

## Attachment 1

### EC's Discussion on the Post-LAISR Structural Reform Agenda

#### — Note by the EC Chair —

(Presented at the Extraordinary Senior Officials' Meeting held in Tokyo on 20-21 April 2010)

21 April 2010

#### **1. Background**

While the next phase of the APEC-wide structural reform agenda including its relationship with the APEC Growth Strategy is being discussed at SOM, the EC, which has been the main driving force of structural reform in APEC under the current LAISR mandate, has also been discussing the next phase of structural reform agenda since last year. Although the discussion so far has largely focused on the reformulation of the existing five LAISR areas (so called "narrow definition" of structural reform agenda), attempts have been made to explore the possible new priority areas which may extend beyond the current LAISR areas. At the EC1 in 2010, a roundtable discussion on the post-LAISR agenda including its relationship with the Growth Strategy was held based on two issues papers prepared by the EC Chair<sup>1</sup> as well as a concept note jointly prepared by the US, Australia, New Zealand and Singapore.<sup>2</sup> Most recently, the EC Chair conducted a quick survey of the EC members on possible new priorities for structural reform, their effective implementation mechanisms, the role of the EC and so on.<sup>3</sup>

This note, which summarises the discussion mainly on the possible new priority areas at the EC1 and the results of the quick survey, has been prepared as a material for discussion at the Extraordinary SOM meeting to be held in Tokyo on April 20 and 21.

#### **2. Main points of the EC's discussion on the new structural reform priorities**

##### **1) New priority areas**

Structural reform has been one of the core APEC activities in recent years, and there is a strong consensus that further promotion of structural reform is necessary in achieving sustainable economic growth, as well as making the most of regional economic integration.

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<sup>1</sup> *Post-LAISR Agenda: Issues for Discussion* (2010/SOM1/EC/018) and *APEC Growth Strategy: Contribution by the Economic Committee (Provisional Draft)* (2010/SOM1/EC/019) both submitted by the EC Chair.

<sup>2</sup> *Concept Note on a Post-LAISR Structural Reform Agenda by SOMs of the United States, Australia, New Zealand, and Singapore* (2010/SOM1/EC/020).

<sup>3</sup> See Annex 2 for the template of the quick survey, which had been proposed by the EC Chair at the EC1 in 2010 and was sent to EC members on March 9. As of April 12, twelve economies including Australia; Canada; Hong Kong, China; Japan; Korea; Malaysia; Mexico; New Zealand; Singapore; Chinese Taipei; Thailand; and the United States have responded. The full responses by these economies, which have been sent to the EC members, are not attached here.

There is a widely shared recognition among EC members that the LAISR initiative inaugurated in 2004 and the selection of the five priority areas have been a success, although a formal stock-take of LAISR is currently being conducted by the EC which will seek to measure the progress that has been achieved since LAISR's inception.<sup>4</sup> The stock-take report will be submitted to the APEC Ministerial Meeting in November. The good progress made so far does not at all imply that there is not much left to do for the existing five priority areas. On the contrary, EC members generally consider that the five priority areas need to be further strengthened with some modifications in terms of their contents and internal structure. Members also expressed their preference to keep the number of post-LAISR priority areas to a manageable level, ideally no more than five. Changes would be based on our stock-take exercise and by taking account of the Growth Strategy.

Apart from the emphasis on the continuation of the existing areas, the EC members' views on the new priority areas vary at this stage. Some EC members explicitly pointed out a need to broaden the priority areas, e.g. to areas such as education and labour, SME and vulnerable and social safety nets. There is also a broad acceptance that the next phase of structural reform agenda should be consistent with the Growth Strategy, though exactly how this would occur would depend on there being a clearer picture of what the Growth Strategy entails. While most economies did not put forward any specific suggestions on the new priority areas at the EC1 and in the quick survey, there were no objections to the illustrative areas cited in the concept note.

Thus, this note does not intend to present specific priority areas that should be addressed in APEC's new structural reform agenda. However, based on the EC's experience in LAISR, it is important to consider the following points before identifying any new priority areas.

First, the focus of the new priority areas should be clearly defined. Clear statement of the objective of the reform in each of the priority areas should be prepared in advance in order to enhance understanding by the economies and committees/groups which implement reforms.

Second, a high-level political commitment would be essential in defining new priority areas and implementing the initiative. A living example is the current LAISR initiative, for which APEC Leaders identified the five priority areas in 2004, followed by a more detailed work plan endorsed by the APEC Ministers in 2005.<sup>5</sup> Such commitments supported an active participation of member economies in carrying out various programmes implemented by the EC.

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<sup>4</sup> The five areas are; regulatory reform, competition policy, corporate governance, public sector governance, and strengthening economic and legal infrastructure.

<sup>5</sup> See *Leaders' Agenda to Implement Structural Reform (LAISR) (2004/AMM/020)* and *APEC Work Plan on LAISR towards 2010 (LAISR 2010) (2005/AMM/002anx11B)* for more details.

Third, structural problems in different areas often have a common nature. It would therefore be extremely important to have cross-cutting viewpoints even when discussing sector-specific issues.

Fourth, close collaboration among various APEC fora and with other organisations is desirable as it would help avoid duplication of work while also creating synergy effects.

## **2) Effective implementation mechanisms**

Due consideration should be given not only to identifying and selecting priority areas, but also to implementation mechanisms which need to be acceptable to economies in order to be effective.

This has been an issue in the implementation of the LAISR programmes, and the EC has employed not only traditional modes such as experience sharing and capacity building, but also other approaches including i) checklist/guidelines, ii) stock-take and updating exercises, iii) voluntary reviews of institutional frameworks and processes, iv) ministerial meeting, and v) the EoDB approach to facilitate reforms.

Implementation mechanism would be all the more important if APEC goes further behind the border, as officials involved may not be so accustomed to international discussions. At the EC1, the EC conducted initial discussion on possible new mechanisms including i) OECD-type peer reviews, ii) peer review with economy-wise action plans, iii) issue-specific seminars and iv) tailor made approaches (see Annex A and B for iii) and iv) respectively).

Although the exact implementation mechanism can be left for decision by relevant committees and sub-fora, it would be useful to engage in a broad discussion on this matter when discussing the choice of the new priority areas given its importance. Clearly, the type of implementation mechanisms selected will need to be an appropriate fit with the nature of the new priority areas that are eventually agreed.

## **3) Role of the EC**

There appears to be a consensus among the EC members that the EC should not take additional roles in the new priority areas at the expense of existing LAISR priority areas. The reason would be twofold.

First, the EC members consider that the existing five areas are still relevant as a whole and need to be strengthened as explained above. The work in these five areas is far from complete, and will continue to require the full and active engagement of EC.

Second, the EC members come from various ministries rather than represent ministries responsible for specific policy areas which will likely be included in the new priority areas. Although the EC members

have accumulated expertise in cross-cutting issues, many of them are not heavily engaged in coordination work either within APEC or in their capitals. Therefore, it would not be productive for EC members to oversee/coordinate policies in or send shepherds to specific areas in which they may not have much expertise. Such a situation would not likely change much if the current members are replaced by higher rank officials in the same ministry.

It would therefore be appropriate that the EC continue to focus on broadly the same areas as the existing LAISR areas while SOM coordinates the work of other APEC fora in the new areas.

However, this does not imply that the EC cannot play some role in the new areas. The majority view of the EC members is that the EC should be ready to assist structural reform initiatives by other fora by providing advice based on its past experience and expertise with horizontal viewpoints.

Some of the instruments that the EC has developed under the LAISR could also be applied to the new priority areas. For example, Voluntary Reviews of Institutional Frameworks and Processes could be a useful tool in identifying deficiencies in structural reform frameworks and processes, although the fact that we have yet to find a volunteer implies some improvements might be needed to make it more user-friendly. New mechanisms could also be introduced to improve implementation. Among the possible instruments presented in 2) above, the EC might further consider the following two approaches as they would be effective in introducing horizontal viewpoints to sector-specific issues and to utilise the EC's expertise.

First, the EC may hold a limited number of joint seminars/workshops with relevant committees and fora, taking advantage of its cross-cutting viewpoints such as competition, regulation, corporate governance, public sector governance and economic and legal institutions (see Annex 1 for more details).

Second, the EC could look to develop a so-called tailor-made approach, which aims to enhance effectiveness of structural reform activities based on APEC's tradition of non-binding approaches (see Annex 2 for more details). This approach can be applied not only to the existing LAISR areas but also to the new priority areas, by collaborating with relevant committees and fora.

As for other approaches, the OECD-type peer review appears to be less welcomed by the EC members. Some EC members are sceptical about a collective action plan with a specific target year, partly because it may go too far from the APEC's voluntary approach that respects the diversity of economic and social developments in the region and partly because it may not necessarily be easy to find good indicators to measure progress.

#### **4) Time horizon of the new initiative**

It would be a natural option to formulate another 5-year programme until 2015 building on the success of the current LAISR initiative, which covered the period between 2005 and 2010. Note that the time frame of the new structural reform initiative might be affected by that of the Growth Strategy.

### **3.The way forward**

The EC Chair intends to continue its formal consultation process among EC members to reformulate the five existing LAISR areas, including arrangement of the coordinators, by modifying the Chair's preliminary ideas which were discussed at the EC1.

The EC Chair is also ready to support SOM prepare a draft post-LAISR paper, including the new priority areas and the effective implementation mechanism, based on the discussions covered in this note and guidance from SOM. Such a paper, which can be discussed at the SOM2 and other occasions, will be finalised at CSOM and submitted to the AMM and AELM to be held in November 2010 for endorsement.

## **Annex 1: Preliminary ideas on two possible new instruments for APEC structural reform activities**

### **1) Joint seminars/workshops on sector-specific structural reform**

So far most EC activities have been conducted from one of the 5 LAISR viewpoints (namely, regulatory reform, competition policy, corporate governance, public sector governance, and strengthening economic and legal infrastructure), reflecting the composition of the FotC groups.

However, as these five areas are mutually related, it may be useful to take a more integrated approach in discussing structural reform in some specific sectors or policy areas. Indeed, two such attempts that EC has made in recent years have proved to be successful. One was a seminar on transportation and trade logistics in August 2008 and the other was a seminar on network industries (telecommunication, transportation and energy) in February 2010.

As EC members may not have sufficient expertise in every sector, it would be productive to hold joint seminars/workshops with relevant APEC fora. Then the EC's accumulated experience in the five areas can be simultaneously utilized in addressing issues in specific sectors and policy areas, while combining sector-specific experiences of relevant fora.

### **2) A tailor-made approach to address specific structural problems**

To help member economies tackle specific structural problems, a session/meeting which will provide a set of policy measures in a tailor-made manner can be held, e.g. in response to a request and with a view to best fit the economy-specific conditions. The aim is to make best use of APEC's strength, i.e. experiences accumulated in well-organised and specialised committees/groups and of the member economies which are in various conditions including development stages. In other words, the forum is not a place to force the economy concerned to take specific policy measures but to listen to advice and assistance and then to consider possible solutions. It is therefore up to the relevant economy to decide as to which advice/offer to take. Although the actual mechanics of a tailor-made approach will need to be further discussed, possible elements of such an approach could involve the following:

#### *Possible Implementation process*

- Submit a request

An economy in need of assistance in implementing structural reform brings up the issue to the EC explaining how the government has been tackling the problem and identifies what have been the major obstacles.

- Preparation

The EC circulates an issue paper to all EC members and invite relevant APEC fora to jointly hold a session/meeting. The relevant fora can provide experiences, suggest good outside experts, and collect initial ideas for suggestions which will be compiled as a list.

- Session/Meeting

The EC, possibly jointly with the relevant fora, holds a meeting to discuss the issue, which can be held in the margins of the EC Plenary. If collaboration with relevant fora turns out to be difficult, the EC may hold such a meeting on its own by inviting outside experts who can provide advice.

- Outcome

If the economy wishes to apply for APEC funded projects to tackle the problem, the EC helps them in developing a proposal or by coordinating with relevant fora. The economy may prepare a progress report on how they have tackled the problem at a later stage and reports back to the EC.

## **Annex 2: Template of the quick survey to EC members**

### **A quick survey to the EC members on the Post-LAISR Agenda etc.**

9 March 2010

#### **Background**

Colleagues will recall that at the EC1, the EC Chair had proposed to carry out a quick survey of the EC members on possible new priorities for structural reform, their effective implementation mechanisms and the role of the EC, which are also major points discussed in the Concept Note (2010/SOM1/EC/020) submitted by United States, Australia, New Zealand and Singapore.

Each EC member is asked to submit answers to question 1 through 4. Based on the survey results, the EC Chair plans to prepare a report which will be submitted to the SOM Chairs (possibly with the revised issues paper on the post-LAISR agenda) by mid April. A draft report with the survey results will be circulated to EC members for comments before submission to the SOM Chairs.

In addition, as we did not have sufficient time at EC1 to discuss the extension of the current LAISR ("narrow definition" of the post-LAISR Agenda) and the EC's role in the Growth Strategy, Questions 5 and 6 below enable EC members an opportunity to provide their further views if they wish to do so.

Completed survey responses are to be sent to EC Chair's office, copying in [sw@apec.org](mailto:sw@apec.org) by 31 March 2010.

#### **Questions**

**Q1. What should/can be the new APEC priority areas for structural reform beyond 2011?**

**Q2. What would be the ways to make structural reform activities in APEC, especially in the new areas, more effective? The Attachment A (reproduced below) of "Updates on the Structural Reform Agenda and the APEC Growth Strategy" (2010/SOM1/EC/044) may be helpful as it provides a list of current and possible new tools. Ideas on new possible tools or modifications of current tools will be welcome.**

**Q3. What should/can the EC's role be in the new areas? Please tick the boxes below (multiple answers allowed).**

- a) no role to play
- b) simply put together the reports by related fora
- c) monitor and report overall progress
- d) some kind of coordinating role
- e) provide advice with respect to methodology etc.
- f) area-specific joint seminars/dialogues
- g) research and analyses (e.g. economic impacts of structural reform, including commenting on a draft prepared by the PSU)
- h) shopkeeper of a tailor for tailor-made approach (independently or jointly with other fora)
- i) others (please specify: \_\_\_\_\_ )

**What are the possible merits and difficulties/concerns if the EC is to play some role in the new areas?**

**Q4. What should be the relationship between Structural Reform and Growth Strategy? What is your view on the EC Chair's hypothesis regarding their relationship presented in "Updates on the Structural Reform Agenda and the APEC Growth Strategy" (2010/SOM1/EC/044)? (see below)**

*Hypothesis: We should discuss both in a parallel way at least for the time being bearing the close relationship in mind, rather than waiting the SOM's discussion on the Growth Strategy. Structural Reform is too important to be entirely replaced by Growth Strategy. The exact relationship can be discussed after we have clearer ideas on both.*

**Note that, following the discussions at the SOM1, SOM decided to continue to develop the Outline of the APEC Growth Strategy as well as to work on post-LAISR/structural reform in close cooperation with EC and SFOM.**

**< On the narrow definition of the Post-LAISR Agenda >**

**Q5. EC1 had a one round discussion on the "narrow definition of post-LAISR" based on the tentative assumption that the five LAISR areas would more or less remain unchanged, with possible rearrangements. However, the time for discussion was rather limited. If you would like to add to the discussions at the EC1, please write below.**

**< On the EC's role in the Growth Strategy >**

**Q6. What is your view on the EC Chair's preliminary ideas on the three categories of contribution to the Growth Strategy presented in "APEC Growth Strategy: Contribution by the Economic Committee (Provisional Draft)" (2010/SOM1/EC/019), in particular "Category B: Additional contribution to the formulation of the Strategy by the EC"?**

## Attachment 2

### Regulatory Reform Forward Work Programme for LAISR

OBJECTIVES	REQUIREMENTS	ACTION ITEMS/SPECIFIC PRODUCTS	TIMEFRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
1. Provide context for the discussion on regulatory reform within APEC	Develop the policy dialogue of the importance of regulatory reform	<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>Roundtable discussion on regulatory reform</b></p> <ul style="list-style-type: none"> <li>• Develop and disseminate issues paper on regulatory reform addressing the issues:               <ul style="list-style-type: none"> <li>– What is regulatory reform?</li> <li>– Achieving political awareness and support for regulatory reform;</li> <li>– Designing regulatory reform policy;</li> <li>– Regulatory tools, systems and processes for improving the quality of new regulations; and</li> <li>– systems and processes for improving the quality of existing regulations</li> </ul> </li> </ul> <p>APEC economies to prepare individual submissions outlining their regulatory reform experiences, based on the issues paper.</p>	<p>Oct 2007: Circulate draft issues paper for roundtable for FotC comment</p> <p>Nov 2007: Incorporate FotC comments / suggestions</p> <p>Nov 07 – Jan. 08: Economies prepare submissions for roundtable, based on issues paper.</p> <p>EC 1 2008: Hold Roundtable discussion</p>	OECD, experts in regulatory reform	Policy officials, regulators	Australia
2. Provide guidance for good practice regulation principles and practices	Promote best practice regulation making, review and enforcement	<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>Good Practice Guide on Regulatory Reform</b></p> <ul style="list-style-type: none"> <li>• Develop good practice guidance material on regulatory reform, including regulation making, review and enforcement.</li> <li>• The guidance material is to</li> </ul>	<p>Aug / Sep 2007: Commence drafting.</p> <p>Dec 2007: Circulate draft</p>	As appropriate, including the OECD, CPDG	Policy Officials, regulators	<p>Coordination: Australia</p> <p>Modules: 1. Australia and Peru 2. Australia 3. Australia</p>

OBJECTIVES	REQUIREMENTS	ACTION ITEMS/SPECIFIC PRODUCTS	TIMEFRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
<b>within APEC</b>		<p>include economies' useful tips and practical experiences, with modules to include:</p> <ol style="list-style-type: none"> <li>1. Designing regulation making and review systems and processes</li> <li>2. Role of regulatory institutions in good practice regulation reform.</li> <li>3. Regulation Impact Assessment.</li> <li>4. Consultation mechanisms.</li> <li>5. Enforcement and administration of regulation.</li> <li>6. Alternatives to regulation.</li> </ol>	<p>papers to FotC</p> <p>Dec 2007 / Jan 2008: FotC to provide comments / suggestions</p> <p>EC 1 2008: Table draft guidance material for EC review / comment</p> <p>Feb 2008 / mid-2008: Refine draft and incorporate EC suggestions.</p> <p>EC 2 2008: Table proposed material for endorsement by EC.</p> <p>Jun 2008: Good Practice Guide sent to Deputies for Ministerial Meeting on Structural Reform.</p> <p>Aug 2008: present to Ministerial Meeting on Structural Reform</p>			<ol style="list-style-type: none"> <li>4. Mexico</li> <li>5. New Zealand</li> <li>6. Australia</li> </ol>

OBJECTIVES	REQUIREMENTS	ACTION ITEMS/SPECIFIC PRODUCTS	TIMEFRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		<p><b>Workshop on Improving Public Consultation in the Rulemaking Process</b></p>	for endorsement.	<p>The Investment Experts Group (IEG), Anti-Corruption and Transparency Experts Taskforce (ACT)</p>	<p>Policy Officials, regulators</p>	<p>The United States, Indonesia, Japan, Mexico, and Vietnam</p>
		<p><u>The workshop presented the results of the four case studies in select volunteer APEC member economies (i.e., Indonesia, Mexico, United States and Vietnam) which described the current status of public consultation mechanisms (e.g., legal frameworks) in their domestic regulatory reform process, as well as illustrated challenges faced by each economy in implementing these mechanisms.</u></p>	By Oct 2009			
		<p><b>Workshop on Using Regulatory Imp Analysis (RIA) to Improve the Transparency and Effectiveness in the Rulemaking Process</b></p>	EC1 2011	<p>Relevant fora including SCSC</p>	<p>Policy Officials, regulators</p>	<p>The United States, Indonesia, and Mexico</p>
		<p><b>(pending final approval)</b></p>				
		<p><u>Building on the 2009 workshop on public consultation in the rulemaking process, this proposed 2-day workshop will, inter alia, 1) outline the objectives of RIA as a tool for coherent policy making (especially how it pertains to regulatory reform efforts); 2) provide guidance on how RIA can be tailored to fit an economy's domestic resources; 3) look at best practices (e.g., OECD members and APEC developing member economies) on implementing RIA; and 4) discuss the administrative and technical challenges of implementing RIA, including linkages between RIA and public consultation and how developing economies can use RIA to improve public</u></p>				

OBJECTIVES	REQUIREMENTS	ACTION ITEMS/SPECIFIC PRODUCTS	TIMEFRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		consultation in rulemaking, particularly related to notice and comment provisions.				
	Promote awareness of APEC economies' experiences in regulatory reform	<p><b><u>ECONOMIC COMMITTEE/ CPDG</u></b>  <b>APEC-OECD Integrated Checklist on Regulatory Reform ('the Checklist')</b></p> <ul style="list-style-type: none"> <li>Economies to volunteer to undertake a self-assessment of their regulatory reform environments. utilising the Checklist</li> <li>OECD to collate information on economies' Checklist self-assessments and prepare best practice guidance material.</li> </ul>	<p>Self Assessments:</p> <p>2006: Hong Kong, China, United States, Chinese Taipei</p> <p>2007: Republic of Korea, Australia</p> <p>13-15 Jun 2007: Seminar on Utilizing the APEC-OECD Integrated Checklist on Regulatory Reform.</p> <p>11-13 Jun 2008: APEC Seminar for Sharing Experience in APEC Economies on Relations between Competition Authorities and Regulator Bodies</p> <p>Checklist best practice guidance</p>	<p>As appropriate</p> <p>CPDG</p>	<p>Policy Officials, regulators</p>	<p>Coordination: EC Chair's Office</p> <p>CPDG</p> <p>CPDG</p>

OBJECTIVES	REQUIREMENTS	ACTION ITEMS/SPECIFIC PRODUCTS	TIMEFRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
	Survey incentives in APEC economies for civil servants to progress regulatory reform	<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>Survey of incentive schemes for civil servants</b>            Develop and distribute questionnaire on incentive schemes for civil servants to forward structural reform initiatives.            Collate and analyse responses from member economies.            Generate final report on survey findings</p>	<p>material</p> <p>EC 12008: project identified</p> <p>30 May 2008: completed questionnaire requested from member economies</p> <p>EC 2 2008: report of findings submitted.</p>		Policy officials	Chinese Taipei
	Increase awareness amongst APEC ministers and policy officials of the importance of regulatory reform in enhancing an economy's growth potential.	<p><b><u>ECONOMIC COMMITTEE/ SOM</u></b>  <b>Ministerial Meeting on Structural reform</b>            Ministers to share experiences and agree to further initiatives on structural reform. These initiatives will be forwarded through the Economic Committee. How regulatory reform frameworks facilitate structural reform will be one of the main session themes.</p>	<p>EC1 2008: Overview, agendas and abstracts of papers tabled.</p> <p>6-8 Jun 2008: Deputies Meeting on Ministerial Meeting on Structural Reform.</p> <p>3-5 Aug 2008: Ministerial Meeting on Structural Reform.</p>	FMP, SOM, SELI, ABAC, host economy	APEC Ministers, policy officials	Australia, Peru, Singapore, EC Chair
<b>3. Enhance</b>	<b>APEC</b>	Promote best practice				

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OBJECTIVES	REQUIREMENTS	ACTION ITEMS/SPECIFIC PRODUCTS	TIMEFRAME	CONSULT WITH	TARGET AUDIENCE	LED BY	
<b>economies' regulation making, review and enforcement processes and systems.</b>	review and enforcement processes as per the Good Practice Guide.	Chapter 1 – How regulatory reform framework facilitates structural reform			economies	Australia	
		Chapter 2 – Regulatory burdens on business				Singapore	
		Chapter 3 – Individual economy's report on regulatory reform				APEC economies	
	Benchmark and monitor the improvements in APEC economies' regulation making, review and enforcement processes and systems over time.  Provide capacity building assistance in terms of targeted seminars and workshops in areas requiring special attention.	<b><u>Benchmarking Survey</u></b>					Australia
		Develop a questionnaire to examine the current regulation processes and systems in member economies.	By Jan 2010				
		Circulate survey	By Feb 2010				
		Collate the results of the survey to identify key strengths and weaknesses and establish benchmarks.	By EC2, 2010				
		Consult with member economies and generate final report on survey findings.					
		Establish a program to address identified weaknesses.	Ongoing				
		Redistribute the same questionnaire to measure improvements over time.	In 2015				
<b><u>Voluntary reviews of institutional framework and processes</u></b>							
Volunteers sought for Voluntary review		TBC					

OBJECTIVES	REQUIREMENTS	ACTION ITEMS/SPECIFIC PRODUCTS	TIMEFRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		<b><u>APEC-OECD Integrated Checklist on Regulatory Reform</u></b>				
		Japan to present self-assessment of APEC-OECD Integrated Checklist on Regulatory Reform	EC1 2010			
<b>4.Improve APEC economies' regulation in key sectors of the economy.</b>	Promote best practice regulation in key sectors such as transport, energy and tele-communication.	<b><u>Transport sector</u></b>  PSU project initiative on the current cost and quality of transport to consumers in APEC economies	TBC			PSU
	Benchmark and monitor the improvements in key sector performances.	<b><u>Telecommunication sector</u></b>  Desktop research on the current cost and quality of telecommunication services to consumers in APEC economies	TBC	Telecom Committee; FotC group on Competition Policy		TBC PSU (?)
	Provide capacity building assistance to target areas for reform or improvement.	<b><u>Energy sector</u></b>  Desktop research on the current cost and quality of energy to consumers in APEC economies	TBC	Energy Committee; FotC group on Competition Policy		TBC PSU (?)
<b>5.Address key regulatory burden on businesses in APEC economies.</b>	Promote the importance of reducing regulatory burden on businesses.	<b><u>Study of regulatory burden within APEC economies</u></b>				Singapore
		Complete full draft of study	Dec 08 – Feb 09	World Bank, OECD, CPLG, SMEWG		
	Identify priority	Finalise report, incorporate comments and revisions	Apr 2009			

OBJECTIVES	REQUIREMENTS	ACTION ITEMS/SPECIFIC PRODUCTS	TIMEFRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
	regulatory reform areas for APEC region.	Presentation on report (see below)	EC1, 2009			
		Table final report for endorsement	EC2, 2009			
	Benchmark and monitor the improvements in these priority areas.		EC1,2009			Singapore
	Provide capacity building assistance to implement reforms in the identified priority areas of regulation.					
<b>6. Assess overall progress in regulatory reform amongst APEC economies and set direction for future work.</b>	Pull together progress in three different streams of the regulatory reform work programme.	<u><b>Report to APEC Leaders for endorsement</b></u>	2010			
	Note what has been achieved and what still needs to be achieved.					
	Determine future direction for regulatory reform within APEC beyond LAISR.					

## Competition Policy Forward Work Programme for LAISR

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
<b>1. Provide context for the discussion on competition policy within APEC, identifying areas of need for competition policy</b>	a. Review progress in each APEC economy to identify economy-specific and cross-cutting regional challenges and priorities in the Asia-Pacific.	<b><u>ECONOMIC COMMITTEE</u></b>				
		<b>APEC Economic Policy Report 2008</b>				
		<ul style="list-style-type: none"> <li>• Develop and disseminate a template and guidance to assist economies in developing Individual Economy Reports on activities to enhance domestic competition policy over the last 10 years and identify key priorities and challenges in future years. Outcomes have been incorporated in the 2008 APEC Economic Policy Report, subject to EC's endorsement.</li> </ul>	EC1 2008	SELI, CPLG (share outcomes)	Policy officials	EC Chair's Office
		<ul style="list-style-type: none"> <li>• Encourage economies to submit Individual Economy Reports.</li> </ul>	EC1 2008			EC Chair's Office
		<ul style="list-style-type: none"> <li>• Develop a paper identifying the economy-specific and cross-cutting regional challenges and priorities to help formulate the focus of future work. The paper will be based on priorities identified in Individual Economy Reports and Part 1 of the 2008 APEC Economic Policy Report.</li> </ul>	EC2 2008	EC members	APEC leaders APEC ministers policy officials	Peru
<b>2. Provide guidance for good practice</b>	a. Highlight agreed (non-binding) principles on competition policy that will serve as the basis for subsequent discussion.	<b><u>ECONOMIC COMMITTEE</u></b>				
		<b>Good practice principles for competition and regulatory reform</b>				
		<ul style="list-style-type: none"> <li>• Disseminate the "APEC Principles to Enhance Competition and Regulatory Reform".</li> </ul>	EC1 2008		Policy officials	EC Chair's Office (Coordinator)

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
<b><u>ECONOMIC COMMITTEE/ CPLG</u></b>						
b. Raise awareness of the use of competition policy in infrastructure markets.	<b>Seminar on Good Practises in Regulation and the Promotion of Efficiency in Transport Infrastructure Facilities</b>	<ul style="list-style-type: none"> <li>Hold a seminar to explore practical guidance on how Governments can facilitate competitive markets in specifically the transport sector.</li> </ul>	EC2 2008	TELWG, EWG, TPTWG	EC members and Competition policy makers and officials	Peru (co-sponsored by Australia, Indonesia and Mexico)
		<ul style="list-style-type: none"> <li>Hold a Ministerial meeting on structural reform to, among other things, provide high-level direction to future competition policy work within APEC.</li> </ul>	Aug 2008	CPLG, SELI, IEG, SME-WG, FMP, ABAC, host economy	APEC Ministers, policy officials	Australia, Peru, Singapore, EC Chair
<b>3. Stocktake of progress in competition policy and set direction of future work.</b>	a. Set direction of future work on competition policy in APEC	<b><u>ECONOMIC COMMITTEE/SOM</u></b>				
		<b>Ministerial Meeting on Structural Reform</b>	Aug 2008	CPLG, SELI, IEG, SME-WG, FMP, ABAC, host economy	APEC Ministers, policy officials	Australia, Peru, Singapore, EC Chair
		<ul style="list-style-type: none"> <li>Hold a Ministerial meeting on structural reform to, among other things, provide high-level direction to future competition policy work within APEC.</li> </ul>				
		<ul style="list-style-type: none"> <li>Based on the meeting outcomes, future work includes: <ul style="list-style-type: none"> <li>•EC, CTI and FMP continue working together in advancing APEC's structural reform initiatives.</li> <li>•EC to report back to APEC Leaders through Senior Officials on:</li> </ul> </li> </ul>				

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		<ul style="list-style-type: none"> <li>• progress in implementing the LAISR 2010 forward work program;</li> <li>• progress by economies in pursuing domestic structural reforms at the end of the forward work program;</li> <li>• progress of developing the voluntary or self review process, and;</li> <li>• development of strengthening capacity building initiatives in its forward work program.</li> </ul>				
		<ul style="list-style-type: none"> <li>•Drawing on the expertise of the APEC PSU, undertake necessary research on key elements of the LAISR.</li> </ul>				
<b>4. Capacity building to implement practical measures.</b>	a. Increase APEC economies' capacity to implement improved competition policy practices	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Seminar on Impacts of Structural Reforms and LAISR Stock-take</b></p> <ul style="list-style-type: none"> <li>• Organize a seminar on the margins of SOM1 to encourage cross-economies sharing of sector-specific (including transport, energy and telecommunication) structural reforms experiences and promoting better understanding of their impacts in the APEC region.</li> </ul>	Feb 2010	EC	EC members and policy officials	HKC, Japan
<b>5. Promote better understanding of practical measures to strengthen</b>		<p><b><u>ECONOMIC COMMITTEE/ CPLG</u></b></p> <p><b>Training course on Vertical Restraints and Interrelations between Competition Policy and</b></p>	17-19 Aug 2009	EC	EC members and	EC. CPLG, Chinese Taipei,

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
competition policy.		<b>Consumer Protection Policy.</b> <ul style="list-style-type: none"> <li data-bbox="633 300 1245 443">• Hold competition policy training course to help reduce the gap between developed and developing member economies on the implementation of competition policy and enforcement of effective competition laws.</li> <li data-bbox="633 483 1245 810">• The training course focused on issues such as: <ul style="list-style-type: none"> <li data-bbox="719 571 1245 659">•Vertical restraints and interrelations between competition policy and consumer protection policy.</li> <li data-bbox="719 691 1245 810">•Implement competition policy and law more effectively thereby ensuring free market competition to achieve the Bogor Goal of free and open trade and investment.</li> </ul> </li> </ul>			Competition policy makers and officials	Japan
	<b>Roundtable Discussion on Procedural Fairness in Competition Cases</b>	<ul style="list-style-type: none"> <li data-bbox="633 946 1245 1155">• The discussion focuses on three aspects: <ol style="list-style-type: none"> <li data-bbox="633 1010 1093 1032">(1) procedural fairness in merger cases</li> <li data-bbox="633 1042 1245 1098">(2) procedural fairness in the investigation and inquiry phase</li> <li data-bbox="633 1106 1245 1155">(3) procedural fairness in the deliberations and determination phase</li> </ol> </li> </ul>	Feb 2010	EC	CPLG and ABAC members, regulatory agencies and policy officials, private sector representatives	CPLG and ABAC

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
6. Set the stage for productive discussion on competition policy within APEC.	Stocktake of activities done to date on competition policy within APEC and by other international fora and organisations.	<b><u>ECONOMIC COMMITTEE</u></b>		EC	)	)
		<b>Share information and experiences on competition policy</b> <ul style="list-style-type: none"> <li>Identify key elements of previous work undertaken on competition policy by other organisations, which is relevant to APEC's competition policy agenda and assemble a list of key references for distribution and discussion.</li> <li>Share reports on competition policy, eg, CPLG members' reports on update and development of competition policy and law and regulatory reform</li> </ul>	On-going			
7. Stocktake of progress in competition policy and set direction of future work.	Stock-take of activities done to date on competition policy within APEC	<b><u>ECONOMIC COMMITTEE/SOM</u></b>		CPLG, SELI	APEC Ministers, policy officials	EC chair's office
		<b>LAISR Stock-take Report</b> <ul style="list-style-type: none"> <li>FotC co-ordinators to stocktake progress in implementing the LAISR 2010 forward work program;</li> <li>Stocktake of progress by economies in pursuing domestic structural reforms at the end of the forward work program;</li> <li>Discuss the outcomes of the review at EC1 2010 meeting</li> <li>Update/revise LAISR stock-take survey for discussion at EC2 2010</li> </ul>	Feb-Sep 2010			
8. Capacity building to implement practical measures.	a. Increase APEC economies' capacity to	<b><u>ECONOMIC COMMITTEE</u></b>		EC	Competition policy and regulatory	PSU
		<b>Study on the impacts and benefits of structural reforms in transport, energy and telecommunication sectors</b>	Jul 2009-Aug 2010			

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
	implement improved competition policy practices.	<ul style="list-style-type: none"> <li>• PSU has started to conduct a study on the impacts and benefits of structural reforms in transport, energy and telecommunications sectors in 2010.</li> <li>• The study will assess the performances of these sectors in APEC economies and identify the structural reforms and policy approaches undertaken according to the relevant LAISR priority area, including competition policy.</li> <li>• First chapter of final report has been distributed to member economies for comments (July 2010)</li> </ul>			authority officials; infrastructure policy makers and business sectors	
<b>9. Promote better understanding of practical measures to strengthen competition policy</b>		<p><b><u>CPLG</u></b></p> <p><b><u>Training course on Advocacy of Competition Policy</u></b></p> <ul style="list-style-type: none"> <li>• Organize a training course on the advocacy and implementation of competition policy, which aims to: <ul style="list-style-type: none"> <li>• Discuss various aspects of competition advocacy with the purpose of raising awareness of competition law and policy among governmental entities, the business community and the constituencies of society;</li> <li>• Exchange information and share experiences on competition advocacy to help build capacity to promote effective enforcement of competition law and policy; and</li> </ul> </li> </ul>	Sep 2010	EC	CPLG members, regulatory agencies and policy officials	Vietnam, Japan (co-sponsored Peru, HKC, Thailand)

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		<ul style="list-style-type: none"><li>• Implement competition policy and law more effectively by fostering competition culture to promote free market competition to achieve the Bogor Goal of free and open trade and investment.</li></ul>				

## Corporate Governance Forward Work Program for LAISR

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
1. Set the stage for productive discussion on corporate governance within APEC.	a. Highlight agreed global principles (from OECD) on corporate governance that will serve as the basis for subsequent discussion.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Good practice principles for corporate governance</b></p> <ul style="list-style-type: none"> <li>• Disseminate the OECD's "Principles of Corporate Governance" and "Guidelines on Corporate Governance of SOEs."</li> <li>• Draw attention to past APEC work on corporate governance, including the APEC Initiative on Corporate Governance launched by Finance Ministers in 1998 and the Corporate Governance Pathfinder Initiative involving Australia, Korea, Malaysia, Mexico, New Zealand, and Singapore.</li> <li>• Share the PECC "Guidelines for Good Corporate Governance Practice" endorsed by APEC ministers in 2001.</li> </ul>	EC2 2007	FMP, OECD	Policy officials, regulators	United States of America
	b. Propose an agenda and request participation from the appropriate policymakers and regulators in the process	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Agenda on corporate governance</b></p> <ul style="list-style-type: none"> <li>• Propose an agenda on corporate governance in line with the priorities spelled out below (including a policy-level discussion on corporate governance at the EC1 meeting in Feb 2008 and a workshop at EC 2 in Sept 2008).</li> <li>• Request that each involve its relevant experts in policy dialogue and seminar programs where possible.</li> </ul>	EC2 2007	FMP, OECD, ABAC, World Bank, IMF	Policy officials, regulators	United States of America
	c. Review work done to date on corporate governance within APEC.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Review work on corporate governance</b></p> <ul style="list-style-type: none"> <li>• Share copies of the latest report by the APEC Anti-Corruption Task Force, which discusses corporate governance, and draw attention to</li> </ul>	EC2 2007	FMP, ACT	Policy officials, regulators	United States of America

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		<p>economies' commitments to tackle corporate governance issues.</p> <ul style="list-style-type: none"> <li>Stress that the EC is an appropriate forum to take APEC's corporate governance work forward in greater detail, because it has a closer nexus to the most relevant policymakers and regulators.</li> </ul>				
<p>2. Identify areas of need for strengthening corporate governance.</p>	<p>a. Review progress in each APEC economy to identify economy-specific and cross-cutting regional challenges in the Asia-Pacific, building on the work of the OECD.</p>	<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>Review progress on corporate governance</b></p> <ul style="list-style-type: none"> <li>Disseminate the findings of recent OECD regional studies on Asia and Latin America.</li> <li>Support APEC economies undertaking a corporate governance ROSC by the World Bank /IMF if they have not done so already.</li> </ul>	<p>EC2 2008</p>	<p>FMP, OECD, ABAC, World Bank, possibly BMC (in the fall), ACTTF (to strengthen public-private partnerships on anticorruption, corporate governance, and transparency principles)</p>	<p>Policy officials, regulators</p>	<p>United States of America</p>
<p>3. Build consensus on best practices in corporate</p>	<p>a. Engage key policy officials and regulators to identify priorities for</p>	<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>Roundtable discussion on corporate governance</b></p> <ul style="list-style-type: none"> <li>Hold a policy-level discussion in the EC on corporate governance challenges and</li> </ul>	<p>EC2 2008</p>	<p>FMP, regulators, OECD, IMF,</p>	<p>Policy officials, regulators</p>	<p>United States of America</p>

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
<b>governance.</b>	strengthening corporate governance and plan for implementation	<p>priorities, including transparency and disclosure, shareholder rights and participation, and board responsibilities.</p> <ul style="list-style-type: none"> <li>Discuss the particular challenges and opportunities of corporate governance in SOEs.</li> <li>Affirm or endorse the “OECD Principles of Corporate Governance” and develop a plan for implementation of the principles in an Asia-Pacific context. Base implementation plan in part on a comparison of recent Asian and Latin American experiences.</li> <li>Develop a short paper to outline EC2 policy discussion and key conclusions.</li> </ul>	Post EC2 2008	ABAC, World Bank		
<b>4. Build capacity to implement practical measures.</b>	a. Increase APEC economies’ capacity to implement improved laws and regulations related to corporate governance.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Technical assistance as necessary</b></p> <p>Discuss the possibility of a technical assistance program within APEC to help interested member economies implement laws and regulations to improve corporate governance in the private sector and in SOEs, in line with ROSC recommendations and OECD principles.</p> <p><b>APEC Training Course on Corporate Governance</b></p> <ul style="list-style-type: none"> <li>2 day APEC Training course on Corporate Governance for APEC government officials and policy makers to train APEC government officials on corporate governance related issues.</li> </ul>	EC1/2 2008	FMP, ABAC	Policy officials and regulators	United States of America
			Jul 2009	ABAC	Policy makers and regulators	Viet Nam
	b. Use expertise from the private sector and international	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Workshop on corporate governance reform</b></p> <ul style="list-style-type: none"> <li>Organize a workshop on corporate governance reform, inviting World</li> </ul>	EC2 2008	FMP, OECD, IMF, ABAC,	Policy officials, regulators, private	United States of America

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
	organizations to help build capacity.	<p>Bank/IMF/OECD experts, ABAC representatives, relevant think tanks in the APEC region, and officials from member economies. Each side would share its perspectives on keys to effective implementation of corporate governance reforms. Examples of possible discussion topics include cross-border proxy voting, accounting standards in listing requirements, and dual listings. Include participants from the APEC Financial Regulators Training Initiative in the process.</p> <ul style="list-style-type: none"> <li>• Develop a paper on the key conclusions of the workshop. Further develop the paper for inclusion in the 2010 APEC Economic Policy Report.</li> <li>• Organize follow-up seminars as appropriate.</li> </ul>		World Bank, ADB, think tanks	sector practitioners	
5. Increase awareness of the elements of sound corporate governance .	a. Sharing information between the public and private sector in APEC economies.	<b><u>ECONOMIC COMMITTEE</u></b>				
		<b>Seminar on promoting good governance for SMEs</b>	2009	ABAC, SME-WG	Policy officials, private sector	Thailand
		<ul style="list-style-type: none"> <li>• Organize a seminar on promoting good governance for SMEs.</li> <li>• Conduct additional seminars or workshops as appropriate to train APEC officials and share lessons learned from the implementation process begun in 2008</li> </ul>	2009	FMP, OECD, World Bank, think tanks, ABAC	Policy officials, regulators, practitioners, and industry groups	To be decided
		<b>Workshop on Implementing the OECD Principles of Corporate Governance</b>	Nov 2009	FMP, ABAC, OECD	Private sector, SMEs, family-owned	United States of America
		<ul style="list-style-type: none"> <li>• The corporate governance workshop for business representatives that will focus on implementing the OECD Principles of Corporate Governance which were endorsed</li> </ul>				

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		<p>by Ministers last year. The workshop in part focused on the importance of good corporate governance for SMEs and family-owned businesses and look for ways the Principles can best be carried out in the APEC context.</p>			<p>businesses</p>	
		<p><b>Workshop on Identifying Capacity Building Needs for Implementation of the OECD Principles of Corporate Governance (pending final approval)</b></p>	<p>EC1 2011</p>	<p>FMP, ABAC, OECD</p>	<p>Policy officials, regulators, practitioners, and industry groups</p>	<p>United States</p>
		<ul style="list-style-type: none"> <li>• Following on from the workshop in 2009, outline benefits and challenges of adopting the OECD Principles of Corporate Governance APEC-wide and how the public sector can work with stakeholders (e.g. private sector) and across borders;</li> <li>• Identify capacity building needs for implementation of the OECD Principles in specific economies, building upon relevant activities including the Individual Economic Reports under the APEC Economic Policy Report on Corporate Governance, OECD Regional Roundtables' detailed stock-take of implementation of reforms as well as World Bank's Reports on the Observance of Standards and Codes on selected economies;</li> </ul>				

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
<p><b>6. Stocktake of progress in strengthening corporate governance and set direction of future work.</b></p>	<p>a. Review corporate governance reforms undertaken in recent years by APEC economies.</p>	<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>APEC Economic Policy Report on corporate governance</b></p> <ul style="list-style-type: none"> <li>Develop and disseminate the 2010 APEC Economic Policy Report, focusing on corporate governance and highlighting APEC economies' experience with implementing corporate governance reform.</li> </ul>	<p>by Nov 2010</p>	<p>FMP, OECD, World Bank, think tanks, ABAC</p>	<p>Policy officials, regulators, practitioners, and industry groups</p>	<p>United States of America and Japan</p>

## Public Sector Governance Forward Work Programme for LAISR

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
<b>1. Set the stage for productive discussion on public sector governance within APEC.</b>	a. Raise awareness of the importance of public sector governance to the success of structural reform.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Seminar on public sector governance</b></p> <ul style="list-style-type: none"> <li>Hold a seminar on public sector governance to raise awareness on the importance of public sector governance to the success of structural reform and share a broad range of APEC economy experiences with public sector governance reform</li> </ul>	EC2 2006	World Bank	Policy officials	New Zealand, Japan, Malaysia
	b. Identify and disseminate good practice principles in public sector governance.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>APEC Economic Policy Report on public sector governance</b></p> <ul style="list-style-type: none"> <li>Develop and disseminate a paper on good practices in public sector governance based on the seminar held in September 2006.</li> <li>Seek endorsement to use the paper to form the basis of Part 1 of the APEC Economic Policy Report 2007.</li> <li>Disseminate the APEC Economic Policy Report 2007</li> </ul>	EC1 2007  EC1 2007  Sep 2007	FMP, ACT, ABAC	APEC Leaders, APEC Ministers, policy officials, business people	New Zealand  New Zealand  EC Chair's Office
	c. Identify work done to date on public sector governance within APEC and by other international fora and organisations.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Bibliography of resources on public sector governance</b></p> <ul style="list-style-type: none"> <li>Assemble a bibliography of relevant resources to distribute and discuss at an EC meeting and make available to EC members on the APEC EC Collaboration Site.</li> </ul>	EC1 2008 Updated May 2008	FMP, ACT, World Bank, IMF, ADB, OECD, ABAC, PECC, APEC Study Centre	Policy officials	New Zealand

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
<b>2. Identify areas of need for strengthening public sector governance.</b>	a. Review progress in each APEC economy to identify economy-specific and cross-cutting regional challenges and priorities in the Asia-Pacific	<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>Review APEC Economic Policy Report on public sector governance</b></p> <ul style="list-style-type: none"> <li>Develop and disseminate a template and guidance to assist economies in developing Individual Economy Reports on domestic public sector governance reform activities over the last 10 years and identify key priorities and challenges in future years.</li> <li>Develop a paper identifying the economy-specific and cross-cutting regional challenges and priorities identified by Individual Economy Reports.</li> <li>Discuss key lessons and priorities identified in Individual Economy Reports.</li> </ul>	Intersessionally, 2007		Policy officials	EC Chair's Office
		EC1 2008			Canada	
		EC1 2008			Canada	
		<p><b><u>INVESTMENT EXPERTS' GROUP</u></b>  <b>Seminar on the Good Governance of Investment Promotion</b></p>	SOM2 2008			Peru
		<ul style="list-style-type: none"> <li>Seminar to be held on the margins of SOM2 oriented to analyse and propose the necessary instruments to improve good governance on investment promotion as a way to improve a favourable investment climate in APEC region.</li> </ul>	SOM2 2008			Peru
<b>3. Promote better understanding of practical measures to strengthen public sector governance.</b>	a. Increase APEC economies' understanding of practical measures to strengthen public sector governance.	<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>Good practice principles for public sector governance</b></p>	EC1 2011	FMP, ACT, World Bank, IMF, ADB, OECD, ABAC	Policy officials	Canada
		<p><b>Policy dialogue on public sector governance</b></p> <ul style="list-style-type: none"> <li>Hold a policy dialogue on "Balancing Accountability and Innovation: Practical Measures to Strengthen Public Sector</li> </ul>	EC1 2008		Policy officials	Canada

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		Governance”				
		<ul style="list-style-type: none"> <li>• Hold a roundtable discussion on “Recent Public Sector Changes and Principles of Good Public Sector Governance”. The aim of the roundtable is: to share information on recent public sector changes in APEC economies; reflect on the general principles of good public sector governance set out in the 2007 AEPR; and, inform the future work of the EC forward work programme.</li> </ul>	EC1 2009		Policy officials	New Zealand
		<ul style="list-style-type: none"> <li>• Hold a roundtable discussion on “Improving Public Governance Quality: Practice and Measurement”. The aim of the roundtable is: to provide a platform for economies to exchange experiences and practices related to the measurement of public sector governance; review existing strategies, instruments, tools and practices to improve public governance quality; and demonstrate/examine how economies apply the general principles of good public sector governance set out in the 2007 AEPR in various political and economic contexts.</li> </ul>	EC2 2009		Policy officials	Chinese Taipei, New Zealand
		<ul style="list-style-type: none"> <li>• Hold a policy dialogue(s) on practical measures to strengthen public sector governance, focusing on challenges and priorities identified through the review of Individual Economy Reports. Examples of possible topics include: managing performance; the design of public organisations; fiscal transparency (drawing on work from the FMP); the link between public confidence and trust; and how to promote risk-based management while addressing political risk.</li> </ul>	2008-2010	TEL, ECSG, OECD	Policy officials	To be decided

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		<b>Managing Performance: Towards Effective Government</b>	EC2 2010		Policy officials	Canada
		<ul style="list-style-type: none"> <li>This paper will embrace several key initiatives that have been undertaken in Canada, including our Web of Rules initiative, Policy Suite Renewal and the Management Accountability Framework Five-Year Evaluation.</li> </ul>				
		<b><u>ANTI-CORRUPTION AND TRANSPARENCY TASK FORCE</u></b>				
		<b>Symposium on Anti-Corruption and Administrative Reform</b>	May 2008			Vietnam, China, Korea
		<ul style="list-style-type: none"> <li>The symposium is designed to respond to the instruction and commitment of APEC leaders for anti-corruption and ensuring transparency. The purpose of the symposium is to create a forum for member economies is to: exchange views and make it clear on how anti-corruption and administrative reform interact; and to drawing out the best solutions for effectively promoting this interactive linkage</li> </ul>				
		<b>Anti-corruption Principles for the Public Sector</b>	2008			
		<ul style="list-style-type: none"> <li>Prepare guidelines for capacity activities related to the implementation of the Anti-corruption Principles for the Public Sector in line with the "Conduct Principles for Public Officials</li> <li>Prepare a chart containing the needs for capacity building based on the Matrix for Strategic Progress of the Santiago Course of Action prepared by the economies in 2007.</li> </ul>				
		<b>Workshop on National level anti-corruption strategies</b>	Oct 2009			Korea

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
		Capacity building workshop on effectively addressing corruption in the developing economies				
		<b><u>FINANCE MINISTERS' PROCESS</u></b>				
		<b>Fiscal Space Workshop</b>				
		<ul style="list-style-type: none"> <li>Workshop to improve the efficiency of government expenditure and identify the social and economic payoffs from different forms of government spending</li> </ul>	May 2008		Policy Officials	Australia, Indonesia, Russia
		<b>Workshop on transparency and sustainability in the public balance sheet</b>				
		<ul style="list-style-type: none"> <li>Workshops focused on building fiscal sustainability through better risk management of public-private partnership projects</li> </ul>	May 2008		Policy Officials	Australia, Indonesia, Vietnam
		<b><u>INVESTMENT EXPERTS' GROUP</u></b>				
		<b>Seminar for sharing success factors of improving the investment environment</b>				
		<ul style="list-style-type: none"> <li>Seminar to be held on the margins of SOMIII oriented to analyse and propose the necessary instruments to improve good governance on investment promotion as a way to improve a favourable investment climate in APEC region.</li> </ul>	Aug 2008		Policy officials	Japan
	b. Increase APEC economies' understanding of the important role of ICTs in enabling public sector governance	<b><u>ECONOMIC COMMITTEE</u></b>				
		<b>Workshop on e-governance</b>				
		<ul style="list-style-type: none"> <li>Workshop on e-governance. A one-day public sector governance workshop to be held on the margins of EC1, 2008. The purpose of this workshop is to raise the awareness of the important role of ICTs in enabling public sector governance. The workshop will also allow member economies to share the knowledge, experiences and lessons learned from their different perspectives.</li> </ul>	EC1 2008	TEL, ACT	Senior IT officials, Chief Information Officers (CIOS) and key	Chinese Taipei, New Zealand

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
	c. Increase APEC economies' understanding of how government performance and results management can strengthen public sector governance.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Workshop on government performance and results management</b></p> <ul style="list-style-type: none"> <li>Workshop on Government Performance &amp; Results Management. A 2-day workshop in government performance and results management. The purpose of this workshop is to understand the best practices of the macro- and micro-level performance management. The workshop will also allow economies to share the knowledge, experiences and lessons learned from their different perspectives.</li> </ul>	Mar 2008	ACT, OECD	Policy officials	Chinese Taipei, New Zealand
<b>4. Capacity building to implement practical measures.</b>	a. Increase APEC economies' capacity to implement improved public sector governance practices.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Workshops on public sector governance as appropriate</b></p> <ul style="list-style-type: none"> <li>Conduct workshops and policy discussions as appropriate to train APEC officials and share lessons on the effective implementation of public sector governance reforms.</li> </ul>	2008-2010	FMP, ACT, World Bank, IMF, ADB, OECD, ABAC	Policy officials	To be decided
<b>5. Increase awareness of the elements of sound public sector governance.</b>	a. Increase awareness amongst APEC Ministers and policy officials of the elements of sound public sector governance.	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Ministerial Meeting on Structural Reform</b></p> <ul style="list-style-type: none"> <li>Update text on SRMM</li> <li>Explore the idea of including public sector governance issues in a future Ministerial Meeting on Structural Reform to, among other things, increase awareness of the elements of sound public sector governance.</li> </ul>	Aug 2008	FMP, SOM, ACT, ABAC, host economy	APEC Ministers, policy officials,	
<b>6. Stocktake of progress in strengthening</b>	a. Review public sector governance	<p><b><u>ECONOMIC COMMITTEE</u></b></p> <p><b>Summary of outputs and outcomes of work</b></p>				

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIME-FRAME	CONSULT WITH	TARGET AUDIENCE	LED BY
<b>g public sector governance and set direction of future work.</b>	reforms undertaken in recent years by APEC economies.	<b>programme</b>	2010	FMP, ACT, World Bank, IMF, ADB, OECD, ABAC	Policy officials	To be decided
		<ul style="list-style-type: none"> <li>Develop and disseminate a paper reviewing APEC economies' experiences with implementing the good practice principles for public sector governance (scheduled to be endorsed in 2008).</li> </ul>	2008			
		<ul style="list-style-type: none"> <li>Discuss the outcomes of the review at an EC meeting.</li> <li>Take stock of the public sector themes in the bibliography on Public Sector Governance and compare it with what has already been examined thus far in workshops, roundtables and policy discussions to identify any areas where further work may be useful</li> </ul>	EC1 2010		Policy Officials	New Zealand
		<b><u>ANTI-CORRUPTION AND TRANSPARENCY TASK FORCE</u></b>				
		<b>Development of a Peer Review Process</b>				
		<ul style="list-style-type: none"> <li>Development of a regular Peer Review Process to evaluate member economies progress in the implementation of the APEC principles and codes of conducts. The aim of which is to improve the effectiveness in the implementation of APEC anti-corruption commitments</li> </ul>				

## Strengthening Economic and Legal Infrastructure (SELI) Forward Work Programme for LAISR

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIMING	CONSULT WITH	TARGET AUDIENCE	LED BY
<b>1. Set the stage for productive discussion on strengthening economic and legal infrastructure within APEC.</b>	a. Identify work done to date on strengthening economic and legal infrastructure within APEC and by other international fora and organisations.	<p><b><u>SELI COORDINATING GROUP</u></b>  <b>Share reports on strengthening economic and legal infrastructure</b></p> <ul style="list-style-type: none"> <li>• Share existing reports on strengthening economic and legal infrastructure as below:                             <ul style="list-style-type: none"> <li>- annual voluntary progress reports on strengthening economic and legal infrastructure</li> </ul> </li> </ul>	2007	SELI, CPLG, international institutions, academics	Government officials and business people in charge of economic legal affairs	SELI Chair
	b. Build a network for information exchange regarding strengthening economic and legal infrastructure	<p><b><u>ECONOMIC COMMITTEE (SELI FotC)</u></b>  <b>Build a network for information exchange on strengthening economic and legal infrastructure</b></p> <ul style="list-style-type: none"> <li>• Establish the “APEC Legal Information Portal” to provide information on economic legal infrastructure.</li> </ul>	SELI2, EC2 2008		Australia	
<b>2. Identify areas of need for strengthening economic and legal infrastructure.</b>	a. Identify priority issues to be tackled by each economy on strengthening economic and legal infrastructure in the process of business	<p><b><u>SELI COORDINATING GROUP</u></b>  <b>Review progress on strengthening economic and legal infrastructure</b></p> <ul style="list-style-type: none"> <li>• Develop a paper identifying the economy-specific and cross-cutting regional challenges and priorities to inform the focus of future work. The paper will be based on information drawn from voluntary progress reports, the survey on investment liberalization and facilitation (IEG), and the World Bank “Ease of Doing Business” work (SME-WG).</li> </ul>	EC2 2007	SELI, CPDG, IEG, SMEWG, international institutions (eg, WB),		SELI Chair, ABAC

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIMING	CONSULT WITH	TARGET AUDIENCE	LED BY
	activities in APEC.	<ul style="list-style-type: none"> <li>Discuss key lessons and priorities identified by progress reports and other surveys at the EC meeting.</li> </ul>	EC2 2007	academics		SELI Chair
		<p><b><u>ECONOMIC COMMITTEE</u></b>  <b>Report on cross-border mergers and acquisitions</b></p> <ul style="list-style-type: none"> <li>A consultancy report was developed to estimate the impact of M&amp;As on greenfield FDI, external trade and economic growth in the APEC economies. The report made reference to previous studies on M&amp;As. Based on the empirical results obtained, policy implications on trade liberalisation, investment flow, and market and industry regulations (or deregulations) were devised.</li> </ul>	2007 - 2009	SELI, CPLG, IEG, FMP and academics		Hong Kong, China
3. Build consensus on best practices in strengthening economic and legal infrastructure	a. Share information on good approaches to economic laws adopted by other international fora.	<p><b><u>SELI COORDINATING GROUP</u></b>  <b>Information sharing on best practices for strengthening economic legal infrastructure</b></p> <ul style="list-style-type: none"> <li>Promote information sharing on best practices in strengthening economic and legal infrastructure by disseminating: <ul style="list-style-type: none"> <li>OECD Principles of Corporate Governance (including Guidelines on Corporate Governance of State-owned Enterprises); and</li> <li>The European Corporate Statute.</li> </ul> </li> </ul>	SELI2, EC2 2008	SELI, CPDG, international institutions (eg, OECD), academics	Government officials and business people in charge of economic legal affairs	SELI Chair, United States of America
4. Promote better understanding of practical	a. Increase APEC economies' understanding of practical	<p><b><u>ECONOMIC COMMITTEE (SELI FoTC)</u></b>  <b>Seminar and/or Roundtable discussion on strengthening economic and legal infrastructure theme</b></p>				

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIMING	CONSULT WITH	TARGET AUDIENCE	LED BY
measures to strengthen economic and legal infrastructure.	measures to strengthen economic and legal infrastructure.	<ul style="list-style-type: none"> <li>Hold "Seminar Capacity Building for Sharing Success Factors in the Improving the Investment Environment" together with IEG, including SELI themes.</li> </ul>	EC2 2009	SELI, IEG, international institutions, academics	Government officials and business people in charge of economic legal affairs	SELI FotC Coordinator, Japan
5. Capacity building to implement practical measures.	a. Increase APEC economies' capacity to enhance laws and regulations and procedures related to economic and legal infrastructure.	<u><b>ECONOMIC COMMITTEE (SELI FotC)</b></u> <b>Capacity building as necessary</b>	EC1, EC2 2009	SELI, CPLG, international institutions (eg OECD), academics, PSU	Government officials and business people in charge of economic legal affairs	SELI FotC Coordinator  SELI FotC Coordinator, Voluntary economy(ies)
		<ul style="list-style-type: none"> <li>Identify the priority area based on each economy's needs for capacity building of SELI.</li> <li>Survey to explore desirable areas and approaches for future SELI activities.</li> <li>Hold "Policy Dialogue on Strengthening Economic Legal Infrastructure" focusing on (i)bankruptcy, restructuring and secured financing law and (ii)alternative dispute resolution</li> </ul>	EC1 2010			
		<ul style="list-style-type: none"> <li>Hold "Seminar on "Getting Credit for Small and Medium Enterprises"(1st Phase of Ease of Doing Business Action Plan)" which includes capacity building on bankruptcy law and collateral law</li> </ul>	EC2 2010			
6. Increase awareness of the elements of sound economic and legal infrastructure	a. Raise awareness among APEC Ministers and policy officials of the importance of economic and	<u><b>ECONOMIC COMMITTEE/ SOM</b></u> <b>Ministerial Meeting on Structural Reform</b>	2008	SELI, CPDG, IEG, SME-WG, FMP, ABAC,	APEC Ministers, Government officials and business	Australia, Peru, Singapore, EC Chair

OBJECTIVES	REQUIREMENTS	ACTION ITEMS / OUTCOME	TIMING	CONSULT WITH	TARGET AUDIENCE	LED BY
e.	legal infrastructure to sustained economic development.	<b>APEC Growth Strategy High Level Policy Round Table</b>	Aug 2010	host economy	people in charge of economic legal affairs	Japan
<b>7. Stocktake of progress in strengthening economic and legal infrastructure and set direction of future work.</b>	a. Set direction of future work on strengthening economic and legal infrastructure in APEC.	<p><b><u>ECONOMIC COMMITTEE (SELI FotC)</u></b></p> <p><b>Summary of outputs and outcomes of work programme</b></p> <ul style="list-style-type: none"> <li>• Develop and disseminate a paper reviewing APEC economies' experiences with strengthening economic and legal infrastructure.</li> <li>• Discuss the outcomes of the review at an EC meeting.</li> </ul>	2010  2010	SELI, CPDG, IEG, SME-WG, FMP, ABAC, host economy	APEC Ministers, Government officials and business people in charge of economic legal affairs	SELI FotC Coordinator  SELI FotC Coordinator