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APEC Technical Assistance and Training Facility

Annual Report, October 2008–September 2009

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Introduction

The APEC Technical Assistance and Training Facility (TATF) is a four-and-a-half-year project managed by USAID Regional Development Mission/Asia (USAID/RDM/A) with funding and strategic direction provided by the U.S. State Department Bureau of East Asian and Pacific Affairs, Office of Economic Policy (EAP/EP). APEC TATF began operation in October 2008 and has a projected end date of March 1, 2013. The project office is housed in the APEC Secretariat in Singapore.

The purpose of the project is to help the APEC Secretariat become a more strategically managed regional institution so it can achieve APEC's policy objectives more effectively and efficiently. TATF also provides capacity-building assistance to APEC member economies to help them achieve APEC's strategic goal of regional economic integration and meet the Bogor Goals of free and open trade and investment in the Asia-Pacific region.¹ Capacity-building assistance is attuned to APEC's Three Pillars: (1) trade and investment liberalization (2) business facilitation, and (3) economic and technical cooperation.

This first annual report covers the activities of APEC TATF from its first two work plans approved through the first 12 months of operation, October 2008–September 2009. During that period, the Facility accomplished a number of tasks. Highlights include

- Submission of and/or contribution to seven APEC project proposals;
- Training for Secretariat staff on improving project quality;
- Assessment and recommendations on the Secretariat's IT systems;
- Recommendations on an APEC performance feedback system for seconded staff and recommendations on how to improve the performance appraisal form for APEC support staff;
- Procurement and installation of a digital video conferencing (DVC) unit;
- Examination and recommendation on APEC's monitoring and post-project evaluation process;
- Development of APEC Traveler Frequently Asked Questions (FAQs);
- Support for stronger links between the APEC and ASEAN Secretariats, including travel by a delegation of six APEC Secretariat staff to accompany Executive Director Tay to ASEAN;
- Study exploring development of an APEC Focal Points program to enhance links between the APEC Secretariat and member economies;

¹ Developed economies have until 2010 to reach the Bogor Goals; developing economies have until 2020.

- Initiation of study on strengthening links between the APEC and APEC Business Advisory Council (ABAC) Secretariats and steps APEC can take to build and engage with a broader constituency;
- Development of a mock-up database website of an APEC Environmental Goods and Services Information Exchange tool;
- Implementation of two workshops related to cross-border services trade;
- Completion of four case studies (Indonesia, Mexico, United States, Vietnam) on public consultation in the rule-making process;
- Implementation of a workshop to promote micro-credit for women entrepreneurs; and
- Assistance to Vietnam for a corporate governance training program.

For the reporting period, this report describes facility operations (section 1), facility work plans (section 2), work done for the APEC Secretariat (section 3), and work done in the three pillars (section 4). A summary of activity status is presented in Appendix A, of indicator targets and results in Appendix B, and of short-term consultancies in Appendix C.

1. Facility Operations

The APEC Technical Assistance and Training Facility (TATF) was established via a Task Order (Contract Number EEM-I-00-07-00009-00, Task Order 03), signed in September 2008, between the U.S. Agency for International Development and the implementing contractor, Nathan Associates Inc. During the first year of operation, October 1, 2008–September 30, 2009, APEC TATF completed a number of activities identified in its first two work plans. APEC TATF implementation began with start-up activities that included mobilization of resident staff to Singapore, office set-up, and consultations with APEC and U.S. Government stakeholders. This section summarizes APEC TATF start-up tasks.

MOBILIZING TEAM AND ESTABLISHING OFFICE

The Chief of Party (COP) and the Deputy COP (DCOP) arrived in Singapore by the first week of December 2008, followed by the Project Management Specialist, who arrived in mid-February 2009. With assistance from the APEC Secretariat, resident staff obtained visas for themselves and their dependents. Simultaneously, APEC TATF signed a memorandum of understanding securing office space on the sixth floor of the APEC Secretariat, as well as related access to printers and the Internet, issuance of APEC e-mail accounts, and procurement of office furniture and supplies.

Nathan Associates Inc., the implementing contractor, has encountered delays in formally registering in Singapore and as a result has not yet opened a local bank account. The main reason for the delay is that the Government of Singapore has sought assurance that any monies transferred by Nathan Associates into Singapore will be U.S. foreign assistance funds entitled to tax-exempt treatment. APEC TATF has proposed a procedure whereby all funds transfers will be made under cover of a letter from USAID that states the amount of funds being transferred and certifying that these are in fact U.S. foreign assistance funds entitled to tax-exempt treatment. Singapore's Ministry of Finance and Ministry of Foreign Affairs are reviewing this proposal and in late September reportedly sought an opinion on the matter from the Attorney General's Chambers.

According to APEC Secretariat contacts, the delay is the result not of any specific concern that APEC TATF or Nathan Associates will seek to circumvent Singapore's tax requirements but of a general concern regarding precedent. Singapore's bureaucracy has never encountered a similar situation and wishes to reach a conclusion solidly grounded in domestic law and statutes. This lack of resolution regarding registration and tax-exempt issues has created some challenges, particularly in making payments for local per diems and procurements, but has not impeded APEC TATF's core work program.

As TATF activities progressed throughout the first year, it became apparent that the level of staffing would be inadequate for the increased tempo of implementation planned for the fourth quarter of 2009 and beyond. Therefore, on September 24, TATF formally requested,

and on September 28 received approval for, the addition of one resident substantive staff member. The addition of this staff member will allow the TATF to meet demand for additional programs aimed at the Secretariat and projects to advance APEC's policy goals. The new staff member will be responsible for managing the APEC project approval process, logistical arrangements for training events, and other APEC TATF implementation activities as needed.

In its request, the TATF analyzed options for adding staff, ranging from the hiring a junior local employee to deploying an employee from Nathan Associates' home office. The request explained that while deploying a Nathan staff member would be the most expensive option it would also offer the best "value for money." The RDMA then approved mobilization of Nathan staff member Nimesh Modak as Trade Specialist and Training Coordinator. Mr. Modak, who will join the resident team on December 1, 2009, for a period of one year, has been working on APEC TATF since its inception and is familiar with the full range of requirements and procedures to which TATF activities are subject, including the policies and procedures of USAID, the U.S. State Department, APEC, and Nathan Associates. He is thus uniquely qualified to contribute to TATF output from day one. Because "value for money" calculations are dynamic, TATF specifically requested approval for a one-year only deployment. During this period TATF will evaluate how to best meet needs for staffing and may consider hiring a lower-cost local employee who Mr. Modak could train during a period of overlapping tenures.

IMPLEMENTATION CHALLENGES

During its first year of operation APEC TATF gained experience in preparing project proposals seeking APEC co-funding and in managing processes associated with these proposals. However, neither the U.S. Government nor APEC TATF has final control over the outcome of APEC's co-funding process.

To date, APEC TATF has prepared and submitted seven project proposals, six of which have been approved for co-funding. The APEC project proposal for an APEC workshop on public consultation in the rulemaking process was submitted twice, and was approved after the second submission. The seventh project proposal, which did not receive funding, has not yet been submitted for a second review. This limited data set suggests a 71 percent success rate for first submissions and a 100 percent success rate if second submissions are included. APEC TATF believes that this makes for a solid record in securing co-funding in its first year of operation. TATF wishes to note, however, that the APEC co-funding process and the related U.S. Government interagency process are very time-consuming for its small number of staff and impose time constraints on the speed with which we can implement our programmatic work. Moreover, while TATF's record of securing co-funding is so far positive, any failure to secure co-funding or to identify alternative co-funding (necessary due to limits on how TATF can fund programs), could pose a great challenge to TATF's ability to deliver results.

KEY VISITS

Table 1-1 summarizes key visits during first year of APEC TATF operations.

Table 1-1

Key Visits

Name(s)	Purpose of Visit	Date
David Katz, Teri Lojewski, Victoria Waite, Skip Kissinger, and Chanyut Nitikitpaiboon	Singapore: Attend BMC meeting; meet with APEC Secretariat staff to discuss project and develop ideas for first work plan activities.	October 2008
Skip Kissinger and Michael Satin	Singapore: Introduce Michael (replacing Skip as CTO) to key staff at APEC Secretariat.	December 2008
David Katz and Victoria Waite	Bangkok: Post-award briefing with RDMA, including contracts, GDO and the regional legal adviser.	January 2009
Jennifer Wilson	Singapore: Tasked by RDMA to provide the day-to-day support to APEC TATF; met key APEC Secretariat staff and U.S. Embassy officials.	January 2009
Michael Satin and Jennifer Wilson	Singapore: Attend BMC I meeting; met with EAP/EP and APEC TATF team to discuss project implementation and potential ideas for second work plan.	February 2009
Michael Farbman	Singapore: Consultations at APEC Secretariat on how APEC functions, identification of key development needs and how TATF can assist.	April 2009
Kathy Hadda and Michele Dastin	Singapore: On margins of CTI met for consultations on work plan implementation issues.	May 2009
David Katz and Victoria Waite	Bangkok: Meetings with RDMA to discuss project implementation, opportunities to leverage work being undertaken in ASEAN.	June 2009
David Katz	Hanoi: Meetings with RDMA on margins of Vietnam workshop on corporate governance to update on work plan implementation	July 2009
Kurt Tong, Jim Steele, Michele Dastin, Michael Satin, Michael Farbman	Singapore: Met on margins of MRT/SOM/BMC to discuss work plan implementation and planning for future work plans and TATF administration issues, including staffing.	July/Aug 2009
Michele Dastin	Singapore: BMC meeting took place on October 2, just after this progress report period. TATF during September prepared numerous documents on key work plan activities for discussion during BMC and with State EAP/EP.	September 2009

2. TATF Work Plans

WORK PLANNING PROCESS

The activities proposed in the first and second work plans reflect consultations with a broad range of stakeholders, particularly USAID and the State Department. The COP and DCOP have also consulted officials at the APEC Secretariat to better understand APEC policy priorities as well as policies, procedures, and institutional arrangements that have implications for TATF project implementation. In addition, other donor agencies implementing projects for APEC were consulted to ensure complementarities in each other's activities. These extensive consultations during each work planning cycle have provided APEC TATF with a basis for work programs to begin to meet the core objectives of the APEC TATF as articulated in its task order.

By the time of the second work plan development period, some activities of the first work plan had not been completed because of delays during project start-up as APEC TATF familiarized itself with U.S. Government interagency coordination and the APEC project proposal cycle. Work tempo then increased strongly in the second half of the year as TATF implemented activities identified in both the first and the second work plans.

Both plans identified activities in three broad areas—work to support the APEC Secretariat, work to advance policy objectives in APEC's three pillars, and other work required by the APEC TATF Task Order. The second work plan channeled activities for supporting the Secretariat activities into four streams: an IT Activity Stream, a PMU Support Activity Stream, a Linkages between APEC Secretariat and Member Economy Activity Stream, and an APEC Institutional Support Activity Stream. This report follows the latter approach in classifying all APEC TATF activities to date.

IMPLEMENTATION OF TATF ACTIVITIES

TATF closely coordinates with, consults with, and seeks approval from USAID and the U.S. State Department before undertaking technical assistance and training. After RDMA approved each work plan and before plan implementation, TATF consulted with the Executive Director Ambassador Michael Tay and other APEC Secretariat staff to seek their guidance on acquiring formal APEC approval for activities identified in the plan. These consultations guided much of the prioritization of APEC TATF's activities and its management of the APEC project approval process. Throughout implementation, TATF continued to liaise closely as appropriate with relevant APEC member economy officials and APEC Secretariat officials to notify them of upcoming work and progress to date and to seek their concurrence on TATF activities. Similarly, BMC was consulted as appropriate for guidance on the fiscal or management impact of the TATF's work.

3. Work for the Secretariat

The APEC TATF aims to help make the APEC Secretariat more effective, efficient, and sustainable by strengthening the capacity of its professional staff, enriching its outreach activities, improving its operations, and broadening its cooperation with regional organizations. Accordingly, APEC TATF's first two work plans identified activities to strengthen the Secretariat and to address needs expressed by stakeholders, including senior officials in the Secretariat. Work has focused on improving the Secretariat's internal IT systems, improving the efficiency and effectiveness of the PMU in its support to APEC member economies, making the Secretariat more accessible to member economies, enhancing the quality of interactions between the Secretariat and member economies, and providing institutional strengthening support to facilitate continuity and improve structures and processes in the Secretariat.

This section provides an overview of progress made by the APEC TATF in its first year of operation to address the capacity building and technical assistance needs of the APEC Secretariat through activities identified in the first and the second work plans.

IT ACTIVITY STREAM

IT Assessment

Demands on the APEC Secretariat, in particular large increases in the number of labor-intensive requests for APEC co-funding of projects, have begun to strain the capacity of Secretariat IT systems and resulting inefficiencies are burdening APEC Secretariat staff. In light of earlier IT audits by IBM and by AusAID through the Effectiveness Grant, the APEC Secretariat asked the APEC TATF to review and help rationalize three critical IT systems: the APEC website, accounting program, and the project database (PDB). The Secretariat requested that the review recommend specific, actionable steps to optimize these systems and make them as interoperable as possible. This activity was included in the first and second APEC TATF work plans.

Delivered. APEC TATF conducted an IT assessment of the three systems during a September fact-finding visit by Mr. Fulvio Carbonaro, an IT expert. Mr. Carbonaro consulted with a broad range of APEC Secretariat senior officials and staff, including Executive Director Tay, the IT team, the communications office, the finance unit, the project management unit, and others. The general approach and recommendations were discussed with Secretariat staff at the conclusion of Mr. Carbonaro's visit, and a summary report with core recommendations on upgrades needed for efficiency and interoperability, including an implementation plan and cost estimates, was submitted to the APEC Secretariat in September for review as information during the Budget and Management Committee meetings scheduled for October 2-3 in Singapore. In sum, the report recommended a common platform for APEC IT systems, likely

Microsoft SharePoint, now used by some Secretariat systems, or an equivalent platform. It also recommended upgrading to the latest version of the accounting software Accpac; migrating the PDB to Microsoft SharePoint 2007 and customizing it to include structured data; migrating the APEC website to Microsoft SharePoint 2007; and developing a business intelligence system to allow for better and more automated report generation.

Next Steps. The APEC TATF will review, edit, and format the full draft IT assessment and provide a copy to RDMA and State EAP/EP for review. Once TATF, RDMA, and State agree, TATF will provide a final version to the APEC Secretariat and other member economies as appropriate for review with a view to obtaining consensus on the report's core recommendations.

Project Database

APEC TATF staff met numerous times during the first and second work plan periods with members of the APEC Secretariat IT staff and project management unit to discuss the PDB. The intent of these meetings was to learn what database work was underway or planned in order to determine how the TATF could assist with that work. The PDB is a critical system for APEC as it is the means by which member economies submit project proposals for consideration for APEC co-funding. Secretariat staff use the PDB to assess projects for co-funding and to track implementation. The system, however, is composed primarily of nonstructured data (e.g., text), which limits search functions and the ability to produce reports. The APEC TATF staff reviewed the final report and recommendations of an IBM audit of the PDB conducted in April and the findings of the AusAID Effectiveness Grant consultants.

Next Steps. In September, APEC TATF launched its own IT assessment, which included the PDB and reached conclusions on next steps as stated above.

Online Communications Strategy

The Internet has become a very important channel through which organizations explore and conduct their work. APEC, however, has lagged in investment in its online infrastructure and capability. APEC's Communications office has developed an "APEC Online Strategy" that includes all online services provided by APEC, such as the online collaboration tool, resource databases, and online meeting systems. The strategy aims to meet the expectations of APEC Internet users, to empower APEC internal stakeholders, and to make the best use of funds allotted to online services. The strategy, however, remains largely unfunded. A key element of the strategy is to update the APEC website platform, which currently uses the Day Software Communiqué Content Management System.

Next Steps. Review the IT assessment recommendations and make a decision regarding its recommendation to migrate the website to the Microsoft SharePoint, or other common Secretariat software platform.

APEC Secretariat Development of DVC Capability

APEC TATF staff consulted extensively with APEC Secretariat staff to understand how the Secretariat views the utility of digital video conferencing (DVC) for APEC operations, and to understand views of the World Bank's Global Development Learning Network (GDLN) system. The TATF also met multiple times with World Bank staff to ensure that it fully understood the terms on offer related to participation in GDLN. The TATF completed a

memorandum per the terms of its first work plan on the GDLN (including costs associated with it) and DVC capability for review by APEC Secretariat senior officials. The TATF presented a memo for APEC Secretariat leadership examining possible participation in the GDLN and the merits of having a DVC capability at the Secretariat.

Delivered. APEC TATF sought approval from RDMA and quotes from vendors for DVC equipment, including training on equipment use. TATF identified a local vendor, Spectrum, through a best value selection process. The DVC unit was installed in the third-floor conference room of the APEC Secretariat in August. The DVC unit is a Polycom HDX-9004 dual-screen system mounted on a mobile cart. Through it, the APEC Secretariat can connect with up to seven remote sites at one time. This installation concluded a multi-year process during which the APEC Secretariat considered the merits of video conferencing and of affiliating with the GDLN. The TATF provided training to the Secretariat staff on the usage, functions, and capabilities of the DVC unit.

The TATF also coordinated with Phil Karp, World Bank Regional Manager for East Asia and Pacific, to have the APEC Secretariat join a GDLN program on September 25. The program was hosted by the Shanghai GDLN center and focused on the topic of sub-national debt in Asia. About eight APEC staff attended. Since then the World Bank has placed the APEC Secretariat on its GDLN affiliate email list and the Secretariat is regularly invited to participate in GDLN programs. Having the ability to participate in these programs fulfills a key objective of installing the DVC system in August 2009.

Next Steps. Continued monitoring the use of the DVC equipment and encouraging APEC Secretariat staff to consider integrating DVC meetings into their work. Liaise with World Bank GDLN staff on a periodic basis on connecting to GDLN programs that may be of interest to Secretariat staff.

PROJECT MANAGEMENT UNIT SUPPORT ACTIVITY STREAM

APEC Secretariat PMU Systems and Procedures

In early March, an AusAID-led consultancy team spent 10 days at the APEC Secretariat fulfilling the terms of reference related to decision-making arrangements for project devolution, delegation, and risk management. The consultants were to address travel-related issues generally. They examined the issues in depth, and made recommendations to help address problems that Project Directors (PDs) and Project Executives (PEs) encounter with regard to travel and APEC projects. An APEC Traveler Frequently Asked Questions (FAQs) piece was then developed to reduce the number of queries channeled to PDs and PEs. While the AusAID consultants addressed issues related to travel, the consultancy had little impact on guidelines that set forth APEC conditions and eligibility for member economies and expert speakers.

Delivered. APEC TATF delivered written responses to FAQs for APEC-funded participants, APEC-funded experts/speakers, and project overseers after consulting with staff in the Secretariat, including members of the Project Management Unit (PMU). The TATF delivered three sets of draft FAQs to the PMU on April 28 and submitted final versions to the Secretariat in August.

Next Steps. Monitor use of the FAQs and any changes to APEC travel guidelines and procedures, adjusting the FAQs as needed.

Digitalizing the APEC Project Guidebook and Project Proposal Form

Member economies have criticized the APEC Project Guidebook for being too complex. The guidebook provides instructions and guidance on how to design and submit program proposals for quality ranking and funding approval through the APEC process. AusAID, as part of its Effectiveness Grant, has indicated that it will fund a rewrite of the hardcopy guidebook. The rewrite will most likely entail reorganization, updates not yet in the latest edition, and professional editing. AusAID Effectiveness Grant consultants also indicated in March 2009 that the guidebook would be more effective if it were hyper-linked to a digital version of the APEC Project Proposal forms, thereby integrating the guidebook into the process, although it would not have the resources to complete an electronically integrated guidebook and APEC project proposal process. APEC PMU chief (and AusAID staff) Evelyn Loh told TATF in September that the rewrite was ongoing, but should be completed in the coming weeks, after which it will be ready for digitalization.

Next Steps. The TATF will coordinate closely with PMU and AusAID, and following BMC endorsement of AusAID recommendations with respect to the APEC project guidebook, the TATF will examine the cost, feasibility, and utility of developing a digital version of the guidebook that could be hyperlinked to an online APEC project proposal template and present a strategy for implementing electronic versions. Once there is agreement by TATF stakeholders, the TATF will take the lead in building digital project proposal templates and a revised APEC guidebook.

Build Capacity to Improve Proposals from Developing APEC Member Economies

Deliverables for this activity included (1) a gap analysis of the Secretariat's capacity to provide guidance on developing high-quality project proposals, especially to developing member economies; and (2) a training program to build the Secretariat's capacity to identify, improve when necessary, and obtain funding for developing member economy project proposals that address APEC policy priorities. After consulting with members of the PMU, the TATF drafted a note on proposed PMU training in order to clarify challenges in advising on project quality and to ensure that proposed training was aligned with the work areas of the AusAID consultancies. The note was circulated to the PDs responsible for the Operational Account (OA), Trade, Investment and Liberalization Fund (TILF) and the APEC Support Fund (ASF) to ensure that ideas on training reflected the needs of the PDs as a whole.

Delivered. The note was turned into technical instructions used to contract short-term technical assistance expert, Lief Doerring, to design and conduct the training program. The APEC TATF held a workshop on August 13 and 14 for about 20 APEC Secretariat staff, including all members of the PMU and other PDs and PEs. The workshop used actual project proposals to illustrate how to apply the OECD principles for quality and to provide clear, actionable feedback to project proponents. Afterwards, APEC TATF distributed memory aids to reinforce training lessons and to guide APEC Secretariat staff unable to attend the workshop. The training was well received and Secretariat staff have requested additional work in this area (see below).

Next Steps. As a follow-up to the workshop activity, APEC TATF is revising the project proposal form to align more closely with the structure and text of OECD DAC criteria on quality, which was the basis of the training program. APEC TATF is also reviewing APEC internal guidance on quality criteria as they relate to the project proposal form in order to adjust that guidance to OECD DAC criteria.

Examine Post-project Evaluation Process

The TATF proposed to assess APEC's post-project evaluation process to determine if it is sufficient to accomplish evaluation objectives, to identify areas of non-compliance or low quality evaluations, and to identify shortcomings in the design of evaluation forms. The objective of the assessment was to recommend ways to correct any deficiencies and turn project evaluations into lessons learned for broader dissemination in the organization.

Delivered. APEC TATF brought in its expert on evaluation processes, Dr. Mark Bardini, for a week-long visit to the APEC Secretariat in September. During his visit, Dr. Bardini examined the evaluation process, including processes for monitoring implementation and post-project evaluation; examined related issues, such as assessment of multi-year projects—something critical now that APEC has approved a policy of promoting more long-term, strategic projects; and explored steps to enhance performance of project overseers. Dr. Bardini reviewed a range of project documents (including evaluation reports, project proposals, APEC Project Guidebook), visited the APEC Secretariat Office in Singapore to interview key staff and stakeholders (including current and former POs and PDs) to gain an internal and external perspective on the monitoring and evaluation process, and documented findings and recommendations in a report submitted in September and to be provided to the APEC Budget and Management Committee at its meeting scheduled for October 2-3 in Singapore.

Next Steps. Review Dr. Bardini's full report and consult with RDMA and State EAP/EP on how best to present the report to APEC for consideration and approval. APEC TATF will be prepared to assist with implementation as approved during its third work plan period.

LINKAGES BETWEEN APEC SECRETARIAT AND MEMBER ECONOMIES ACTIVITY STREAM

Development of "APEC Focal Points" in Member Economies

In its second semi-annual work plan, APEC TATF committed to assessing the potential benefits of and steps necessary to develop "APEC Focal Points" in each APEC member economy. Most, if not all, member economies already have staff responsible for APEC issues, so the issue is how might APEC capitalize on this fact to establish a formally organized cadre of officers in APEC member economies who have the know-how and capability to better develop and coordinate APEC programs.

Delivered. In September, APEC TATF contracted with an expert, Professor Richard Feinberg, to assess the potential benefits of having a formal APEC Focal Point in member economies. Professor Feinberg interviewed a broad range of staff in the APEC Secretariat and in the APEC offices of developed and developing APEC member economies. APEC TATF anticipates receiving Professor Feinberg's full report on APEC Focal Points in October.

Next Steps. Review Professor Feinberg's full report and consult with RDMA and State EAP/EP on how best to present the report to APEC for consideration and approval. APEC TATF will be prepared to assist with implementation as approved during its third work plan period.

APEC INSTITUTIONAL SUPPORT ACTIVITY STREAM

Performance Appraisal Process for Professional Staff Members

The APEC TATF proposed to assist the APEC Secretariat in developing a performance appraisal system for seconded PDs who did not have an appraisal system tailored to their position description. Development and implementation of such a system was included as part of the duties of the incoming fixed-term Executive Director. APEC TATF included this activity at the direct request of APEC Executive Director Tay. The TATF proposed to collaborate with PDs and the ED to design an appraisal system that builds on existing job descriptions and tailors the performance appraisal system to the specific and unique needs of PDs in a fair and objective manner. In addition, the Secretariat requested that APEC TATF examine the performance appraisal form/system for APEC support staff and, if needed, recommend improvements.

Delivered. APEC TATF expert Dr. Beryl York visited the APEC Secretariat for one week in July for a fact-finding mission. Dr. York conducted a collaborative work session with PDs, PEs, and APEC senior managers to understand the current thinking at APEC related to the performance appraisal process, to identify evaluation criteria, and to solicit input from PDs. On this basis of her review of background material and this work session, Dr. York developed performance feedback forms, guidelines, and a policy guidebook based on PD job descriptions and observations on how work was actually done in the Secretariat. In late September, Dr. York returned to the APEC Secretariat to formally present recommendations on the new appraisal system to Secretariat leadership and staff. ED Tay and newly arrived Chief Operating Officer Sim Cher Young endorsed Dr. York's findings. Dr. York prepared a presentation on her recommendations to be delivered by her to the APEC Budget and Management Committee meeting scheduled to take place October 2–3 in Singapore.

Next Steps. Present findings for information to BMC. Work with current APEC Secretariat leadership on a plan of action to implement Dr. York's recommended policy on seconded PD assessment and feedback. Be prepared to brief incoming FTED Ambassador Noor on his arrival at APEC and seek his concurrence to implement Dr. York's recommended policy on seconded PD assessment and feedback. APEC TATF will be prepared as approved by RDMA and State EAP/EP to include implementation assistance for this policy in its third work plan.

Facilitate Coordination and Understanding Between APEC and ASEAN

To enhance ties and cooperation between the APEC and ASEAN Secretariats, the TATF proposed to promote more robust dialogue between the two Secretariats by supporting a short visit (e.g., two days/one night) to the ASEAN Secretariat by select APEC officials to discuss and propose areas of cooperation. APEC TATF also proposed to develop a matrix of ongoing work in areas where there is overlap in APEC and ASEAN equities and programs. The matrix would be the basis for facilitating an exchange of information to inform APEC and ASEAN

stakeholders of the areas of overlap. Initially the matrix would identify targeted areas where there is a desire to foster cooperation (e.g., trade facilitation).

Delivered. Ambassador Michael Tay was scheduled to visit the ASEAN Secretariat in Jakarta on June 11-12, 2009 to meet with ASEAN Secretary General Pitsuwan and Deputy Director General Pushpanathan. To capitalize on this visit to the ASEAN Secretariat, APEC TATF facilitated a delegation of six APEC Secretariat staff to accompany Ambassador Tay. The visit introduced select APEC officials to their counterparts in ASEAN to establish and promote working relationships for collaboration between the two Secretariats and discuss substantive areas, including strategic planning, public outreach, cross-sectoral cooperation, small and medium size enterprises, disaster management, supply chain connectivity, standards and conformance, and health issues. The two sides agreed to seek specific areas for follow up.

Next Steps. APEC TATF is developing a matrix of work in areas where there is overlap in APEC and ASEAN programs and priorities. APEC TATF is also working with colleagues in the ASEAN TATF to facilitate two video conferences for APEC and ASEAN Secretariat staff who have expressed an interest in exchanging ideas and information. The two conferences will concern public affairs and structural reform.

Building Stronger Links between APEC and the Private Sector, including Business and Civil Society

This activity includes two distinct tasks: (1) recommend ways to enhance ties and improve coordination between the APEC and ABAC Secretariats, and (2) analyze how APEC can build an inclusive framework for reaching a broader array of stakeholders, including business representatives not normally involved in the ABAC process, civil society, NGOs, nonprofits, academia, governments, legislators, and other international organizations.

Delivered. In August, APEC TATF engaged Professor Vinod Aggarwal of the UC Berkeley APEC Study Center to undertake these tasks. Professor Aggarwal spoke with a broad range of staff at the APEC and ABAC Secretariats and key stakeholders in the broader APEC community as part of a fact-finding exercise. The resultant study will serve as a basis for recommendations to APEC for improving ties between the APEC and ABAC Secretariats and for building a broader constituency.

Next Steps. Review Professor Aggarwal's full report and consult with RDMA and State EAP/EP on how best to present the report to APEC for consideration and approval. APEC TATF will be prepared to assist with implementation as approved during its third work plan period.

4. Work on Three APEC Pillars

The APEC TATF is designed to enhance regional economic integration and cooperation within the APEC region by more efficiently and effectively delivering and providing capacity building assistance and assisting APEC economies and the APEC Secretariat to carry out their work under the Three Pillars.

Table 4-1

Delivered Work Aimed at APEC's Three Pillars as of October 22, 2009

Delivered
APEC Project Proposal on Corporate Governance
APEC Project Proposal on Improving Public Consultation in the Rulemaking Process
Four economy level case studies in support of the APEC Workshop on Improving Public Consultation in the Rulemaking Process (Indonesia, Mexico, United States, and Vietnam)
APEC Environmental Goods and Services Information Exchange Tool Phases I and II
APEC Workshops on Best Practices in Micro-Finance and Micro-Credit
Half day workshop on Micro-credit and Women Entrepreneurs
One-day seminar on the Commercial Realities of Cross-border Services Trade
One-day seminar on Regulatory Issues in Cross-border Services Trade: Ensuring Protection of Consumers and Service Suppliers
APEC Project Proposal on Low Level Presence of Products of Agricultural Biotechnology in Agricultural Shipments: Towards an Alignment of APEC Member Economy Policies
APEC Project Proposal for a 2-day Workshop on Reducing Start-up and Establishment Time of Businesses
APEC project proposal on Capacity Building for Dispute Prevention and Preparedness
APEC Project Proposal to Provide Technical Assistance and Training to APEC Developing Member Economies on the Data Privacy Pathfinder
Funded the participation by U.S. expert Henry Schiffman in a workshop on corporate governance sponsored by Vietnam that was held July 2 – 3 in Hanoi

TRADE AND INVESTMENT LIBERALIZATION

APEC Environmental Goods and Services Information Exchange Tool

At APEC's 2008 Environmental Goods and Services (EGS) Workshop, APEC member economies agreed to hold a brainstorming session on the establishment of an information exchange tool on goods and services related to the environment, clean energy, and climate change-mitigation strategies. A "living," online environmental goods and services information exchange (EGSIE) would allow public and private stakeholders to access and share the latest information, studies, projects, etc., on EGS and voluntarily exchange information on specific environmental goods and services. To encourage brainstorming,

TATF proposed to develop a prototype to give members an idea of the look and feel of an online exchange tool. APEC TATF undertook this activity in three phases.

Delivered

- **Phase I** developed a mock-up version of the EGSIE tool, which was presented to the Market Access Group (MAG) meeting in May 2009.
- **Phase II** incorporated comments from the MAG meeting and eliminated technical glitches.

Next Steps. APEC TATF is implementing Phase III, during which the tool will be populated with information submitted by APEC member economies and the system migrated to an APEC server with APEC ownership. The tool should be ready to launch by November 2009 in time for APEC Economic Leaders Meeting.

Biotech

After consultation with State EAP/EP, biotech work proposed in the APEC TATF first work plan was modified to take into account feedback from the U.S. delegation to APEC's High Level Policy Dialogue on Agricultural Biotechnology (HLPDAB), which had already developed a vigorous work plan. This included a May 2009 workshop to "Promote Agreed APEC Approach on Low-Level Presence of Biotech Events to Enhance Food Security in the Region." In close coordination with USDA and EAP/EP, TATF proposed in its draft second work plan to support work to reach agreement on the establishment of clear rules in APEC governing the "low-level presence" of a yet-to-be approved biotechnology event in agricultural goods as a way of introducing greater certainty to trade in agricultural goods and thereby advancing the objectives of APEC's Food Security Work Plan. Following the conclusion of the 2009 May workshop, the TATF worked with the U.S. HLPDAB delegation to develop a follow-up workshop (for early 2010) on low-level presence. As low-level presence is only an issue when there are unsynchronized biotech approvals, EAP/EP has recommended that TATF develop a project focusing on regulatory effectiveness and efficiency of APEC economies biotech systems.

Delivered

- Support as requested and needed to the U.S. delegation to the APEC HLPDAB for its 2009 May workshop to "Promote Agreed APEC Approach on Low-Level Presence of Biotech Events in Agricultural Trade to Enhance Food Security in the APEC Region."
- Drafted and submitted an APEC project proposal on "Low Level Presence of Products of Agricultural Biotechnology in Agricultural Shipments: Towards an Alignment of APEC Member Economy Policies" to APEC co-funding.

Next Steps. Although a great deal of work went into drafting and revising the project proposal, it was not recommended for approval during funding session 3. APEC TATF will review committee feedback and address any issues in order to revise and resubmit the proposal for the first funding session in February 2010.

BUSINESS FACILITATION

Enhancing Efficiency of APEC's Biotechnology Regulatory Systems

Six of the 21 countries in the world that grow transgenic crops are APEC member economies. These six account for more than 60 million hectares of the 90 million planted with transgenic seed in 2005. In addition, all 21 APEC economies are engaged in some form of agricultural biotechnology research and development. This means that many more APEC farmers may soon join the more than 8.5 million farmers worldwide who have chosen to plant transgenic crops, having recognized the value these seeds have in increasing yields, reducing pesticide/herbicide use, and enabling the use of no-till agricultural methods. However, inconsistent and inefficient regulatory systems governing biotechnology in APEC member economies threaten potentially vibrant growth in the biotech sector. The TATF will consult with the U.S. delegation to the HLPDAB, and/or other relevant experts for guidance on programs that would advance the harmonization of regulatory systems pertaining to biotechnology (e.g., approval of biotech products) in APEC member economies.

Next Steps. After consulting with key U.S. Government counterparts, APEC TATF will support the design of a project that will promote innovation in APEC's biotech sector.

Micro-credit Initiatives in APEC Region Focusing on Support for Women-owned Businesses in Developing Economies

Obtaining the resources necessary to start a business is a challenge in any economy, but especially for female entrepreneurs in developing economies and the current financial and economic crisis has heightened these challenges. The TATF proposed to sponsor a workshop to explain to APEC officials and representatives of NGOs and entrepreneurial groups (with a focus on developing economies and women entrepreneurs) programs and best practices for micro-credit facilities as one way of enhancing access to capital for women and entrepreneurs.

This project is envisioned to be multi-year and strategic in its approach. The best practices, case studies, resources, recommendations and/or strategies developed from the August workshop will inform development of a second workshop, and clarify topics to be addressed at a microfinance workshop the U.S. Government plans to propose for 2010. All of this work and network of contacts and resources identified will be leveraged to develop the program for the Private Sector Development Agenda/Ease of Doing Business Women Entrepreneurs Seminar to be scheduled on the margins of the APEC SME Ministerial and related meetings to be held in 2011 in the United States. This activity is proposed to take in (1) a half-day seminar in early August; and (2) a two-day workshop in December.

Delivered

- Drafted and submitted an APEC project proposal on APEC workshops on best practices in micro-finance and micro-credit, which was approved for co-funding in July 2009.
- A half-day workshop on micro-credit and women entrepreneurs was held on August 6 on the margins of the APEC Women Leaders Network. The workshop attracted an audience of 44 confirmed attendees, who represented a broad range of APEC member economies. Speakers included representatives from civil society, including Quantum Leaps based in Washington DC, Women's World Banking from New York, and Capital Sisters

International from Golden, Colorado. The workshop concluded with endorsement of best practices for micro-credit in the APEC region. These practices were acknowledged by the APEC Gender Focal Point Network, which agreed to include them in APEC's official records.

Next Steps. APEC TATF is preparing for the follow-on policy workshop aimed at APEC member economy officials that will build off the WLN policy development workshop to promote microcredit best practices for small businesses in the region. This two-day workshop is scheduled to take place in Jakarta, Indonesia in early December 2009. APEC TATF is confirming workshop dates.

Seminars on Cross-border Services

The United States, with co-sponsors Australia, Chinese Taipei, Japan, and New Zealand, submitted an APEC project proposal that seeks to increase knowledge and understanding among APEC member economies of commercial realities, opportunities, and impediments relating to cross-border services trade. The sponsors proposed two seminars to coincide with the second and third APEC Group on Services (GOS) meetings in 2009, bringing together services trade negotiators and policymakers, experts from international organizations and academia, the private sector, and regulatory officials to discuss issues that affect and are affected by cross-border services trade.

The TATF supported organization of the two seminars. The first concentrated on the commercial realities and included discussions of the nature of services being traded across borders, trends in cross-border services, opportunities for growth, and impediments to growth from the perspectives of service suppliers and trade officials. The second seminar focused on approaches to addressing regulatory issues raised by cross-border services trade, such as quality assurance, consumer protection, and data privacy.

Delivered

- A one-day seminar on the “Commercial Realities of Cross-border Services Trade” was held on the margins of CTI 2 and GOS 2 meetings on May 20. The APEC TATF assisted with workshop implementation, including logistics and administrative matters related to speakers. The workshop hosted speakers from international organizations, think tanks, private sector, and government representatives and was attended by 67 APEC member officials. Audience feedback was positive, citing the diversity in speakers as important to providing different perspectives.
- A one-day seminar on “Regulatory Issues in Cross-border Services Trade: Ensuring Protection of Consumers and Service Suppliers” took place on July 27 in Singapore in the margins of the APEC GOS 3 meeting. The TATF helped identify expert speakers and travel-eligible participants and managed workshop logistics (e.g., liaising with the Singapore taskforce, coordinating travel arrangements, and handling payments and reimbursements of expenses for U.S. funded experts and participants). The workshop was attended by 70 representatives from all APEC member economies.

Next steps. Because of the success of the two seminars and the growing interest in trade in services expressed in different APEC fora, it is likely that TATF, in collaboration with USTR and EAP, will propose and develop a new project for 2010.

Reduce Start-up and Establishment Time for Businesses

APEC Leaders have continually recognized the business community as a key generator of growth and employment in APEC economies. APEC Leaders have endorsed a private sector development agenda that will “create an enabling environment for small businesses” and supported a multi-year work plan for building capacity to support business development, including reducing the start-up and establishment time of businesses.

Singapore, as the current APEC host, proposed to build on the private sector development agenda by calling for the establishment of a broad framework or “Ease of Doing Business Action Plan” to “improve the business environment and make it easier, faster, and cheaper to do business.” The first part of the action plan has been completed, with Senior Officials at SOM II recommending five areas as top priorities for focusing reform efforts: (1) starting a business, (2) getting credit, (3) trading across borders, (4) enforcing contracts, and (5) dealing with permits. These priorities were based on results from the ABAC Survey on Priority Regulatory Impediments, the World Bank Study on EoDB in APEC, and the EC Prioritization of Regulatory Reform for Improving the Business Environment (PRIBE) survey on reform priorities of member economies.

At SOMII, Senior Officials also called on APEC member economies to volunteer to “champion” a priority area and design a capacity-building work program to improve APEC member economies’ performance in these areas, including the performance of women entrepreneurs. As indicated in the discussion paper, *Improving the Business Environment in APEC*, the United States has signaled its firm interest in developing an APEC capacity-building work program that addresses starting a business. APEC TATF will work closely with the U.S. Government to design and implement a two-day workshop to take place at SOMI in 2010.

Delivered. A project proposal to secure APEC co-funding for a two-day workshop on reducing start-up and establishment time of businesses was submitted for consideration during the third funding session in September 2009.

Next Steps. Upon approval by BMC in October, APEC TATF will work with USTR and EAP/EP as well as the proposal co-sponsors to develop the agenda, identify the speakers, send out the invitation, and manage workshop logistics related to the venue and travel-eligible participants.

Investment Capacity-building Activity

To contribute to implementation of the IFAP and build on the success of its 2008 workshops (attended by more than 100 APEC-economy officials), the APEC TATF will support the U.S.-sponsored investment capacity-building project. The purpose of this project is to improve the capacity of APEC member economies to design and implement internal procedures and mechanisms for the prevention and, where necessary, effective resolution of investor-State disputes. In doing so, the project would enhance the ability of APEC economies to manage and abide by their obligations under international investment agreements.

The project would be implemented through a five-day workshop to be held in the United States in early 2009. The workshop would largely employ a case-study approach, drawing on the experience of economies that have established mechanisms to manage investor concerns, and prevent and/or resolve investment disputes. In addition to officials from these economies, the

workshop will draw on the research and expertise of academics and practitioners in international investment law and of specialists from the United Nations Conference on Trade and Development (UNCTAD). The TATF would support the planning and implementation of the week-long program.

Delivered. APEC TATF worked closely with USTR to draft an APEC project proposal CTI42/2009T/IEG Capacity Building for Dispute Prevention and Preparedness for a third round of funding in September 2009. While USTR drafted the majority of the substantive parts of the proposal, APEC TATF contributed to the section on methodology and put together the proposal co-funding budget.

Next Steps. Once BMC endorsement is received, APEC TATF will work closely with its USTR counterpart and UNCTAD to organize the workshop, including the development of the agenda, confirmation of the date, invitations to APEC member economies, and coordination of speaker and travel-eligible participant logistics.

ECONOMIC AND TECHNICAL COOPERATION

Seminar on Industry IPR Protection Measures

IP-intensive industries invest significantly in measures to protect IPR (e.g., technical protection measures in digital products and holograms and specialized printing techniques for consumer goods). IP enforcement officials would benefit from greater awareness of these measures, and officials and industry representatives would both benefit from a better understanding of opportunities for—and obstacles to—integrating measures into APEC member economies' IPR regimes to allow them to contribute more to the fight against piracy. To address this gap in knowledge and understanding, the TATF has proposed to organize a seminar on protection measures and on how IPR protection and enforcement regimes in the APEC region facilitate or hinder the use and effectiveness of these measures.

Delivered. The TATF circulated a full draft APEC project proposal to stimulate thinking among U.S. agencies responsible for IPR on subjects for a seminar on industry IPR protection measures. Initial reactions from IP policy leads in the U.S. State Department, USTR, and USPTO have been positive and they have agreed to work with TATF to determine optimal timing for submitting the proposal for APEC co-funding.

Next Steps. Work with the U.S. Government IP experts to finalize the APEC project proposal and agree on timing for submission. Previously, the group consensus was to delay submitting the APEC project proposal on IP activity until 2010.

APEC Economic Policy Report on Corporate Governance

The APEC Economic Policy Report (AEPR) is an annual report. The Economic Committee (EC) takes the lead in developing the report and the Secretariat in publishing and disseminating it. Each report focuses on one of the five themes from the Leaders' Agenda to Implement Structural Reform (LAISR): regulatory reform, competition policy, public sector governance, corporate governance, and strengthening economic and legal infrastructure. The report generally consists of three chapters. Chapter 1 is drafted by the economy leading the work in the specific theme; Chapter 2 is drafted by the host economy; and Chapter 3 consists of individual economy reports (IERs) from each APEC member. Themes covered so far

include public sector governance (2007), competition policy (2008), and regulatory reform (2009). The theme for the 2010 will be corporate governance, which is headed by the United States.

Next Steps. APEC TATF will work closely with the Japanese and EAP/EP to outline content for the U.S. chapter of the AEPR, and will identify a qualified expert to help draft the chapter.

Workshop and Follow-up Program to Promote Good Regulatory Practices for Chemicals

In its second work plan the TATF committed to assisting the U.S. Environmental and Protection Agency (EPA) with a workshop on good regulatory practices in the chemicals sector planned for February 2010. The EPA requested TATF assistance in researching the level to which APEC member economies are implementing international standards and agreements related to chemicals as a key input for the workshop.

Next Steps. TATF has drafted technical instructions and identified an expert to conduct this research in October 2009. TATF will submit the technical instructions to USAID RDMA for review and approval.

Provide Technical Assistance and Training to APEC Developing Member Economies on Data Privacy Framework Pathfinder

In 2007, APEC Ministers endorsed the APEC Data Privacy Pathfinder and want to gain commitments from member economies to work together on developing a system that provides for accountable cross-border data flows. The Pathfinder sets out a series of objectives that can be achieved in this process. Currently, 16 economies are participating in the Pathfinder. During SOM I Data Privacy Subgroup meetings, Indonesia indicated to the chair that it would like to be the 17th economy but did not know where to begin and asked the chair for capacity-building assistance. Indonesia, like several other APEC economies, requires technical assistance in a number of areas in order to participate meaningfully in the Pathfinder process. Chief among these is the development of a functioning accountability mechanism, whereby participating industries in these economies can have their attestations of compliance with the APEC Privacy Framework assessed by an independent, third-party “accountability agent.”

This activity is proposed to be carried out in two phases. The first will focus on helping interested APEC economies identify which entity or entities could be an accountability agent. On the basis of initial feedback, the TATF will work closely with the Data Privacy Subgroup Chair and the Department of Commerce (DOC) to engage APEC representatives responsible for data privacy policy in determining what assistance is needed. Indonesia, the Philippines, and Vietnam have volunteered to participate in Phase I. TATF will also coordinate with USAID, other donors, and the World Bank to avoid duplication of effort. In Phase II, APEC TATF will organize a one-day seminar in the margins of SOMI in 2010 to present the findings of Phase I and address data privacy capacity-building needs.

Delivered. Drafted and submitted an APEC project proposal to provide technical assistance and training to APEC developing member economies on the Data Privacy Pathfinder to APEC for consideration in the third co-funding session.

Next Steps. Phase I is being organized. A draft terms of reference has been circulated to the DOC and to the potential expert consultant for input. Once there is consensus on the Phase I approach and deliverables, APEC TATF will launch Phase I in Indonesia, the Philippines, and Vietnam. Upon BMC approval of the project proposal, APEC TATF will work with its counterparts to implement Phase II, the Data Privacy Workshop, which is scheduled for February 2010.

Energy Star Program for APEC

This task was originally aimed at developing an energy star program for APEC. But after long internal discussion, it was decided that development should focus on a general program for promoting energy efficiency, with one component devoted to energy star issues. The TATF will coordinate with U.S. co-leads in DOE and EPA and TATF stakeholders to develop activities and/or a work program to promote the energy star model in APEC. TATF anticipates that this could include an APEC-wide survey of best practices in energy efficiency and policies for consumer and commercial products and buildings.

Next Steps. Once work areas have been agreed on, the TATF will draft a concept paper as needed and a project proposal for APEC co-funding.

Promoting 21st Century Skills in Education through International Comparison/Benchmarking of Education Systems

The Fourth APEC Education Ministerial Joint Statement issued in June 2008 acknowledged that quality education for all is a common goal and declared the meeting theme to be "Quality Education for All: Achieving Competencies and Skills for the 21st Century." Priority areas include math and science, language, career and technical education, and ICT and systemic reform. Ministers acknowledged the value of international benchmarking in encouraging APEC research institutions to support APEC education efforts and the importance of elevating APEC and EDNET "as a world laboratory for new ideas in which Ministers can:

- Analyze internal performance and practices from the broader perspective of other economies.
- Benchmark practices against those of the highest performers."

The TATF will work with the Department of Education to seek out U.S. Government agencies and other APEC economy interlocutors to develop program options for advancing objectives for 21st century skills through international benchmarking. TATF met with the Department of Education lead on benchmarking and he described the program they are preparing to undertake in the APEC region.

Next Steps. APEC TATF will work with the Department of Education to finalize the methodology of the project and to identify experts to undertake the work.

Improving Public Consultation in the Rulemaking Process

Public consultation in the rulemaking process (i.e., how governments create or promulgate regulations) is vital to APEC's core function of facilitating trade and investment in the Asia-Pacific region. The 2007 World Bank study, "Transparency and Trade Facilitation in the Asia Pacific: What's at Stake?" indicated that improved transparency alone could boost APEC's

intraregional trade by US\$148 billion. Public consultation is one very important method for improving regulatory transparency, efficiency, and effectiveness because it facilitates interaction between policymakers, regulatory agencies, and interested members of the public. Public consultation can build the domestic ownership necessary for reform sustainability and enforceability.

Given that greater transparency and private sector involvement in APEC issues is a continuous theme of many APEC committee and sub-fora meetings, the APEC TATF will work closely with U.S. Government counterparts to develop an APEC-centric workshop on how economies incorporate public consultation into rulemaking (as it relates to regulatory and structural reform). At the workshop, member economies will learn, inter alia, how consultation improves transparency and builds reform ownership; about various approaches to public consultation through case studies of Indonesia, Mexico, the United States, and Viet Nam; about best practices and lessons learned; and about the benefits and challenges that all member economies encounter when implementing mechanisms for public consultation.

Delivered

- Drafted and submitted an APEC project proposal on improving public consultation in the rulemaking process for APEC co-funding during the first session. It was not approved during that funding round. The proposal was revised and resubmitted for the second funding session, and was approved in July.
- Four case studies on how Indonesia, Mexico, the United States, and Vietnam incorporate public consultation mechanisms into their rulemaking processes. These case studies will be key inputs for a two-day workshop the TATF will carry out October 29-30 in Jakarta.

Next Steps. TATF is identifying speakers and experts for October workshop on promoting public participation in rulemaking.

Workshop on Corporate Governance

During the first work plan period, the TATF coordinated with officials in the U.S. delegation and with ABAC to develop concepts and plans for a workshop on OECD guidelines on corporate governance in an Asia-Pacific context as directed by Trade Ministers in their November 2008 declaration. Steps to advance this activity included development of a concept paper and a formal APEC project proposal for use at the SOM I and related meetings held February 13–26 in Singapore. As a result, the U.S. delegation was able to obtain co-sponsorship of the proposal and to submit the APEC project proposal to the APEC Secretariat by the deadline of March 20 for it to be considered for APEC co-funding. The workshop will be held sometime this fall pending further consultations with the business community.

Delivered. Drafted and submitted an APEC project proposal on implementing the OECD principles of corporate governance for APEC co-funding during the first funding session for 2009. The project was approved in May 2009.

Next Steps. The TATF is organizing a workshop scheduled for November 11, 2009, in Singapore. The workshop will take place in the margins of the CEO Summit and CSOM related meetings. A draft agenda and invitation has been circulated to the appropriate APEC member economies, and APEC TATF has received a number of nominations.

CAPACITY BUILDING AND TECHNICAL ASSISTANCE TO APEC DEVELOPING MEMBER ECONOMIES

Viet Nam Training on Corporate Governance

Vietnam submitted an APEC project proposal to design and deliver a two-day training program on corporate governance. During SOM I, Vietnamese officials reached out to the U.S. Government for guidance on preparing and implementing the training scheduled for July 2009 in Hanoi. Vietnam requested that the TATF provide technical guidance to Vietnam's Project Overseer in course development and organization.

Delivered. The APEC TATF sponsored the participation of U.S. expert Henry Schiffman in the workshop on corporate governance held in Hanoi on July 2–3. Mr. Schiffman delivered the opening presentation and participated in three of four main sessions. The workshop explained the elements of good corporate governance and described steps that APEC economy officials could take to establish regimes for promoting good governance. During closing remarks, Vietnam's Vice Minister of Industry and Trade, Nguyen Cam Tu, expressed his appreciation to USAID and the U.S. State Department for their assistance in sponsoring Mr. Schiffman's participation. The workshop was attended by about 50 officials from APEC member economies.

5. Performance Monitoring Plan

The PMP process has three phases: design, identification of data and sources, and implementation. Phase I, begun in mid-March, included developing the plan framework and format and incorporating basic measurement indicators that comply with USAID's Automated Directives System (ADS) and Foreign Assistance Framework (F-Framework). Phase II consisted of a literature review and online research of indicators that could be used in the plan, including data sources, baseline values, and collection methodology consistent with U.S Government methodology. This phase was carried out by Ms. Pooja Pokhrel during a short-term assignment. She consulted with the APEC TATF COP and DCOP to draft a plan, which is being reviewed by USAID RDM/A. Phase III will be an ongoing exercise throughout the life of the TATF.

Delivered. A draft PMP.

Next Steps. Once comments are received from USAID RDMA, APEC TATF will finalize the PMP and submit it for final approval. TATF has already begun to use the indicators identified in the PMP for its results reporting purposes, and will continue to collect data on its activities throughout the life of the project.

Appendix A. Activity Status Matrix

Table A-1

Status of Activities as of September 30, 2009 (Completed and Ongoing)

	Activities	Status	USAID Approved	APEC Approved
WORK AIMED AT SECRETARIAT				
	Project Management Unit systems and procedures for travel logistics	In progress/completed	FAQs approved	NR
	New Project Database	To be implemented	No	NR
	Building capacity to improve quality of project proposals (training to APEC Secretariat Staff)	Completed	Yes	NR
	Development of DVC capability	Completed	Yes	NR
	IT Assessment	Completed	Yes	NR
	Digitalization of APEC Project Guidebook	To be implemented	No	NR
	Post-Project Evaluation Assessment/Workshop	Completed/to be implemented	Yes	NR
	Development of APEC Focal Point	In progress	Yes	NR
	Associate Officers Program	Delayed/withdrawn	No	NR
	Performance Appraisal System	Completed	Yes	NR
	APEC-ASEAN Coordination Matrix	To be implemented	No	NR
	Stronger Links between APEC and private sector concept paper	In progress	Yes	NR
WORK UNDER APEC'S THREE PILLARS				
TRADE AND LIBERALIZATION				
	APEC EGSIE Development	In progress	Yes	NR
	APEC Tariff Database	Withdrawn		
BUSINESS FACILITATION				
	Assess member economies' regimes governing biotechnology	Delayed	No	NR
	Micro-credit initiatives workshops I and II	Completed/to be implemented	Yes	Yes
	Cross-border Services Seminars	Completed	Yes	Yes
	Business Start-up	To be implemented	No	P
	Investment Capacity	To be implemented	No	P
ECONOMIC AND TECHNICAL COOPERATION (ECOTECH)				
	IPR Protection Measures	To be implemented	No	
	Regulatory Practices for Chemicals Workshop	In progress	No	

Activities	Status	USAID Approved	APEC Approved
Data Privacy Framework Pathfinder	In progress	No	P
Energy Star Program for APEC	To be implemented	No	
21 st Century Skills in career and technical education	To be implemented	No	Self-funded
Improving public consultation in rule making process	In progress	Yes	Yes
Workshop on corporate governance	In progress	Yes	Yes
OTHER WORK REQUIRED IN THE TATF TASK ORDER			
Performance Monitoring Plan	Phase I & II completed. Phase III to be implemented.	Yes	NR

NR—Not required

P—Pending

Appendix B. Indicator Targets and Results

FY09 was APEC TATF's first year of operation. As such, there are no FY09 targets to measure the FY09 totals against.

Table B-1

APEC TATF Indicators FY 09 Totals and FY10 and FY11 Targets

FY 2008 Program Area	F-approved Standard Indicator	FY09 Totals	FY10 Target^b	FY11 Target^b
Trade and Investment	Number of USG supported training events on topics related to improving trade and investment environment	4	8	8
	Number of participants in USG supported trade and investment environment trainings	159	350	350
	Number of trade and investment environment diagnostics conducted	4	6	6
Infrastructure (Energy)	Number of people receiving USG supported training in energy related policy and regulatory practices	0	50	50
Economic Opportunity	Number of participants in USG-supported events on topics related to micro-credit initiatives*	44	50	100
Environment	Number of APEC TATF activities related to improving environmental policy or practice within APEC economies ^a	0	2	3
Transnational Crime	Number of people in host country trained on intellectual property theft and/or cyber security	0	40	40
Education (Basic)	Number of APEC member economy officials trained	0	100	100
Private Sector Competitiveness	Number of the 11 core commercial laws analyzed as a result of USG assistance	0	3	3

^a This is not a standard F-approved indicator, but has been tailored to fit TATF activities in the particular program area.

^b FY10 and FY11 targets will be determined by subsequent APEC TATF work plans. These are estimates only.

Appendix C. Short-term Consultancies

In the first year of the TATF implementation, 16 short-term consultancy assignments were undertaken, as listed below.

Table C-1

Short-term Technical Assistance Consultancies/Funded Speakers (Through September 2009)

Name	Task	Date	LOE
Pooja Pokhrel	Implementation of Phase I of the PMP and assistance with TATF project management	February–March 2009	26
Grant Ferrier & Bo Isenglaas	Development EGSIE Tool	April–July 2009	40
Lee Tuthill	Speaker for the “Commercial Realities of Cross-Border Service Trade” Seminary	May 2009	N/A
Gillian Virata	Speaker for the “Commercial Realities of Cross-Border Service Trade” Seminary	May 2009	N/A
Henry Schiffman	Training Course on Corporate Governance	June–July 2009	8
Nimesh Modak	APEC project proposal development	June–July 2009	21
Beryl York	APEC Performance Appraisal System	June–September 2009	26
Dave Andrews	Speaker for the “Commercial Realities of Cross-Border Service Trade” Seminary	July 2009	N/A
Lief Doerring	Training for APEC on improving project quality	July–October 2009	18
Richard Self	U.S. Case Study on Public Consultation in Rule Making Process	August–September 2009	12
John Davis	Indonesia Case Study on Public Consultation in Rule Making Process	August–September 2009	12
John Bentley, Pham Cam Tu, Quang Vinh Pham	Vietnam Case Study on Public Consultation in Rule Making Process	August–September 2009	12
Jacobs and Associates	Indonesia Case Study on Public Consultation in Rule Making Process	August–September 2009	Purchase Order
Mark Bardini	Assessment of APEC’s Post-Project Evaluation Process	August–October 2009	25
Fulvio Carbonaro	APEC Secretariat IT System Assessment	September–October 2009	15
Vinod Aggrawal	Building stronger links with APEC and Private Sector	September–October 2009	15
Richard Feinberg	APEC Focal Point Assessment	September–October 2009	15