be useful and newsworthy. The PD, with the assistance of the Director of Communications, can assist the PO in preparing media release that can be of interest to the group or public. The PD, with the assistance of the News Manager can also assist the Chair/Lead Shepherd to arrange a briefing or interview with the media on the work done by the group or forum after the meeting.

Annex 5

INDEPENDENT ASSESSMENT OF THE ECOTECH IMPLEMENTATION OF APEC WORKING GROUPS AND SOM TASKFORCES:

COUNTER-TERRORISM TASK FORCE (CTTF)

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SCE				
Recommendation to SCE1. Outlining its key expectations and requirements for the coming year in a generic letter to each Chair/Lead Shepherd inviting them to attend the SCE-COW session at the first SOM as an opportunity for collegial discussion leading to consensus on any final adjustments	<u>Member economies</u> • Support the recommendation; ways to improve attendance and the efficiency of SCE-COW be assessed (including the feasibility of holding of all initial working group/task force meetings at the margins of SOM1). • We strongly agree with this recommendation and would like to see it implemented if this is not the practice already. <u>APEC Secretariat</u> All Chairs/Lead Shepherds of WG/TF are invited to annual SCE-COW. The attendance level at this meeting has not been very high over the past few years. The SCE Chair regularly writes to Chairs/lead shepherds: before SCE-COW to invite them to the meeting and outlines key issues for discussion at the meeting; after each meeting to inform them of the new development and key decisions of SCE/SOM relevant to their work.	**SCE** to take into consideration the recommendation in its work to improve the efficiency and effectiveness of SCE-COW.	SCE3 2010	**Yes**
Recommendation to SCE2. In consultation with the CTI, identifying the CTI and SCE sub-fora with the lead responsibility for each cross-cutting initiative	<u>Member economies</u> • Support the recommendation to leverage cross-linkages amongst the "human security" agenda in APEC, and examine further ways to increase	**SCE** to discuss this recommendation at SCE3 in conjunction	CSOM 2010	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
which has a human security dimension; and requiring these responsibilities to be reflected in their Terms of Reference and Work Plans.	collaboration in this field (cross-fora strategic plans + joint "human security" sessions). • We agree. After consulting with various agencies in our economy that are involved in APEC's fora dealing with cross-cutting human security issues, the common theme to emerge in feedback that we received was that there was a concern that the CTTF was actually in danger of duplicating work already being done elsewhere and the need to minimise duplication of effort across APEC. Clearly identifying which fora has the lead on certain counter terrorism initiatives and work streams and reflecting this in their terms of reference would go some way to alleviating this concern.	with the discussion on HWG independent assessment recommendations.		
Recommendation to SCE3. Through its Friends of the Chair Group on Accountability and Communications, identifying an efficient way to convert relevant findings and recommendations contained in independent assessment reports into useful guidance for sub-fora to follow in strengthening their management frameworks	Member economies • This is a useful suggestion and we believe that this is already happening through the revision of guidelines for lead shepherds that the FOTC is currently working on. • Welcome this recommendation.	No action required – SCE already implemented through the revision of Guidelines for chairs/lead shepherds.		Yes
Recommendation to SCE4. Notifying the CTTF on any high-level policy or management issues that it should address in preparing the case for a fourth renewal of its mandate in 2010	Member economies • We feel that the CTTF should try and address most, if not all, of the management-related recommendations in the report for the CTTF's consideration (i.e. CTTF2 through to CTTF24). The three most important being CTTF3 (Strengthening/tightening the Group's Terms of Reference) CTTF23 (development of a medium term strategy) and CTTF24 (appointment of a	No action required.		Yes

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
	Vice Chair to support the Chair). • Welcome this recommendation. • It is the responsibility of sub-fora to justify their existence			
Recommendation to SCE5. Through its Friends of the Chair Group on Accountability and Communications, (a) identifying the extent to which the CTTF, other small sub-fora and the Experts Groups of larger sub-fora are presently operating in the human security field with similar or partially overlapping mandates; (b) assessing the practicality of consolidating their medium term strategies into a single document; and (c) actively encouraging these sub- fora and their experts groups to find affordable opportunities for increased cross-participation and collaboration	Member economies • Although we agree that the feasibility of having an APEC-wide strategy or "single document" for Counter Terrorism (e.g. by studying the existing medium term strategies of human security related fora) should be investigated we wonder whether the SCE FOTC is the right body to do this. We think that one of the conditions for the renewal of the CTTF's mandate this year should be that it once again refocuses on its coordinating role for APEC's CT efforts and that the CTTF is tasked with consulting/working with other relevant fora in developing an APEC-wide counter terrorism strategy. The findings of recommendation SCE2 should feed into this process and this APEC-wide strategy should clearly identify which APEC fora has the lead in implementing various aspects of the strategy. The APEC New Strategy for Structural Reform (ANSSR) is a good example of an APEC-wide strategy (for Structural Reform) that clearly articulates which part of the APEC structure (e.g. the Economic Committee or the HRDWG) is responsible for implementing various aspects of the strategy. • Support this recommendation to leverage cross-linkages amongst the "human security" agenda in APEC, and examine further ways to increase collaboration in this field (cross-fora strategic plans + joint "human security" sessions).	**SCE** to take note of this recommendation in its effort to improve coordination among fora and during discussion of the HWG independent assessment recommendations.	SCE3 2010	Yes

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO CTTF				
Recommendation to CTTF 1. Contacting the relevant ABAC Liaison Representative in order to explore opportunities for collaborating on projects and activities of mutual interest.	APEC Secretariat ABAC has no Liaison Representative for CTTF. ABAC has expressed view that due to its limited resources, it will focus only on area of high priority.	**CTTF** to consider ways to better engage ABAC and private sector.	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 2. Transforming the nine suggestions to increase the efficiency of CTTF meetings into concrete action and to include relevant actions in the 2011 Work Plan	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 3. Recognizing that the lead for many counter-terrorism/secure trade issues are broadly dispersed among other sub-fora, strengthening the Terms of Reference (TOR) through the inclusion of more pro-active goals and objectives as an aspect of preparing its mandate renewal submission to the SOM	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 4. Expanding the Management Group on a priority basis to provide the planning capacity necessary to ensure that, when seeking to extend the Task Force's mandate, there is an effective intersessional mechanism in place to (a) fully report progress in	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
implementing all elements of the 2010 work plan; and (b) strengthen the work planning process so as to position the 2011 work plan as the main work instrument guiding the CTTF throughout the year in its meetings, intersessional work on identifying potential counter-terrorism gaps and initiatives, and collaborative efforts with other sub-fora and non-APEC organizations .				
Recommendation to CTTF 5. Including the planning and implementation of the annual work plan as a standing item on all CTTF meeting Agendas	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 6. Tabling an updated Annual Report on progress in implementing the annual work plan at the next CTTF meeting and including it in the APEC Meeting Document Database.	APEC Secretariat CTTF's Fora report provides updates on the group's implementation of its annual workplan. The CTTF report will be included in the 2010 SCE Fora Report which will be considered at SCE3. Once 2010 SCE Fora is endorsed, the report will be available on the APEC Meeting Document Database.	No action required.		**Yes**
Recommendation to CTTF 7. Introducing an Ongoing Actions List at the next meeting as an efficient way of keeping track of commitments made by Economies and the management group from one meeting to the next. Thereafter, it could be appended to the Summary Record following each	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
meeting and to the agenda preceding each meeting.				
Recommendation to CTTF 8. In consultation with the Communications and Public Affairs Unit in the Secretariat and the CTTF Program Director, reviewing the contents of the CTTF pages on the APEC website and in the APEC Collaboration System, and devising maintenance protocols in order to maximize their usefulness as reference tools for all CTTF stakeholders	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 9. Establishing an agenda planning protocol consistent with the guidelines for Chairs of SOM Task Forces referenced in Annex G of the APEC Senior Officials' 2007 Report on ECOTECH	APEC Secretariat SCE has endorsed the revised Guidelines for Chairs/Lead shepherds at SCE2. The revised guideline has been circulated to all SCE fora for comments. No comment has been received by the deadline – meaning all fora agree with the revisions.	**CTTF** to study the revised Guidelines for Chairs/Lead shepherds and take necessary actions to implement the revised Guidelines.	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 10. Further to the above recommendation, restructuring the annotated agenda so that it more closely aligns with the format of the annual Work Plan and makes provision for new or emerging developments	Agreed.	**CTTF** to implement this recommendation.	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 11. Discontinuing the practice of providing a		**CTTF** to consider the	CTTF to report	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
written report and to use the annotated agendas, the Chair's opening remarks and the Summary Record as an efficient way of ensuring that intersessional activities are addressed during the meeting and subsequently reported.		recommendation and take steps to improve the group' operation.	progress to SCE 2 in 2011.	
Recommendation to CTTF 12. Encouraging each member Economy to reduce the size of its contact list in the CTTF Collaboration Site (e.g. to two or three contacts including the designated Head of Delegation) and update it on a regular basis	<u>APEC Secretariat</u> It is up to member economies to decide who should be in the CTTF Contact list.	CTTF to update its contact list on a regular basis. CTTF members are encouraged to identify their head of delegation for the group CTTF, and try to limit their nominated points of contact to a reasonable number.		**Yes**
Recommendation to CTTF 13. Including the Summary Report as a standing item at the first CTTF meeting in each year, as a basis for work planning and engaging in expert-level dialogue with relevant sub-fora	Agreed.	**CTTF** to implement this recommendation.	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 14. Providing a link to the Summary Report from the CTTF web page		**CTTF** to consider this recommendation.	CTTF to report progress to SCE 2 in 2011.	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
Recommendation to CTTF 15. Establishing clear guidance on which outputs become APEC publications and which ones remain in the APEC Meeting Document Database	Agreed.	**CTTF** to implement this recommendation.	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 16. Working with the Communications and Public Affairs Unit to promote published documents to the fullest extent possible	APEC Secretariat The revised Guidelines for Chairs/Lead Shepherds already address this issue.	**CTTF** to study the revised Guidelines for Chairs/Lead shepherds and take necessary actions to implement the revised Guidelines.	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 17. Consistent with guidelines issued by the BMC, establishing a protocol to ensure the timely preparation and submission of Completion Reports and invoices on completed projects by Project Overseers	APEC Secretariat BMC has agreed to a new approach to reporting for APEC funded projects with two elements including compulsory six-monthly Monitoring Report and compulsory Completion Report. The system stipulates that the Fora will be prevented from submitting any new Concept Notes until outstanding reports are submitted.	No action required – CTTF needs to follows strictly the new guidelines issued by BMC.		**Yes**
Recommendation to CTTF 18. Deferring the planning of the STAR VIII conference until the submission of a Completion Report by the Project Overseer and a discussion of the recommended measures and initiatives from the STAR VII conference has taken place at a CTTF meeting	APEC Secretariat Project Overseers for STAR Conferences are different people coming from different economies.	**CTTF** to take note of this recommendation and to ensure that clear follow-up steps are taken with regards to STAR Conference.	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 19. Seeking to have a representative brief the next meetings of the TPTWG Maritime and Aviation Security Experts Sub-	Member economies Encourage the CTTF to invite representatives from a broader range of sub-for a.	**CTTF** to implement this recommendation and consider inviting	CTTF to report progress to SCE 2 in 2011.	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
Groups on CTTF transportation security initiatives and to explore opportunities for greater collaboration using the Summary Report of Counter-Terrorism Capacity Building Needs of APEC Economies as a main reference point		representatives from other relevant fora.		
Recommendation to CTTF 20. Appending the specific duties of each member of the management group (including the Office of the Chair) to the TOR	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 21. Establishing a formal contact point from among the member economies to provide concise written reports on relevant proceedings of each key international organization with a counter-terrorism mandate.	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 22. Compiling the suggestions contained in the completed questionnaires for discussion and identification of possible future actions at the next CTTF meeting	Agreed.	**CTTF** to implement this recommendation	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 23. Developing a medium-term strategy covering a planning horizon of three years (the current year plus the next two) as a foundation for the annual	APEC Secretariat This recommendation has already been addressed as all SCE fora (including CTTF) have been requested to develop their medium-term workplans and submit the workplans to SCE3 for consideration.	No action required.		**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or CTTF	Proposed timeline to implement the recommendation by SCE or CTTF	Agreement on the suggested action (Yes/No)
work planning exercise	CTTF has already submitted its medium-term workplan to SCE.			
Recommendation to CTTF 24. Appointing a Vice-Chair as soon as possible so that his/her term of office overlaps with that of the Chair		**CTTF** to consider the recommendation and to ensure that the revised guidelines for Chairs/lead shepherds are followed.	CTTF to report progress to SCE 2 in 2011.	**Yes**
Recommendation to CTTF 25. Holding a third meeting in 2010 with one day dedicated to strengthening the management framework.		**CTTF** to consider this recommendation in its efforts to strengthen the management framework.	CTTF to report progress to SCE 2 in 2011.	**Yes**

Annex 6

INDEPENDENT ASSESSMENT OF THE ECOTECH IMPLEMENTATION OF APEC WORKING GROUPS AND SOM TASKFORCES:

HUMAN RESOURCE DEVELOPMENT WORKING GROUP (HRDWG)

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or HRDWG	Agreement on the suggested action (Yes/No)
Recommendation 1. *Agree* that Economies should be encouraged to put forward women as well as men based on merit delegates for leadership positions in the HRDWG, including as Heads of delegations, Network Coordinators, and Lead Shepherd.	Support.	HRDWG to implement this recommendation.	HRDWG to report progress to SCE 2 in 2010.	Yes.
Recommendation 2. *Agree* that key selection criteria for the position of Lead Shepherd should be commitment to an inclusive style of working, the ability to chair a large consensus-based grouping, and leadership skills. The LS should promote education, labour and social protection capacity-building equally regardless of their expertise. The LS position should be elected at the end of the first year of the existing LS term and take office at the end of the incumbent LS two year term.	Agree in principle with the recommendation but notes that it is not always fully achievable and recommends some flexibility.	HRDWG to further consider this recommendation and decide the succession process of the Lead Shepherd in its next meeting in 2010.	HRDWG to report decision to SCE 2 in 2010.	Yes.
Recommendation 3. *Agree* that Deputy Lead Shepherd and Deputy Network Coordinator be formalised as positions with role descriptions create in order to build the strategic and consensual	There is merit in the position of Deputy Lead Shepherd. However, it is up to HRDWG to have further discussion and make decision.	HRDWG to further consider this recommendation together with its discussion of Lead Shepherd's succession process.	HRDWG to report decision to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or HRDWG	Agreement on the suggested action (Yes/No)
leadership capacity of the LS and Network Coordinators. These "deputy" positions should preferably be filled by delegates from a different APEC economy to the LS, and be set on a different term to ensure continuity of leadership across the LS office holders. The Deputy LS may or may not succeed the Lead Shepherd.	Deputy Network Coordinator is not essential.			
Recommendation 4. *Agree* that the core work programme of the CBN be reallocated among the LSPN and EDNET, and other relevant groups within APEC such as the SMEWG, the EC, and the CTI with the goal of reinvigorating the APEC-wide strategic focus on capacity building for individuals, government and enterprises and building on the collaborative approach of the CBN within the HRDWG.	Give support to streamline the HRDWG structure and strengthen internal coordination by merging CBN with EDNET and LSPN. However, some other member economies insist on maintaining the CBN to promote the important issue of capacity building. And also HRDWG has indicated its disagreement on this recommendation.	No action required.	N. A.	Yes.
Recommendation 5. *Agree* that the LS and Network Coordinators be tasked with maintaining and building the collaboration among government, non-government, and private sector organisations in Network activities.	Agree.	HRDWG to implement this recommendation.	HRDWG to report progress to SCE 2 in 2010.	Yes.
Recommendation 6 *Agree* that EDNET redefine its mandate and core objectives consistent with APEC Leader and Ministerial priorities and emphasising the linkages between capacity-building for regional trade and economic cooperation as well as education/training, and the activities that follow from these.	Agree to HRDWG's greater alignment with APEC strategic goals of trade and investment. But it should be careful to redraft the core objectives of HRDWG. The annual HRDWG workplan needs to clearly indicate how EDNET priorities directly and indirectly contribute to free and open trade and investment and also to other Leaders' priorities	HRDWG to implement this recommendation.	HRDWG to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or HRDWG	Agreement on the suggested action (Yes/No)
	including —inclusive, knowledge-based, sustainable and balanced growth. It was not agreed to limit HRDWG's mandate to economic aspects, such as education trade and services, as this would not allow HRDWG to fully respond to APEC Leaders' instructions. EDNET's mandate and core objectives are already consistent with Leader and Ministerial priorities to some extent.			
Recommendation 7 *Agree* that all Networks in the HRDWG adopt multi-year planning and complete the template submitted by the current LS.	Agree.	HRDWG to implement this recommendation.	HRDWG to report progress to SCE 2 in 2010.	Yes.
Recommendation 8 *Agree* that HRDWG project overseers seek help from Project Management Unit in preparing project evaluation reports after the completion of a project. These reports can be used to derive lessons and guide future project proposals relevant to APEC trade and investment goals. The SCE should consider supporting a third party external evaluation process for all ECOTECH projects to ensure transparency, to direct future funding, and to maximize the policy outcomes from projects.	BMC is considering a new monitoring and completion reporting framework.	Secretariat to brief APEC fora, including HRDWG, on the new monitoring and completion reporting framework.	Secretariat to report progress to SCE 2 in 2010.	Yes.
Recommendation 9 *Agree* that HRDWG annual meetings be primarily focused on *policy discussion* around	Agree. The HRDWG meeting in Hiroshima has already reflected this recommendation by focusing on policy discussions.	HRDWG to implement this recommendation when planning and designing the future HRDWG meetings.	HRDWG to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or HRDWG	Agreement on the suggested action (Yes/No)
a few key Working Group-wide priorities and strategic planning.				
Recommendation 10 *Agree* that an HRDWG paper should be produced identifying the human resources development activities of all relevant multilateral organisations, highlighting the synergies among these organizations and APEC activities, and distinguishing the comparative advantages of APEC HRDWG activities.	Agree in principle with identifying the comparative advantages and synergies with other multilateral organizations. HRDWG needs to further discuss how to implement.	HRDWG to further discuss this recommendation out of session.	HRDWG to report decision to SCE 2 in 2010.	Yes.
Recommendation 11 *Agree* that the SCE should strengthen coordination on labour and gender "inclusive growth" goals between the HRDWG and other APEC fora, especially the Gender Focal Point Network and the Small and Medium Enterprises Working Group. This coordination could take the form of policy dialogues on the achievement of inclusive growth and project collaboration and co-sponsorship on projects following from this dialogue	Agree.	HRDWG to implement this recommendation.	HRDWG to report progress to SCE 2 in 2010.	Yes.
Recommendation 12 *Agree* that SCE Chair formally discuss the application of the SCE criteria for project funding with the Lead Shepherd Advisory Committee of the HRDWG.	Relevant work has been done with significant developments and progress in this area.	No action required.	N. A.	Yes.
Recommendation 13 *Agree* that the APEC Secretariat and Programme Director communicate in advance	APEC fora have been informed of the new arrangement for project approval process. Final project evaluation reporting framework is under development.	The Secretariat to keep HRDWG informed of project management reform measure upon BMC	Secretariat to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or HRDWG	Agreement on the suggested action (Yes/No)
with HRDWG members about the deadlines and process for the evaluation of project proposals and for the submission of final project evaluation reports by electronic communication or teleconference.		decision.		

Annex 7

INDEPENDENT ASSESSMENT OF THE ECOTECH IMPLEMENTATION OF APEC WORKING GROUPS AND SOM TASKFORCES:

HEALTH WORKING GROUP (HWG)

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or HWG	Proposed timeline to implement the recommendation by SCE or HWG	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SCE				
Recommendation to SCE1. Initiate a project to develop performance measures and guidelines for routine assessment of the effectiveness of APEC fora in delivering substantive outcomes and impacts on member economies and across the region as a result of their activities.		**SCE** to take note this recommendation when developing a plan on implementation of recommendation 5 of the Framework to Guide ECOTECH Activities.		Yes
Recommendation to SCE2. Develop more appropriate funding arrangements that support long term strategic projects instead of discrete, time-limited projects.		No action required – this issue has already been addressed by BMC.		Yes
Recommendation to SCE3. In consultation with the HWG and other subfora, the SCE and BMC continue to identify ways to improve secretarial and technical support, to ensure that changes to processes are supportive of APEC goals, and will enable them to respond to changes in APEC processes in an efficient manner.		No action required – the issue has already been addressed in the Framework to Guide ECOTECH Activities and by BMC.		Yes

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or HWG	Proposed timeline to implement the recommendation by SCE or HWG	Agreement on the suggested action (Yes/No)
Recommendation to SCE4. Strengthen formal reporting processes across all APEC fora on current and proposed projects and activities.		No action required – the issue has already been addressed by BMC decision regarding completion and progress report of projects.		Yes
Recommendation to SCE5. Undertake a comprehensive consultation process to assess the merits of an amalgamation or restructure of the HWG and the LSIF, taking into account the benefits and challenges identified by this assessment, to address existing efficiency issues and the current duplication of mandates.		**SCE** to take note of this recommendation when developing a plan on implementation of recommendation 5 of the Framework to Guide ECOTECH Activities.		Yes
RECOMMENDATIONS TO HWG				
Recommendation to HWG 1. Foster and encourage greater attendance and participation of observers and stakeholders as guests at meetings to improve collaboration and integration of HWG activities.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	Yes
Recommendation to HWG 2. Progress the proposed review of priority areas to ensure that the directions of the HWG are strategic and responsive to current health challenges experienced by the region.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	Yes
Recommendation to HWG 3. Develop project proposals that specifically address the new output objective identified in the 2010 Annual Work Plan.		**HWG** to take note of this recommendation in developing project for the year 2011.	HWG to report progress to SCE 2 in 2011.	Yes

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or HWG	Proposed timeline to implement the recommendation by SCE or HWG	Agreement on the suggested action (Yes/No)
Recommendation to HWG 4. Consider suggestion to develop a public health exchange program between APEC economies that build on APEC goals.		**HWG** to consider the recommendation in developing its 2011 workplan and project proposals.	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 5. Consider the QAF criteria and identified areas of weakness when developing project proposals to strengthen future projects and their alignment with APEC's priorities and the Bogor Goals.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 6. Increase use of alternate funding sources to decrease reliance on APEC project funding.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 7. Ensure that final reports are completed and approved for publication for each project in a timely manner.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 8. Ensure that status of projects is updated regularly on the APEC project database and final reports are published on the website in a timely manner.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 9. Ensure all relevant references to the HWG are updated on the APEC website to reflect its current format as a working group and not task force and that all relevant documents are uploaded to the website in a timely manner.		**HWG** in cooperation with the APEC Secretariat to implement this recommendation.	HWG to report progress to SCE 2 in 2011.	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or HWG	Proposed timeline to implement the recommendation by SCE or HWG	Agreement on the suggested action (Yes/No)
Recommendation to HWG 10. Publish project reports on HWG website as well as APEC site to maximize public access and promotion of HWG activities.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 11. Ensure all work plans and other relevant documents are published on the website in a timely manner and that all links to corresponding documents are operational.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 12. All future project reports should contain a summary of the outcomes of the project and, if relevant, a list of recommendations for future consideration.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 13. Include in annual work plans, a set of targets and objectives which can be used to measure the effectiveness of activities in contributing to the MTWP.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 14. Develop longer term, more collaborative and strategically cross cutting projects that address multiple barriers to development.		**HWG** to consider this recommendation when developing 2011 workplan and project proposals.	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 15. Further explore opportunities to complement work being undertaken by other international		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or HWG	Proposed timeline to implement the recommendation by SCE or HWG	Agreement on the suggested action (Yes/No)
health agencies to address the spread of HIV/AIDS in the region.				
Recommendation to HWG 16. Ensure new priorities examine and address the links between health, trade and economic development and cooperation in line with APEC priorities, Bogor Goals, and the MTWP.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 17. In future, whenever a draft work plan containing the strategic priorities and directions of the HWG is being developed, a copy or copies of the document should be provided to other stakeholders, including international organizations and other APEC fora such as the LSIF, for their expert opinion and input before the document is finalized.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 18. Amend the TOR to reflect the current gender balance of the Chair and Deputy Chair positions as a commitment to gender equality.		**HWG** to take note of this recommendation when selecting leadership for the group.	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 19. Invite the Gender Focal Point Network to a future meeting to raise awareness of gender considerations and establish an ongoing collaborative relationship with this forum.		**HWG** to take note of this recommendation in its coordination with other APEC fora including GFPN.	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 20.		No action required –		**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or HWG	Proposed timeline to implement the recommendation by SCE or HWG	Agreement on the suggested action (Yes/No)
Include a section outlining consideration of issues relating to gender equality in all future project proposals.		**HWG** project proponent should follow the concept note/project proposal template that was endorsed by BMC.		
Recommendation to HWG 21. Explore APEC economies' policies and regulations on health related gender equality issues and create a policy and strategic direction for the HWG.		**HWG** to take note of this recommendation in developing its 2011 workplan and project proposals.	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 22. Update TOR to reflect the 2010 'Revised Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and SOM Task Forces' and ensure all HWG members are aware of the revised duties.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 23. APEC funded workshops should continue to remain open to representatives from the private sector, as and when appropriate to enhance collaboration and capacity building activities.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 24. Increase cross-sector, APEC fora and stakeholder participation in future policy dialogue sessions to maximize collaboration.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**
Recommendation to HWG 25. Transform suggestions for improving collaboration into explicit actions.		**HWG** to implement this recommendation	HWG to report progress to SCE 2 in 2011.	**Yes**

Annex 8

INDEPENDENT ASSESSMENT OF THE ECOTECH IMPLEMENTATION OF APEC WORKING GROUPS AND SOM TASKFORCES:

TRANSPORTATION WORKING GROUP (TPTWG)

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
Recommendations to SCE				
Recommendation 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.	There have been developments and progress in this area. SCE is considering to improve accountability of SCE sub-fora.	SCE to keep its sub-fora informed of the decision on accountability arrangement.	Upon SCE's decision.	Yes.
Recommendation SCE2. Establishing a protocol with the CTI for consulting and taking action on cross-cutting initiatives involving the TPTWG and other SCE Working Groups.	Protocol may be too formal between APEC's own fora. Cooperation could be discussed and conducted based on need at any time between APEC fora. Fora should be urged to exchange outcomes from their Working Group meetings. The Program Director could facilitate such collaboration.	No action required.	N. A.	Yes.
Recommendation SCE3. Establishing a protocol with the EC for consulting and taking action on cross-cutting initiatives involving the TPTWG and other SCE Working Groups.	Same comment as above.	No action required.	N. A.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
Recommendation 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.	Generally speaking it is good idea. But the different fora are operating in different ways to meet the particular needs from member economies. Hence not easy and workable to have a management guide applicable across the fora. The existing Guidelines for Lead Shepherd/Chair and Deputy LS/Chair can be the basis for future discussion and improvement.	No action required.	N. A.	Yes.
Recommendation 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.	It would be beneficial for the incoming TPTWG Lead Shepherd (Canada) to update the existing Guidelines to consolidate recent management improvement and highlight good practices. This could be undertaken in consultation with the current Program Director. This Recommendation could be undertaken with Recommendations TPTWG 6 and 10 below.	No action required.	N. A.	Yes.
Recommendations to APEC Secretariat				
Recommendation APEC Sec 1. 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.	Agree.	Secretariat to keep TPTWG better informed of the support and service from PD.	Secretariat to report progress to SCE 2 in 2010.	Yes.
Recommendation APEC Sec 2. 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.	BMC and PMU of Secretariat already discussed this issue.	Secretariat to keep Project Database updated.	Secretariat to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
Recommendation APEC Sec 3. 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.	Agree.	Secretariat to consider this recommendation.	Secretariat to report decision to SCE 2 in 2010.	Yes.
Recommendation APEC Sec 4. Inviting the TPTWG Deputy Lead Shepherd to become an ex-officio member of the BMC Small Group responsible for assessing TPTWG Evaluation Reports.	BMC is discussing a new post-project evaluation framework.	Secretariat to inform APEC fora of the approved project evaluation framework.	Upon BMC decision.	Yes.
Recommendation APEC Sec 5. Strengthening the 'Model Proposal' component of the Project Database website by providing model templates of each section of a proposal with accompanying explanations.	Agree.	Secretariat to implement this recommendation.	Secretariat to report progress to SCE 2 in 2010.	Yes.
Recommendations to TPTWG				
Recommendation TPTWG 1. 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.	Agree to have a more inclusive TPTWG chart.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 2. Establishing a 'rolling' schedule of the next two-three meetings at least six months apart	Agree to have a long-term planning of future TPTWG meetings. [note: Lead Shepherd is responsible for 'lobbying'	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
and coordinated as required with any Transportation Ministerial Meetings.	economies to host a TPTWG.]			
Recommendation TPTWG 3. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 4. 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.	The Joint TPT Ministerial Statement is for sure one important source of priority setting. At the same time, the priority setting also needs to take SOM tasking statement and AMM Statement into consideration.	TPTWG to consider this recommendation and the comment from SCE.	TPTWG to report decision to SCE 2 in 2010.	Yes.
Recommendation TPTWG 5. 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.	Agree. TPTWG needs to consider the SCE policy criteria when ranking project proposals. In ranking project proposals, TPTWG should also consider the APEC-wide Funding Criteria.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 6. 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,	Encourage TPTWG to work closely with the Communications and Public Affairs Unit to publicize TPTWG activities and achievement.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
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.				
Recommendation TPTWG 7. Listing Points of Contact for each economy on the website.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 8. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 9. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 10. Establishing a Management Framework main page on the TPTWG website to improve access to the contents of the expanded	Agree and the TPTWG webpage in the APEC home website can also be fully utilized.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
Management Guide and other management instruments such as the Guidelines for Heads of Delegation.				
Recommendation TPTWG 11. Including a list of all adopted management instruments and their interdependencies in the Management Guide.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 12. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 13. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 14. 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.	It should be careful to revise the TOR.	TPTWG to further consider this recommendation.	TPTWG to report decision to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
Recommendation TPTWG 15. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 16. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 17. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 18. Establishing a protocol within the TPTWG Management Guide to ensure that all approved reports are published on the TPTWG website in a timely manner.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
Recommendation TPTWG 19. Establishing a protocol within the Communications and Public Affairs Unit to promote published documents to the fullest extent possible.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 20. Surveying the effort expended by office holders and their staff in the delivery of support services.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 21. Publishing the annual Report of Transportation Working Group to the SCE on the TPTWG website.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 22. Inviting feedback from hosting economies on improvements to APEC hosting guidelines.	Revision on the APEC hosting guidelines needs to be approved by SOM. TPTWG may provide suggestion on improving the guidelines according to the feedback.	TPTWG to consider this recommendation.	TPTWG to report decision to SCE 2 in 2010.	Yes.
Recommendation TPTWG 23. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.
Recommendation TPTWG 24. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.

Recommendations by Independent Consultant	Comments from member economies and/or APEC Secretariat	Action Suggested by SCE	Proposed timeline to implement the recommendation by SCE or TPTWG	Agreement on the suggested action (Yes/No)
Recommendation TPTWG 25. 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.	Agree.	TPTWG to implement this recommendation.	TPTWG to report progress to SCE 2 in 2010.	Yes.

Annex 9

INDEPENDENT ASSESSMENT OF THE ECOTECH IMPLEMENTATION OF APEC WORKING GROUPS AND SOM TASKFORCES:

TOURISM WORKING GROUP (TWG)

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or TWG	Proposed timeline to implement the recommendation by SCE or TWG	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SCE				
Recommendation to SCE1. Persist with the TWG as a stand-alone working group in the short term: - if the time ever comes when the TWG must be amalgamated, consider linking with transport or environment sectors.	<u>APEC Secretariat</u> 6th Tourism Ministerial Meeting acknowledged with appreciation the completion of the SOM Steering Committee on ECOTECH (SCE) 2010 Independent Assessment of the TWG and called on the SCE to consider the recommendations therein and to recognize the range of tourism-related issues beyond the purview of the TWG.	**SCE** to take note of this recommendation when considering the issue of streamlining SCE fora.		**Yes**
Recommendation to SCE2. Continue to challenge the TWG to reform, reinvigorate and re-focus: - reform by developing at least one high profile, flagship project that will demonstrate the potential of the tourism sector to lead an APEC agenda; - reinvigorate by asking host economies to involve leaders of their private sectors in TWG meetings; - re-focus by adopting a "program" approach, tracking and reporting progress towards tourism goals as well as APEC-wide agendas.		**SCE** to endorse this recommendation and request TWG implement the recommendation 2, 4, and 5 to TWG (below)		**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or TWG	Proposed timeline to implement the recommendation by SCE or TWG	Agreement on the suggested action (Yes/No)
Recommendation to SCE3. Encourage the TWG to experiment with its new medium-term work plan as a means to implement the "more strategic approach" called for in previous reviews: - treat the plan as a tool for routine use rather than a reporting exercise - adapt the prescribed template, articulating tourism goals and listing projects and action points under those goals.		**SCE** to endorse this recommendation through its decision related to recommendation to TWG No. 5,8,10,11.		**Yes**
Recommendation to SCE4. Encourage the TWG to open its agenda to partner MOs for joint participation in projects or other action points where there is a mutual interest. - weigh the supply and magnitude of co-funding as a factor in decisions about tourism projects.		**SCE t**o encourage TWG to develop close cooperation with other MOs in accordance with the Guidelines on Non-member Participation.		**Yes**
Recommendation to SCE5. In two years time, ask the TWG to review the Tourism Charter Goals. - building on the experiments with its new medium term work plan. - aligning the long-term Charter goals with the medium-term program goals.	<u>APEC Secretariat</u> At the 37th TWG meeting, members had robust discussion on moving forward from the four Tourism Policy Goals from the 2000 Tourism Charter created under the Seoul Tourism Ministerial Declaration. 6th Tourism Ministerial Meeting: encouraged TWG to take stock of the findings in the IA report as vital inputs while moving forward from APEC Tourism Charter to produce a dynamic Strategic Plan.	No action required as TWG has already stated the discussion on this issue.		**Yes**
RECOMMENDATIONS TO HWG				
Recommendation to TWG 1. The Tourism Charter Goals remain relevant for defining APEC's tourism mission. As		**TWG** to take note of this recommendation while moving forward	TWG to report progress to SCE2 2011	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or TWG	Proposed timeline to implement the recommendation by SCE or TWG	Agreement on the suggested action (Yes/No)
mission goals they should continue to be long-term and aspirational. After the TWG has completed its current round of strategic planning, it should reflect on the Tourism Charter Goals and report suggested refinements, via the SCE, to the APEC Meeting of Ministers Responsible for Tourism.		from APEC Tourism Charter to produce a dynamic Strategic Plan.		
Recommendation to TWG 2. There is sufficient continued interest in the TWG to warrant persisting with the TWG as a stand-alone working group, provided that the TWG should anticipate ongoing pressure to reform, reinvigorate and re-focus. The TWG should develop at least one high profile, flagship project that will demonstrate the potential of the tourism sector to lead an APEC agenda.		**TWG** to implement this recommendation.	TWG to report progress to SCE2 2011	**Yes**
Recommendation to TWG 3. If the time ever comes when the TWG must be amalgamated, the best prospect for finding areas of common interest at present is with the transport and environment sectors. However, any such amalgamation would dramatically change the nature of APEC's involvement in tourism.		No action required.		**Yes**
Recommendation to TWG 4. A way to make TWG meetings vibrant and useful in future would be to encourage Host economies to include the private sector when best practice examples are presented. Rather than merely inviting private sector interests for "show", it will be better to		**TWG** to implement this recommendation.	TWG to report progress to SCE2 2011	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or TWG	Proposed timeline to implement the recommendation by SCE or TWG	Agreement on the suggested action (Yes/No)
seek convergence of public and private interests in the host economies around an issue of relevance to the APEC agenda. The Singapore Cruise Forum was a model in this regard. The presence of the leaders of the host economy's national carrier airline, local cruise operators, international tour wholesalers, etc would enliven future TWG meetings.				
Recommendation to TWG 5. In order to implement the "more strategic approach" called for in previous reviews, the TWG should switch from a "project" approach to a "program" approach. At present, various TWG projects are winding down and there are no new project proposals in the system to take their place. There is a hiatus. In a "program" approach, when one project finishes, new projects would be sought that continue the advance towards medium-term goals.		**TWG** to implement this recommendation.	TWG to report progress to SCE2 2011	**Yes**
Recommendation to TWG 6. The reporting of tourism outcomes should be based on progress towards medium-term tourism goals in addition to other, APEC-wide criteria. This will open the TWG's agenda to new funding sources and expose the tourism agenda to new ways to make progress, without relying entirely on APEC project funding.		**TWG** to implement this recommendation.	TWG to report progress to SCE2 2011	**Yes**
Recommendation to TWG 7. A collective action plan for the TWG, as envisaged in Schedule 1 of the Tourism Charter, seems to be a vital missing element. Developing such a plan (a practical tool for strategic planning) would be a way to address		**TWG** to take into consideration of this recommendation in developing its medium term workplan.	TWG to report progress to SCE2 2011	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or TWG	Proposed timeline to implement the recommendation by SCE or TWG	Agreement on the suggested action (Yes/No)
Professor Kim's recommendations 1 and 9 and answer Dr Bell's recommendation for a "checklist" for assessing the relevance of TWG's projects. It would help in assessing and reporting outcomes. It would be the primary planning tool of a "programs" approach. In modern APEC terminology, calling the planning tool a "medium-term work plan" is more apt than "collective action plan".				
Recommendation to TWG 8. A possible modified form of the Secretariat's template is suggested in Figure 2, page 22 (of the report). In this form, the medium term work plan becomes an on-going, useful planning tool for the TWG and not merely a compliance exercise.		**TWG** to take into consideration this recommendation when developing its medium term workplan.	TWG to report progress to SCE2 2011	**Yes**
Recommendation to TWG 9. The TWG's 2010 Workplan could be recast using terms from the Manila Framework, basing the TWG's Medium Term Work Plan around 6 programs: 1. Asserting tourism's place. Medium term goal: "to assert tourism's place in regional economic integration" 2. Human capital in tourism. Medium term goal: "to promote human security through developing human capital in tourism" 3. Socially and culturally responsible tourism. Medium term goal: "to address the social dimension of globalisation through socially and culturally responsible tourism" 4. Environmentally sound tourism. Medium		**TWG** to take into consideration this recommendation when developing its medium term and annual workplans.	TWG to report progress to SCE2 2011	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or TWG	Proposed timeline to implement the recommendation by SCE or TWG	Agreement on the suggested action (Yes/No)
term goal: "to safeguard the quality of life through environmentally sound tourism" 5. Policy alignment and reform. Medium term goal: "To promote stability and efficiency through policy alignment and structural reform" 6. Coordination with other fora. Medium term goal: "To expand the scope of the TWG's influence through coordination with other APEC fora"				
Recommendation to TWG 10. Fitting the new goals around a series of medium-term programs in the manner illustrated above is recommended in order to turn the TWG's Medium-Term Work Plan into a useful, on-going tool.		**TWG** to implement this recommendation.	TWG to report progress to SCE2 2011	**Yes**
Recommendation to TWG 11. Alignment with APEC's immediate priorities should be accommodated at the Projects and Action Points level, rather than requiring major upheaval to the programs in the TWG's Medium Term Work Plan.		**TWG** to take into consideration this recommendation when developing its medium term workplan and project proposals.	TWG to report progress to SCE2 2011	**Yes**
Recommendation to TWG 12. Tourism typically involves governance through some form of PPP, usually a tourism board of some kind. This private sector focus is reflected at global and regional levels in the make-up of tourism's MOs such as WTTC and PATA. Tourism boards and MOs are likely to be better avenues for engaging tourism's private sector than the ABAC.		**TWG** to take note this recommendation so as to enhance its cooperation with the private sector.	TWG to report progress to SCE2 2011	**Yes**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or TWG	Proposed timeline to implement the recommendation by SCE or TWG	Agreement on the suggested action (Yes/No)
Recommendation to TWG 13. The TWG's Mid-Term Work Plan should be put before the TWG's "partner MOs" and an open invitation issued to PATA and WTTC in particular (and any others who prove their commitment by attending regularly) for joint participation in projects or other action points where there is a mutual interest.		**TWG** to implement this recommendation in accordance with the Guidelines on Non-member Participation.	TWG to report progress to SCE2 2011	**Yes**
Recommendation to TWG 14. Irrespective of where an initiative comes from, the potential for leadership by partner MOs should be explored. TWG's partner MOs have technical personnel with full-time responsibilities for multilateral engagement. Fora Lead Shepherd to fit intersessional technical coordination of multilateral projects between his / her national priorities is extremely onerous.		**TWG** to implement this recommendation in accordance with the Guidelines on Non-member Participation.	TWG to report progress to SCE2 2011	**Yes**
Recommendation to TWG 15. As the TWG moves further into joint projects, opportunities for co-funding are likely to arise. Consideration should be given to weighing the supply and magnitude of co-funding as a factor in decisions about APEC projects.		**TWG** to implement this recommendation in accordance with the Guidelines on Non-member Participation.	TWG to report progress to SCE2 2011	**Yes**

Annex 10

APEC EMERGENCY PREPAREDNESS WORKING GROUP (EPWG)

TERMS OF REFERENCE (TOR)

Introduction

An APEC Task Force for Emergency Preparedness (TFEP) was established by Senior Officials in 2005 to coordinate and facilitate emergency and disaster preparedness within APEC. In February 2010, recognising the continued importance of TFEP's work, the Senior Officials Steering Committee on Economic and Technical Cooperation (SCE) elevated the TFEP to a permanent Emergency Preparedness Working Group (EPWG).

Goals and Objectives

- To build capacity in the region so that APEC member economies can better mitigate, prepare for, respond to and recover from emergencies and natural disasters, including by building business and community resilience and fostering private-public partnerships to protect business, trade and economic growth and communities from disruption.

- To improve coordination and enhance intra-APEC cooperation and integration of best practice emergency and natural disaster preparedness efforts in APEC, including by fostering research and collaboration, sharing knowledge, lessons learnt and best practices in the field of emergency management to better protect business, trade and economic growth and communities in the Asia-Pacific region from disruptions related to emergencies and natural disasters.

Current Priorities and Projected Outputs

- The EPWG's priorities and projected outputs will be outlined in its annual work plan, which will be reported to Senior Officials through the SCE Fora Report. The activities and deliverables of the Working Group will also be included in the SCE Report to SOM on Economic and Technical Cooperation (ECOTECH) at the end of each year.

- EPWG priorities shall be closely aligned with the *APEC medium-term ECOTECH priorities*.

Membership

- All APEC economies, through designated focal points.

- Chairs and Lead Shepherds of relevant APEC fora.

Internal organization arrangements

- The EPWG will be answerable directly to the SCE and will report to Senior Officials on emerging issues as necessary.

- The EPWG will select a Chair(s) for a two-year term (calendar years), on a rotation basis. A member economy should not serve more than one term as EPWG Chair unless otherwise agreed by EPWG members, and no member economy should serve more than two consecutive two-year terms.

- The position of EPWG Chair will be on a voluntary basis. The new Chair(s) will be selected by the EPWG at the last meeting before the incumbent Chairs' term expires or as otherwise agreed by EPWG members.

- The EPWG will be assisted by the APEC Secretariat.

- The EPWG will also be assisted by a Steering Committee. The Terms of Reference for the EPWG Steering Committee are outlined below. Other ad hoc sub-groups will be established if/as needed.

Functions of the Chair(s)

Duties of the EPWG Chair(s) will include but not be limited to:

- Coordinate the schedule of EPWG meetings and chair EPWG meetings.

- Report to Senior Officials and SCE on EPWG's work plan, activities and other emerging issues, including at SCE1, SOM 2 and the Concluding SOM, or as otherwise required.

- Oversee the development of EPWG work plans and activities ensuring the EPWG fulfils instructions given by APEC Leaders, Ministers and Senior Officials, including by coordinating with other APEC bodies and enhancing the quality of project proposals with well defined outcomes.

- Act as the spokesperson for the EPWG.

Meeting arrangements

- Face-to-face meetings will be held at least once a year and on an as needed basis.

- The work of the EPWG will, wherever possible, be carried out via electronic communications.

Communications and administrative arrangements

- All communications relating to the EPWG will be carried out via email from Chair(s) to members and with the assistance of the APEC Secretariat Program Director where necessary.

- An official EPWG e-mail contact list, based on focal point details provided by Senior Officials, will be complied and maintained with the assistance of the APEC Secretariat Program Director.

- The APEC website and APEC Collaboration System (ACS) will be used for information exchange and networking. The website and ACS will be maintained with the assistance of the APEC Secretariat Program Director.

Modalities for cooperation

- The EPWG will coordinate the work of APEC on emergency and natural disaster preparedness.

- The EPWG will refer endorsed projects to relevant committees/fora/sub-fora for action, endorse appropriate self-funded projects, undertake work as necessary and facilitate the sharing of information among member economies.

- The EPWG will identify ways APEC can complement the efforts of other organizations to prevent/mitigate the economic impact on the region of emergencies and natural disasters occurring in member economies as well as non-member economies in cases where those emergencies and disasters are anticipated to have a significant impact on the region.

- The EPWG will not engage in emergency and natural disaster response operations or relief activities.

- The EPWG will encourage members to take an all hazards approach in developing emergency preparedness and risk reduction mechanisms.

- The EPWG will encourage cooperation between senior emergency and disaster management officials, business and regional and international partners.

- The EPWG will encourage public-private partnerships in emergency preparedness.

EPWG Review Clause

- The EPWG will review its terms of reference, achievements and outputs at regular intervals of not more than two years to ensure it aligns with APEC's core priorities.

Steering Committee

The role of the Steering Committee is to:

1. assist the Working Group and EPWG Chair(s) to advance the Group's mandate and work plans; and

2. assess EPWG projects using the Qualitative Assessment Framework in accordance with the APEC Guidelines on How to use the Assessment, Monitoring and Evaluation (AME) Frameworks.

The work of the Steering Committee is to be carried out via electronic communications as much as possible. Face-to-face meetings are only to be held as needed.

Assistance to the Working Group and EPWG Chair(s)

Tasks to advance the Working Group's mandate and work plans will be determined in consultation with the EPWG Chair(s) and Steering Committee members at the beginning of each year and as needed.

The Steering Committee will deliver an intersessional report to the EPWG prior to the Concluding Senior Officials Meeting (CSOM) each year on the Steering Committee's work on QAF assessments and invite discussion on its ToR, roles, responsibilities and membership.

Project Assessment

The Steering Committee will oversee and facilitate the submission of high quality EPWG project proposals to the Budget Management Committee (BMC), including by assessing each submitted proposal using the Quality Assessment Framework (QAF). In performing this role, the Steering Committee will:

- Establish and disseminate a procedure and timetable, as well as updates as needed, for the submission of EPWG project proposals seeking APEC funds, with particular attention to the BMC schedule.

- Advise and guide Project Overseers (POs), in cooperation with the EPWG Chair(s) and EPWG Program Director, on project development and QAF requirements.

- Assess EPWG project proposals in accordance with the *Guidebook on APEC Projects* and the Quality Assessment Framework (QAF). Only those proposals that comply with APEC guidelines, as advised by the Secretariat, will be accepted.

- Provide an opportunity for the PO to consider the Steering Committee's assessment and amend the proposal. In cases of non-compliance, the PO is to be informed of the reasons for non-acceptance.

- If the PO does not agree with the assessment, provide an opportunity for his/her response to be circulated among EPWG members.

- Provide EPWG members with an assessment of each proposal, including PO responses, to inform the ranking process.

- Provide comments on the evaluation reports submitted by the PO after the completion of the projects.

- Provide feedback to the EPWG on general observations made during the assessment process to guide the submission of future projects.

Membership

Membership of the EPWG Steering Committee will be open to any self-volunteering economy that explicitly expresses its willingness to the Chairs' open invitation within three months of any review of the Steering Committee's Terms of Reference and membership.

Steering Committee Review Clause

The Terms of Reference and membership of the Steering Committee will be reviewed at regular intervals not exceeding two years.

Annex 11

APEC AGRICULTURAL TECHNICAL COOPERATION WORKING GROUP

TERMS OF REFERENCE

Article 1   Establishment of the APEC Working Group on Agricultural Technical Cooperation (ATC)

The previous APEC Experts Meeting on ATC was established as an Experts Group on Agricultural Technical Cooperation in November 1996. The Group was renamed to the Agricultural Technical Cooperation Working Group in November 2000.

Article 2   Objectives

The Group will serve as a forum for member economies to enhance the capacity of agriculture and its related industries to contribute to economic growth, food security and social well-being in the region.

Article 3   Principles of Cooperation

The activities of the Group will accord with the principles and essential elements of Economic and Technical Cooperation set out in Part II of the Osaka Action Agenda (updated in 2001) and with any subsequent directions from APEC Economic Leaders, Ministers and Senior Officials. These activities will:

- be based on the principles of mutual respect and equality, mutual benefit and assistance, constructive and genuine partnership and consensus building;

- develop an environment favourable to the effective operation of market mechanisms and integrate into the cooperation process the business/private sector and other pertinent institutions where possible;

- integrate environmental considerations in all relevant activities, and take into account the essential elements of Common Policy Concepts, Joint Activities and Policy Dialogue, while respecting the autonomy of each APEC economy over its policies.

In addition, agricultural technical cooperation will:

- pay due consideration to the diversity of agricultural sectors in the region;

- recognize the rapid changes occurring in the agricultural sectors in the region; and

- avoid duplication with, and add value to, other APEC activities, and activities undertaken by international agencies and regional fora.

Article 4   Scope of Activity

4.1 The Group will carry out its activities consistent with the vision statement and action plans incorporated in the Osaka Action Agenda and any subsequent directions, including those to be identified by the first Ministerial Meeting on Food Security in Niigata on October 2010.

4.2 The Group will concentrate in its future work on developing a dialogue and implementing agreed action programs on economic and technical cooperation along the chain of agriculture and food production, processing, marketing and distribution with special emphasis on opportunities for agricultural technical cooperation.

4.3 The work of the Group shall proceed in parallel with, and complement the work of other APEC groups.

4.4 Agricultural Technical Cooperation will focus on, but not be limited to, the following areas of activities:

- Promote activities and regional cooperation to strengthen food security in the APEC region

- Conservation and Utilization of Plant and Animal Genetic Resources

- Research, Development and Extension of Agricultural Biotechnology

- Production, Processing, Marketing, Distribution and Consumption of Agricultural Products

- Sanitary and phyto-sanitary (SPS), Integrated pest management (IPM), Biosecurity, Biodiversity, and control of invasive alien species (AIS).

- Cooperative Development of Agricultural Finance System

- Sustainable Agriculture and Related Environmental Issues, including climate change adaptation and mitigation.

- Agricultural investments and trade facilitation

4.5 Above mentioned areas of activities will be reviewed annually against their objectives.

4.6 Where appropriate, the Group will liaise with the business sector and relevant regional and international bodies to ensure that its work is relevant, practical and focused and to avoid duplication.

Article 5   Structure of the Group

5.1 The Group will be composed of officials and experts from universities, public and private sectors. There shall be a rotation of the Lead Shepherd every two years.

5.2 The Group will have a Lead Shepherd and a Deputy Lead Shepherd for ATCWG, which is appointed by consensus within the Group.

5.3 The Group will meet at least annually, with meetings arranged in such a way which minimizes resource costs and maximizes member participation.

5.4 The Group may establish special task forces with strictly defined terms of reference and duration.

5.5 The Group shall review the scope of its activities and all aspects of its operations every three years or as new issues appear. In addition, as part of the recommendation 12 of the SCE Fora Review, the ATCWG will be independently assessed every four years according to the Independent Assessment Schedule endorsed by the SCE.

5.6 The Group will report annually through the SCE Fora Report or as requested by SOM.

ANNEX 12

Abbreviations and Acronyms

ABAC	APEC Business Advisory Council
ACT	Anti-Corruption and Transparency Experts Task Force
ADB	Asian Development Bank
AEES&L	Appliances Energy Efficiency Standards and Labelling
AELM	APEC Economic Leaders' Meeting
AI	avian influenza
AMM	APEC Ministerial Meeting
AOMM	APEC Oceans-related Ministerial Meeting
APCERT	Asia Pacific Computer Emergency Response Team
APCS	APEC Climate Symposium
APEC/GIT	APEC Global Navigation Satellite System Implementation Team
APFC	Asia Pacific Fishery Commission
APLAC	Asia Pacific Laboratory Accreditation Cooperation
APNIC	Asia-Pacific Network Information Center
APSN	APEC Port Services Network
APT	Asia-Pacific Telecommunity
ASEAN	Association of Southeast Asian Nations
ASF	APEC Support Fund
ATCWG	Agricultural Technical Cooperation Working Group
BATF	Asia-Pacific Partnership on Clean development and Climate's Buildings and Appliances Task Force
BMC	Budget Management Committee
CAST	Collaborative Assessments of Standards and Testing
CCS	Carbon Capture and Storage
CEEDS	Cooperative Energy Efficiency Design for Sustainability
CEO	Chief Executive Officer
CMP	crisis management plan
COST	ASEAN Committee of Science and Technology
CTAP	Counter-Terrorism Action Plan
CTC	UN Counter-Terrorism Committee
CTED	Counter-Terrorism Committee Executive Directorate
CTI	Committee on Trade and Investment
CTTF	Counter-Terrorism Task Force
DG Comp	Competition Directorate of the European Commission
DRH-Asia	Disaster Reduction Hyperbase-Asian Application
DS	Diploma Supplement
DSG	Steering Group on ICT Development
EC	European Commission
EC (in APEC)	Economic Committee
ECOTECH	Economic and Technical Cooperation
eIMBL	electronic International Molecular Biology Laboratory
EINet	APEC Emerging Infectious Diseases Network
EMM	Energy Ministerial Meeting
EoDB	Ease of Doing Business
EPWG	Emergency Preparedness Working Group
ESC	SOM Committee on Economic and Technical Cooperation
ESIS	APEC Energy Standards Information System
EU	European Union
EWG	Energy Working Group
FMP	Finance Ministers' Process
FOTC	Friend of the Chair

FTA	Free Trade Agreement
FWG	Fisheries Working Group
GFPN	Gender Focal Point Network
GHG	greenhouse gases
GNSS	Global Navigation Satellite System
HLPDAB	High Level Policy Dialogue on Agricultural Biotechnology
HRDMM	Human Resources Development Ministerial Meeting
HRDWG	Human Resource Development Working Group
HWG	Health Working Group
IATA	The Air Transport Association
ICAO	International Civil Aviation Organisation
ICIAP	Code Implementation Assistance Program
ICOMOS	International Council on Monuments and Sites
ICS	International Chamber of Shipping
ICT	Information and Communication Technology
IEA	International Energy Agency
IMO	International Maritime Organisation
INTUG	International Telecommunications Users Group
IPR	Intellectual Property Right
IPv6	Internet Protocol Version 6
ISO	International Organization for Standards
ISOC	Internet Society
ISOM	Informal Senior Officials' Meeting
ISPS	International Ship and Port Security
ISTWG	Industrial Science and Technology Working Group
ITU	International Telecommunication Union
ITS	Intelligent Transport Systems
IUCN	International Union for Conservation of Nature
KPI	key performance indicator
LEDs	light emitting diodes
LNG	liquefied natural gas
LRFFT	live reef food fish trade
LMS	Labour Market System
MMFS	Ministerial Meeting on Food Security
MO	multilateral organisation
MOU	Memorandum of Understanding
MRA	Mutual Recognition Arrangement
MRA-ERT	MRA of Equivalence of Technical Requirements
MRA-CA	Mutual Recognition Arrangement for Conformity Assessment
MRCWG	Marine Resource Conservation Working Group
MSE	management system for energy
MTF	Mining Task Force
NGO	non-governmental organisation
OA	operation account
OECD	Organisation for Economic Co-operation and Development
PATA	Pacific Asia Travel Association
PD	Program Director
PMU	Project Management Unit
PREE	APEC Peer Review on Energy Efficiency
PSU	Policy Support Unit
REEEP	Renewable Energy and Energy Efficiency Partnership
RTA	Regional Trade Agreement
SCI	Supply Chain Connectivity Initiative
SCE	SOM Steering Committee on ECOTECH
SCE-COW	SCE - Committee of the Whole
SEAMEO	Southeast Asian Ministers of Education Organisation

SEER	seasonal energy efficiency
SFOM	Senior Finance Officials Meeting
SMEs	Small and Medium Enterprises
SMEMM	Small and Medium Enterprises Ministerial Meeting
SMEWG	Small and Medium Enterprises Working Group
SOM	Senior Officials' Meeting
SPSG	Security and Prosperity Steering Group
SSN	social safety nets
STAR Conference	Secure Trade in the APEC Region Conference
TATF	APEC Technical Assistance and Training Facilities
TELMIN	APEC Ministerial Meeting on the Telecommunications and Information Industry
TEL	Telecommunications and Information Working Group
TFEP	Task Force on Emergency Preparedness
TILF	Trade and Investment Liberalization Fund
TMM	Tourism Ministerial Meeting
ToR	Terms of Reference
TPTWG	Transportation Working Group
TRP	Trade Recovery Program
TSA	Tourism Satellite Account
TWG	Tourism Working Group
UNCSD	United Nations Commission on Sustainable Development
UNCTAD	United Nations Conference on Trade and Development
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNODC	United Nations Office on Drugs and Crime
UNWTO	World Tourism Organisation
UNESCO	United Nations Educational, Scientific and Cultural Organization
WB	World Bank
WHO	World Health Organisation
WLN	Women Leaders Network
WPISP	OECD Working Party on Information Security and Privacy
WPRO	WHO Western Pacific Region
WSC	World Shipping Council
WTO	World Trade Organisation
WTTC	World Travel and Tourism Council

Asia-Pacific
Economic Cooperation