

**Summary Conclusions of the
APEC Budget and Management Committee Meeting
APEC Secretariat, Singapore
13 April 2010**

Introduction

1. The APEC Budget and Management Committee (BMC) held its second meeting in 2010 at APEC Secretariat in Singapore on 13 April 2010.
2. The Meeting was attended by representatives from Australia; Brunei Darussalam; Canada; Chile; China; Hong Kong, China; Indonesia; Japan; Korea; Malaysia; Mexico; New Zealand; Peru; the Philippines; the Russian Federation; Singapore; Chinese Taipei; Thailand; United States of America (USA); Viet Nam and the APEC Secretariat. Papua New Guinea was not represented. The list of participants is in **Annex 1**.
3. The Meeting was chaired by Mr. Jaya Ratnam, Director of International Economics Directorate, Ministry of Foreign Affairs, Singapore.

Agenda Item 1: Chair's Opening Remarks

4. The Chair welcomed Members to the BMC meeting. Noting that the BMC had set for itself an ambitious workplan for 2010, the Chair expressed his hope that the BMC would be able to make significant progress in implementing the committed work program by year end. The Chair noted that the BMC had agreed to non-member participation of Jim Wallar, Nathan Associates Senior Vice President and speaker for the Train the Trainer session on Improving Project Quality at the end of this BMC meeting. The BMC joined the Chair in welcoming Mr Wallar as an observer to the meeting.

Agenda Item 2: Adoption of Agenda

5. The Meeting adopted the Agenda proposed by the Chair.

Agenda Item 3: Business Arrangements and Program

6. The Meeting agreed to the business arrangements and program proposed by the Chair. On behalf of Singapore, the Chair would host a lunch for BMC delegates. In view of the heavy agenda and tight schedule of the meeting, the Chair appealed to members to be succinct in their interventions.

Agenda Item 4: Financial Reports and Budgets

7. The Finance Director of APEC Secretariat briefed the BMC on the financial statements and budget reports.

4.1 Review Audited Financial Statements for the year ended 31 December 2009

8. The BMC received the Secretariat's audited financial statements for 2009 presented by the independent auditors from the Ernst and Young (2010/BMC2/003), who were of the opinion that the financial reports prepared by the Secretariat were presented fairly and were drawn up in accordance with the required reporting standards of Singapore.

4.2 Review Financial Statements for the quarter ended 31 March 2010

9. The meeting noted the first quarterly report of 2010 (2010/BMC2/004).

4.3 Administrative Account (AA) budget from 2011 to 2013

10. The Executive Director (ED) of the APEC Secretariat highlighted to the BMC that the 2011 to 2013 AA budget was the most important implementation tool for the SOM-endorsed Strategic Plan of the Secretariat. It was the Secretariat's strategic intent to manage internal resources effectively and efficiently. The ED noted that for items within the Secretariat's control, budget growth was no higher than inflation, and in fact, there would be negative growth in 2011. The Chief Operating Officer (COO) added that the Secretariat made the best endeavor to achieve savings in some six areas to allow reprioritisation of resources to meet the Secretariat's Strategic Plan. The COO reiterated that the Secretariat has been very conscious of being efficient in areas where costs are within the Secretariat's control. He noted, however, that some costs, such as travel and ED recruitment costs, are outside the Secretariat's control.
11. The Secretariat proposed to the BMC that the AA budget should be presented on a rolling basis, such that the BMC could monitor budget implementation on a three-year basis. In the process, the Secretariat would be able to update the BMC on the latest inflation situation and savings achieved in the course of implementing the approved budget.
12. The BMC expressed appreciation to the Secretariat for achieving a high degree of efficiency in its operation and welcomed the three-year proposed budget. Matching the Secretariat's budget against its Strategic Plan was an important step to enhance accountability and transparency of the operation of the Secretariat. The meeting also noted the need to update the year-on-year budget in the light of changing circumstances.
13. The USA noted that while the APEC Technical Assistance and Training Facility (APEC TATF) might provide assistance in enhancing the IT systems of the Secretariat, the Secretariat should bear in mind the relevant budget requirements as external resources had not been committed at the moment. The meeting noted the USA's concern and would consider the matter under agenda item 6.3.
14. The BMC endorsed the proposed AA budget for 2011 (**Annex 2**) and would recommend it to SOM and Ministers' for approval. The BMC would continue to monitor the 2012 and 2013 budget forecasts at future BMC meetings.

4.4 2011 to 2013 Members' Contributions (2010/BMC2/006)

15. The BMC noted the proposed members' contributions for 2011 to 2013 were drawn up based on the endorsed AA budget and the fiscal principles agreed by Senior Officials.
16. The BMC endorsed the 2011 members' contributions (**Annex 3**) and would recommend it to SOM and Ministers for approval; and noted the 2012 and 2013 forecasted contributions levels.

4.5 Financial Reports of Completed and On-going Projects (2010/BMC2/007)

17. The USA questioned why some 2007 and 2008 projects were still active, noting that a few of them appeared to have absolutely no movement. The USA stressed that it would like to see progress on some of these projects to free up funds to address APEC's goals.
18. The BMC Chair responded that BMC would consider how best to monitor project expenditure under agenda item 5.2.iv. BMC noted the financial reports.

Agenda Item 5: Project Management

5.1 Project Management Unit Report (2010/BMC2/008)

19. The head of the Project Management Unit (PMU) provided an update to members as detailed in paper 2010/BMC2/008.

20. Members were interested in seeing further information on the trials that were being conducted by the Secretariat on alternative forms of payments for APEC project participant air fares and per diems. Members encouraged more trials of new approaches so that reforms could be put in place in a timely manner. This included a trial of a prepaid travel card for per diems as soon as the Travelex product was available for issue in Singapore. A number of members expressed support for the Secretariat to investigate arrangements with preferred agents, or to directly arrange travel bookings, in line with the practice of many other international organizations. Members also raised the question of potential penalties (e.g. suspension of project funding) for economies that do not comply with travel requirements, but recognized the inherent difficulties of such an approach.
21. The Secretariat undertook to provide a more in-depth paper at BMC3 on travel related payments.
22. Members offered a vote of thanks to the USAID-funded APEC TATF and the Effectiveness Grant provided by AusAID for their support of the Train the Trainer program on project quality. Members were hopeful that the training would provide valuable insights into how good quality projects could be planned and presented.

5.2 Project Management Reform

i. *Project Proposal Prioritisation: Detailed Procedures (2010/BMC2/009)*

23. Australia presented paper 2010/BMC2/009/Rev.1 detailing project prioritisation procedures for trial at approval session 2, highlighting that the purpose of the new system was to best allocate funding to high priority proposals and make the most of available funds. Australia thanked all member economies that contributed to the intersessional consultation and feedback on the process.
24. Members thanked Australia for the detailed paper. In restating commitment to the trial, BMC members also agreed the following:

Timing:

25. Members agreed to the timelines described in the relevant paper. The submission deadline would remain at 9 June 2010 to balance demands to allow proponents and fora enough time to adjust to the new procedures, and ensure that projects could be approved in time for events at SOM3.
26. The USA suggested that the assessment of the trial consider whether future funding rounds for Concept Notes should require originating fora and Committees to rank and prioritise concept notes before the funding round submission deadline. As no other members expressed views on this topic, the BMC Chair undertook to include this suggestion in the assessment of the trial and to consult with other Committee Chairs on this suggestion for future funding rounds.

Application of the APEC wide Funding Criteria:

27. While restating concerns as to how the Funding Criteria had been applied in session 1, BMC members agreed to allow Committees to exercise their own judgment in using the Funding Criteria to rank proposals for session 2. Members agreed to return to this matter when reviewing the session 2 trial. Depending on the results and the SCE's own intention to review the Funding Criteria, the BMC may work further with the SCE and other Committees / SFOM to refine the document for use on future funding rounds.

Originating fora ranking:

28. Members agreed that an indication of the relative priority of Concept Notes from originating fora (Working Groups, sub-fora, Committees etc) would be of assistance to Committees in

considering their own prioritization and ranking. The Secretariat was tasked with developing templates for fora, Committee and PDM ranking and prioritization.

29. BMC members agreed that the APEC-wide Funding Criteria *for all APEC-funded Projects* must be used as the common instruction to all fora, Committees and Principal Decision makers as an indication of APEC's priorities. For the APEC-wide Funding Criteria, please see **Annex 4** for reference.

Cap funding allocated at Concept Note stage:

30. In light of the under-spend in most projects, the BMC will allocate the full amount available for funding to Concept Notes. Any costs above the Concept Note estimate must be borne by the sponsoring economy.

Two strike rule:

31. Members agreed to review this rule in the future, when there is additional information on the number of high priority proposals that are not approved due to funding restrictions. Members agreed that with a new system of project selection, all proposals would start with a clean slate.
32. In agreeing to the above procedures, members also sought clarification on the following issues:

Review of the trial:

33. Members debated the purpose of the review, particularly in relation to the spread of proposals across economies and the impact it would have on capacity building for developing members. The USA stressed that capacity building was not the purpose of this new process and put forward that when the BMC later looks at how successful these reforms are, the breakdown of developing economy vs. developed economy projects funded should not be the focus. The BMC Chair stated that the review would cover as many aspects of the procedures as needed, including distribution of successful Concept Notes, experiences in ranking and prioritization of Concept Notes, application of the APEC-wide Funding Criteria and the utility of the two-strike rule. As this is a trial, it is important to approach session 2 in good faith, and to gain as many lessons learned as possible to improve the procedures in the future.
34. Members agreed that the Secretariat would be responsible for coordinating the review.
35. [Intersessionally, Canada; Australia; Japan; Hong Kong, China and the Philippines have expressed interest in actively guiding and contributing to the review]

Co-Sponsors:

36. With the change in process, members asked for clarification on the role of co-sponsors in APEC funded projects. The Secretariat indicated that the role of co-sponsors varied between groups and projects and there was no change to the articulated role of co-sponsors. The Secretariat informed members that co-sponsors were not obliged to provide any additional financial or resource contributions to a project. These contributions were voluntary.
37. In discussing the significance of projects to developing member economies, Thailand suggested that for projects applying for funding from the ASF that at least half of the project's co-sponsors should come from developing economies.. BMC members were reminded that such a change to the current APEC funded project eligibility requirements would require consensus from all APEC members, especially from those that have made contributions to the ASF.

Self-funded proposals:

38. With the change in process, members asked if there would be any changes to the procedures for self-funded proposals. The Secretariat indicated that no changes in the approval process had been flagged for self-funded proposals.
39. The Chair thanked members for their intersessional work to agree on the procedures for the upcoming trial. To progress the trial:
 - (i) The BMC chair will write to all APEC group Lead Shepherds, Chairs and Convenors on the approved changes;
 - (ii) The Secretariat will develop templates for fora, Committee and PDM ranking and prioritisation; and
 - (iii) The Secretariat will brief all members on the approved changes and process.
- ii. ***Improving Quality of APEC Projects (2010/BMC2/010)***
 40. The APEC TATF Chief of Party presented information on the TATF's contribution to improving project quality, as detailed in the slides at 2010/BMC2/010.
 41. The ED thanked the TATF and AusAID for the support provided to the Train the Trainer program.
 42. The Secretariat noted that the BMC Small Working Group (SWG) is looking at how to revise the APEC Project Quality Criteria. Relevance will now be examined through the members' priority assessment. The Secretariat will only be looking at the other four elements of quality. The Chair of the BMC SWG will be looking at revised Quality Criteria. The Secretariat hopes to work collaboratively with Project Proponents to help them improve quality and hopes for a more interactive and collaborative process with project proponents.
- iii. ***Multi-year project development: Terms of Reference for engagement of consultants (2010/BMC2/011)***
 43. As detailed in 2010/BMC2/011, Australia presented Terms of Reference for a consultant to develop multi-year project procedures. As part of the project, the consultant would be in contact with interested member economies, BMC representatives and the APEC Secretariat.
 44. Members approved the scope of work and thanked Australia and AusAID for making the Effectiveness Grant available for this exercise, and for allocating AusAID staff resources to this task.
 45. Members looked forward to considering the results of this consultancy exercise at BMC3, and noted that the BMC SWG on project management would monitor the consultant's progress.
- iv. ***Project Monitoring and Evaluation (2010/BMC2/012 and 013)***
 46. To address the short falls in APEC's current approach to monitoring and evaluating projects, the Chief of Party for the APEC TATF and head of the PMU presented papers 2010/BMC2/012 (recommendations to BMC) and 13 (consultant report).
 47. In expressing broad support for the framework for regular monitoring reports, completion reports and larger scale evaluations involving groups of projects, BMC members raised the following points:

Penalties for non-compliance:

48. Members were undecided on how strictly penalties for non-compliance with monitoring and completion reporting should be applied. Some felt that a bar on fora submitting new project proposals due to a failure to submit even just one completion report was too harsh. Others felt that it was the only way to ensure that reports were submitted and that compulsory reporting was vital to ensure accountability for project funding. The USA suggested that BMC develop some sort of appeals process for POs and fora rather than raising the penalty trigger to two or more missing reports.
49. Members did agree that under a new system, penalties would not be retrospective and would only apply in the future to active projects.
50. The Secretariat was tasked to further develop procedures to ensure that penalties for non-compliance were not unduly harsh.

Larger scale evaluations:

51. Members expressed interest in investigating the options for larger scale evaluations to assess the impact of APEC's projects. Members noted that many development agencies were looking at larger scale evaluations, and looking for APEC's impact at a more macro level would be positive for reporting to SOM, Ministers and Leaders. In relation to capacity building, evaluations may also be able to assess what APEC has achieved and what more could be done in the future.
52. Members asked if all projects could be evaluated for impact and follow-on. The Secretariat responded that with the number of projects and project events, this would be very costly and beyond the resources currently available. The effectiveness of such an approach would also be questionable without clear instructions of what APEC wanted to find out through each evaluation.
53. Hong Kong, China, expressed a view that because evaluation was an essential element of project accountability, a small percentage of project funding should be set aside to ensure that these evaluations took place. If through the good will of members, other means of conducting evaluations emerged, this amount could be returned to the project funding pool.

10% payment withholding:

54. With a new system being developed, BMC members agreed to immediately rescind its decision from BMC3 2009 to withhold 10% of the actual project cost in lieu of an evaluation report.

Communications:

55. The USA expressed its desire to require POs produce a small paragraph on their projects at the outset and upon completion of the projects to be used in APEC communications.
56. In taking agreement on the broad principles of the framework, the BMC Chair reinforced the importance of monitoring and evaluation for accountability and effectiveness. The Chair tasked the Secretariat and SWG to consider protocols and options for larger scale evaluations, as well as how penalties could be applied. Members were given two weeks to consider intersessionally the issue of penalties and how they would be managed.
57. [Post-meeting Note: Intersessionally, members have agreed on a system that would allow BMC to grant an 'exception' to the penalties for non-compliance:
 - Three weeks prior to the submission deadline of each project approval session, the Secretariat will provide a report to BMC members detailing Project Overseers (POs) with overdue monitoring reports and fora with overdue completion reports. Simultaneously, the Secretariat will notify relevant fora and POs with outstanding reports that they may not submit

any new Concept Notes for consideration, unless all reports are lodged with the Secretariat prior to the deadline or an exception is successfully obtained.

- Fora Chairs / Lead Shepherds / Convenors (or their nominated representatives) will have one week to submit a case appealing the penalty and seek an exception to the PO or forum being prevented from submitting Concept Notes for that project approval session.
- Exceptions can only be granted through a consensus decision by the BMC. These decisions will normally be made intersessionally.

POs and fora must provide an exceptional case to be granted more than one exception in any one calendar year.

58. The penalties will not apply retrospectively. They will apply only to current, active projects at the time of implementation.
59. BMC also agreed intersessionally that this new monitoring and completion report framework be implemented immediately. The deadline for the first monitoring reports will be 1 August 2010, in time for reporting by approval session 3]

Agenda Item 6: APEC Management Issues

6.1 Secretariat update on key staffing issues (2010/BMC2/014)

60. Director (Administration) updated the BMC on key staffing issues. First, corporate units had undergone a re-organization with the view of aligning with the overall strategic plan. Second, training had been identified as an important component of the strategic plan and the annual training plan was to operationalise it. The Secretariat would increase training over the next 3 years through a deliberate step-by-step approach – to utilize in-house capacities first; plugging existing skill gaps before looking at future gaps; and tailor to individual or Secretariat-wide needs. Third, the ED had introduced a few initiatives to enhance synergy, communications and knowledge-building within the Secretariat – ED’s weekly meetings with PDs; more regular ED’s meeting with PD individually e.g. the first meeting in Feb focused on KPIs and Work plan; ED’s regular meetings with Host Economy PD to ensure that the Secretariat continues to provide strong support to Japan; and ED had asked the COO to conduct small group meetings with interested PDs to operationalise the three-year strategic plan.
61. The BMC noted the updates and the annual staff training plan.

6.2 Secretariat update on Sponsorship Guidelines (2010/BMC2/015)

62. Director (Communication and Public Affairs) briefed the BMC on the follow-up action further to the endorsement of the paper on maximizing sponsorship for APEC project-funds, fora and events at BMC3 2009. In order to progress work on drafting up-to-date sponsorship guidelines and a model contract, the Secretariat sought guidance from the BMC on a range of policy issues. The Secretariat was also of the view that external legal professional services would be required to facilitate the preparation of relevant documents.
63. The guidance from economies included suggestions that the Secretariat: consult with ABAC; investigate the sponsorship practices of other multi-national organisations; incorporate more information on conflicts of interest and risk assessment; consider the implications for project and budget processes; and ensure that the next iteration documents/papers are circulated at least three weeks prior to the next BMC meeting.
64. Members agreed to provide written comments to the Secretariat on the policy issues highlighted in 2010/BMC2/015 by **27 April 2010**, endorsed the engagement of external legal professional services, and requested that a progress update be provided at BMC3. Relevant expenditure would be absorbed within the approved 2010 AA budget.

6.3 APEC's IT Systems (2010/BMC2/016)

65. David Katz, coordinator of the APEC TATF team briefed the BMC on the recommendations provided by its consultant Fulvio Carbonaro after an examination of the existing IT systems of the APEC Secretariat and the potential areas for enhancement of the APEC website, accounting software and Project Database.
66. With regards to Hong Kong, China's enquiry as to whether the Secretariat should look for sponsorship to cover the cost of the IT enhancement, TATF indicated that it had explored the option of sponsorship and would continue to do so, but to date no one had offered to fully under-write the Secretariat's IT enhancements. TATF also indicated that it was of the view that a competitive bidding process would be desirable to ensure that APEC receives the best value-for-money and the most fit-for-purpose IT systems.
67. The BMC endorsed the proposed enhancements to the Secretariat's IT systems pertaining to the APEC website, Project Database and Accounting software. The BMC also agreed that if no external funding could be found to fund the enhancements, the SWG on Project Management would be tasked to look into the cost implications and possible sources of funding for implementation in 2010 or 2011.

6.4 Update on the APEC Technical Assistance and Training Facility (TATF) progress and work plans (2010/BMC2/017)

68. APEC TATF provided a briefing to the BMC on its work plan as well as progress made so far. The BMC welcomed the assistance as well as training opportunities provided by the team. The Committee looked forward to the proposed training for member economies on improving the quality of APEC projects as well as further enhancements to the project management process.
69. The BMC joined the ED in expressing appreciation to the USA and APEC TATF for making significant contributions to the Secretariat to help build its capacity and expertise.

Agenda Item 7: Other Business

7.1 Training module for BMC on improving project quality – opening session of “Train-the-Trainer” program

70. Jim Wallar, the trainer for the next day's training session for BMC delegates and other participants, provided an overview of the training module on improving project quality. The training session took place on 14-15 April 2010 at the APEC Secretariat.

7.2 Japan's announcement on new contribution in support of “APEC Low-Carbon Model Town Project”

71. Japan informed the BMC that at the 39th Energy Working Group in Tokyo in March 2010, Japan proposed an initiative called "APEC Low-Carbon Model Town Project" and received support from member economies. Japan was preparing a new financial contribution for the project and was in the process of drafting a MOU in consultation with the Secretariat.
72. On behalf of the BMC, the Chair thanked Japan for considering further contributions in support of more capacity building activities in the promotion of energy efficiency related activities in the APEC region.

7.3 Revisions to the Project Guidebook

73. The United States asked about the progress with respect to the revised Project Guidebook, particularly given the changes in project selection and monitoring and evaluation.

74. The Secretariat replied that if BMC could make clarifications and comments on monitoring and evaluation in the next two weeks, the Secretariat would incorporate these changes into the revised Project Guidebook.

7.4 Final BMC Meeting of U.S. Delegate Michele Dastin-van Rijn

75. The Secretariat thanked Michele Dastin-van Rijn for her work as Chair of the BMC Small Working Group and her support of the APEC Secretariat.
76. The BMC Chair also expressed his gratitude to Michele for her diligence and doggedness in APEC.

8. Date of Next Meeting

77. The meeting agreed that the BMC would next meet at the margin of SOM3. The date would be fixed in consultation with the host economy.

9. Classification of Documents

78. The meeting approved the Classification of Documents as set out in 2010/BMC2/000.
79. The meeting adjourned at 3:20pm on 13 April 2010.

APEC Secretariat
April 2010

Delegates to BMC - Attendance at BMC 2
Singapore, 13 – 14 April 2010

Economy: Australia				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Glenn Connell	Director	APEC Reform Security and Economic Cooperation Section, APEC Branch	Department of Foreign Affairs and Trade Australia
2.	Amy Crago	Executive Officer	APEC Reform Security and Economic Cooperation, APEC Branch	Department of Foreign Affairs and Trade Australia
3.	Aime Saba	Official (APEC & Trade)	Asia Regional Branch	Australian Agency for International Development
Economy: Brunei				
1	Md Hakashah A Samad		Department of Economic Cooperation	Ministry of Foreign Affairs and Trade
2.	Zety Sufina Hj Sani			Ministry of Finance
3	Nooridalelawati Hamid			Ministry of Finance
Economy: Canada				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Florian Leuprecht	Policy Officer (APEC)		Foreign Affairs and International Trade Canada
Economy: Chile				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1	Myriam Duran	Coordinator of APEC Dept	General Directorate of International Economic Affairs	Ministry of Foreign Affairs
2	Claudia Ayala Ahumada	Economist	General Directorate of International Economic Affairs	Ministry of Foreign Affairs
Economy: China				

	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Hong Xiaobing	Third Secretary	Department of International Organisations and Conferences	Ministry of Foreign Affairs
2.	Yu Hong	First Secretary		Ministry of Finance
3.	Lin Lin	Attendant	Department of Finance	Ministry of Foreign Affairs
Economy: Hong Kong, China				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Thomas Or Chun Wo	Principal Trade Officer	Trade and Industry Department	The Government of the Hong Kong Special Administrative Region
Economy: Indonesia				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Adelia Ogantini	Official	Directorate of AP & African Intra-Regional Corp	Ministry of Foreign Affairs
2.	Nova Maulani	Official	Directorate of AP & African Intra-Regional Corp	Ministry of Foreign Affairs
3.	Rusda Ningsih	Official	Directorate of AP & African Intra-Regional Corp	Ministry of Foreign Affairs
Economy: Japan				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Minori Ishii	Official	APEC Division	Ministry of Foreign Affairs
2.	Naoki Yamoki	Assistant Director	APEC Office	Ministry of Economy, Trade and Industry
3.	Rika Tokai	Assistant Director	Office of Regional Customs Cooperation	Ministry of Finance, Customs and Tariff Bureau
Economy: Korea				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization

1.	Bek Bum Hym	Director	Regional Cooperation Division	Ministry of Foreign Affairs and Trade
2.	Gu Kyo Young	Dy Director	Regional Cooperation Division	Ministry of Foreign Affairs and Trade
Economy: Malaysia				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Norishah Shamshir Khan	Principal Assistant Director		Ministry of International Trade and Industry Malaysia
Economy: Mexico				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Armando Lopez Trujillo		Economic Affairs	Embassy of Mexico
2.	Blanca Lydia Martinez Lopez	Dy Director - APEC	APEC – Asia Pacific Economic Negotiations	Ministry of Economy
Economy : New Zealand				
	Name	Designation/ Position	Department Division	Ministry/ Organization
1	Jennifer Wilton		APEC Unit	Ministry of Foreign Affairs and Trade
Economy: Papua New Guinea				
	Name	Designation/ Position	Department Division	Ministry/ Organization
1				
Economy: Peru				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization

1.	Luis Romero	Second Secretary	Trade	Embassy of Peru Singapore
2.	Rocio Casildo	Advisor on APEC Matters		Ministry of Foreign Affairs of Peru
Economy: Philippines				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Ryan Francis D Gener	Special Assistant	Department of Foreign Affairs	
2.	Generosa B Balcoting	Acting Budget Officer	Office of Fiscal Management (Budget Division)	Department of Foreign Affairs
3.	Rachel M Osi	Foreign Service Staff Officer	Office of Fiscal Management (Budget Div)	Department of Foreign Affairs
Economy: Russia				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1	Nikolay Kushnarev	Dy Head of Div AP Countries	Asia & Africa Department	Ministry of Economic Development of the Russian Federation
2	Alexandra Litvinova	Senior Consultant	International Financial Affairs	Ministry of Finance
Economy: Singapore				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Jaya Ratnam (BMC Chair)			
2	Chua Teng Hoe	Dy Director	International Economics	Ministry of Foreign Affairs
3	Zahabia Saleem	Desk Officer	International Economics	Ministry of Foreign Affairs
4	Ma Yifan			Ministry of Foreign Affairs
Economy: Chinese Taipei				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization

		Position	Division	Organization
1	Elaine C Y Chen	First Secretary on Home Assignment	Department of International Organisations	Ministry of Foreign Affairs
2	Chen Yu-Jen	Officer	Department of International Organisations	Ministry of Foreign Affairs
Economy: Thailand				
1.	Suwannee Arunsawadiwong	First Secretary	International Economic Affairs	Ministry of Foreign Affairs, Thailand
2.	Parpoom Termpongpisit	First Secretary	International Economic Affairs	Ministry of Foreign Affairs, Thailand
Economy: USA				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1	Michele Dastin-van Rijn	Deputy Director	Office of Economic Policy, Bureau of East Asian and Pacific Affairs, U.S. Department of State	Department of State
2	Dillon M Green	Foreign Affairs Officer	Office of Economic Policy, Bureau of East Asian and Asia Pacific Affairs, U.S. Department of State	Department of State
Economy: Vietnam				
1	Bui Hong Duong	Deputy Director		Ministry of Industry and Trade of Viet Nam
2	Pham Quynh Mai	Director		Ministry of Industry and Trade of Viet Nam
APEC Secretariat				
1.	AMB Muhammad Noor Yacob	Executive Director		APEC Secretariat
2.	Sim Cher Young	Chief Operation Officer		APEC Secretariat
3.	Winsome Au	Director (Finance)		APEC Secretariat
4.	Adrian Chan	Director (Admin)		APEC Secretariat
5.	Linda A Carroll	Director (Comms & PA)		APEC Secretariat
6.	Andrey Plam	Program Director		APEC Secretariat

7.	Catherine Wong	Program Director		APEC Secretariat
8.	Evelyn Loh	Program Director		APEC Secretariat
9.	Hiroko Taniguchi	Program Director		APEC Secretariat
10.	Joanne Lovejoy	Program Director		APEC Secretariat
11.	Luis Enrique Vertiz	Program Director		APEC Secretariat
12.	Luis Tsuboyama	Program Director		APEC Secretariat
13.	Michael Vonk	Program Director		APEC Secretariat
14.	Natalie Nii	Program Director		APEC Secretariat
15.	Park Yung Suh	Program Director		APEC Secretariat
16.	Phanpob Planggrayoon (Art)	Program Director		APEC Secretariat
17.	Stephen Wong	Program Director		APEC Secretariat
18.	Sun Tao	Program Director		APEC Secretariat
19.	Susan B Natividad	Program Director		APEC Secretariat
20.	Takeshi Komoto	Program Director		APEC Secretariat
21.	Toni Widhiastono	Program Director		APEC Secretariat
22.	Tran Bao Ngoc	Program Director		APEC Secretariat
23.	Vincent Liu	Program Director		APEC Secretariat
24.	Zaireen Omar	Program Director		APEC Secretariat
25.	Jasmine Lee	Accountant		APEC Secretariat
26.	David Katz			APEC TATF
27.	Victoria Waite			APEC TATF
28.	Jim Wallar			Observer (TATF)

Proposed 2011 Administrative Account/Asset Replacement Fund (AA/ARF)

	Proposed 2011 Budget (S\$)
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(1) TRAINING/SEMINARS	
1.1 Course fees, registration fees and related items	17,100
(2) PUBLISHING/COMMUNICATIONS	
2.1 Publishing	
2.1.1 Publication of APEC Literature (e.g. APEC Brochure)	40,000
2.1.2 Publication of APEC Committee Reports	14,300
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	54,300
2.2 Communications	
2.2.1 Website Redevelopment and Electronic Publishing	73,100
2.2.2 Support for media and outreach programs	49,300
2.2.3 External Hosting for Publications	17,500
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	139,900
2.3 Salaries and Bonus	648,800
Total for Publishing/Communications expenditure	<hr/>
	843,000
(3) LIBRARY	
3.1 Subscriptions (e.g. newspapers, journals, etc)	3,900
3.2 General reference books/Encyclopedia	1,000
3.3 Databases (electronic information)	21,500
	<hr/>
	26,400
(4) PUBLIC RELATIONS	
4.1 Official functions/receptions	10,200
4.2 Exhibitions/APEC Promotional items	7,100
	<hr/>
	17,300
(5) MEETINGS SUPPORT	
5.1 Meetings at the Secretariat	4,600
(6) EQUIPMENT	
6.1 Office Furniture and Equipment	76,500
6.2 Computer	14,400
6.3 Motor Vehicle	-
	<hr/>
	90,900
(7) TRAVEL	
7.1 Executive Director	
7.1.1 SOM & Related Meetings, AMM, AELM	92,800
7.1.2 Ministerials, FMP and WGs	127,000
7.1.3 Outreach	50,600
	<hr/>
	270,400
7.2 Professional and Support Staff	
7.2.1 SOM & Related Meetings, AMM, AELM	1,238,600
7.2.2 Ministerials, FMP and WGs	386,800
7.2.3 Outreach	37,600
	<hr/>
	1,663,000

Proposed 2011 Administrative Account/Asset Replacement Fund (AA/ARF)

	Proposed 2011 Budget (S\$)
Total for Travel expenditure	<u>1,933,400</u>
(8) <u>PERSONNEL -SUPPORT STAFF</u>	
8.1 Recruitment costs	2,300
8.2 Insurance	49,600
8.3 Recruitment cost for FTED	-
	<u>51,900</u>
(9) <u>RESEARCH AND ANALYSIS</u>	
9.1 Research	-
(10) <u>ADMINISTRATIVE SUPPORT</u>	
10.1 <u>Communications</u>	
10.1.1 Fax charges	4,600
10.1.2 Telephone	<u>39,800</u>
	44,400
10.2 <u>Professional Fees</u>	
10.2.1 Audit fee	23,300
10.2.2 Legal & Professional fees	<u>7,600</u>
	30,900
10.3 <u>Maintenance/Insurance of Vehicles</u>	
10.3.1 Insurance	7,600
10.3.2 Vehicle running expenses	<u>13,800</u>
	21,400
10.4 <u>Stationery</u>	
10.4.1 Photocopying charges and paper	10,000
10.4.2 Printed stationery and others	<u>12,200</u>
	22,200
10.5 <u>Postage and courier charges</u>	45,900
10.6 <u>Office and Building maintenance</u>	
10.6.1 Office supplies	2,200
10.6.2 Office maintenance	27,500
10.6.3 Utilities	145,400
10.6.4 Insurance	7,700
10.6.5 Building maintenance	125,500
10.6.6 Security charges	<u>64,300</u>
	372,600
10.7 <u>Others</u>	
10.7.1 Local transport, overtime meals, etc.	10,700
10.7.2 Bank Charges	1,200
10.7.3 Other Expenses	1,000
10.7.4 Staff Welfare	<u>7,700</u>
	20,600

Proposed 2011 Administrative Account/Asset Replacement Fund (AA/ARF)

	Proposed 2011 Budget (S\$)
10.8 <u>Salaries and Bonus</u>	
10.8.1 FT-ED and Staff Officer	448,100
10.8.2 Administration	860,900
10.8.3 Project Management	667,000
	<u>1,976,000</u>
Total for Administrative Support expenditure	<u>2,534,000</u>
(11) <u>INFORMATION TECHNOLOGY</u>	
11.1 <u>Operational Costs</u>	
11.1.1 Telecommunications lines and service charges	67,600
11.1.2 Maintenance of Hardware	64,100
11.1.3 Maintenance of Software	116,400
11.1.4 Others	-
	<u>248,100</u>
11.2 <u>Development Costs</u>	
11.2.1 New Projects	38,300
11.2.2 Upgrading	38,300
	<u>76,600</u>
11.3 <u>Miscellaneous Expenses</u>	
11.3.1 Computer accessories, CD Rom, etc.	8,400
11.4 <u>Salaries and Bonus</u>	306,700
	<u>639,800</u>
Total for IT expenditure	<u>639,800</u>
Total AA in S\$	<u>6,158,400</u>
Add: Provision for Asset Replacement Fund	218,400
	<u>218,400</u>
Total AA/ARF Contributions in S\$	<u>6,376,800</u>

Proposed 2011 Administrative Account/Asset Replacement Fund (AA/ARF)

	Proposed 2011 Budget (S\$)
	<hr/>
(1) TRAINING/SEMINARS	
1.1 Course fees,registration fees and related items	17,100
(2) PUBLISHING/COMMUNICATIONS	
2.1 <u>Publishing</u>	
2.1.1 Publication of APEC Literature (e.g. APEC Brochure)	40,000
2.1.2 Publication of APEC Committee Reports	14,300
	<hr/>
	54,300
2.2 <u>Communications</u>	
2.2.1 Website Redevelopment and Electronic Publishing	73,100
2.2.2 Support for media and outreach programs	49,300
2.2.3 External Hosting for Publications	17,500
	<hr/>
	139,900
2.3 <u>Salaries and Bonus</u>	648,800
Total for Publishing/Communications expenditure	<hr/>
	843,000
(3) LIBRARY	
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Total AA/ARF Contributions in S\$	<u>6,376,800</u>

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:

Priority Work Streams	Cross-Cutting Methodologies
<ul style="list-style-type: none"> • Regional Economic Integration • Addressing Social Dimension of Globalization (Inclusive Growth) • Safeguarding the Quality of Life through Sustainable Growth • Structural Reform • Human Security 	<ul style="list-style-type: none"> • Develop human capital • Gender equality • Build linkage between APEC economies • Engagement of other APEC fora, ABAC, the private sector and other multilateral organizations

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).

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

- Other REI issues not listed in Rank 1

Addressing the Social Dimension of Globalization (Inclusive Growth)

- Activities which contribute to inclusive growth in the longer-term, including education

Safeguarding the Quality of Life through Sustainable Growth

- 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
- Other activities to assist economies in facing the challenges of climate change (mitigation and adaptation)

Structural Reform

- Labor market reforms

Human Security

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

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

Rank 4: Lower priority cooperation

For example:

- 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).