

**Summary Conclusions of the
APEC Budget and Management Committee Meeting
APEC Secretariat, Singapore
26 April 2011**

Introduction

1. The APEC Budget and Management Committee (BMC) held its second meeting in 2011 at the APEC Secretariat in Singapore on 26 April 2011.
2. The Meeting was attended by representatives from Australia; Brunei Darussalam; Chile; China; Hong Kong, China; Indonesia; Japan; Korea; Malaysia; New Zealand; the Philippines; Russia; Singapore; Chinese Taipei; Thailand; the United States (US); Viet Nam and the APEC Secretariat. Canada; Mexico; Papua New Guinea and Peru were not represented. The list of participants is at **Annex 1**.
3. The Meeting was chaired by Mr. Toru Morikawa, Director, APEC Division, Ministry of Foreign Affairs, Japan.

Agenda Item 1: Opening Remarks (BMC Chair)

4. The Chair welcomed Members to the BMC meeting and thanked the Executive Director and staff of the APEC Secretariat for the preparations for the meeting.
5. On behalf of Japan, the Chair thanked Member Economies for their kind messages and support to people of Japan affected by the earthquake and tsunami in eastern Japan.
6. On behalf of the BMC, the Chair thanked the APEC Technical Assistance and Training Facility (TATF) and Effectiveness Grant for the Train-the-Trainers program on Improving Project Quality at the end of the BMC meeting and the offer to bring in additional delegates from economies to attend the training.

Agenda Item 2: Adoption of Agenda (2011/BMC2/001)

7. The Meeting adopted the Agenda as circulated.

Agenda Item 3: Business Arrangements and Program (2011/BMC2/002)

8. The Meeting agreed to the business arrangements and program proposed by the Chair. On behalf of Japan, the Chair would host a lunch for BMC delegates. Recalling that the BMC was highly efficient at previous meetings, the Chair hoped that the meeting would follow this great tradition.

Agenda Item 4: Financial Reports and Budgets

9. The Finance Director of the APEC Secretariat briefed the BMC on the financial statements and the expenditure report of the Administrative Account (AA) for 2010. Japan expressed appreciation to the Secretariat for achieving the level of savings in 2010 and encouraged the Secretariat to continue with the efforts.

4.1 Audited Financial Statements for the Year Ended 31 December 2010 (2011/BMC2/003)

10. The BMC noted and approved the Secretariat's audited financial statements for 2010 presented by the independent auditors, Ernst and Young, who expressed the opinion that the financial reports have been properly drawn up in accordance with the Singapore Financial Reporting Standards so as present fairly, in all material respects of the status of affairs of the Secretariat as at 31 December 2010 and the results and cash flows of the Secretariat for the financial year ended on that date.

4.2 Financial Statement for the Quarter Ended 31 March 2011 (2011/BMC2/004)

11. The meeting noted the first quarterly report of the AA for 2011.

4.3 Administrative Account Budget 2012-2014 (2011/BMC2/005)

12. The Executive Director of the APEC Secretariat introduced the proposed AA budget for 2012 to 2014 as set out in 2011/BMC2/005. He noted that the continued roll-forward of the three-year budget would allow the BMC to have a longer-term view on budget planning. For the 2012 budget, for those items that were within the control of the Secretariat, the growth was below the anticipated rate of inflation. As the host for 2014 has yet to be determined, the proposed budget contains three scenarios with respect to the travel budget. The Secretariat will revise the proposed budget for 2014 when the host has been decided. The Executive Director noted that included in the proposed 2014 budget are proposals to revise staff salaries by 5% on the basis that it has been over five years since the last salary revision, and a one-time cost of S\$100,000 for a third-party evaluation and strategy development on communications and public affairs. The BMC was invited to approve the proposed budget for 2012 and note the 2013 and 2014 proposed budget. The BMC was further invited to consider whether or not to recommend to SOM that the current AA reserve above US\$1,000,000 be transferred to the Operational Account (OA).
13. The US thanked the Executive Director for the budget highlights and presentation and congratulated the Executive Director for the Secretariat's effort in achieving the remarkable level of savings in 2010. With respect to whether or not the BMC would recommend to SOM that the excess of the AA reserve above US\$1,000,000 be transferred to the OA, the US considered the recommendation of the Secretariat to defer that decision until a decision has been reached on the host for 2014 as prudent.
14. Hong Kong, China thanked the Secretariat and endorsed the proposed 2012 budget. It also supported the Secretariat's recommendation to defer a decision to transfer the excess of the AA reserve above US\$1,000,000 to the OA.
15. Singapore welcomed Members to this meeting and supported adopting the budget as drawn up by the Secretariat. It also supported deferring a decision to transfer the excess of the AA reserve above US\$1,000,000 to the OA.
16. Japan supported the proposed 2012 budget including deferring a decision to transfer the excess of the AA reserve above US\$1,000,000 to the OA until a decision on the host for 2014 has been reached. While noting the proposed 2013 and 2014 budget, Japan reserved their position on the latter. Japan enquired about the proposal to launch a regional competition in 2013 as contained in the paper. Japan also inquired on the regions or host economies assumed by the Secretariat in forecasting the 2014 budget. It also suggested that the Secretariat's Three-Year Strategy be updated to tally with the rolling forward of the three-year budget.
17. The Executive Director explained that an Economy from each North America, Australasia and ASEAN region were assumed in budgeting for travel costs for 2014. On the Strategic Plan, the Secretariat was in the initial months of implementing its 2011-2013 Strategy and it would be too early without more experience of implementation to start planning for 2014. Hence the budget for the 2014 was based on a continuation of the existing Three-Year Strategic Plan. Members were invited to focus on the consideration of the 2012 budget for now, and look more closely at the 2013 and 2014 budget nearer the time. With respect to whether or not there should be a continuation of the practice to prepare a Strategic Plan for the Secretariat, it would be his recommendation to do so.
18. With respect to the proposed launching of a regional competition in 2013, the Director (Communication and Public Affairs) of the APEC Secretariat explained that the objective of the regional competition, which could include the solicitation of videos, photos, essays or news stories, would be to engage the general public to generate interest in and foster further awareness of APEC. This cost would be covered by the reallocation of some of the funding from Vote 2.2.1 for software maintenance to Vote 2.2.2 for the competition. Singapore has kindly agreed to meet the cost of maintenance of the relevant software.

19. Russia enquired on the inflation forecast used for the proposed budget 2012-2014. The Executive Director explained that the Secretariat has made use of the inflation forecast by the Monetary Authority of Singapore (MAS). In October 2010, MAS projected that inflation would rise to 4% before moderating later in 2011. In an update in April 2011, it was reported that inflation stood at 5.2% for the first two months of 2011 although it might moderate somewhat in coming months. The Executive Director noted that in any case, for those items that are within the control of the Secretariat in the 2012 budget, the growth is below the anticipated rate of inflation as currently known i.e. 0.7 percent.
20. The BMC noted that the Secretariat will draw from the asset replacement fund that has been set aside to make purchases for the asset replacements scheduled in 2012. The fixed asset replacement plan will continue to be updated annually and provision made for replacement of assets in a predictable and systematic manner.
21. The BMC endorsed the proposed AA budget for 2012 and recommended it to SOM and Ministers for approval. The BMC also decided that the decision on the question of whether or not to recommend to SOM that the current AA reserve above US\$1,000,000 be transferred to the OA for projects be deferred until a decision is reached on the host for 2014.

4.4 2012-2014 Members' Contributions (2011/BMC2/006)

22. The Finance Director noted that the proposed rates of Members' Contribution in Singapore dollars (S\$) for AA and US dollars (US\$) for OA for 2012-2104 have been drawn up based on the proposed 2012-2014 AA budget as well as the fiscal principles agreed to by Senior Officials in 2009.
23. Thailand expressed concern on the adopted exchange rate of US\$1 to S\$1.5 was higher than the prevailing exchange rate of US\$1 to about S\$1.2. The appreciation of the S\$ against the US\$ had resulted in a higher assessed contribution in US\$ to the AA budget whilst each Member was still obligated to pay a fixed contribution to OA in US\$. Therefore, Members ended up paying more contribution in terms of US\$ as a whole. Thailand believed that it might be more appropriate if the exchange rate were reviewed every year or at least a year before the contribution payment is due, and the Secretariat to revise the AA, say every year, to take into account of the prevailing exchange rate so that the exchange rate used reflects the prevailing market rates.
24. Singapore noted that the exchange rate of US\$1 to S\$1.5 has been chosen to provide stability to the Secretariat's budget. If the adopted exchange rate is reduced, for instance, to US\$1 to S\$1.3, then the 2011 provision for OA will decrease from some US\$700,000 to about US\$94,000 only. Since the exchange rate at US\$1 to S\$1.5 was approved by SOM at SOM2 in 2009, and specifically meant to be applied for 2011 onwards, BMC should adhere to that decision.
25. The US commented that the manner in which an Economy chooses to secure the US\$ and S\$ to make their contribution was up to the Economy. While the BMC might consider whether or not to suggest a reconsideration of the exchange rate adopted, it is a matter for SOM to decide.
26. Hong Kong, China concurred with the comment of Singapore that the exchange rate of US\$1 to S\$1.5 was set in 2009 for reason of predictability of the APEC budget. Hong Kong, China supported the 2012 Members' Contributions proposed in 2011/BMC2/006 based on the agreed shares of contribution and the principles endorsed by SOM in 2009.
27. In response to Brunei's query, the Secretariat confirmed that the proposed AA contribution in S\$ for 2013 is less than that for 2012 due to lower travel expenses projected in 2013.
28. The BMC took note of the comment of Thailand regarding the exchange rate. The BMC endorsed the 2012 rates of Members' Contribution proposed in 2011/BMC2/006 and recommended it to SOM and Ministers for approval.

29. In response to a suggestion of the Chair, the Secretariat undertook to provide an information paper intersessionally on the background, discussions and decisions made regarding the assessment and payment of Members' Contributions in a mix of S\$ (for AA) and US\$ (for OA) and the exchange rate of US\$1 to S\$1.5 that has been adopted.

(Post-meeting note: The information paper was circulated to Members on 15 May 2011.)

4.5 Financial Reports of Completed and On-going Projects (2011/BMC2/007)

30. The head of the Project Management Unit (PMU) presented the paper 2011/BMC2/007 on Completed and On-going Project which contained an update on spending on approved projects under the OA, TILF and ASF accounts. The paper was for Members' information and contained details of savings from projects. The US queried if the funds were returned to the original funds and sub-funds from where the funds came from and the Secretariat confirmed that this was the case.
31. The BMC noted the report.

Agenda Item 5: Project Management

5.1 Project Management Unit Report (2011/BMC2/008)

32. The head of the PMU presented an update to Members as outlined in paper 2011/BMC2/008. The update included details on efforts to improve project quality, including through a training programme supported by the APEC TATF in Washington DC in March 2011, followed by another Train-the-Trainers sessions scheduled for 27 and 28 April 2011 as well as through the hands-on support provided by PMU's Project Development Specialist.
33. The PMU also provided an update on project approval sessions undertaken intersessionally in 2011. In Session 1, a total of 38 project proposals were approved by BMC with one project proposal not reaching satisfactory quality. Members were informed of the approach undertaken by the Secretariat to address and improve the quality of this one proposal, in line with the Project Guidebook. Members were also provided with an update on the status of Concept Notes received for Session 2, 2011.
34. The PMU requested an extension to the project submission deadlines for Sessions 2 and 3 2011, which were previously agreed by the BMC. The extension was sought to provide sufficient time for the assessment of proposals by the PMU. New Zealand supported the request and also thanked the Secretariat, the APEC TATF and Australia (through the Effectiveness Grant) for assistance provided for improving the quality of APEC projects. Malaysia also thanked the efforts undertaken by the PMU to improve the quality of proposals, welcomed the commencement of multi-year projects (MYP) and suggested that further promotion of MYP by the Secretariat could be useful to assist Economies. Japan also supported the request for the extension of time for Sessions 2 and 3. The Chair confirmed approval of the extension of time for Sessions 2 and 3 as requested by the Secretariat.
35. The Secretariat informed Members on the work to be undertaken to promote MYP which include updating the Project Guidebook to incorporate the text and project templates approved at BMC 1 2011 and incorporating information on MYP on the APEC website.

5.2 Project Management Reform

i. *Guidebook Clarifications – Follow-Up (2011/BMC2/009)*

36. The head of the PMU presented the paper 2011/BMC2/009 which outlined three issues discussed at BMC 1 which required further discussion at BMC 2. These included the "Two Strike Rule", the issue of Direct Contracting and funding caps for Concept Notes.
37. The Secretariat noted that at BMC 1 and it was agreed that the "Two Strike Rule" would be applied at the full proposal stage as against the Concept Note stage. The Secretariat sought Members' approval to apply the rule from Session 3, 2011.

38. Japan thanked the Secretariat for the paper and endorsed the approach to implement the “Two Strike Rule” at Session 3, 2011. The US noted that it would be useful to explain the “Two Strike Rule” to broader APEC fora, beyond BMC membership so that other groups can be informed about the application of this rule in Session 3. The Chair also noted comments by the US and Japan and indicated that the “Two Strike Rule” would come into effect in Session 3 and that the Secretariat should disseminate information through an explanatory note on how the rule would be applied from Session 3.
39. On the issue of direct contracting or sole sourcing, the Secretariat sought guidance at BMC 1 on the degree of flexibility to be allowed. The Secretariat highlighted that current APEC procurement policies required contracts over the \$20,000 threshold to undergo a restricted tender process (invitation of three bids) and contracts over \$50,000 to go through an open tender process which involved advertising on the APEC website. At BMC 1, the Secretariat was asked by Members to undertake some homework to examine the validity of APEC’s current contracting thresholds and also seek inputs from Members on their economies’ procurement policies. The Secretariat thanked Russia and Singapore for their contributions.
40. The Chair sought Members’ views on whether the Secretariat should prepare the relevant text covering the issue of direct contracting for further discussion by Members. Australia indicated that Singapore’s procurement policies were strongly aligned with Australia’s approach to procurement which in turn, was in line with the WTO policy framework. Australia encouraged the preparation of concrete guidelines and text for circulation intersessionally by the Secretariat and offered to provide simpler wording. The Chair acknowledged that the Secretariat would need some time to prepare the text on this, so that the draft text could be discussed at BMC 3. Japan queried how many requests the Secretariat had received to date for direct contracting, and the value involved. Further, Japan indicated the need to develop provision in the Guidebook on direct contracting approaches over the \$50,000 threshold. Brunei queried the reasons for reviewing the existing text indicating that the Guidebook already provided sufficient guidance on this issue. In response to these comments, Australia noted that what was being proposed was not a revision of the existing Guidelines, but greater clarity indicating under what circumstances approval could be sought for direct contracting. Australia suggested that the text should reflect the information provided by Singapore in the paper presented to BMC2. The Chair concluded that the issue needed to be discussed further and invited Members to provide further direction and inputs. It was decided that the Secretariat would prepare the revised Guidebook text for review by Members intersessionally with input from Members.
41. As regards to the Concept Note funding cap, the Secretariat recalled that the subject discussed at BMC 1 but the Committee did not arrive at a firm resolution on this issue. The main question was whether the Concept Note funding cap constituted a firm budget or an indication of funding. Hong Kong, China noted the importance of proper budgeting and endorsed the proposal to cap funding at the Concept Note stage. Singapore noted that it would be desirable to cap funding at the Concept Note stage to enable APEC to fund more projects and avoid cost overruns. Members therefore agreed that the APEC funded amount requested at the Concept Note stage will be the funding cap for the full project proposal stage and that this will come into effect from Session 3, 2011.
- ii. **Cash Passport (2011/BMC2/010)**
42. The Chair referred to paper [2011/BMC2/010](#) and welcomed Ms McGoldrick from Cash Passport.
43. Ms McGoldrick indicated that Cash passport had recently been acquired by MasterCard. Ms McGoldrick presented the features of the product as at **Annex 2**.
44. In response to Singapore’s queries, Ms McGoldrick indicated that the funds loaded onto a card remained the property of the cardholder until the card would expire and that the funds could also be used once the traveler has returned to his/her home country. In response to Russia’s queries, the Secretariat indicated that no contractual commitment has been entered into with Cash Passport and the Secretariat.

45. In response to the US' queries, Ms McGoldrick indicated on average 2-3 percent of the funds loaded was left over on cards and that a monthly "inactivity" fee would be chargeable on consumer programs but not on corporate cards. In response to queries regarding the delay in the launch of the card in Singapore, Ms McGoldrick indicated that the delays were largely due to the regulatory environment in Singapore which involved a lengthy approval process but that final sign-off had since been obtained with the cards in production for use.
 46. On the security aspects of the card, Ms McGoldrick indicated that the card had two forms of security – by a PIN or a signature and also a chip. In countries where there are EMVs in operation (Europay, MasterCard or Visa) a chip protected cardholder would be asked for a PIN at the POS. The user was also protected against fraudulent use of cards while the cardholder was responsible for reporting any loss of his/her card.
 47. In response to Hong Kong, China's queries Ms McGoldrick confirmed that for corporate programs run globally by Cash Passport, one percent was the standard charge but that the charges for consumer products could vary. Ms McGoldrick indicated that the proposed charge of 1 percent was commensurate with the costs associated with the current APEC system of electronic transfers where both APEC and the traveller incurred charges when funds were transferred.
 48. On the reasons for the delay of the pilot proposed for APEC, Ms McGoldrick responded that there were several hurdles that needed to be overcome in obtaining the necessary approvals by the MAS to run the pilot and launch the card in Singapore. The specific requirements stipulated by the MAS for launching the card involved an account to be set up in a financial institution with the funds held in trust, and also appropriate systems, policies and procedures to address anti money laundering and privacy issues. Ms McGoldrick also confirmed that Cash Passport would be launching two types of cards in Singapore in two currencies – a consumer card and a corporate card in US dollars and in Singapore dollars. It was anticipated that it will take up to six to eight weeks for the cards to be ready, now that the collateral and systems had been put in place. The US queried if the users will be able to design their own cards to which Ms McGoldrick replied that would be possible.
 49. Australia confirmed support for the use of the product and proposed that the Secretariat and PMU identify a particular project where the product could be trialed as a next step. Singapore sought more information on the current procedures and practices undertaken by the Secretariat in transferring funds to travellers. The Secretariat responded that currently the funds were transferred via telegraphic transfers.
 50. The US supported Australia's suggestion to conduct a trial to test the viability of the product in the APEC context and highlighted the importance of undertaking a cost-benefit analysis to inform BMC's decision on the issue. In addition, the US suggested that the Secretariat undertake a survey to assess what other providers of similar products were available in the Singapore market. The Philippines indicated that a more detailed proposal by the Secretariat incorporating all of Members' suggestions on the way forward would be useful for consideration by the BMC. The Meeting agreed for the Secretariat to provide a cost-benefit analysis of the proposed and existing systems, the results of the proposed survey of other providers in the Singapore market and the outcomes of the pilot after the product is launched in Singapore, for consideration by Members and discussion at BMC 3.
- iii. ***Evaluation of APEC Projects (2011/BMC2/011)***
51. The head of PMU presented the paper on longer term evaluations which contained some preliminary ideas and proposed guiding principles for conducting longer term evaluations of APEC projects.
 52. Japan agreed that undertaking evaluations would be an important element of APEC project management but queried the actual benefits and costs this would entail. Japan also noted that there might be some overlap between the proposed approach and the strategic planning guide proposed in the SCE.

53. The US highlighted the importance of determining the effectiveness and outcomes of APEC's interventions and also indicated that a distinction needed to be made between project monitoring and evaluation. The US also suggested that Members continue to think about this further and to develop possible mechanisms to evaluate the outcomes of APEC projects. Chinese Taipei also highlighted the importance of developing evaluation approaches and queried whether PSU would have the mandate to conduct this type of work on behalf of the Secretariat.
54. Australia commented that the discourse on conducting evaluations had been going on for the past 12 months (since BMC 2 2010) and that it would be helpful if the PMU could pull together a more detailed paper on concrete options for conducting the proposed independent evaluation of APEC projects. It was suggested that the paper contain clearly defined options and possibly a draft terms of reference for a consultant to undertake this work. Hong Kong, China noted that given the nature of larger scale project evaluations, it would be advisable to undertake a pilot evaluation of a cluster or group of projects prior to embarking on a larger scale, regular evaluation process. Singapore noted that the paper presented by the Secretariat seemed to lack focus and that it needed to specify more clearly the criteria for the selection of projects and their linkages to APEC's policy agenda.
55. The Chair summed up the discussions that the Secretariat would prepare a more comprehensive discussion paper on conducting evaluations on a pilot basis which would contain clear criteria defining the types of projects to be selected for evaluation, clear resource implications and details of which area of the Secretariat would conduct this work. The paper is to be circulated intersessionally to facilitate further discussions at BMC 3.

Agenda Item 6: APEC Management Issues

6.1 Secretariat Update on Key Staffing Issues (2011/BMC2/012)

56. The Administration Director of the APEC Secretariat updated the BMC on key staffing issues as well as its staff training plan as outlined in 2011/BMC2/012. In September 2010, BMC 3 endorsed funds available under the Job Credits Scheme initiated by the Government of Singapore to be used for the implementation of the Secretariat's Annual Training Plans for 2011 to 2013 in addition to the annual training budget. The additional funding would enable the Secretariat to maintain the same level of training budget for the next two years. To operationalize the implementation of the three-year Annual Training Plan, the Secretariat had requested the assistance of the TATF to develop a robust Annual Training Plan that identified the staff training needs and maximize the utility of scarce training resources. With the completion of the Training Needs Survey, the Secretariat embarked on a more formalized Annual Training Plan for Staff Members that included core training in Microsoft Office 2007, APEC database systems, Project Management, job specific skills and technical subject matter aligned with the Secretariat's Strategic Plan. In addition, the Secretariat would continue to refine its Induction Program for newly seconded staff.
57. The Chair expressed his appreciation to the Secretariat for doing a great job with such a small number of staff and appreciation to Member Economies for seconding excellent people to the Secretariat.
58. The BMC noted the Secretariat's update on key staffing issues as well as its staff training plan.

6.2 APEC's IT Systems (2011/BMC2/013)

59. Ms Victoria Waite, Chief of Party of the APEC TATF briefed the BMC on the progress of enhancement of the APEC IT systems pertaining to the APEC website, the Accpac accounting system, Project Database, Business Information System and the digitization of the Guidebook on APEC Projects as set out in 2011/BMC2/013. TATF would be engaging an external IT expert on an as-needed basis to provide strategic review of on-going and planned activities to ensure that the overall long-term institutional needs of APEC were met, and ensure that IT projects were designed and implemented in a coordinated manner.
60. The BMC noted the update.

6.3 Update on APEC Technical Assistance and Training Facility (TATF) Progress and Work Plans (2011/BMC2/014)

61. The APEC TATF provided a briefing on its work in collaboration with the Secretariat and Member Economies as in 2011/BMC2/014, including support for the APEC Secretariat and work under APEC's three pillars of trade and investment liberalization, business facilitation and ECOTECH.
62. The meeting noted the update and expressed appreciation to the APEC TATF for its work.

Agenda Item 7: Other Business

7.1 SCE Sub-Fora Strategic Planning: Process Guide and Template (2011/BMC2/015)

63. The Executive Director briefed the meeting that the SCE had requested the APEC Secretariat to provide reports on the alignment of SCE fora work plans with APEC's overall vision and objectives. In the process, it was found that fora with well developed work plans tended to perform better than those that did not. In the effort to contribute to the success of the fora in achieving APEC's overall goals and objectives rather than critiquing from afar, the Secretariat with the assistance of APEC TATF, had developed a preliminary draft of a process guide and template to strategic planning for the medium-term for possible use by SCE sub-fora. The document was tabled during the SCE meeting in Washington D.C. on 9 March and was sent to SCE Fora Convenors on 25 March for comments and inputs by 29 April. The Executive Director stressed that the exercise was meant to be a collaborative one. He noted that once the guide and template had been finalized, APEC Program Directors would be trained to provide assistance to SCE sub-fora that wished to utilize the guide to support the planning and implementation of their activities.
64. The BMC noted this initiative to foster greater consistency, cooperation and transparency between APEC fora.

7.2 Update on an Emergency Preparedness Working Group (EPWG) initiative

65. The Secretariat updated Members on the outcomes of the SOM-endorsed EPWG proposal and indicated that the proposal has gone through APEC's quality processes and was ready to be implemented. Japan thanked Members for their concern following the recent disasters in Japan and for the prompt response to the request to support the proposal.

8. Date of Next Meeting

66. 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 (2011/BMC2/000)

67. The meeting approved the Classification of Documents as set out in 2010/BMC2/000.
68. The meeting was adjourned at 4:50pm.

Delegates to BMC - Attendance at BMC 2
Singapore, 26 April 2011

Economy: Australia				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr Heath McMichael	Director (Acting)	APEC Branch, Trade and Economic Division	Department of Foreign Affairs and Trade
2.	Mrs Christine Lorraine Ford	Program Manager	Asia Division	AusAID

Economy: Brunei Darussalam				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr Md Hakashah Hj Abd Samad	Assistant Director	Department of Economic Cooperation	Ministry of Foreign Affairs and Trade
2.	Ms PG HJH Zety Sufina Binti PG Dato Paduka Haji Sani	Acting Assistant Director of Budget	Expenditure Division	Ministry of Finance
3.	Ms Nooridalelawati Binti Abd Hamid	Finance Officer	Expenditure Division	Ministry of Finance

Economy: Chile				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mrs Myriam Duran	Coordinator	General Directorate of International Economic Affairs	Ministry of Foreign Affairs
2.	Mr Nicolas Concha	Coordinator, APEC Department	General Directorate for International Economic Affairs	Ministry of Foreign Affairs
Economy: China				

	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr Feng Jun	Third Secretary	APEC Division	Ministry of Foreign Affairs
2.	Ms Zhang Wei	Third Secretary	Department of Law Enforcement and Administration	Ministry of Finance
3.	Mr Fang Fang	Third Secretary	Department of Finance	Ministry of Foreign Affairs

Economy: Hong Kong, China				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr Or Chun Wo, Thomas	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.	Ms Dewi Justicia Meidiwaty	Head of APEC TILF	Directorate of Asia Pacific and African Intra-Regional Cooperation	Ministry of Foreign Affairs
2.	Ms Nara Masista Rakhmatia	Staff	Directorate of Asia Pacific and African Intra-Regional Cooperation	Ministry of Foreign Affairs
3.	Ms Rusdaningsih	Staff	Directorate of Asia Pacific and African Intra-Regional Cooperation	Ministry of Foreign Affairs
Economy: Japan				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr Toru Morikawa	Director	APEC Division	Ministry of Foreign Affairs
2.	Mr Go Muromoto	Official	APEC Division	Ministry of Foreign Affairs

3.	Mr Yoshifumi Fukunaga	Deputy Director	APEC Office	Ministry of Economy, Trade and Industry
4.	Mr Hiroshi Nakagawa	Section Chief	Customs and Tariff Bureau	Ministry of Finance

Economy: Republic of Korea				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Ms Ami Koo	Researcher	Multilateral Trade Bureau, Regional Cooperation Division	Ministry of Foreign Affairs and Trade

Economy: Malaysia				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Ms Norshahida Zolkiaply	Assistant Director	Asia Pacific Economic Cooperation Division	Ministry of International Trade and Industry

Economy: Mexico				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization

Economy : New Zealand				
	Name	Designation/ Position	Department Division	Ministry/ Organization
1.	Mr Guy Lewis	Counsellor	New Zealand High Commission, Singapore	Ministry of Foreign Affairs and Trade, Wellington, New Zealand

Economy: The Republic of the Philippines				
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	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr Jay Francis G. Alcantara	Principal Assistant	APEC National Secretariat	Department of Foreign Affairs
2.	Mr Arnel Marcos Sanchez	Special Assistant	APEC National Secretariat	Department of Foreign Affairs

Economy: The Russian Federation				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Ms Alexandra Litvinova	Division Deputy Head	Department for International Financial Affairs	Ministry of Finance
2.	Ms Ekaterina Gvozdeva	Specialist-Expert	International Organizations Division, Department of Asia and Africa	Ministry of Economic Development

Economy: Singapore				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr Dominic Goh Kian Swee	Director	International Economics Directorate	Ministry of Foreign Affairs
2.	Mr Benedict Tan Ming Jun	Desk Officer	International Economics Directorate	Ministry of Foreign Affairs

Economy: Chinese Taipei				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Ms Chiung-Yu Chen	First Secretary on Home Assignment	Department of International Organizations	Ministry of Foreign Affairs
2.	Mr Chien-Yen Chang	Section Chief	Department of International Organizations	Ministry of Foreign Affairs
3.	Dr Chen-Sheng Ho	Associate Research Fellow		Chinese Taipei APEC Study Center

Economy: Thailand				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Ms Rutchanee Uerpairojkit	Second Secretary	Department of International Economic Affairs	Ministry of Foreign Affairs
2.	Ms Khemrutai Khemmarat	Second Secretary	Department of International Economic Affairs	Ministry of Foreign Affairs

Economy: United States				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr James Steele	Director, Office of Economic Policy	Bureau of East Asian and Pacific Affairs	U.S. Department of State
2.	Mrs Deanne de Lima	Foreign Affairs Officer, Office of Economic Policy	Bureau of East Asian and Pacific Affairs	U.S. Department of State
3.	Mr William M Butterfield	Economist		U.S. Agency for International Development
4.	Mr Michael Steven Satin	Supervisory General Development Officer	General Development Office	U.S. Agency for International Development Development/Regional Development Mission for Asia

Economy: Viet Nam				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Mr Bui Hong Duong	Deputy Director	APEC-ASEM Division, Multilateral Trade Policy Department	Ministry of Industry and Trade
APEC Secretariat				
	Name	Designation/ Position	Department/ Division	Ministry/ Organization
1.	Amb. Muhamad Noor	Executive Director		APEC Secretariat
2.	Mr Sim Cher Young	Chief Operating Officer		APEC Secretariat
3.	Mr Richard Grosse	Director (Administration)		APEC Secretariat
4.	Mr Michael Chapnick	Director (Communications and Public Affairs)		APEC Secretariat
5.	Ms Elisa Leung	Director (Finance)		APEC Secretariat
6.	Ms Nadira P. Mailewa	Director (Program)		APEC Secretariat
7.	Mr Alan L Deniega	Director (Program)		APEC Secretariat
8.	Ms Catherine Wong	Director (Program)		APEC Secretariat
9.	Mr Diego Belevan	Director (Program)		APEC Secretariat
10.	Ms Joanne L. Lovejoy	Director (Program)		APEC Secretariat
11.	Mr Lu Zhiwei	Director (Program)		APEC Secretariat
12.	Mr Luis Enrique Vertiz	Director (Program)		APEC Secretariat
13.	Mr Mauricio Hurtado Navia	Director (Program)		APEC Secretariat
14.	Mr Michael Vonk	Director (Program)		APEC Secretariat

15 .	Mr Stephen Wong	Director (Program)		APEC Secretariat
16 .	Mr Steve Chen	Director (Program)		APEC Secretariat
17 .	Mr Takeshi Komoto	Director (Program)		APEC Secretariat
18 .	Mr Thanawat Sirikul	Director (Program)		APEC Secretariat
19 .	Ms Yoo Myung-hee	Director (Program)		APEC Secretariat
20 .	Ms Yumiko Honda	Director (Program)		APEC Secretariat
21 .	Ms Zaireen Omar	Director (Program)		APEC Secretariat
22 .	Ms Natalie Nii	Host Economy Representative		APEC Secretariat
23 .	Ms Patricia D'Cotta	Staff Officer		APEC Secretariat
24 .	Ms Jasmine Lee	Accountant		APEC Secretariat
25 .	Ms Jacqueline Tan	Publishing & Corporate Affairs Manager		APEC Secretariat
26 .	Mr Adam Hunt	Project Development Specialist		APEC Secretariat
27 .	Ms Lucy Phua	Program Executive		APEC Secretariat
28 .	Ms Victoria Waite	Chief of Party		APEC TATF
29 .	Ms Heather Grell	Deputy Chief of Party		APEC TATF



CASH PASSPORT
PER DIEM
ASIA PACIFIC ECONOMIC
CO-OPERATION

A MasterCard Worldwide Business

CASH PASSPORT™

EXECUTIVE SUMMARY

APEC would like to give consideration to a Partnership providing a pre paid Per Diem card To meet the needs of delegates from member Economies attending conferences throughout the year.

The partnership between APEC and MasterCard Cash Passport will provide

- Easy and cost effective management and Distribution of delegate per Diems
- A flexible alternative to the transfer of per diem payments to an individuals bank account.
- Security, convenience and an easy way for delegates to access per diem allowances
- Competitive rates for foreign exchange



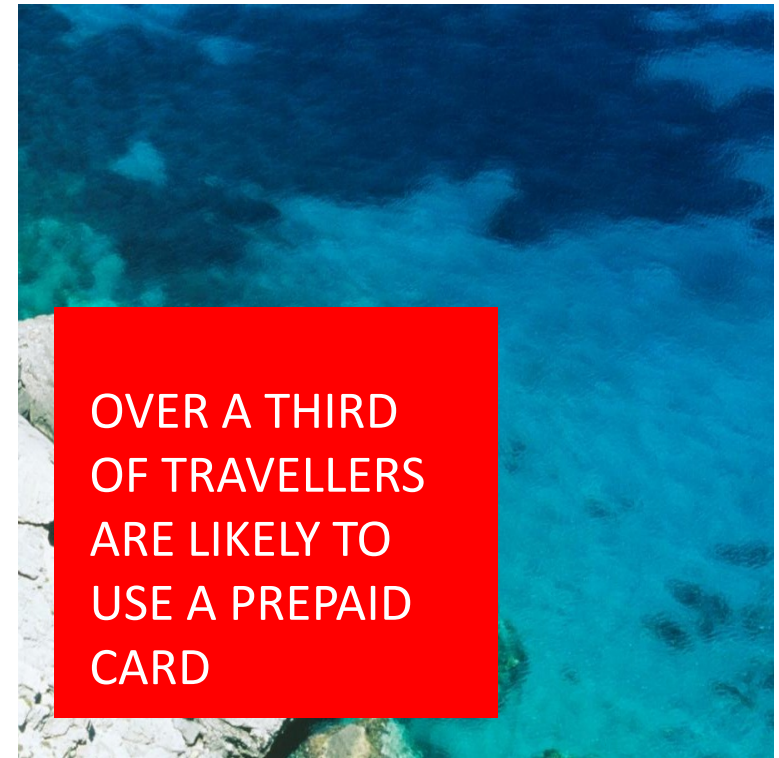
CASH PASSPORT

PREPAID CURRENCY CARD

CASH PASSPORT™

Cash Passport is a pre paid PIN protected plastic card used to withdraw cash and pay for goods and services in local currency.

- MasterCard payment scheme – access 30 million POS and ATM's globally
- Pre Paid
- 5 year life
- Fee free POS and ATM withdrawals
- Cash Passport Global Emergency Assistance
- Online access for cardholders
- PIN & Signature protected
- No bank account required and not linked to a bank account
- 24/7 access to funds
- Card replacement and emergency cash
- Toll free Call Centre



CASH PASSPORT

PREPAID CURRENCY CARD

SECURE

- PIN and signature protected
- No personalization reduces the risk of fraud or identity theft

CONVENIENT

- Use the card at millions of ATM and merchant locations worldwide

RELOADABLE

- Via APEC

CASH PASSPORT™



BENEFITS OF THE CASH PASSPORT FOR APEC

COST SAVING

- Easy online system
- Centrally upload funds into delegates Cards in batch format.
- Fee reduction on current method

CONVENIENT AND EASY

- Web based system provided free of charge
- Full training and free customer support provided by Cash Passport Team
- Card stock held at APEC
- Load and reload capability

REDUCED RISK

- Cash Passport has no value until APEC loads funds



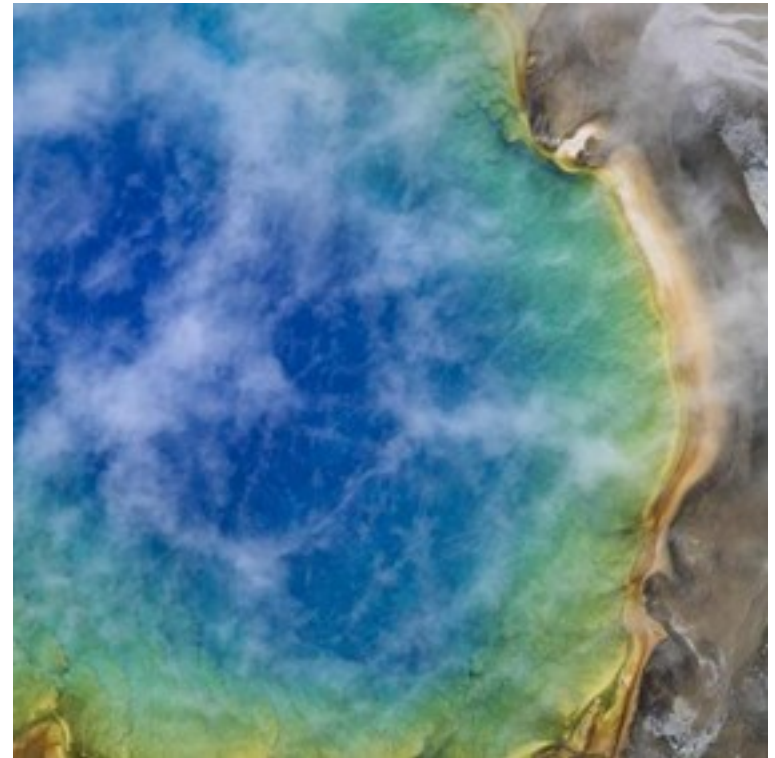
BENEFITS OF THE CASH PASSPORT FOR APEC

REDUCED RISK

- Cash Passport has no value until APEC loads funds
- Card replacement is the responsibility of the Cash Passport team
- Website is password protected and authorisation hierarchy's can be implemented
 - For example once person can start the process by entering the names and card numbers and a supervisor can approve and activate.

CERTAINTY

- Cash Passport team provides expertise and experience for APEC and its members



BENEFITS FOR APEC MEMBERS

- Use at over 30 millions POS and ATM's globally
- No bank account is required
- No need to be over 18 years of age
- On line system
 - View transactions
 - Check their balance
 - Locate an ATM
- No out of pocket expenses incurring costs or experiencing card limits on personal credit or debit cards. Cash Passport cards can only Be used up to the amount loaded on the card.
- Global Emergency assistance (free to cardholders)
 - Lost or stolen cards
 - Emergency cash
 - Interpretation
 - Sending messages home
 - Passport, medical and legal support
- PIN and signature protected – Chip
- ATM and POS fee free



CUSTOMER SUPPORT



➤ Web based card holder support in multiple languages

➤ Access balance
PIN changes
ATM locators
Transfer Funds



➤ Multi-language IVR and operator support

➤ 15 languages spoken internally
Over 150 additional languages supported by a dedicated translation service



➤ SMS services available

➤ Low balance alerts
Card activation confirmation



➤ 24/7 365 days per year dedicated in-house customer support

➤ SLA 80% of calls answered within 20 seconds
1.5 million customers expected in 2011



➤ Global Emergency Assistance

➤ Emergency card replacement by courier
Emergency cash in as little as 20 minutes
Interpreter services
Send a message home

CARD ACTIVATION AND SETTLEMENT

- Delegate details and security question collected by APEC administration
 - Full name
 - Residential address
 - Security question
 - Passport number, expiry date & place of issue
- Cards taken from APEC card stock and entered into system along with individuals details
- Cash Passport cards dispatched to the conference
- APEC project manager at each conference is responsible for delegate distribution
- Delegate receives Cash Passport pack
- Cards are loaded by batch or individually with the USD value
- Delegate can use the card at ATM's and merchants
- Settlement statement is sent to APEC for payment



CARDHOLDER FEES AND LIMITS

ATM Withdrawal fee	Free*
Point of Sale transaction fee	Free*
Maximum Load	USD\$20,000*
Maximum balance	USD\$20,000*
ATM withdrawal limit per 24 hours	USD\$1000*
POS limit per 24 hours	USD\$5000*
Card Fee	Free*
Replacement card fee	Free*

COMMERCIAL PROPOSAL FOR APEC

Fees and Charges	
FEES	1% of the value loaded or reloaded onto the card by APEC will be paid to MasterCard Cash Passport
CASH PASSPORT CARDS	Free
SET UP, SUPPORT, ACCOUNT MANAGEMENT	Free of charge
DELIVERY AND COLLECTION	Cash Passport cards will be delivered to APEC in Singapore free of charge (including collection of any stock)



INNOVATION

WE ARE NOW THE WORLD'S
LARGEST DISTRIBUTOR OF
PREPAID CURRENCY CARDS