



**Asia-Pacific
Economic Cooperation**

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Agenda Item: 8

APEC Secretariat's Operational Plan for 2014

Purpose: Consideration
Submitted by: APEC Secretariat



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Executive Summary

The 2014 Operational Plan of the APEC Secretariat presents the workplan to be implemented in 2014 by the Secretariat, including the Policy Support Unit (PSU), working alongside partners, the US-funded APEC Technical Assistance to Advance Regional Integration (ATAARI) and the Australian Government-funded Effectiveness Grant.

The objective of the plan is to raise the effectiveness of the Secretariat by achieving operational efficiency and in serving APEC fora and members. The Plan operationalizes the goals laid out in the 2014-2016 Strategic Plan while supporting APEC 2014 priorities. Some highlights in the Plan are:

- To oversee the proposed independent review of the pilot phase of Multi-year Projects (MYPs) and implement the recommendations from the consultancy on long term evaluations undertaken in 2013.
- Continued momentum of on-going research and analytical activities by the Policy Support Unit while meeting analytical needs of the APEC 2014 agenda;
- Continue with the implementation of the three-year 2014-2016 Budget while adhering to BMC-approved guidelines, and continuing the implementation of BMC-approved initiatives under the financial realignment exercise; and
- Upgrading information technology services including electronic tools for the Intranet portal, a review of the Secretariat's IT security systems and implement safeguards as required, and recommendations for utilising a remote participation system for APEC meetings to maximize cost-efficiencies; and
- To continue with capacity-building programs for staff by way of individual training roadmaps and courses to enhance skillsets, and using the new Chief of Staff appointee to help Program Directors enhance their roles.

As with previous years, the Secretariat implements its operational responsibilities with a conscious effort to support the APEC Priorities for 2014.

The Secretariat continues to benefit from technical and financial support provided by US APEC ATAARI and Australia's Effectiveness Grant.

Required Action/Decision Points

SOM to endorse the APEC Secretariat's Operational Plan for 2014.

2014 Operational Plan of the APEC Secretariat

Introduction

The Secretariat's work plan in 2014 aims to implement the three-year Strategic Plan 2014-2016 (submitted separately for SOM1's approval), in the effort to better serve APEC fora and members. The Annual Report covered the first three quarters of 2013. An update of activities undertaken and progressed in the last quarter of 2013 and the work plan for 2014 are elaborated below:

In the last quarter of 2013, the APEC Secretariat made progress in the following ongoing projects:

- Completed the recruitment of a Chief of Staff to assist, appraise, mentor, and help develop Program Directors, including coordinating their work loads and introducing best management techniques, as well as assisting in coordinating the cross-cutting aspects of the APEC working groups. Ms Irene Sim will join the Secretariat in March 2014;
- The completion of the Intranet project at end December looks to maximize work efficiency and seamless job succession through integration of existing portals to the system and will build in additional functionalities such as automatic approval and collaboration tools;
- Completion of an operational manual for a Remote Participation System which describes features for remote access to meetings via various online and offline mediums;
- The Secretariat's Communication and Public Affairs Unit continued to provide communications, publications and news services to raise awareness of APEC among its stakeholders. Approximately 25 news releases were distributed between September and December 2013 focusing on APEC Economic Leaders' Week where most of the headlines were captured and post-AELM to ensure APEC's relevance;
- Engaged a consultancy, Burson-Marsteller, to provide an independent assessment of the Secretariat's stakeholder engagement tools and communications output, an analysis of the communications landscape for 2014-2016 host economies and strategic recommendations; and
- Established a steering group consisting of BMC host representatives from 2013-2016 to develop and take forward a proposed framework for setting aspirational targets for voluntary contributions.

As in the previous plan, the Strategic Plan for 2014-2016 principally consists of 5 Strategic Objectives, which reflects the continuing focus of the Secretariat on:

- Fora : Aligning APEC activities with APEC goals and priorities;
- Projects : Working to improve APEC projects;
- Communications : Communicating APEC key messages;
- Policy Support Unit : Improving working on research and policy capability;
- Internal : Being an effective Secretariat.

The new Strategic Plan 2014-2016 follows a similar structure to the previous one: it is brief and focused. It reflects the primary role of the Secretariat to serve APEC's goals and priorities.

1. Fora : Aligning APEC activities with APEC goals and priorities

The Secretariat will, in 2014, continue efforts to provide support to APEC economies and fora in developing, facilitating, coordinating and implementing activities and projects, and advising on APEC policies and 2014 priorities. These include:

- Monitoring the progress of APEC fora's strategic and work plans;
- Identifying crosscutting issues and promote cross-fora communication and collaboration;
- Exploring ways to utilize remote participation system for APEC meetings to maximize cost-efficiencies;
- Continued efforts to extend capacity-building programs to members through train-the-trainer programs on Project Quality;
- Update APEC Meeting and Process Guidelines for approval by SOM;
- Assist development of APEC Capacity-Building Guidelines for SCE;
- Assist the alignment of CTI sub-fora for CTI;
- Develop guidelines for host economies on communications and media protocol, news conferences and communications planning for the host year; and
- Having identified key initiatives and respective focal points for collaboration, the APEC Secretariat and ASEAN Secretariat will look to further cooperation on the identified areas of mutual interest.

2. Projects : Project Management, Monitoring and Evaluation

In 2014, emphasis will be placed on undertaking further improvements to project management systems and processes within the APEC Secretariat's Project Management Unit (PMU) to improve the quality and impact of APEC projects.

In particular the Secretariat will:

- Oversee the proposed independent review of the pilot phase of Multi-year Projects (MYPs);
- Undertake a pilot to implement two project approval sessions per annum from 2014 in a bid to further improve the overall quality assessment process of APEC projects and streamline project-related systems. The outcomes of the pilot will be assessed by the Secretariat in late 2014;
- Continue to provide targeted training and outreach programs for Project Overseers on the margins of key APEC meetings to improve the quality of projects. Follow up training on project related contracting processes will be undertaken in the second half of 2014 to address specific capacity gaps in this area. Emphasis will also be placed on conducting targeted training programs on project monitoring and evaluation in 2014;
- Implement the recommendations from the consultancy on long term evaluations undertaken in 2013 in line with the directions proposed under the Action Plan approved by BMC at BMC2, 2013. This will involve amendments to project documentation and templates as well as the development of a monitoring and evaluation plan/pipeline to guide future evaluations;
- Continue to review ways of improving project related processes and resources; and
- Oversee the ongoing management of the APEC Project Database (PDB) which was developed in October 2013.

The Effectiveness Grant Fund, which is a contribution by the Government of Australia, will continue to finance the full-time Project Management Specialist located within the Secretariat's Project Management Unit. Funding for consultants to undertake the review of the MYP pilot will also be supported under the Effectiveness Grant.

US-ATAARI (APEC Technical Assistance to Achieve Regional Integration), the follow on to APEC Technical Assistance and Training Facility (TATF), will continue to support the Secretariat's efforts in building capacity, particularly for developing economies. TATF funding will also support the implementation of recommendations that stemmed from the consultancy on long term evaluation of APEC projects.

3. Communications : Outreach and Media Activities

The Communications and Public Affairs Unit (CPAU) carries out its vision to communicate APEC's key messages, engage stakeholders and support members to build awareness and understanding of policies and outcomes by supporting the APEC process through a range of activities targeted at key stakeholders.

In 2013, the APEC Secretariat obtained an independent assessment of the Secretariat's stakeholder engagement tools and communications output, an analysis of the communications landscape in China, the Philippines and Peru and strategic recommendations. The report was conducted by consultants from Burson-Marsteller.

The Communications' unit provides both wholesale services to assist member economies with their outreach, and retail services to support the APEC process. Communication efforts this year will look to address the objectives that are identified in the APEC Secretariat's 3-year strategic plan:

- Continue to produce editorial content and news packages for distribution to direct news consumers, stakeholders and media, and to members for re-distribution;
- Expand social media, review and update the website content and navigation, and ensure the reliability of the APEC website and its content management system;
- Provide communications toolkits, harvest key messages, highlight APEC achievements and carry out staged campaigns to promote APEC 2014 priorities;
- Oversee the ongoing management of the Meeting Documents Database (MDDDB);
- Begin to build the APEC Communications Network to include incoming hosts and other interested members to help amplify APEC-related communications and enhance stakeholder engagement in member economies. Leveraging this network of communications partners is recommended by the Burson-Marsteller report as a cost-effective strategy to localize and distribute APEC communications in member economies;
- CPAU will seek to develop guidelines for host economies on communications and media protocol, news conferences, branding of the APEC CEO Summit and communications planning for the host year;
- Continually monitor, protect, harness and evaluate APEC's brand and reputation by evaluating APEC publications;
- Register the APEC logo with the World Intellectual Property Organisation (WIPO) to protect it under Article 6 which prohibits the registration and use of trademarks which are identical to, or present a certain similarity with the afore-mentioned emblems or official signs;
- Review the current IP policy and publications' guidelines to ensure the branding of APEC-related events, like the APEC CEO Summit, are adhering to policy; and
- Ensure compliance of publications and proposals with APEC guidelines and policy.

4. Policy Support Unit : Research and Policy Support

The PSU, in consultation with the PSU Board, will:

- Continue to implement the PSU Five-Year Strategic Plan 2013-2017 and build monitoring and evaluation into the PSU's work;
- Support SOM, APEC Committees, sub-fora and, host economy by undertaking high quality research and analytical work;
- Communicate the PSU's policy research and analytical outputs to key APEC stakeholders through print and electronic publications (technical and non-technical), electronic newsletters, mailing lists, media activities, and presentations at major regional/international conferences; and
- Establish and strengthen linkages and research collaboration with other regional/international organizations.

5. Internal : Being an Effective Secretariat

The need to manage internal resources effectively and cost-efficiently, as well as strengthen processes to ensure alignment with business needs continues to be a priority in Secretariat operations. The new directions going forward with regard to above tasks are elaborated below:

5.1 Finance

The Secretariat will continue to manage financial resources according to established policies and guidelines, while ensuring that decisions with financial consequences are made with due regard to cost-effectiveness, affordability and the relevant approved budget. The Secretariat will also carry on with the implementation of the initiatives approved by Budget and Management Committee (BMC) in 2013 under the financial realignment exercise.

The Secretariat's work plan in this regard for 2014 includes:

- Manage expenditure in line with budgetary allocations;
- Provide quarterly balance sheets and expenditure-against-budget reports for the Administrative Account (AA) and all project funds accounts to BMC for information and control;
- Review the proposed AA budget for 2015 submitted in 2013 as part of the three-year 2014-2016 budget;
- Prepare a draft AA budget for 2017 on the basis of assumptions on inflation and hosting of APEC for the year as part of the rolling three-year budget;
- Review the fund management policy of the Secretariat to facilitate consideration of utilizing certain amount of the uncommitted reserves in the AA to support APEC projects in 2015 and onwards;
- Prepare a modus operandi for pursuing the aspirational target for voluntary contributions to the project funds accounts and capping the value of projects to be approved per year/session; and
- Further the work on the financial realignment exercise in a consultancy study funded by the APEC TATF and the follow-on US-ATAARI (APEC Technical Assistance to Achieve Regional Integration).
- Implement approved initiatives under the financial realignment exercise.

5.2 Information Technology

The year will see an effort to upgrade information technology services including the completion of the Remote Participation System and upgrade of the APEC Collaboration System (ACS), explore the possibility of migrating relevant servers to the Cloud, and development of electronic applications for work processes which will collectively help achieve enhanced productivity to the Secretariat work environment. There will thus be an increasing focus on developmental projects to support delivery of services to both external and internal customers. In line with the above, the Secretariat will continue or embark on the following:

- The IT unit and US-ATTARI will explore the development of an electronic application to improve internal work processes involving APEC-funded traveller requests for advance payments/travel reimbursements, project management, purchase requisitions and memos among other tools;
- Following the completion of the first phase on the IntraAPEC (Intranet portal) last year, the IT unit will undertake another study of requirements to provide a platform of mobility to all Secretariat staff. An upgrade of the APEC Collaboration System (ACS) is also planned in order to improve the collaboration features with application of technology changes such as mobile usage and Social media platforms;
- The Secretariat has upgraded its subscription for Microsoft Cloud services at the start of this year. Secretariat staff have been provided with training courses on the main features of the upgrade for Lync, SkyDrive Pro and Office 2013 in January 2014. More enhanced productivity is expected to be gained for the Secretariat through the upgrade of Cloud services;
- Given that most of the Secretariat's network infrastructure will be more than 10 years old in 2014, the IT unit plans to conduct the replacement in the second half of the year to ensure continued performance and reliability. The IT unit will also deploy data traffic management, data proxy and caching systems to increase the efficiency of bandwidth utilization and to optimize the network;
- The IT unit will develop the Webcasting center by March 2014, and complete the Remote Participation System by integrating it with MS Lync, the platform of the System. The Remote Participation System will be developed to be user-friendly and easy to use by all stakeholders;
- The current firewall policy will be upgraded and security guidelines developed for APEC meetings to include the use of USBs. The IT unit will conduct a penetration testing exercise for the upgraded APEC Collaboration System (ACS) in order to investigate the security environment, identify specific vulnerabilities and fix them; and
- To increase reliability, the IT unit and US-ATTARI will conduct a cost analysis of the server migration to the Cloud in addition to mail server which has already undergone migration to the Cloud. The migration project of the web servers, AIMP servers and Intranet server to the Cloud will be undertaken after the cost analysis.

In order to effectively implement the above projects, it may be necessary to boost the Secretariat's capacity in this area. US-ATTARI has been approached on the possibility of making available the services of IT consultants to meet this need.

5.3 Administration and Human Resources

In the areas of human resources management and the general administration functions, the work plan of the Secretariat for 2014 is as follows:

Human Resources

- Review the organizational structure of the Secretariat with a view to optimization of manpower resources (with emphasis on support staff) and streamlining of work procedures;

- Review the new support staff appraisal system (introduced in 2013) for further improvements in 2014, and consider the introduction of a similar appraisal system for the seconded staff;
- Enhance the training and development programs for Secretariat Staff, by way of proper individual training roadmaps in respect of “core” , “recommended” and “optional” courses;
- Review the Program Executives’ (PEs) portfolios and “buddy” system (i.e. work processes and support systems) with emphasis on project and people-centred efficiencies/improvements;
- Review and further improve the induction program for new staff joining the Secretariat;
- Implement the extended Internship Program, incorporating the “ASEAN Internship for University Students of Hong Kong Scheme” and other interested organizations; and
- Review the existing work-life balance practices at Secretariat so as to further improve the general working environment of Secretariat Staff.

Administration

- Enhance the Secretariat’s Record Management System through the consolidation of Secretariat’s policies in the Intranet and the documentation storage/archiving system in the shared “M” Drive;
- Consider introduction of automated procedures with regards to travel claims and procurement of goods and services;
- Review existing procurement and project funding disbursement procedures to identify and implement cost-saving and cost-recovery measures;
- Implement the computerized Asset Management System (AMS) for the Secretariat, as well as formalize an asset replacement plan to forecast future estimated expenditures for budget planning purposes;
- Implement the computerized Contract Management System (CMS) to ensure that all Secretariat Contracts with vendors are reviewed and retendered in a timely manner to ensure best value;
- Management of conference facilities and logistical support for APEC working group and fora-related meetings held at the Secretariat, in particular the proposed conduct of BMC2 at Secretariat in July 2014;
- Introduce a new Procurement and Asset Management Handbook for easy reference and compliance by Secretariat Staff for proper financial accountability;
- Support and administer the travel and meeting arrangements of Secretariat staff for SOM and working group meetings in China;
- Continue working closely with PSU on improving the administrative support and integration of PSU in the APEC Secretariat; and
- Review and update the Secretariat’s Business Continuity Plan.

Property Maintenance

- In consultation with the Singapore Ministry of Foreign Affairs (landlord) to upgrade the Building Automation System (BAS) of the Secretariat complex: and
- Continue to ensure that building and building-related assets are in good working order through regular monitoring and preventive maintenance.

5.4 Strengthening Secretariat Capacity

In 2014, the Secretariat will seek to raise the capacity of its staff by:

- Continuing with capacity-building programs for staff and develop an Annual Training Plan which will set out training programs to bridge skill gaps;
- Preparation of Program Directors' (PDs) Individual Work Programs which interpret what needs to be done at that level in support of 2014 Priorities and the Secretariat work plan. This is an on-going annual planning and review mechanism which is linked to the Performance Feedback System. This will be led by the new Chief of Staff; and
- Continuing the Secretariat's team-building activities. US-ATAARI's work plan is underway and will likely include continued support on strategic planning, financial realignment, IT, and streamlining some administrative processes in addition to facilitating a Secretariat team-building activity.

5.5 Quality Management

- The Secretariat's certification under the ISO 9001 Quality Management System (QMS) is part of the effort to embrace quality management practices in the provision of services to stakeholders. Ensuring customer satisfaction is a key aim of the QMS. With this in mind, the Secretariat will undertake measures to improve work processes in a transparent, accountable environment; and
- Reduce errors by standardizing work processes.

The Secretariat's quality management work plan for 2014 includes the following:

- Indicators and targets for different work areas will be tracked, as in preceding years, on a monthly basis. The objective is to identify factors within the Secretariat's control that may impede performance and which therefore will need to be addressed; and
- As in past years, two internal and two external audits of compliance with the ISO-certified processes will be conducted to help determine if systems and processes are working well and to help identify problem areas and the necessary remedial measures.

Required Action/Decision Points

SOM to endorse the APEC Secretariat's Operational Plan for 2014.

APEC SECRETARIAT'S 2014 OPERATIONAL PLAN

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Annual Operational Priorities and Accountability

APEC's operational priorities and activities are established annually by Leaders' and Ministers' tasking directions to Senior Officials. Senior Officials manage the activities and may adjust priorities on behalf of Ministers during the course of the year.

The Executive Director (ED) is responsible to Senior Officials through the Chair of the Senior Officials' Meeting (SOM) and manages the Secretariat in line with priorities determined above. Secretariat staff members are responsible to the Executive Director for fulfilment of their respective responsibilities.

The ED will provide a performance accountability statement to SOM and Ministers annually.

The Director, Policy Support Unit (PSU) is responsible to Senior Officials through the PSU Board and has responsibilities as outlined in the APEC Policy Support Unit Governance Arrangements including the management of PSU budget and workload, supervision of PSU staff and regularly reporting on activities to the Executive Director.

Statement of Outputs

Output I: Aligning APEC activities with APEC goals and priorities

In implementing the 3 year strategic plan, the Secretariat will continue efforts to provide support to APEC economies and fora in developing, facilitating, coordinating and implementing activities and projects, and advising on APEC policies and priorities.

Output Description

- Monitor the progress of APEC fora's strategic and work plans;
- Identifying cross-cutting issues and promote cross-fora communication and collaboration;
- Explore ways to utilize remote participation system for APEC meetings to maximize cost-efficiencies;
- Update APEC Meeting and Process Guidelines for approval by SOM;
- Assist development of APEC Capacity-Building Guidelines for SCE and assist the alignment of CTI sub-fora for CTI;
- Develop guidelines for host economies on communications and media protocol, news conferences and communications planning for the host year; and
- Increase engagement with multilateral organisations and industry partners.

Primary Responsibility: Executive Director, Director Administration and relevant Program Directors

Output II: Project Management

The Project Management Unit (PMU) will continue to deliver project management advice and support for APEC projects.

Output Description

- Deliver the BMC-led project reform agenda through the effective establishment of appropriate systems and reporting requirements;
- Oversee the proposed review of the MYP pilot phase;
- Implement the recommendations from the consultancy on long term evaluation of APEC projects in line with the Action Plan approved by BMC at BMC2, 2013;
- Provide targeted, ongoing training to APEC members on contracting/procurement approaches and monitoring and evaluation;
- Implement the pilot phase of conducting two project sessions per year and assess the outcomes of the pilot phase at the end of 2014;
- Update project resources and project related guidance as required;
- Continue to improve the PMU's information management systems and other internal processes to deliver quality outcomes; and
- Following the upgrade of the APEC Project Database at the end of 2013, examine improvements to the support the effective user interface of the system.

Primary Responsibility: Director, Project Management Unit and PMU staff.

Output III: Communications, Public Affairs, Outreach and Media

To deliver information on APEC to internal and external stakeholders and engagement with key audiences, including business, government, academia, media and the general public and to increase brand and activity awareness of APEC in line with APEC 2013 priorities.

Output Description

- Enhance, expand and support APEC website, satellite website templates, social media, video and mobile applications;
- Produce and distribute information and promotional resources on APEC such as: printed and electronic publications providing regular updates on the work of APEC, including project-related publications; online and web-based tools and resources, including the APEC Bulletin; audio/video material suitable for use by electronic media as required; and APEC promotional material for event use;
- Execute media relations program, including press liaison, development and dissemination of

news releases, op-eds, backgrounders, advisories and other information materials for media;

- Prepare speeches, presentations and briefings for business, industry, academia and other groups, as well as visitors to the Secretariat;
- Conduct outreach activities to private sector, policymakers, government officials and academia in APEC member economies;
- Manage APEC intellectual property rights and provision of relevant advice (e.g., APEC logo, copyrights for publications and data, etc.);
- Manage APEC document access policy, including procedures for collection of meeting documents and maintenance of document archives and other publications;
- Begin to build the APEC Communications Network to members to help amplify APEC-related communications and enhance stakeholder engagement in member economies; and
- Produce communications-related guidelines for host economies.

Primary Responsibility: Director, Communications and Public Affairs

Output IV: Research and Policy Support by Policy Support Unit (PSU)

To continue the provision of high quality policy research and analytical outputs in support of APEC's agenda.

Output Description

- Implement the PSU Five-Year Strategic Plan 2013-2017 through the annual action plan and monitoring and evaluation of the PSU's outputs. Relating to this, the PSU will gather feedback from APEC Committees and sub-fora on projects undertaken as well as from PSU-organized policy discussions;
- Support SOM, APEC Committees, sub-fora, and host economy through delivering ongoing projects and developing new projects which include:
 - An evaluation of APEC' progress towards Bogor Goals 2015.
 - An interim assessment of APEC's progress in Ease of Doing Business (EoDB) for 2009-2013.
 - A study on current extent on the use of NTMs and analysis of specific NTMs affecting the APEC region.
 - A comprehensive analysis and evaluation of emerging systemic risks and value chain resilience of the APEC region and their impact on trade and investment.
 - A succinct analysis of recent economic performance of APEC economies and the APEC region in the APEC Economic Trends Analysis report.
 - An examination of key trends and developments relating to trade and investment measures in the APEC region in a report to MRT and AMM.
- Communicate the PSU's outputs to key APEC stakeholders through print and electronic publications; electronic newsletters to the PSU's mailing list; media activities; and presentation at meetings/events. The PSU will also develop user tools for StatsAPEC;
- Increase accessibility of the PSU's outputs to non-technical audiences through products such as policy briefs and issues papers and two annual publications - Research Outcomes and APEC in Charts; and
- Strengthen linkages, explore and establish joint initiatives and research collaboration with other regional/international organizations through leveraging on each other's expertise.

Primary Responsibility: Director, Policy Support Unit

Output V: Financial Management

Management of the Secretariat's financial resources according to established policies and guidelines, ensuring that decisions with financial consequences are made with due regard to cost-effectiveness, affordability and relevant approved budget.

Assist the Budget and Management Committee (BMC) to implement the initiatives approved in 2013 under the financial realignment exercise.

Output Description

- Manage expenditure in line with budgetary allocations;
- Provide quarterly financial reports for the Administrative Account (AA) and all project funds

accounts to BMC;

- Review the proposed AA budget for 2015 submitted in 2013 as part of the three-year 2014-2016 budget;
- Prepare a draft AA budget for 2017 on the basis of assumptions on inflation and hosting of APEC for the year as part of the rolling three-year budget;
- Review the fund management policy of the Secretariat to facilitate consideration of utilizing certain uncommitted reserves in the AA to support APEC projects;
- Prepare a modus operandi for pursuing the aspirational target for voluntary contributions to the project funds accounts and capping the value of projects to be approved per year/session; and
- Further the work on the financial realignment exercise in a consultancy study funded by the APEC TATF.

Primary Responsibility: Director, Finance

Output VI: Information Technology

Management of the Secretariat's IT systems to maintain and improve performance, with increasing focus on development projects – aimed at enhancing the sharing of data, networking and upgrading of systems – to support internal and external customers.

Output Description

- Explore the development of electronic applications to complement the intranet system so as to improve internal work processes;
- Upgrade the APEC Collaboration System (ACS) to improve collaboration features with application of technology changes such as mobile usage and Social media platforms;
- Conduct a cost analysis of the server and mail server migration to the Cloud. The migration project of the web servers, AIMP servers and Intranet server to the Cloud will be undertaken after the cost analysis;
- Maintenance and protection of the Secretariat's IT systems and network, and upgrading/renewal of IT equipment, components and software, to ensure they perform reliably with minimal disruptions; and
- Update the current firewall policy and security guidelines.

Primary Responsibility: Director of Information Technology

Output VII: Administration and Human Resources

Ensure the provision of support services in the areas of general administration and human resources are delivered effectively, efficiently and fairly.

Output Description

Human Resource:

- Review the organizational structure, manpower requirements and streamlining of work processes;
- Review the salaries of Secretariat-recruited staff for proposed implementation in 2014;
- Review the new Staff Appraisal System;
- Work with PSU on improving the administrative support and integration of PSU in APEC Secretariat;
- Review Program Directors' (PDs) and Program Executives' (PEs) portfolios; and
- Enhance the Induction Program for newly joined staff, training and development programs, and enhance the internship program.

Administration:

- Enhance the Secretariat's Records Management System;
- Consider introducing automated procedures for travel claims and procurements;
- Review existing procurement and project funding disbursement procedures to ensure cost-saving and cost-recovery measures;
- Formalize an asset management system and an asset replacement plan;
- Management of conference facilities and logistical support for CTI and fora-related meetings

held at the Secretariat;

- Introduce a Procurement and Asset Management Handbook;
- Implement a computerized Contract Management System;
- Management of conference facilities and logistical support for APEC working group and fora-related meetings held at the Secretariat, in particular the proposed conduct of BMC2 at the Secretariat in July 2014;
- Administer travel and meeting arrangements for SOM and working group meetings; and
- Review and update the Secretariat's Business Continuity Plan.

Property Maintenance:

- Ensure building and building-related assets in good working order through regular monitoring;
- Preventive maintenance for equipment are current and up-to-date.

Primary Responsibility: Director, Administration

Output VIII: Quality Management

The Secretariat's Quality Management System is centered on improving work processes through a transparent, accountable environment.

Output Description

Continue efforts under the Secretariat's ISO 9001 Quality Management System (QMS) to improve work processes through a transparent, accountable environment, ensure tracking of indicators and targets for different work areas on a monthly basis and conduct regular internal and external audits.

Primary Responsibility: Quality Management Representative

Output IX: Support for Host Economy

Delivery of support services to the SOM Chair.

Output Description

- Provide analyses, advice and administrative support to the SOM Chair on substantive and procedural issues;

Primary Responsibility: Executive Director, Host Economy Representative and Staff Officer to Executive Director with support from relevant Directors (Program).

- Provide support, where appropriate, for the work of the SOM Chair on APEC Reform agenda.

Primary Responsibility: Executive Director, supported by Secretariat staff members.

- Draft documentation for SOM Meetings, including:
 - Draft Expanded Annotated Agenda;
 - Chair's Summary notes as requested;
 - Annual Tasking Statement;
 - Executive Director's Report to APEC Ministerial Meeting (AMM); and
 - Other papers as requested by SOM Chair or SOM.

Primary Responsibility: Staff Officer to Executive Director and Host Economy Representative, with support from relevant Directors (Corporate and Program) as appropriate.

- Compiling documentation for AMM, including:
 - Annual Report on Economic and Technical Cooperation (ECOTECH) Activities;
 - Committee on Trade and Investment (CTI) Annual Report;
 - Economic Committee (EC) Annual Report.

Primary Responsibility: Relevant Directors (Program).

- Managing the bi-annual IAPs' collation and summarization process, including support for implementation of the strengthened IAP Peer Review process.

Primary Responsibility: Policy Support Unit, IAP Review Coordinator, with support from Assistant to the CTI Chair.

- Support for media management and liaison:
 - Liaising/managing/advising on media logistics at SOM and related meetings, Ministerials and Leaders' Week;
 - Assisting with drafting and issuing of news releases;
 - Producing and disseminating backgrounders, APEC publications and information materials;
 - Providing background briefings to journalists;
 - Assisting with interview and news conference arrangements and other media opportunities;
 - Recording audio and video content for distribution to regional broadcasters; and
 - Shooting and editing of news photographs for provision to media outlets.

Primary Responsibility: Director (Communications and Public Affairs) and Communications Team, with support from Directors (Program) assigned to fora.

- Liaising with the SOM Chair on behalf of the EC, SCE, CTI, BMC and Fora Chairs.

Primary Responsibility: Relevant Directors (Program).