

## 政院所屬各機關因公出國報告書

(出國類別：出席國際會議)

# 出席 2009 年亞太經濟合作會議(APEC)經濟委員會 (EC) 第一次會議暨相關論壇會議出國報告

出國人員服務機關	職 稱	姓 名
行政院經濟建設委員會綜計處	處長	曾雪如
行政院經濟建設委員會法協中心	副主任	秦羽翔
行政院公平交易委員會企劃處	視察	杜幸峰
行政院金融監督管理委員會證券期貨局	科長	林秀美
行政院研究發展考核委員會研展處	科長	林芳如
行政院研究發展考核委員會研展處	科長	林嘉琪
行政院公平交易委員會企劃處	專員	林佳華
行政院經濟建設委員會綜計處	專員	黃仿玉
行政院經濟建設委員會法協中心	薦任科員	曾瑞乾

會議地點：新加坡

會議時間：98 年 2 月 16 日至 2 月 22 日

完成報告：98 年 3 月 10 日

# 出席 2009 年亞太經濟合作會議(APEC)經濟委員會 (EC) 第一次會議暨相關論壇會議出國報告

## 目錄

壹、摘要.....	3
貳、會議經過	
一、法制革新之於提升國內經商環境研討會.....	5
二、經濟委員會第一次會議.....	6
三、競爭政策與法律次級論壇會議.....	12
參、心得與建議.....	15
肆、附件	
一：2009 EC1 會議議程(文件編號：2009/SOM1/EC/001)	
二：2009 EC1 會議文件一覽表(文件編號：2009/SOM1/EC/000)	
三：Improving Ease of Doing Business in Chinese Taipei (文件編號：2009/SOM1/EC-IEG/SEM/014)	
四：Recent Public Sector Changes and Principles of Good Public Sector Governance (文件編號：2009/SOM1/EC/013)	
五：Chinese Taipei's Intervention in the Policy Round Table: Implications of Global Financial Crisis on Structural Reform (文件編號：2009/SOM1/EC/031rev1)	

# 壹、摘要

## 一、會議時間及地點

2009年APEC第一次資深官員會議(SOM1)暨相關論壇會議2月中旬於新加坡舉行，我國參加經濟委員會(EC)代表團係由經建會曾處長率經建會、公平會、金管會及研考會等相關代表組成，參加EC第一次全體會議(EC 1<sup>st</sup> Plenary Meeting，2月19日及20日)暨相關論壇會議(2月16日至18日、2月21日至22日)。

## 二、會議目的

結構改革(Structural Reform)為EC近來之工作重點，2008年並已於澳洲墨爾本召開首度APEC結構改革部長會議(Structural Reform Ministerial Meeting, SRMM)。本次EC1主要目的，即為針對2008年APEC領袖與部長聯合宣言中有關結構改革之指示，以及今(2009)年資深官員會議賦予EC改善經商環境的法制革新優先領域與加強實體供應鏈連結的兩大新任務，就後續推動之具體工作計畫加以討論。

## 三、會議重要結論

### (一)公司治理

- 1.美國提案舉辦「亞太地區實施OECD公司治理原則之公、私部門研討會」計畫，將送交大會評估。
- 2.泰國提案舉辦「公司治理與企業社會責任經驗分享研討會」計畫，鑒於部份會員體表示對於實施企業社會責任(CSR)之方式仍有質疑，並建議對實施企業社會責任之目的與必要性應有更具體之方向，爰請泰國再參考各會員體之建議修正計畫內容。
- 3.2010年APEC經濟政策報告(APEC Economic Policy Report, AEPR)之主題為公司治理。

### (二)法制革新。

- 1.EC將於本年4月間對各會員體發送有關EoDB之問卷調查，俾選定3-4項指標做為優先改善領域之參考；另EC主席與

澳洲亦將研提自願性法制架構及改革程序檢討(voluntary review of institutional framework and processes for regulatory reform)修正計畫，以徵詢各會員體意見，於今年 EC2 再議。

2. 今(2009)年 APEC 經濟政策報告(AEPR)主題為法制革新；報告將分為三部分：第一部分由澳洲主筆，重點為 SRMM 結果，另將涵蓋我國(經建會)去(2008)年配合法制革新 FoTC 所進行「公務員誘因機制措施會員體問卷調查(2008 Survey of Incentive Programs for Civil Servants)」之結果，經洽詢澳洲，我國須將該項結果另行撰文，俾利澳方納入報告；第二部分由新加坡主筆，重點為改善經商環境的法制革新；第三部分由各會員體撰寫，我國推動該項議題進展之初稿須於 5 月 8 日初繳交 APEC 秘書處。

### (三)公部門治理

1. 此波全球性金融危機下，多數會員體表示公部門治理與變革須能有效回應國內外情勢的需求，並且重視效率、透明與課責等良善治理原則。
2. 公部門治理為結構改革的基礎環節之一，各會員體近年來所推動的變革作法相當廣泛，因此建立一個經驗分享、交流的機制仍是未來公部門治理主席之友應持續的發展方向。
3. 2007 年 APEC 經濟政策報告所揭示的良善公部門治理原則已獲各會員體認同與重視，並採取各項變革措施來落實良善治理原則。其中，運用資通訊技術 (ICT) 來提升治理效能與透明化，亦為許多會員體所重視與採納。
4. 我國(研考會)將就公共治理指標建構與推動過程，於今(2009)年 EC2 會議中規劃一圓桌討論會，此構想獲會方初步同意。

### (四)競爭政策與法律

1. 我國(公平會)將就「第五屆競爭政策訓練課程」計畫，提供修正資料後儘速交 CPLG 主席辦公室及傳閱各會員體，俟確定修正內容後再送 APEC 秘書處轉交 BMC 爭取經費補助。
2. 主席感謝我國對 APEC 競爭政策資料庫之建置及維護，並請各會員體定期與我國聯繫更新資料，亦請我國定期以電子郵件提醒會員體更新。

- 3.我國將就競爭政策主席之友建議於競爭政策資料庫中建置「參考書目」部分研究可行性。

## 貳、會議經過

### 一、法制革新之於提升國內經商環境研討會(Seminar on Regulatory Reform in Enhancing the Domestic Business Environment)

(一)經建會法協中心秦副主任於該研討會中報告我國推動法規鬆綁理念與最新進展，以及以世界銀行經商容易度指標檢驗、改善國內財經法制之做法(詳附件三)。會中，多位代表對我國推動及持續法制革新的機制表示興趣；會後，世界銀行東亞及太平洋地區部門首席經濟主任 Dr. Deepak Bhattasali 亦表讚許。他指出，本次我國推動改革之範圍及機制完備(comprehensive)，並採國際標的比較(international benchmarking)，另外，改革係國內自發產生(home-grown)，有持續進行的基礎。渠並表示，若能經世銀同意，願意來台演說或擔任訓練講師。

(二)SOM主席 Mr. Ravi Menon 獲邀至研討會中致詞時表示，APEC 結構改革的重心將由法制架構的強化轉為具體成果(outcomes)的達成，藉助世界銀行經商容易度指標(Ease of Doing Business, EoDB)作為衡量區域內結構改革的進展。

(三)資深官員會議(SOM)提出改善經商環境計畫(Improving the Business Environment in APEC)

- 1.首先，將設定法制革新的優先改善領域(priority regulatory reforms)。企業諮詢委員會(ABAC)主席已推動一項有關法規障礙的調查，依照世界銀行全球經商容易度評比報告所採用的分類，請企業確認其經商時所面臨的各項法規障礙及建議改善的優先順序，該調查預計於2009年4月完成。屆時APEC將綜合考量經濟委員會的 EoDB 報告及各會員體的個別需求，自世銀 EoDB 的 10 項指標中選定 3-4 項指標，作為優先改善領域。

2. 其次，將針對特定的優先改善領域設立行動團隊(action team)，發展 5 年的改善工作計畫。每一行動團隊由在該領域表現優異或具有成功改革經驗的會員體(champion economy) 領導。APEC 將設定未來 5 年要達成的目標，或為排名提升(目前 APEC 平均排名為 51 名)，或為計畫改善的數量，形式仍待討論。本計畫預計今年 7 月第 2 次資深官員會議確定優先改善領域，並於年底提報領袖會議。

## 二、經濟委員會第一次會議

### (一) LAISR (Leaders' Agenda on Implementing Structural Reform) 五項優先領域工作計畫

#### 1. 公司治理

(1) 美國報告「2008 年第二次經濟委員會會議有關公司治理圓桌研討會之總結意見與啟示(Summary and Key Lessons from Seminar and Roundtable Discussion on Corporate Governance at EC2, 2008)」：該次會議主要目的係為瞭解各會員體實施公司治理之法規架構及依循國際原則之情形，以了解各會員體實施公司治法法規架構之差異與困境，並期透過 APEC 組織功能消彌會員體間之差異，會議結論如下：

- 不論對各種發展型態之經濟體而言，公司治理是經濟持續成長及有效創造產出之重要助力。
- 良好之公司治理架構與投資間具有正向關係，建立投資人保護與信賴度，是近期資本市場改革強化之重點，未來應積極建立股東之行動主義(stockholders activism)。
- 公司治理運作在不同型態或規模之公司組織上，應呈現若干差異性及文化上之調整，意即公司治理並非採僵固模式適用於所有型態公司(“no one-size-fits-all approach”)。
- 應加強所有股東之能力建構，尤其是董事會之運作。
- 開啟股東間之對話與溝通至為重要。

綜上，建議未來強化方向包括：公司治理原則之實施與運作，應提升股東之自覺性與溝通功能、強化公司治理

表現之可衡量性與可信賴性(如採行自評方式等)、加強對官員或規範制定者之教育訓練，以改善目前部分國家有規範不足或落實不佳之情況。

(2)美國提案擬於 2009 年舉辦「亞太地區實施 OECD 公司治理原則之公、私部門研討會(Public-Private Workshop on Implementing the OECD Principles of Corporate Governance in an Asia-Pacific Context)」計畫，以加強亞洲區內之企業組織對 OECD 公司治理原則之瞭解並開啟公、私部門對 OECD 公司治理原則討論之對話。

一 預定舉辦時間：暫訂於 2009 年 8 月間舉辦公司治理訓練課程(針對官員或規範制定者)，擬於其會議前後接續舉辦，俾透過私部門企業代表之加入以擴大參與層面，並開啟公、私部門對 OECD 公司治理原則評價之交流。

一 會議目的與特色

(i) 加強私部門對 OECD 公司治理原則的全面瞭解。

(ii) 討論公、私部門相對角色定位與合作。

(iii) 邀請 OECD 或相關機構之專家、企業界董事代表與 APEC 區域性代表共同檢視 OECD 公司治理原則之內涵；並邀請 APEC 會員體官員擔任主講者。

(iv) 邀請 ABAC 或區域性之集團企業參與，尤其是鼓勵家族性或中小型企業參與，以強化該等企業對於 OECD 公司治理原則之遵循。

(v) 會議將採互動方式進行，以激發 APEC 會員體官員與私部門代表間之溝通討論。

一 計畫預算支出將部分(約二成五)尋求 APEC 基金資助。

(3)泰國提案舉辦「公司治理與企業社會責任經驗分享研討會(Sharing Experiences Seminar on Corporate Governance and Corporate Social Responsibility)」計畫：部分會員體表示，應釐清公司治理與企業社會責任二者對企業之內、外部行為規範之差異性、重視企業社會責任之目的及應採用強制性規範或自願性鼓勵方式之手段實施，暨關切現階段強調企業社會責任是否造成企業過多負

擔。另建議短期內應先落實公司治理實施情況，長期再強化企業社會責任之施行。

- (4)針對美國提案舉辦「亞太地區實施 OECD 公司治理原則之公、私部門研討會計畫」，日本表示支持並願意擔任協辦國，另印尼亦表達支持之意。
- (5)越南報告擬於今(2009)年舉辦「公司治理訓練課程計畫(APEC Training Course on Corporate Governance)」執行情況(2008年已取得 APEC 同意資助預算支出)，預定於今年7月底舉辦，近期將提出課程規畫草案，歡迎各會員國提出建議與引薦主講者人選。

## 2.法制革新

- (1)法制革新主席之友召集人澳洲 Ms. H. K. Holdaway 報告法制革新未來工作計畫(Regulatory Reform Forward Work Programme for LAISR)，說明推動 LAISR 計畫的三個目標(objectives)，分別為：加強 APEC 會員體法規制定、檢視及執行過程(enhance APEC economies' regulation making, review and enforcement processes and systems)、改善 APEC 會員體在關鍵部門的法規(improve APEC economies' regulations in key sectors of the economy)、減輕 APEC 會員體經商法規負擔(address key regulatory burdens on businesses in APEC economies)。
- (2)澳洲提案「自願性法制架構及改革程序檢討(voluntary review of institutional framework and processes for reform)」：澳洲依去(2008)年結構改革部長會議之決議提出本計畫。計畫係仿效該國生產力委員會(Productivity Commission)主導「減輕法規負擔」做法，由 APEC Policy Support Unit (PSU) (澳洲出資)協助自願參與之會員體以自我檢視(self-review)與同儕檢視(peer review)之方式檢視其國內法制架構。經建會曾處長發言指出，澳洲本次的計畫與「APEC-OECD 法制革新整合式查核清單(APEC-OECD Integrated Checklist on Regulatory Reform)」的關聯性為何? APEC 已有 5 個會員體(包括澳洲及我國)完成該 Checklist 的自我檢視工



作，本計畫對該等會員體有何增值(value-added)?另，自我檢視與同儕檢視過程並不明確，恐產生混淆(confused)。香港表示肯定並指出應簡併 APEC 工作計畫，避免重複；美國、印尼及新加坡則表示支持本計畫。EC 主席裁示，將與澳洲討論修正草案，於 EC2 再議。

(3) 改善法規編制公共諮詢服務 (Improving Public Consultation in the Rulemaking Process ) 研討會:美國新提計畫，將透過舉辦研討會形式，以個案研究方式分享法規編制最新的經驗及實務，有助於推動公共參與法規制定、幫助 APEC 會員體了解一般法制基礎、法規主管機關、行政程序在公共參與法規編制的作用、增加非政府組織在法規制定過程的認知。本計畫時間與地點尚待確定，目前印尼答應擔任 co-sponsor。

(4) 中小企業推動計畫—縮短開辦企業申設時間計畫(SMEs Promotion Plan : Reducing the Start-up Time by XX percent by 2011):為推動中小企業的發展及配合新加坡改善 APEC 經商容易度計畫，美國提案縮短中小企業開辦企業之申設時間，擬定採用新科技(如網路)來改善經商環境、建立檢視機制來推動中小企業發展、強化國際間合作等 3 大共同行動計畫(collective actions)，目標是在 2011 年時，開辦企業申請時間能縮短某一比例(多少比例仍待討論)。新加坡表示，APEC 將在 SOM2 進行討論，並確定 EoDB 的優先改善領域，現在就提案以開辦企業指標為優先改善領域，可能為時過早，美國未做堅持，因此本案僅在主席之友會議討論，並未提 EC 大會討論。

### 3. 公部門治理

(1) 公部門治理主席之友會議：各會員體簡要說明與分享近年推動公部門治理的實務作法，並就公部門治理的未來工作計畫或進度交換意見，以及在這波全球性金融危機中，公部門治理可採取的行動作為。

(2) 近年公部門變革與良善公部門治理原則圓桌討論會

(i) 議題聚焦於：會員體近來在公部門治理的變革、促成

變革的原因、進行變革時所面臨的挑戰、各項變革與 2007 年 APEC 經濟政策報告所揭示的良善公部門治理原則的連結性、以及這些變革具有那些意涵與經驗可供會員體參考(詳附件四)。

- (ii)本場圓桌討論計有中國、加拿大、印尼、紐西蘭與我國進行專題簡報。我研考會林科長芳如簡要說明我國近年來推動績效管理、電子化政府以落實成果管理與資訊透明化的成果，以及於 2008 年開始透過「台灣公共治理研究中心」，從事公共治理指標建構與調查，以評估治理現況及提升治理品質。中國主要係報告近年推動組織改造（包括內閣部會與地方層級）的成果，加拿大分享 Web of Rules、Management Accountability Framework(MAF) 的經驗、印尼說明推動行政改革、稅務改革、關務改革電子採購等作法；紐西蘭則就課責文件報告檢討（Review of Accountability Documents, RoADs）以更切合國會與部長要求的實務改進作法。此外，泰國、墨西哥、新加坡、韓國等會員體亦簡要分享該國公部門治理現況。
  - (iii)公部門治理主席之友代理召集人紐西蘭籍 Mr. Colin Hall 簡要摘述會員體近年來公部門治理的實務作法，並強調面對不同挑戰，公部門治理改革是必要且永不嫌遲，而領導力影響變革的成敗甚鉅。因此，必須致力於培養新世代領導者，另建立分享與溝通的文化與管道亦是不可或缺。
- (3)針對公部門治理的未來工作計畫，各參與會員體均未有新提案，僅我國(研考會)於會中說明，我方於去年進行公共治理指標調查，並樂意就此一議題於今(2009)年 EC2 會議中規劃一場圓桌討論會，與各會員體分享與交流指標建構與調查的經驗，獲代理主席初步同意。惟後續仍應依循 APEC 提案慣例，將規劃案提送召集人，並徵詢各會員體表示意見同意後，爭取納入今年 EC2 議程。

#### 4.競爭政策

- (1)就我國(公平會)擬爭取主辦「第五屆競爭政策訓練課程」案，EC 主席邀請 CPLG 主席日本公平交易委員會副秘書長相關透 (Toru AIZEKI) 及我國於會中報告，A 氏於會中就公平會所提之修正計畫書提出說明，並表示，本計畫去年已經 EC 通過，惟送交預算及管理委員會(BMC)時，未能得到 BMC 之經費補助，故由我國修正計畫書後，擬請 EC 會員支持通過，送交 3 月份 BMC 會議審核，再度爭取經費補助。我國公平會杜視察發言表示，除感謝各會員去年之支持外，並表示本計畫已就會議討論主題進行調整，充實計畫書內容，經費部分亦已比去年所提之數目少，我國願負擔場地、文件印刷、通訊等費用，降低 APEC 經費補助，以做為我國對 APEC 之貢獻，請各會員體予以支持。
- (2)印尼表示支持我國主辦本項會議；澳洲則表示，本案計畫內容翔實，惟應與 APEC 及 EC 會議討論之主題連結，例如：金融危機、如何改善經商環境、加強物流等，以爭取提高在 BMC 中排序之機會。我國公平會杜視察表示，可依此意見修改計畫書。EC 主席裁示，EC 通過支持本案，惟請我國修正計畫書後再送 BMC 爭取經費補助。

## 5.強化經濟法制基礎架構(SELI)

- (1)香港報告「APEC 跨國併購對出口、直接投資及經濟成長的意涵(Cross-border Merger and Acquisition within APEC and Their Implications for Exports, FDI and Economic Growth)」研究計畫初步結果。澳洲表示應考量跨國併購可能的負面影響，如對競爭(competition)的衝擊。由於本次香港的提案較匆促，各會員體研讀報告的時間有限，香港表示後續歡迎各會員體以電子郵件提供意見。
- (2)SELI 小組在去年裁併至 SELI 主席之友，由於 SELI 範圍較為廣泛且抽象，為避免和其他工作小組任務重疊，將先調查 SELI 的工作重點，確定 SELI 在經濟委員會扮演的功能，該調查將由香港負責。

## (二)全球金融危機對結構改革影響之研討會

1. 2008年APEC領袖宣言及部長聲明皆指出，全球正面臨金融危機所帶來之最嚴峻挑戰，APEC肯定各會員體採取貨幣及財政振興措施，鼓勵各會員體分享自身經驗並應積極合作。討論會之重點包括：金融危機下結構改革的角色、危機後對於成長願景的信心、強化人力資源素質與建構社會安全網、以及進行結構性變革以發展內需型經濟成長等項目。
2. 經建會曾處長受邀擔任lead speaker，就我國因應此次金融危機所採取之各項短期(提振內需、發放消費券、促進就業方案等)與中長期(擴大公共建設投資、進行法規鬆綁之結構性改革)等相關措施提出報告(詳附件五)，EC主席表示肯定，另泰國對我國發放消費券措施，表示高度興趣。

## (三)APEC經濟政策報告(AEPR)

1. 2009年AEPR的主題為法制革新，共分為3章，第1章：有利改革之法制架構(regulatory framework to facilitate reform)，由澳洲撰寫；第2章：改善經商環境的法制革新(regulatory reform in enhancing the domestic business environment)，由新加坡撰寫；第3章：法制革新的進展，則由各會員體撰寫，交件期限為今年5月8日。
2. 2010年AEPR原本設定的主題為強化經濟法制基礎架構(SELI)，印尼表示目前SELI的進展有限，不易提出具體成果，而公司治理議題已有相當成果，建議2010年先以公司治理為主題，我國經建會黃專員亦發言呼應印尼之意見。日本表示希望維持2010年AEPR的主題為SELI，新加坡則建議延到EC2再決定2010年的主題。經主席另行協調後，決議將2010年的主題改為公司治理，2011年為SELI。

## 三、競爭政策與法律次級論壇會議

### (一)APEC競爭政策資料庫更新報告

我國公平會林專員就我國所設立維護之APEC競爭政策資料庫更新情形提出報告，並邀請各會員體儘速提交各會員體法令、政策等更新資料。

## (二)爭取主辦「第五屆競爭政策訓練課程」案

1. 我國公平會杜視察就所擬計畫書提出報告，除向日本及美國於此次提供修正意見致謝外，並表示本案業經EC會議通過，將依澳洲於EC會議中所提意見修正後提交BMC爭取經費補助。另為提升本計畫書品質以獲得更高排序，仍請各會員體對計畫書內容提供修正意見。
2. 澳洲表示，願意協助我國將計畫書內容與APEC資深官員及EC會議討論主題，如法制革新、減輕企業負擔及改善經商環境等議題相聯結，以提升爭取經費之機會，並將提供修正內容意見。印尼及美國亦表示，本項訓練課程應受重視，並應盡力爭取APEC經費補助。
3. 韓國表示，本訓練課程主題之一：有關競爭政策及消費者保護政策，似乎較不受重視，且APEC部分會員競爭法主管機關並未有消費者保護職掌，建議修改此主題。我國公平會杜視察則回應表示，競爭政策與消費者保護政策目的皆在維護消費者權益，實為一體之兩面；此一議題對APEC會員體亦為十分重要之課題，且本次計畫書已確定本次討論內容僅限定與競爭有關之消費者保護議題，故仍應為競爭法訓練課程之一部分。美國表示支持我國意見。
4. 主席裁示，請我國參考會員體所提修正意見修正計畫書提案後，分送各會員體，再提交BMC爭取經費補助。

## (三)EC競爭政策主席之友（Competition Policy FoTC Group）報告

競爭政策主席之友召集人香港茅以麗女士受邀於CPLG會議報告未來工作方向，略以：

1. 競爭政策與法制革新應密切合作以加速APEC貿易投資自由化之目標。為達成此一目標，將提議先選定交通、電信、及能源等三大產業做為檢視競爭及法制革

新討論之議題，並希望有領導經濟體(leading economy)自願出面主導。

2. 提議促進國家次級單位(sub-national level)之競爭，並希望有自願者研提建議事項，以解決地方政府之競爭問題。
3. 香港已蒐集有關競爭政策及競爭政策與其他8項議題（如競爭政策與效率、競爭政策與貿易等）之部分參考書目（bibliography），建議將此一參考書目置於我國(公平會)所維護之APEC競爭政策資料庫，以供APEC會員索引。
4. 我國公平會杜視察表示，APEC競爭政策資料庫係以蒐集會員體14項競爭政策及法律相關資料為主，輔以提供APEC組織與競爭相關之資訊，例如CPLG會議資料等，有關主席之友茅女士所提於資料庫建置「參考書目」項目乙事，我國歡迎此一提議，惟其相關細節及在資料庫中列入參考書目之可行性，將於回國後以電子郵件與茅女士溝通確認。

## 參、心得與建議

- 一、新加坡為 2009 年 APEC 主辦國，在議題設定策略上，是以加速區域整合為訴求，提出邊境(at the border)、境內(behind the border)、及跨境(across the border)整體概念，透過 APEC 國際會議場域，行銷新加坡在經商環境及物流運籌業的領導地位，以突顯星國對 APEC 的貢獻。
- 二、今年 APEC 的主軸為經商環境的改善。在 SOM2 時，將確定優先改革領域，並開始擬定改善計畫。我國在經商容易度的排名尚有強化空間，行政院已針對各項指標擬訂改善措施，本案可配合 APEC 擬針對 EoDB 優先改革之計畫，優先進行國內相關領域之改革，一方面回應 APEC 之訴求，也可藉 APEC 設立之具體目標，對國內改革產生正面的推升力量。
- 三、我國提議於 EC2 會議中，就公共治理指標調查之議題規劃一圓桌討論會，擬請研考會積極辦理後續事宜；另，泰國提案擬舉辦「公司治理與企業社會責任經驗分享研討會」乙節，我國為該計畫之協辦國，擬由金管會持續注意後續發展。
- 四、資深官員會議主席 Mr. Ravi Menon 指出，實施 LAISR 所制訂之各項未來工作計畫能否展現具體可見的成果，端視各會員體決策高階的承諾與支持。LAISR 明列法制革新、公司治理、競爭政策、公部門治理，以及強化經濟法制基礎架構為 EC 結構改革任務的五大優先領域，近年來，我國積極參與各領域工作計畫，均獲致肯定。國內參與 EC 所涉部會包括經建會、金管會、公平會及研考會等機關，為期圓滿達成此項 EC 所被賦予的任務，經建會將持續強化跨部會協調工作，並期各相關部會長官及同仁繼續支持。

肆、附 件



附件 1：EC1 會議議程(文件編號：2009/SOM1/EC/001)



**Asia-Pacific  
Economic Cooperation**

---

**2009/SOM1/EC/001**  
Agenda Item: 3

## **Draft Annotated Agenda**

Purpose: Consideration  
Submitted by: EC Chair



**First Economic Committee Meeting  
Singapore  
19-20 February 2009**

**APEC Economic Committee 1  
Singapore, 19-20 February 2009**

**Draft Agenda**

**DAY 1**

**9:00-9:30**

**1. Chair's opening remarks and introductions**

**2. Report on SOM1**

2009 Senior Officials' Meeting (SOM) Chair will give a brief presentation on the APEC priorities for 2009 and the tasks assigned to the Economic Committee (EC).

**3. Adoption of the EC1 plenary agenda**

**4. Report on SOM1 & Prioritising Capacity Building Programmes within EC**

The EC Chair will elaborate on the tasks assigned by SOM to the Economic Committee, including on the issues suggested in the Discussion Paper on "Improving the Business Environment in APEC". The EC chair will also give a brief explanation on his proposal on prioritising capacity building programmes within EC.

**5. Orientation of FotC meetings**

FotC coordinators will be asked to briefly express what they plan to discuss during the subsequent FotC sessions, which will help participants decide which sessions to attend as well as what to focus on.

**9:30-12:30**

**6. Meetings of "Friends of the Chair" groups**

Friends of the Chair (FotC) meet to discuss the following issues.

- Refreshing Forward Work Programme
- How to incorporate the outcomes of SOM1 including the issues suggested in the Discussion Paper on "Improving the Business Environment in APEC" in their work programmes
- Consideration of new project proposals
- Inputs to "Prioritising Capacity Building Programmes"
- Inputs to round table discussion, "Implications of Global Financial Crisis on Structural Reform"
- Inputs to "Review of the EC's operation" and other business

For members to be able to attend all the FotC sessions of their interests, each FotC meeting will be given a non-overlapping time slot.

9:30-10:00 **SELI**

10:00-10:30 **Competition Policy**

10:30-11:00 **Coffee Break**

11:00-11:30 **Public Sector Governance**

11:30-12:15 **Regulatory Reform**

12:15-12:45 **Corporate Governance**

**12:45-14:30 Lunch Break**

**14:30-16:00**

**7. Round Table Discussion : “Implications of Global Financial Crisis on Structural Reform”**

Discussion led by the EC Chair on the implications of the global financial crisis on structural policies both at the domestic level and on the APEC front.

**16:00-16:30 Coffee Break**

**16:30-17:30**

**8. 2009 APEC Economic Policy Report**

Part 1 of AEPR: A Regulatory Framework to Facilitate Structural Reform

Australia will provide the EC with an outline of the draft of Part 1 of the 2009 AEPR

Part 2 of AEPR: Regulatory Reform in Enhancing the Domestic Business Environment

Singapore will provide the EC with an outline of the draft of Part 2 of the 2009 AEPR

Part 3 Individual Member Economy’s Report

EC Chair will brief members on the template for individual member economy’s report for the 2009 AEPR

**17:30-18:00**

**Meeting of AEPR Coordinating Group**

EC Chair, Vice Chairs, Australia and Singapore as well as interested economies will discuss how the 2009 AEPR is to be organised.

## **DAY 2**

**9:00-9:30**

### **Steering group meeting on prioritising capacity building programme**

EC Chair, Vice Chairs, PSU manager, FotC Coordinators and Interested member economies will discuss how to prioritise capacity building programmes within the EC. Discussion will be led by EC Chair.

**9:30-10:00**

### **9. Lessons of the Seminar on Regulatory Reform in Enhancing the Domestic Business Environment, and Forward Work**

Discussion initiated by Singapore on the key lessons and next steps arising from the seminar. There will also be discussion on the issues suggested in the Discussion Paper on "Improving the Business Environment in APEC".

**10:00-10:30**

### **10. Lessons of the CTI/EC Policy Dialogue on Trade Logistics**

Discussion initiated by Singapore on the key lessons and next steps arising from the joint Policy Dialogue, attended by Committee on Trade and Investment (CTI) Chair.

**10:30-11:00 Coffee Break**

**11:00-12:00**

### **11. Update on fora work programmes**

- Senior Financial Officials' Meeting (SFOM) Chair's representative – Update on work programme
- Competition Policy and Law Group (CPLG) Convenor – Update on work programme
- APEC Business Advisory Council (ABAC) Chair – Update on ABAC priorities and initiatives for 2009
- Policy Support Unit (PSU) Manager – Update on PSU work programme

**12:00-13:00**

### **12. Round Table Discussion on Recent Public Sector Changes and Principles of Good Public Sector Governance**

Round table discussion led by Chair of Public Sector Governance FotC, New Zealand, on lessons from the recent changes in public sector governance and its implications for the work of the programme on public sector governance.

### **13:00-14:30 Lunch Break**

**14:30-14:40**

### **13. Report from Head of the APEC Project Management Unit**

Head of the APEC Project Management Unit will brief EC on the APEC projects approval process for 2009

**14:40-16:00**

### **14. LAISR Forward Work Programme**

FotC Coordinators and CPLG Convenor will be invited to update the EC on their respective work programmes, economies with initiatives underway or recently completed will be invited to provide the EC with an update on progress/outcomes of these initiatives; and initiatives/project proposals seeking EC endorsement will be discussed.

#### **Regulatory Reform**

- Paper on Voluntary or Self-review of Institutional Frameworks and Progresses (Australia)
- Key lessons from Seminar on Good Practice in Regulation and the Promotion of Efficiency in Transport Infrastructure Facilities on EC2, 2008 (Peru)

#### **Competition Policy**

- Renewed project proposal on APEC Training Course on Competition Policy (Chinese Taipei)

#### **Public Sector Governance**

- Key lessons from Round Table Discussion on Recent Public Sector Changes and Principles of Good Public Sector Governance

#### **Corporate Governance**

- Key lessons from Seminar on Corporate Governance at EC2, 2008 (United States)
- Update on APEC Training Course on Corporate Governance (Viet Nam)
- Update on Seminar on Corporate Governance and CSR for SMEs (Thailand)

#### **Strengthening Economic and Legal Infrastructure**

- Update on the study of Cross-border Merger and Acquisition within APEC and their implications for Exports, FDI and Economic Growth

**16:00-16:30**

### **15. Other Business**

#### **Review of EC Operations**

Discussion led by EC Chair on the biennial review of operations of the Committee, which is required by

EC Terms of Establishment

**Other items**

- Briefing from APEC Communications Unit
- APEC Secretariat report

**16. Chair's closing remarks**

---

**附件2: EC1會議文件一覽表(文件編號：2009/SOM1/EC/000)**





**Asia-Pacific  
Economic Cooperation**

---

**2009/SOM1/EC/000**

Agenda item: 15

## **Document Classification List**

Purpose: Consideration  
Submitted by: APEC Secretariat



**First Economic Committee Meeting  
Singapore  
19-20 February 2009**

**Document Classification List**

Document No.	Title	Agenda Item	Submitted By	Public Release		Reason for Restriction	Derestriction Date (where applicable)
				Yes	No		
2009/SOM1/EC/000	Document Classification List - First Economic Committee Meeting 2009	15	APEC Secretariat		√	Internal document	
2009/SOM1/EC/001	Draft Annotated Agenda - First Economic Committee Meeting 2009	3	EC Chair	√			
2009/SOM1/EC/002	Improving the Business Environment in APEC	4	EC Chair		√	Working paper	
2009/SOM1/EC/003	Accelerating Regional Economic Integration	4	EC Chair		√	Discussion paper	
2009/SOM1/EC/004	Economic Committee Informal Steering Group for Prioritising Capacity Building Programmes	4	EC Chair		√	Discussion paper	
2009/SOM1/EC/004a	Preliminary Results of the Economic Committee Capacity Building Survey	4	EC Chair		√	Working paper	
2009/SOM1/EC/005	Economic Committee "Friends of the Chair" Group Meetings	6	EC Chair		√	Discussion paper	
2009/SOM1/EC/006	Contact Points for the Economic Committee Friends of the Chair (FotC) Groups for Leaders' Agenda to Implement Structural Reform (LAISR) Work Program	6	APEC Secretariat		√	Working document	
2009/SOM1/EC/007	Policy Roundtable: Implications of Global Financial Crisis on Structural Reform	7	EC Chair		√	Discussion paper	
2009/SOM1/EC/008	How a Regulatory Reform Framework Facilitates Structural Reform	8	Australia	√			
2009/SOM1/EC/009	2009 APEC Economic Policy Report (AEPR): Template for Individual Economy Reports	8	EC Chair		√	Working document	
2009/SOM1/EC/010	Promoting and Enhancing the APEC Economic Policy Report (AEPR)	8	United States		√	Under consideration	
2009/SOM1/EC/011	Logistics: Connectivity for Goods and Services	10	Policy Support Unit, APEC Secretariat	√			
2009/SOM1/EC/012	Division of Activities and Roles of Competition Policy and Law Group (CPLG) and Friends of the Chair (FotC)	11	CPLG Convener		√	Under consideration	
2009/SOM1/EC/013	Recent Public Sector Changes and Principles of Good Public Sector Governance	12	Public Sector Governance FotC		√	Working document	
2009/SOM1/EC/014	APEC 2009 Project Approval Arrangements	13	APEC Secretariat	√			
2009/SOM1/EC/015	Economic Committee Forward Work Programme for Leaders' Agenda to Implement Structural Reform (LAISR)	14	EC Chair		√	Working document	

Document No.	Title	Agenda Item	Submitted By	Public Release		Reason for Restriction	Derestriction Date (where applicable)
				Yes	No		
2009/SOM1/EC/016	Voluntary Reviews of Institutional Frameworks and Processes for Reform: The Roadmap	14	Australia		√	Draft	
2009/SOM1/EC/017	Study of Cross-Border Merger and Acquisition Within APEC and Their Implications for Exports, Foreign Direct Investment (FDI) and Economic Growth (Section I and II)	14	Hong Kong, China		√	Draft document	
2009/SOM1/EC/017a	Cross-Border Mergers and Acquisitions Within APEC and Their Implications for Exports, Foreign Direct Investment, and Economic Growth: Preliminary Findings	14	Hong Kong, China	√			
2009/SOM1/EC/018	Project Proposal – APEC Training Course on Competition Policy	14	Chinese Taipei		√	Under consideration	
2009/SOM1/EC/019	Capacity Building for Sharing Success Factors in the Improvement of Investment Environment – Phase 2, 2009	14	Japan	√			
2009/SOM1/EC/020	Summary and Key Lessons from the Seminar and Roundtable Discussion on Corporate Governance at the Second Economic Committee Meeting (EC2), 2008	14	United States				
2009/SOM1/EC/021	OECD Principles of Corporate Governance: Workshop Concept Paper	14	United States		√	Under consideration	
2009/SOM1/EC/021a	Public-Private Workshop on Implementing the OECD Principles of Corporate Governance in an Asia-Pacific Context	14	United States		√	Under consideration	
2009/SOM1/EC/022	Public Consultation in the Rulemaking Process: Workshop Concept Paper	14	United States		√	Under consideration	
2009/SOM1/EC/022a	Improving Public Consultation in the Rulemaking Process	14	United States		√	Under consideration	
2009/SOM1/EC/023	Terms of Establishment of the APEC Economic Committee	15	EC Chair	√			
2009/SOM1/EC/024	Stocktake of Structural Reform Activities	15	APEC Secretariat		√	Working document	
2009/SOM1/EC/025	APEC Secretariat Report on APEC Developments	15	APEC Secretariat	√			
2009/SOM1/EC/026	Competition Policy and Law Group 2009 Work Plan	11	CPLG		√	Under consideration	
2009/SOM1/EC/027	Competition Policy 2009 Collective Action Plan	11	CPLG		√	Under consideration	
2009/SOM1/EC/028	Competition Policy and Law Group Terms of Reference (ToR)	11	CPLG		√	Under consideration	
2009/SOM1/EC/029	Small and Medium-Sized Enterprise (SME) Promotion Plan	14	United States		√	Working document	
2009/SOM1/EC/030	Sharing Experiences Seminar on Corporate Governance and Corporate Social Responsibility Practices Among Small and Medium-	14	Thailand	√			

Document No.	Title	Agenda Item	Submitted By	Public Release		Reason for Restriction	Derestriction Date (where applicable)
				Yes	No		
	Sized Enterprises (SMEs) in APEC Region						
2009/SOM1/EC/031rev1	Policy Round Table: Implications of Global Financial Crisis on Structural Reform	7	Chinese Taipei	√			
2009/SOM1/EC/032	To Strengthen Economic Legal Infrastructure in the Region - Discussion Points on Strengthening Economic Legal Infrastructure Friends of the Chair	6	Japan	√			
2009/SOM1/EC/033	Recent Public Sector Changes and Principles of Good Public Sector Governance	6	Chinese Taipei	√			

**附件3: Improving Ease of Doing Business in Chinese Taipei (文件  
編號：2009/SOM1/EC-IEG/SEM/014)**



**Asia-Pacific  
Economic Cooperation**

---

**2009/SOM1/EC-IEG/SEM/014**

Day 2

## **Improving Ease of Doing Business in Chinese Taipei**

Submitted by: Chinese Taipei



**Seminar on Regulatory Reform: Improving  
the Domestic Business Environment  
16–17 February 2009**

## Improving Ease of Doing Business in Chinese Taipei

Deregulation

法規鬆綁

APEC Seminar on Regulatory Reform:  
Improving the Domestic  
Business Environment

Singapore -- February 2009

Council for Economic  
Planning and Development

1

## Recent Drive for Deregulation began ...

Since the new administration took office in May, “deregulation” has been on top agenda for revitalizing the economy. All ministries have been instructed to:

- pursue **rigorous** deregulation.
- first “loosen” a “control” **mentality**, and review regulations with a more relaxed perspective instead.
- invite reform suggestions from top down, bottom up and **all** other **aspects**.
- make regulatory reform the vehicle for improving the **quality and efficiency** of public governance.
- conduct systematic review of regulation to avoid the reemergence of redundant regulation **over time**, after a particular area is deregulated.

2

## Preliminary Results

- In the following seven months, 183 recommendations for deregulation have been implemented, among which 27 legislative changes have been passed and 158 executive orders or measures have been promulgated.
- Ministries expect deregulation in 109 issues to be completed before the end of 2009.

3

## International Benchmarking

- In addition to following up reform suggestions made by domestic sources, we have taken the World Bank ease of doing business indicators to check the performance and whether the reform has met business anticipation and international practices. This will further help improve the regulatory environment.

4



## Improving Ease of DB Indicators

- Start from the weakest indicators... less resistance.
- Benchmarking with the regional (East Asia and Pacific) average and the OECD average.
- Identify and designate coordinating/lead ministry for each area.
- Study each indicator, review relevant regulations and procedures, examine the quality of relevant public services.
- Check why and what can be done to improve.

5

Starting Business		For instance				
Indicators	Details	Rank	Target	E. Asia & Pacific	OECD	
	Procedures (number)	8	75	7	8.6	5.8
	Duration (days)	42	135	20	44.2	13.4
	Cost (% GNI per capita)	4.1	36	—	32.3	4.9
	Paid in minimum capital (% GNI per capita)	177.4	157	0	37.3	19.7

6

## What Can be Done to Improve?

To be improved by	Starting a business	Construction permits	Employ workers	Register property
Cut or simplify procedures	✓	✓		
Cut processing time	✓	✓		
Cut or simplify documents				
Clarify misunderstanding				✓
Deregulation	✓		✓	✓
Reinforce legal framework				
First priority areas	✓	✓	✓	
Short-term reform	✓	✓		
Longer-term reform		✓	✓	✓

7

## What Can be Done to Improve?

To be improved by	Getting credit	Protecting investors	Paying tax	Trade across borders
Cut or simplify procedures				
Cut processing time			✓	
Cut or simplify documents				✓
Clarify misunderstanding			✓	
Deregulation				
Reinforce legal framework	✓	✓		
First priority areas			✓	
Short-term reform			✓	
Longer-term reform	✓	✓	✓	✓

8

## Planned Reforms

	Starting a business	Construction permits	Employing workers
S-R Before Feb 2009	<ul style="list-style-type: none"> <li>Abolish minimum capital requirement</li> <li>Abolish ID</li> <li>Simplify labor insurance registration</li> <li>Reduce review time for work rules</li> </ul>	<ul style="list-style-type: none"> <li>Publicize best practices and SOP</li> <li>Integrate independent procedures into one single stage</li> </ul>	<ul style="list-style-type: none"> <li>Survey study</li> <li>Explain with respondents on misunderstanding about regulations</li> </ul>
M-R Before Feb 2010	Integrate procedures under different ministries onto an Internet platform	<ul style="list-style-type: none"> <li>Set up coordination and support office</li> <li>Outsource inspections to private experts</li> </ul>	<ul style="list-style-type: none"> <li>Gradual revision of contract-related regulations</li> <li>Compile and publish labor laws and regulations in English</li> </ul>
L-R Before Feb 2011	Regular review and simplification of application procedures	<ul style="list-style-type: none"> <li>Evaluation of local governments' performance in simplifying processes</li> </ul>	<ul style="list-style-type: none"> <li>Step up studies in labor dispatch and part time employment</li> </ul>

9

## Planned Reforms

	Registering Property	Getting credit
S-R Before Feb 2009	<ul style="list-style-type: none"> <li>Survey study</li> <li>Clear misconception and misunderstanding</li> </ul>	<ul style="list-style-type: none"> <li>Survey study</li> <li>Study in relevant legal issues</li> </ul>
M-R Before Feb 2010	Feasibility study in deed tax reduction	<ul style="list-style-type: none"> <li>Complete the drafting of law change</li> <li>Promote legislative support for law change</li> </ul>
L-R Before Feb 2011		

10

## Planned Reforms

	Investor protection	Paying taxes	Trading across borders
S-R Before Feb 2009	<ul style="list-style-type: none"> <li>• Survey study</li> <li>• Study in relevant legal issues</li> </ul>	<ul style="list-style-type: none"> <li>• Survey study</li> <li>• Clear misunderstanding with respondents</li> <li>• Issue more relaxed interpretive orders</li> </ul>	<ul style="list-style-type: none"> <li>• Clear misunderstanding</li> <li>• Reduce documentation</li> </ul>
M-R Before Feb 2010	<ul style="list-style-type: none"> <li>• Complete the drafting of law change</li> <li>• Promote legislative support for law change</li> </ul>	<ul style="list-style-type: none"> <li>• Simplify tax procedures on a sustained basis</li> <li>• Tax reform</li> </ul>	
L-R Before Feb 2011			

11

## Coordinating and Overseeing Mechanism

- The Council for Economic Planning and Development (CEPD) calls review meetings of related ministries on DB indicators and coordinate inter-ministerial issues.
- The “ministers without portfolio panel” meets monthly to review ministries’ plans to improve DB indicators.

### First fruit

The draft revision of Corporate Law that eliminates minimum capital requirement has been accepted by the Cabinet for passage in the legislature.

12

## Challenges

- Conflicts between values, and conflicts between interests.
- Regulatory bureaucrats tend to make stricter interpretation of laws for fear of being accused of favoritism.
- Some indicators involve regulations and laws that are under the jurisdiction of the judicial branch of the government which is independent of the executive branch.
- Although criticism says the reform has been piecemeal, the progress has been the result of painstaking study and coordination. We started from the easy front and will have to tackle tougher issues. Moreover, disagreements in economic matters may turn into a political issue.

13

## Sustaining the Momentum

- To set into motion a continuing process of reform, the latest initiative was started by focusing on a manageable scope, that is, “economic” and “deregulation.” The scope of reform will be broadened as the momentum gathers.
- The World Bank ease of doing business survey adds to the momentum building in reform process and checking instruments and good examples.
- Moving forward, the system of regulation will be strengthened by focused efforts made to raise productivity and build up competitiveness via deregulation and tax reform, investment and infrastructural building, government efficiency improvement.

Thank you

14

**附件4: Recent Public Sector Changes and Principles of Good Public  
Sector Governance (文件編號：2009/SOM1/EC/013)**



**Asia-Pacific  
Economic Cooperation**

---

**2009/SOM1/EC/013**  
Agenda Item: 12

## **Recent Public Sector Changes and Principles of Good Public Sector Governance**

Purpose: Consideration  
Submitted by: Public Sector Governance FotC



**First Economic Committee Meeting  
Singapore  
19-20 February 2009**

## **Recent Public Sector Changes and Principles of Good Public Sector Governance**

Discussion Paper for the Roundtable on Recent Public Sector Changes and Principles of Good Public Sector Governance

### **Outline**

The Economic Committee (EC) "Friends of the Chair" Group on Public Sector Governance have designed a 1 hour Roundtable Discussion on *Recent Public Sector Changes and Principles of Good Public Sector Governance* to be held during the EC1 plenary meeting, 19-20 February 2009.

This roundtable discussion is motivated by the changes that have been made to public sector governance structures recently in APEC member economies, and a desire to share information and lessons from those changes. In particular, China's changes to its State Council by the National People's Congress can offer lessons on how to streamline bureaucracy, re-orientate government departments toward being service providers, and improve macroeconomic management. Korea has also made changes to enhance the efficiency of public entities, and Indonesia has made changes to fight corruption and improve the quality of public administration.

Sharing information and gaining a better understanding of the structure and changes in public sectors of APEC member economies is an important part of working toward greater cooperation and integration in the Asia-Pacific region.

The objectives of the roundtable discussion are to:

- Share information among APEC member economies on recent public sector changes in the region.
- Reflect on the general principles of good public sector governance, as set out in the 2007 APEC Economic Policy Report (AEPR)<sup>1</sup>, and how they are being applied in member economies: in particular, the principles of rule of law; transparency; accountability, security and control; managing for performance; and ethics, probity, culture and values.
- Inform the future direction of the EC's work programme on public sector governance.

The roundtable discussion is not intended to be a formal stocktake on progress toward implementing the AEPR principles (this is likely to occur in 2010, along with a stocktake of all five LAISR themes). Rather, the principles provide a useful way of reflecting on the motivations behind changes to public sector governance structures.

### **Global financial crisis**

Since this roundtable discussion was designed, the global financial crisis has intensified resulting in economies introducing new policies measures to combat the effects of the crisis. For example, many governments have become more involved in the finance sector by guaranteeing wholesale and retail bank deposits and making equity injections in banks. In light of these changes, this roundtable discussion may also provide a good opportunity for economies to reflect on what if any implications there are for public sector governance. It might also provide a good opportunity for economies to reflect on whether there is a role for the EC capacity building, or information sharing in this area and how it might coordinate and collaborate with other Committees with related interests (e.g. SFOM, IEG)..

### **Global crisis intensified**

#### **Format**

---

<sup>1</sup> Refer to Chapter One, General Principles of Good Public Sector Governance, APEC Economic Policy Report:  
[http://www.apec.org/apec/apec\\_groups/economic\\_committee/MediaLibDownload.v1.html?url=/etc/media/lib/apec\\_media\\_library/downloads/committees/ec/pubs/2007.Par.0001.File.v1.1](http://www.apec.org/apec/apec_groups/economic_committee/MediaLibDownload.v1.html?url=/etc/media/lib/apec_media_library/downloads/committees/ec/pubs/2007.Par.0001.File.v1.1)



The format of the 1 hour roundtable discussion is as follows:

- Introduction by EC Chair and/or New Zealand (5 minutes).
- Presentations from economies (China, Canada, Indonesia, New Zealand, Chinese Taipei and other economies on a voluntary basis 5minutes).
- General discussion, framed around the above questions (20 minutes)
- Wrap up remarks by EC Chair and/or New Zealand (5 minutes)

### **Economy submissions**

To ensure a productive and focused discussion, the FotC group requested economies to consider and submit a response on a voluntary basis to the following questions:

- What changes have economies recently made to public sector governance?
- What motivated these changes?
- What challenges did you face making these changes?
- How do the changes that have been made align with the principles of good public sector governance outlined in the 2007 APEC Economic Policy Report, and in particular, the principles of rule of law; transparency; accountability, security and control; managing for performance; and ethics, probity, culture and values?
- What implications or lessons do these changes have for other APEC economies?

Submissions have been received from Canada, Indonesia, Mexico, New Zealand, Singapore, and Chinese Taipei. These responses are included in Annex 1.

The following section summaries the important similarities and differences in recent changes public sector governance based on the questions posed above and are drawn from the economies' submissions.

### **Synthesis of submissions**

#### ***What changes have economies recently made to public sector governance?***

The type and scale of changes in public sector governance in recent years, varies across APEC economies' to a great degree depending on the needs of the government and society. For some economies, introducing major changes aimed at improving the overall quality of the public sector and combating corruption are a high priority. Other economies, that have already been through substantial public sector changes, are targeting more recent changes at specific areas where improvements can be made.

#### *Indonesia's major reforms vs. New Zealand's RoADs process*

Indonesia has implemented major reforms to improve the overall quality of public sector governance over the last two years. These changes have ranged from extensive restructuring of government departments, such as the Ministry of Finance and the Customs Agency, to implementing e-Procurement systems. Changes in New Zealand, having already been through a substantial public sector reform process, have a comparatively narrower focus on improving accountability and transparency. Their Review of Accountability Documents (RoADs), which reviewed the accountability documents that underpin their public sector regime, is focused particularly at improving performance information from government departments.

#### ***What motivated these changes?***

One of the most common motivations behind the changes in many economies is the drive to improve the transparency and accountability in the public sector.

*Chinese Taipei's public sector and government transparency indicators*

Chinese Taipei has introduced changes to improve transparency and accountability. Chinese Taipei has been working on composing two indicators, one in public sector governance which measures accountability, effectiveness, transparency, responsiveness, rule of law, and corruption control and public participation. The other indicator is a government transparency indicator which measures the transparency level of budgeting, information revealing and policy processes. By composing these two indicators, they expect to be able to systematically and periodically evaluate and monitor the current status of governance and government transparency.

Attention to “customer” needs and support from different sectors and interest group is also an important motivation behind changes in public sector governance for some economies:

*Customer focus in New Zealand*

The changes made through the Review of Accountability Documents (RoADs) process in New Zealand was a direct response to Parliament and Minister's noting that the existing arrangements were burdensome and did not provide adequate information to allow informed judgement on the performance of the public sector.

*Indonesia's response to public demand*

In Indonesia, the public demand for better public services and good governance, which was championed by the media, as well as pressure from public and civil society organisations' has been an important motivation behind public sector changes.

For other APEC economies recent changes to public sector governance are motivated by the broader agenda for change within economies. Changes to public sector governance in most cases do not stand alone and form part of larger package of political and economic reforms.

*Mexico's road to public sector reform*

Mexico's economic reforms that transformed the role of the State in the economy, and the electoral reforms that reshaped Mexican politics, generated growing pressures for public management reforms to produce a more efficient, effective and professional public administration to respond to the needs of Mexican society.

***What challenges did you face making these changes?***

Ensuring that there is high-level support for change is one of the most difficult challenges several economies face. This is particularly difficult when economies are at the beginning of public sector reform and need to achieve consensus across the various levels of government.

The capacity and culture of the public service to respond to public sector governance initiatives was also a major challenge when implementing change that economies noted in their responses. For some economies, sustained progress depends on a encouraging a culture shift in the public service.

### *Coping with complexity in Singapore*

Globalisation has increased Singapore's connectedness with the world and created new economic opportunities. The uneven distribution of the fruits of economic growth brought about by globalisation brings new challenges for social cohesion, which will require increasingly sharp policy trade-offs in the future. To deal with the challenges this creates the public service will need to be able to deal with complexity and chaos. The ability to thrive in an environment of greater complexity requires the public service to be able to make decisions and act with flexibility and speed, and to experiment and manage risks.

While on the other hand, the culture of the public service can make it resistant to change when new technologies are introduced.

### *Public service resistance to new technology in Chinese Taipei*

Chinese Taipei has been implementing several policies in order to promote the principles of good public sector governance in recent years. The policies include: the use of an online Government Performance Management Net (GPMnet) to monitor and improve policy results and performance; and utilising information communication technologies to facilitate citizen participation and enhance transparency. However, the policies measures were met with resistance from the public service, who fear technology. The government has had to make considerable effort to familiarise civil servants with the new tools.

For other economies, ensuring that government organisations have the capability to implement changes is a major issue and one that can be a source of delay if not addressed early on in the change process.

### *Dealing with capability problems in New Zealand*

Apart from the breadth and depth of the RoADs project in New Zealand, staff turnover in government departments was a particularly challenging area as new staff led to constant retraining. This constant re-training placed a significant strain on the lead agencies to ensure that the project did not fall behind schedule.

***How do the changes that have been made align with the principles of good public sector governance outlined in the 2007 APEC Economic Policy Report, and in particular, the principles of rule of law; transparency; accountability, security and control; managing for performance; and ethics, probity, culture and values?***

All of the economies that submitted responses have undertaken changes that are aligned with the principles of good governance outlined in the 2007 APEC Economic Policy Report.

### *Canada's principled approach*

Canada's Management Accountability Framework (MAF) tool, which supports performance management of government organisations, and acts a guide for management reform and a framework for setting priorities, is closely aligned with the principles of good public sector governance. MAF is well aligned with the rule law through the *Federal Accountability Act*, in addition to other laws and compliance measures. The principles of transparency and accountability are upheld by ensuring that the results of MAF are made public and by using MAF results to hold deputy heads of organisations to account.

***What implications or lessons do these changes have for other APEC economies?***

- It is never too late to start with changes that may make a difference in transforming public sector governance.
- For economies that have made significant public sector governance changes, it is important to remember that the public sector is continually changing, facing different challenges and needing to respond as well as it can. It is most important that its foundations are under constant review; without this focus, it's entirely possible that systems and practices can become ossified and irrelevant.
- Leadership is an essential factor in the success of any public sector initiative and central agencies are often required to perform such a leadership role.
- In the long-term we should be looking to nurture and build the next generation of leaders. This includes capturing tacit knowledge and defining the desired leadership attributes and skills required for tomorrow's leaders.
- Long-term strategies are necessary to sustain progress and move the public service culture forward incrementally toward. However, it is important to bear in mind that a strategy should also include early successes that focus on concrete and targeted actions which demonstrate the tangible benefits change.
- Exchange and collaboration are vital when addressing shared challenges, particularly when buy-ins is required from multiple stakeholders, and the lessons learned in applying new approaches can inform successive iterations of reform.

## **Annex 1: Economy Responses**

### **Canada**

This document is intended to respond to questions posed by New Zealand to APEC Economic Committee (EC) member economies for the upcoming Roundtable Discussion of the “Friends of the Chair” Group on Public Sector Governance. As such, this document responds to the specific questions asked and is intended as an update to the input Canada produced for the APEC Roundtable Discussion on “Balancing Accountability & Innovation: Practical Measures to Strengthen Public Sector Governance”, which was held in February 2008. Together, these documents provide a detailed picture of Canada’s activities in relation to Public Sector Governance. The input provided in 2008 is attached to this document as an Annex.

#### **What changes have economies recently made to public sector governance?**

The Treasury Board of Canada Secretariat (TBS) is leading Government of Canada efforts to ensure effective government by establishing a principles-based, risk-sensitive, results-focused management regime. Action is focused on a range of areas of reform, including the following:

- Creation of a TBS-led, government-wide Action Plan to address the “Web of Rules”, aimed at streamlining rules, reporting requirements, and administrative processes within government. The current multi-year Action Plan encompasses immediate actions with concrete targets by both the Treasury Board and departments and agencies. We will build on these actions in future years and will identify longer-term solutions to this enduring public management challenge. Recent departmental and agency-specific Web of Rules commitments include, but are not limited to, renewal of human resource and financial management policies, reductions to reporting requirements imposed on recipients of program contribution funding, and new processes to expedite public service staffing.
- Shifting TBS’s role from simply oversight and compliance to working more strategically with other federal departments to support them more effectively in achieving their mandates. A key element of this shift is a focus on risk management through the introduction of risk-smart approaches to governance and oversight of policies managed by TBS; for example, having audits done, or allocating funds to specific programs, on the basis of an organization’s level of risks and/or quality of risk management practices.
- Ongoing use of the Management Accountability Framework (MAF) tool, which has now become part of the public service landscape in Canada since its inception five years ago. Large departments and agencies are assessed on an annual basis while small agencies and micro-agencies are assessed every third year. MAF has proven to be a key enabler of enterprise-wide oversight and risk and performance management in the Government of Canada.

In addition, since 2007, the Government of Canada has been engaged in a process of Public Service renewal. This process has focused on

- improving the integration of human resources and business planning;
- recruiting to meet future needs;
- improving employee development and performance management; and
- ensuring that effective Human Resources systems and processes are in place.

Efforts are also being made to act upon several recommendations made by an external Advisory Committee to the Prime Minister, namely that “Deputy Ministers should be clearly recognized as having primary responsibility and accountability for Human Resources management”; and that “there should be a single, smaller Central Agency to support the leadership responsibility of departments and agencies on Human Resources management.”

## **What motivated these changes?**

Efforts to tackle the Web of Rules challenge build on the *Federal Accountability Act* and its Action Plan (2006). The *Federal Accountability Act* is a broad-ranging piece of legislation focused on transparency, openness, and accountability in government, and includes a number of measures to streamline ineffective rules that undermine good management and effective performance. Current efforts to tackle the Web of Rules are further encouraged by recent attention focused on the issue by the following:

- The Clerk of the Privy Council, who, in his Annual Report to the Prime Minister on the Public Service of Canada (2008) acknowledged that achieving a better balance between risk taking and accountability requires reducing the current Web of Rules;
- The Speech from the Throne (2008), in which a number of commitments in support of sound public sector management were made. This provided an opportunity to exploit the linkages between improving management capacity and delivering better programs and services through smart and efficient management, and strengthening government spending within a climate of fiscal restraint and economic uncertainty; and
- The Prime Minister's Advisory Committee on Public Service Renewal, which has identified the Web of Rules as an area of focus in its upcoming report to the Prime Minister (expected in early 2009).

TBS's evolving role as a proactive risk manager was motivated by the broader agenda for change in management practices within the federal public sector, which is aimed at supporting a dynamic, responsive, and efficient public service that delivers results for Canadians. As one component of a results-based approach to public sector governance and management in Canada, the encouragement of a risk-smart approach contributes to a number of federal priorities, including a reduction in reporting burdens, greater flexibility for departments in the day-to-day management of their activities, and increased efficiency and effectiveness in policy oversight and program delivery. The evolution in risk management practices at the international level has also provided motivation for changing the way in which risk is addressed in the Canadian public sector. Specifically, the development of international standards for risk management being led by the International Standards Organization provided inspiration for the key principles that will inform TBS's renewed Risk Management Framework and risk management body of practice (i.e., guides, tools, etc.) in future.

The Management Accountability Framework (MAF) was originally implemented to operationalize the Government of Canada's vision for sound public management and to reinforce expectations for modern management. MAF supports performance management of a government organization by measuring over 70 sub-indicators of performance within a framework of 21 distinct areas of management. After five annual rounds of assessments, MAF has evolved into a guide for management reform and a framework for setting management priorities. In addition, both the quality and credibility of MAF assessments have increased. As with other economies, Canada has been compelled to undertake this more rigorous approach to performance management in part as a result of citizen pressure for greater accountability and transparency in government.

The focus on Public Service Renewal has arisen in part as a result of demographic changes -- in particular, an aging workforce nearing retirement in substantial numbers, particularly at senior levels; and also as a reaction to the increasing complexity of the issues affecting Canada and its place in the world, which demands new approaches, new thinking, and a new generation of public service leaders. Moreover, the current complex human resources governance structure and "Web of Rules" have impeded efficient internal processes and operations, and have discouraged workplace cultures of intelligent risk management and innovation. It is necessary to address all of these issues in order to achieve a sustainable and high-performing Public Service.

## **What challenges did you face making these changes?**

While senior-level leadership has generated early momentum in tackling the Web of Rules, sustained progress depends on a culture shift across the Public Service to spur innovation and foster intelligent risk management while safeguarding accountability. Continued senior-level leadership as well as

Public Service-wide engagement are required to more fully address the complexity of these challenges. The alignment of incentives to innovation and risk taking in the public service is also a related and significant challenge.

The challenges being faced in the development and implementation of a risk-based approach to doing business centre on two main tensions identified in the APEC Economic Policy Report of 2007. The first is the balance between risk management and innovation – the challenge of establishing a balanced approach to oversight that is flexible enough to allow individual public sector organizations to take ownership of risks and effectively manage them, while at the same time maintaining overall accountability, oversight and transparency with respect to the management of public funds. The second challenge is managing towards outcomes – the challenges of identifying desired results, performance indicators, and clear roles and responsibilities for central agencies and departments with respect to risk management. A key element of this is the need for clearly articulated communications on risks, risk management practices, and risk tolerance levels so that the expectations of both the public and the public sector are managed effectively. Supporting the development of an operating environment in which individuals at all levels of public sector organizations consider risk systematically as it affects their specific areas of responsibility remains a significant cultural challenge. This shift towards a culture of effective or “smart” risk management requires a significant investment of time and resources for implementation, the resolution of previously identified challenges of balancing risk with innovation, and managing towards outcomes.

The main challenge with respect to the MAF is to maintain and strengthen its function as a key tool in assessing departmental/agency performance and accountability while ensuring that departments/agencies can deliver services to Canadians in an effective and expedient manner. As a result, the MAF has taken steps to ensure that its assessments are targeted and efficient:

- Risk-based approach to the MAF. This is a pilot program where departments that demonstrate strong management practices in certain assessment areas of MAF are not assessed on an annual basis. It is expected that the reporting burden of departments that demonstrate strong management practices will be reduced.
- Streamlining and simplifying the MAF process.
- Strengthening dialogue with departments and agencies.

As observed by Canada’s Clerk of the Privy Council and Secretary to the Cabinet<sup>2</sup>, in order to succeed, Public Service “renewal needs the engagement of managers and employees at all levels, the persistent setting of renewal commitments, and then delivering on them year after year.” Furthermore, the Clerk noted that renewal requires

- an environment in which there is a better balance between risk taking and accountability;
- a Public Service workforce that is more broadly representative of the Canadian population;
- that it be easier to come and go from the Public Service throughout the course of a career; and
- that leaders and employees at all levels stay with their jobs long enough to make a meaningful contribution.

**How do the changes that have been made align with the principles of good public sector governance outlined in the 2007 APEC Economic Policy Report and, in particular, the principles of rule of law; transparency; accountability, security and control; managing for performance; and ethics, probity, culture, and values?**

The Action Plan for Tackling the Web of Rules entails improvements in three inter-related areas of public sector management necessary to build public and political trust and sustain a principles-based

---

<sup>2</sup> Fifteenth Annual Report to the Prime Minister on the Public Service of Canada  
<http://www.pco.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=ar-ra/15-2008/rpt-eng.htm>

regime – risk, results, and financial management and control. Furthermore, many of the efforts to address the Web of Rules can be linked back to broad directions defined in the *Federal Accountability Act* (2006), which is the cornerstone of the federal government's efforts to increase trust in government and promote transparency across the Government of Canada.

The changes underway at TBS and across the federal public sector with respect to risk management align directly with the principles of good public sector governance identified in the 2007 APEC Economic Policy Report, and reinforce other principles, including transparency, accountability, and managing for performance.

The Management Accountability Framework (MAF) is also closely aligned with the above-noted principles of good governance, many of which are integral to MAF objectives and process. MAF is well aligned with the rule of law through the *Federal Accountability Act*, in addition to other laws and compliance measures. The principles of transparency and accountability are upheld by ensuring that the results of MAF are made public (following a thorough vetting process) and by using MAF results to hold deputy heads of organizations to account.

The changes described above in relation to Public Service Renewal are in line with APEC principles. In particular, the APEC principles of managing for performance and improving accountability are supported by Canada's efforts to renew and better manage its Public Service workforce, including by clarifying and simplifying the human resources rules and accountabilities within which this workforce operates.

#### **What implications or lessons do these changes have for other APEC economies?**

Current efforts in tackling the Web of Rules suggest a number of factors are linked to the success of this initiative and could be transferable to other economies attempting similar streamlining initiatives. Some examples follow:

- **Diagnosis of the problem and a rigorous evidence base** are necessary to inform discussions and sustain progress on the various activities within an initiative.
- **Senior-level engagement and leadership** are fundamental to implementing enterprise-wide solutions.
- **Early wins focused on concrete and targeted actions** are needed to demonstrate the tangible benefits of streamlining the Web of Rules and gain support for longer-term actions.
- **Longer-term strategies are necessary** to sustain progress and move the Public Service culture forward incrementally towards one based on intelligent risk taking and continual innovation.
- **Exchange and collaboration are vital** when addressing shared challenges, particularly when buy-in is required from multiple stakeholders, and the lessons learned in applying new approaches can inform successive iterations of reform.
- **Government-wide ownership of problems and solutions** should encompass actions by federal central agencies as well as individual departments and agencies.

MAF is now widely viewed as an effective tool for government-wide risk management, both for the oversight of management risks and for enabling sound management of these risks. The experience of the past five years suggests that MAF has a key role in the following:

- **Providing information to risk-manage oversight** activity by departments and the Treasury Board;
- **Supporting advice to Ministers on departmental capacity** to deliver proposed projects and programs;
- Acting as a 'frame' for **Accounting Officer reporting to Parliamentary Committees**;



- Identifying **best practices for sharing across government** to cultivate good management practices;
- Fostering **senior management engagement and regular dialogue** on management performance; and
- Improving **internal communications** and signals that 'good management matters'.

With respect to Public Service Renewal, the OECD has observed that "good, effective government is crucial to a well-functioning economy and society."<sup>3</sup> In order to ensure a Public Service has the capacity to provide high-quality public services and policy advice now and in the years to come, it is important to focus on attracting, developing, and retaining the best employees and on creating the conditions within which these employees will maximize their effectiveness and productivity.

## Indonesia

### **What changes have economies recently made to public sector governance?**

A lot of changes to public sector governance have been taken place since the last two years. The measures covers a variety of areas in public sectors management, including the improvement of bureaucracy and governance. The statement of President Susilo Bambang Yudhoyono that the success of the development depends on the quality of governance and the performance of its bureaucracy is also a push for the effort to improve public sector governance.

The government of Indonesia has implemented major reforms to improve the quality of public sector governance. Recent reforms that have significant impacts on public sector management in Indonesia are detailed below:

**Bureaucracy Reform in the Ministry of Finance (MoF).**- The reform has been conducted in all aspects of the agency including organizational structure, business process, human resource management and remuneration system. The reason to conduct the bureaucracy reform in the MoF is due to the reformation in the National Budgeting System that calls for a more proficient unit to perform the task to ensure the expected result especially when dealing with issues such as corruption, decentralization, transparency and accountability.

The objective of the reform is to attain a clean, efficient, transparent, and service oriented government officials by restructuring the organization and touching the core problem regarding the human resources management with a punishment and reward scheme to enforce the professionalism of government officials that would enhance the quality of services, efficiency, effectiveness, and productivity of the Governmental system as a whole.

**Reform of the Tax System** - both in terms of tax structure and tax administration Tax policy reforms are being introduced through a new Income Tax Law, which takes effect in 2009, and a new Value Added Tax on Goods and Services and Sales Tax on Luxury Goods Law, which is still under discussion in Parliament. The Income Tax Law simplifies the corporate tax from three tax brackets (from 10% to 30%) to a single bracket of 28% which will decrease further to 25%.in 2010. For individual taxpayers, the law reduces the highest rate to 30% and sets the dividend income tax at a single 10% rate. The law also reduces income tax rates for small and medium enterprises and provides tax exemptions for expenditures on corporate social and responsibility, research and development, and education. These reforms are expected to improve incentives, transparency and compliance, but are not primarily geared to generating substantial additional revenue (IMF 2008).

Administrative tax reforms have focused on making the tax system more transparent, accountable and trustworthy. As a result, taxpayer compliance is expected to increase. The modernization process began with the establishment of two Large Taxpayers Offices (LTO) and was later extended to Medium Taxpayers Offices (MTO) and Small Taxpayers Offices (STO). The process particularly emphasized improvements in ICT and human resource management. The latter was upgraded through better remuneration, transparent and standardized recruitment, and the enforcement of a

<sup>3</sup> [http://www.oecdobserver.org/news/fullstory.php/aid/1696/Results\\_matter.html](http://www.oecdobserver.org/news/fullstory.php/aid/1696/Results_matter.html)

rigorous Code of Conduct. A legal structure for the reforms was provided by a new General Provision and Tax Procedures Law introduced in 2008. The reforms were completed in November 2008.

**Customs Reform** - In 2006 the government embarked on a wide-ranging effort to improve customs procedures, which is a part of customs administration reformed launched in 2002. Major initiatives included changes in the management, operations and staffing of the customs agency, and a comprehensive, interagency program to streamline the customs process. The government has engaged an international consulting firm to survey the results of these efforts. Early findings are that the reforms are reducing the time required to clear customs and limiting opportunities for improper or illegal charges.

The management of the customs has been thoroughly revamped. The Ministry of Finance, which administers customs, identified this agency as a priority area for introducing best practice reforms. New leadership and professional management were brought in, new operating principles were adopted, and large-scale personnel changes were made to ensure that the staff was committed to implementing the new processes. Electronic processing methods were expanded to reduce opportunities for corruption. An ambitious integrity platform was created, which include human resource development, improving customs procedures and its implementation of, developing a more effective and efficient organization and improving remuneration scheme with the enforcement of reward and punishment rules.

The main objectives of reform in customs are to improve service, intensify surveillance, and raise staff quality and integrity. The project has been implemented especially vigorously since 2005 and has involved initiatives to improve human resources, modernize and automate the reimbursement system, eradicate corruption, and increase accountability. Implementation has focused on creating high quality "prime service offices" (PSO) with improved staffing, remuneration, procedures and organization.

**Implementing e-Procurement and Establishing Agency for Government Procurement** - An agency for Government Procurement called National Public Procurement Agency was established under Law No. 106/2007. The main duty of the agency is to coordinate policies and rules of government procurement in goods and services and prepare the system for government procurement including procurement plan and e-procurement.

The National Public Procurement Agency is under the supervision of Ministry for National Development Planning, and responsible directly to the President.

E-procurement that has been implementing since 2005 has now been implementing in central government and local government agencies in 5 Provinces, 5 ministries and 7 Districts/Cities. The Presidential Decree on e-Procurement is scheduled to be finalized by this year.

#### **Implementing Governance Internal Control System under Government Regulation No. 60/2008.**

This is to improve the implementation of Government Regulation No. 8/2006 concerning Financial Statements and Performance of Government Institutions and Government Regulation No. 39/2006 concerning Guidelines of Control and Evaluation. The overall objective of these regulations is improve the quality of governance, the reliability of financial statements and the control of state's asset.

In the effort to improve the quality of public service, other measures have been conducted recently, such as: Drafting Law on Public Services and Developing Public Service Standards for urban areas. While to improve the management of central and local government, Law No. 39/2008 on State Ministerial Agencies and Government Regulation No. 41/2007 on the organization and structure of local governments are expected to achieve the objective to have a more efficient and effective government. On the other hand, the government has conducted many activities to enhance good governance conduct through:

- Raising awareness of good governance including to the local governments authorities.
- Developing *Good Public Governance Index* and this index is expected to be introduced in 2009.

- Developing several laws as a basis for bureaucracy reforms: (a) Law on Government Administration; (b) Law on Ethics (c) Law on Authoritative Relationship between Central and Regional Government and Authoritative Relationship between Provincial Government and District/ City government.
- Developing Grand Design and General Guidelines for Bureaucracy Reforms.

While the government conducted the changes and improvement in many areas of public sector management, nevertheless the government is continuing its efforts to eradicate corruption through related agencies such as Commission on Corruption Eradication (KPK), Corruption Act Court (TIPIKOR) and Attorney General Office. This effort is supported by improvement in surveillance, observation and the accountability system of government apparatus.

### **What motivated these changes?**

Since 1998, Indonesia has been undertaking a major transformation from an authoritarian government into a full-fledged democracy. The executive, judicial and legislative branches have been revamped, creating a newly democratic political system, while freedom of speech and supremacy of law are guaranteed.

Reform has brought increased awareness among the people to develop acceptability and accessibility in the development of public policies through democratic channels. The four amendments to the 1945 Constitution mandate checks and balances across all fields of power, upholding human rights protection and guarantees, and providing more security for the basic needs of the people.

Due to the implementation of "*reformasi*" (reforms) in 1998, significant authority and responsibility has been decentralized from the central to local government, the aim being to improve political accountability and accelerate social and economic development. All of Indonesia's public officials from the president down to the governors and district heads/mayors are now directly elected. This is intended to improve the political and economic accountability of the local public officials to their constituents.

Public demand for better public services and good governance has also been championed by a free media and pressure from public and civil society organizations.

There are indeed some influence of the participation of Indonesia in regional and multilateral organization such as ASEAN, WTO and APEC and bilateral relations that contributes indirectly to the effort of eliminating the wrong conduct and reducing inefficiency in Indonesia's public sector management. The reports on Indonesia presented by multilateral agencies such as World Bank and OECD, and others reports as well also have an impact on the awareness to improve the investment and business climate through improvement in the public sector governance.

### **What challenges did you face making these changes?**

- Building trust between civil society and stakeholders. This is due to an inadequate dissemination of information. Raising awareness of the necessity of good public sector governance, broadening support among civil servants and working through local organizations and processes are activities that need to be well-conducted.
- Securing high-level political support to continuously reform the public sector.
- Securing support from the parliament to endorse the government's initiatives to propose laws related to the improvement of public sector management.
- Continuing the eradication of potential corruption in the public sector since corruption has proven to be a major contributor to the failure of public sector accountability.
- Enforcing laws and regulations on public sector governance.
- Transition of the civil services' culture to one which is based on rules and meritocracy.
- Developing a new system for civil servants including standards, rules, recruitment and promotion, salaries and compensation packages. (Organizational structure, staff-allocations and right-sizing are also some challenges in civil service reform.)

- Empowering civil society to improve its accountability and transparency, subject to independent evaluation of its performance.
- Human resources development and sufficient financial resources are always a major challenge for all efforts of structural reform including public sector governance.

**How do the changes that have been made align with the principles of good public sector governance outlined in the 2007 APEC Economic Policy Report?**

The changes are in line with the APEC principles of good public sector governance mainly in improving accountability and performance of public sector agencies while at the same time manage the ethics and conducts of the bureaucracy and put an effort to improve transparency and responsiveness of the public sector agencies.

**What implications or lessons do these changes have for other APEC economies?**

The lesson is that it is fine to be late in the reform, rather than do not conduct anything. A gradual process is better than do the whole changes in a short period of time. There is no one size fits all in structural reform, including in public sector governance reform. Last but not the least, it is the democracy that raises the demand of people to conduct reform in public sector governance. However, the political will of the government will make the implementation of the public sector governance reform in a proper way to achieve the objective as intended.

**Mexico**

**What changes have economies recently made to public sector governance?**

The Government of Mexico initiated major economic reforms in the 1980s; and democratic reforms transformed the political system in the 1990s. Meanwhile, public management reform lagged behind. The fiscal reform approved in September 2007 marked a crucial step in strengthening the economy's fiscal accounts.

The Government is now focused on enhancing the quality of public expenditures throughout the budget cycle, from planning to execution and evaluation. The Government's new results-based budgeting initiative is anchored in a new legal framework, establishing the Performance Evaluation System (*Sistema de Evaluación del Desempeño-SED*). This will provide two kinds of data on the performance of publicly-financed programs and organizations as inputs to the budget cycle: a) consolidated data from program evaluations or other sources on the outputs and impact/effectiveness of public expenditures; and, b) data on the quality of public management, which is the focus of a new Management Improvement Program (*Programa de Mejora de la Gestión-PMG*). The SED is led by two institutions: the Ministry of Public Administration (*Secretaría de Función Pública-SFP*) and the Ministry of Finance (*Secretaría de Hacienda y Crédito Público-SHCP*). The Ministry of Public Administration is also responsible for the PMG.

The PMG promotes the formulation of Management Agreements, as an instrument to address performance issues particular to a given ministry or agency. The PMG also includes a standardized module that will oblige departments and agencies to make steady improvements in "horizontal" administrative systems that are common across government. These horizontal systems include: internal regulation, institutional efficiency (aligning organizational mission and internal administrative structure), procedures and services (simplification and improved attention to the public), expenditure reduction (operational expenses, e.g., energy use, office products), e-government, procurement (including consolidated procurement of "common use" goods), strategic planning, human resources management, and administration of government property.

**What motivated these changes?**

President's Calderon fiscal reform enabled the Government of Mexico to raise the tax collection rate, strengthen fiscal federalism, and decrease tax evasion. The reform was critical to increase capital investment and non-oil tax revenue. Nevertheless, sound budgeting practices are critical to support aggregate fiscal discipline, promote effective resource allocation (and reallocation), and to ensure

efficient and effective service delivery. In addition, the government and citizens of Mexico increasingly view the budget as a tool for greater transparency and accountability, rather than merely as a vehicle for allocating resources or controlling expenditures.

The budget is a cornerstone of good governance. Likewise, the economic reforms that transformed the role of the State in the economy, and the electoral reforms that reshaped Mexican politics, generated growing pressures for public management reforms to produce a more efficient, effective and professional public administration to respond to the needs of Mexican society.

### **What challenges did you face making these changes?**

The major challenge faced during the changes was to achieve consensus within the Congress of Mexico when obtaining support to endorse each and every of the initiatives. Of course, another challenge arose from public institutions & public servants regarding their fear & resistance to change while implementing new programs.

### **How do the changes that have been made align with the principles of good public sector governance outlined in the 2007 APEC Economic Policy Report?**

The changes are fully in line with the APEC principles since they help to reduce government obesity, to foster effectiveness within public administration and above all this to promote competitiveness. Likewise, transparency and accountability are fully considered and covered.

### **What implications or lessons do these changes have for other APEC economies?**

Main lesson is that it is never too late to start with changes that may make a difference in transforming the role of the State in the Society. Each economy is different, but it always has to look for new ways to bring value added to its citizens. The World is changing, governments are also supposed to.

### **New Zealand**

New Zealand has, at the request of Ministers and the Parliament, reviewed the accountability documents that underpin its public sector regime.<sup>4</sup> The Review of Accountability Documents (RoADS) was about focusing accountability documents better on the needs of Ministers and Parliament. RoADS included substantial changes to the structure and presentation of accountability documents.

In order to improve these documents, the Treasury worked closely with these users to provide for much clearer specification of what was being purchased, and much more focused reporting to Select Committees on both agency and sector performance. The core Parliamentary appropriations have been updated and structural changes to accountability documents have largely been implemented as part of the Budget 2008.

New Zealand is now starting work on better specification of non-financial performance information where much more work is required. This is to be expected; setting performance expectations for agencies was always going to be difficult, and lessons from our experience to date can now be applied.

### **What motivated these changes?**

Ministers and the Parliament felt the existing arrangements were burdensome and did not provide adequate information to allow informed judgement on the performance of the public sector.

Parliament and Ministers in particular felt they were not getting the right information in the right forms, and performance documents were not helping the situation. Some problems identified by key users included: that the documents were seen as too long and difficult to engage with; there was duplication between documents; poor reporting of non-financial performance information; and, the documents often focused on style rather than content.

---

<sup>4</sup> The accountability documents covered by the review are: 1) The Estimates of Appropriations and Information Supporting the Estimates; 2) Departmental reports – ex ante Statement of Intent and Output Plans, and ex post annual reports; and 3) reports on non-departmental appropriations or output classes.

### **What challenges did you face making these changes?**

The major challenge faced during the changes is the depth and breadth of the project. Implementing it fully will take another two to five years. Agencies have, generally speaking, been supportive of the changes. This will be the first year in which Parliament will have the chance to formally comment on the process to date, but initial feedback has been positive.

Apart from the depth and breadth of the project, other challenges arose during the review. Staff turnover was a particularly challenging area as new staff led to constant re-training. New Zealand's three-year electoral cycle also makes the undertaking of long-term changes difficult. The election of a new government late last year, which is currently focused on the economic situation, means that getting Ministers' engagement on documents can be difficult.

So far the bulk of the work has been focused on improving the structure of the documents. Looking ahead over the next 2-5 years Central Agencies (The Treasury, the State Services Commission and the Department of Prime Minister and Cabinet) will focus particularly on improving the quality of performance information, not only to meet the needs of Ministers and Parliament but also to inform good decision-making in agencies. The logic is that if agencies produce good performance information for internal management purposes, they can also use this information in their accountability documents, and thus ensure that these documents better meet the needs of Ministers and Parliament in the future.

### **How do the changes that have been made align with the principles of good public sector governance outlined in the 2007 APEC Economic Policy Report?**

The changes are fully in line with the APEC principles. In particular, the aim has been to ensure that transparency and accountability are substantially advanced. This has been a chance to refresh the initial thinking behind New Zealand's changes, which is now some twenty years old, and to build on the progress that has been made to date.

### **What implications or lessons do these changes have for other APEC economies?**

The implication for other economies is that the public sector is continually changing, facing different challenges and needing to respond as well as it can. It is most important that its foundations are under constant review; without this focus, it's entirely possible that systems and practices can become ossified and irrelevant

#### **Singapore:**

### **What changes have economies recently made to public sector governance?**

### **What challenges did you face making these changes?**

**How do the changes that have been made align with the principles of good public sector governance outlined in the 2007 APEC Economic Policy Report, and in particular, the principles of rule of law; transparency; accountability, security and control; managing for performance; and ethics, probity, culture and values?**

### **What implications or lessons do these changes have for other APEC economies?**

(Replies to these three questions are to be incorporated as bold text)

#### ***A. Managing For Performance***

##### **(i) An Integrated Government**

The Public Service uses a Whole-of-Government Balanced Scorecard, based on strategic and operating outcomes. Key Performance Indicators have been developed for each of the outcomes, and

assigned to owner Ministries. In addition, a Whole-of- Government Strategic Planning Cycle aligns the Government's strategic planning with the budget cycle.

The Government **aims to be an Integrated Government (iGov) that works as one, across organisational boundaries, to reap synergies and exploit new opportunities in all aspects**, whether in providing information that engages citizens, or being intelligent and interactive in fully understanding customers' needs to deliver quality services. The initiatives and projects undertaken to achieve an Integrated Government can be categorized in 3 broad areas: Framework and architecture for integration; cross-agency collaboration projects; and supporting structures, policies and Infocomm Technology.

Some of the main achievements include the Integrated Government Maturity Framework that articulates what it means to be an integrated government in service delivery and how to achieve this. A systematic methodology called the Singapore Government Enterprise Architecture (SGEA) was designed to help identify common business functions and processes where opportunities for cross-agency collaboration exist. The SGEA will facilitate the analysis of central ICT investments and their alignment to business functions, and create higher opportunities of collaboration among agencies, leading to the adoption of shared ICT systems and services.

#### (ii) Centre for Shared Services

In 2006, a Government department under the Ministry of Finance was set up to consolidate and deliver corporate shared services to Ministries, Organs of State, and Statutory Boards of the Singapore Government. Named 'Vital.org – the Centre for Shared Services' (CSS), the centre brought together the finance and HR administrative support functions of public agencies, and is expected to help the Public Service save about \$4 million annually.

#### (iii) The Enterprise Challenge

The Enterprise Challenge (TEC) is an initiative by the Prime Minister's Office that looks into the **funding of innovative proposals that have the potential to create new value or significant improvements to the delivery of public services**. Started in 2001, TEC provides funding and test-bed to trial test innovations that can **create new value for the Public Service and fundamentally improves the delivery of public services**. Through this, TEC aims to foster a culture of innovation, risk-taking and enterprise in the Public Service. To date, TEC has awarded \$32m to 98 innovative projects.

### ***B. Responsiveness To Stakeholders; Accountability; Transparency***

In 2000, the Cut Red Tape movement was launched to remove regulations that are no longer needed, so as to **reduce the burden on the customer, while making public services more convenient and effective**. The movement does its work through the Pro-Enterprise Panel (PEP), Zero-In-Process (ZIP), Public Officers Working to eliminate Red-tape (POWER), and the Rules Review Process.

#### (i) Pro-Enterprise Panel

To be **more responsive to the needs of businesses**, the Pro-Enterprise Panel (PEP) was formed to review suggestions raised by stakeholders regarding rules and regulations governing businesses, in order to foster a pro-enterprise environment in Singapore. Since the establishment of the Panel in Aug 2000, over 1,700 enterprise related suggestions have been received. More than half of the suggestions received have resulted in changes to facilitate enterprise.

#### (ii) Zero-In-Process

The Zero-In-Process (ZIP) looks into **issues raised by stakeholders that cut across multiple agencies, or where there is no clear ownership**. A lead agency would be pointed to drive the matter to its resolution. Since 2000, more than 110 cases have been identified, with 22 inter-agency teams formed to tackle the more complex cases.

#### (iii) POWER

The Public Officers Working on Eliminating Red-tape (POWER) initiative was launched in 2000 as part of the Cut Red Tape Movement. A POWER feedback channel provides an **avenue for public officers to submit suggestions on changes to, or elimination of, cumbersome and obsolete rules**, while POWER sessions **bring together interested public sector officers to discuss how specific sections of the Government Instruction Manual (IM) can be improved**. At the end of the session, the respective IM owners will have to decide on the spot whether to accept or reject the suggestions. If further study is required, the respective agencies are given a cap of 90 days to respond.

#### (iv) Rules Review Process

A rules review process was established to **ensure that all public sector agencies review their rules and regulations minimally on a 5-yearly cycle**, and a Rules Review Panel was set up to oversee the review process. The Panel will **question not only why particular rules have to be retained, but also the approach and thinking behind the rules**.

The objectives of the rules review process are to:

- Reduce the cost and burden of regulation while maximising public interest;
- Improve the quality of Government regulations and remove outdated or unnecessary regulations; and
- Ensure a sustained and effective approach in continuous government regulatory review.

In addition, some tools were developed to help agencies embark on their rules review process. A Smart Regulation Checklist provides a guide when agencies undergo their regulatory review. This checklist was extracted from learning points acquired from hundreds of case studies. The Smart Regulation Self-Assessment Scorecard for Regulatory Excellence (SASRE) was also developed to help agencies gauge their individual standing in terms of regulatory rigour and depth. To foster a sense of learning and mindset change, a Smart Regulation repository was created to build up a body of knowledge in this area, and a Smart Regulation training curriculum is being developed for different levels of policy-makers.

Through these channels and through regular public consultations, the Public Service **finds many ways to improve its regulations**. Some of these involve simplifying, dropping or relaxing rules. Others are about getting the public or industries to regulate themselves, by giving them sufficient information.

Agencies also avoid future red tape from building up in the first place, for instance by setting “sunset clauses” by which rules would automatically lapse after a certain date, or by spelling out a list of don’ts rather than only allowing a small list of do’s. Too many rules can cause confusion – to the public, who have to follow them, and to public officers, who must apply and enforce them. **By reducing the number of rules or by improving them, the chances for inconvenient bureaucracy to occur in the future are lowered.**

#### (v) No Wrong Door

In 2004, to **address the issue of citizens being passed from one Government department or agency to another**, the No Wrong Door policy was implemented. Under this directive, should an agency or department receive feedback on an issue which is not under its charge, it must ensure that the feedback giver is linked up with the right party. If the feedback involves a few agencies, the receiving agency should coordinate and provide an integrated reply.

#### (vi) Public Private Partnerships

In the past few years, the Singapore Government has actively embraced Public Private Partnerships (PPP), particularly in the education sector, with a view to increasing our international competitiveness. In 2003, the Best Sourcing policy for new services was introduced. Best Sourcing



requires public sector agencies to **market test their services and to engage private sector providers to deliver those services where it is more efficient and effective to do so**. PPP is part of the Best Sourcing framework. It brings together the expertise of the Government and the private sector to **meet the needs of the public efficiently and effectively**.

#### (vii) Engaging Citizens

A Feedback Unit was set up in the Ministry of Community Development, Youth and Sports (MCYS) in 1985 to gather feedback from the public on Government policy and services. Towards the late 1990s the increasing activity and sophistication of public feedback, combined with increased interest in government policy, became the subject of public discourse. The development of the Singapore 21 vision, which lists the strategic plans for Singapore in the 21st century based on a wide public consultation exercise, led to aspirations of a stronger civic society – one which is inclusive, diverse and where every Singaporean matters. This led to the concept of the Active Citizen: the Singaporean who was not a passive recipient of government benefits and policies, but an active partner and stakeholder with a civic responsibility to share in the task of nation building. In 2006, the Feedback Unit was renamed Reaching Everyone for Active Citizenry @Home (REACH) to reflect its strategic shift from gathering feedback to engaging citizens, and renewed its commitment to listen to the people, as well as to promote active citizenry, and work with community and grassroots organisations to reach out to and engage citizens.

In 2002, a Remaking Singapore exercise was launched to address challenges in the social, cultural, and political spheres. Chaired by a Minister of State, the Remaking Singapore Committee comprised members ranging from Ministers of State and Members of Parliament to members of the public from the private sector, voluntary organisations and tertiary institutions. Five Subject Committees - Beyond Careers, Beyond Condo, Beyond Club, Beyond Credit Card and Beyond Cars - were also formed to review specific areas. The report was submitted to the Prime Minister in July 2003, and contained 70 recommendations for renewal and change, centred on four themes: A Home for all Singaporeans, A Home Owned, A Home for All Seasons, and A Home to Cherish.

One of the recommendations of the Remaking Singapore Committee was to have a code for public consultation. Following that recommendation, guidelines for consultation were drawn up, which provided Government agencies with a framework for public participation and outlined the principles and guidelines for conducting public consultations, to **engender transparency and involve public participation in the process of policy formulation**.

#### (viii) Government Online

Under the Government ICT master plan, iGov 2010, we envision a Government that leverages on Infocomm Technology to: address customers' needs and deliver quality services; engage citizens in policy formulation and provide information that is interesting, relevant and useful; and be innovative in creating new value within the public sector as well as for the economic sectors.

The internet enables the Public Service to reach out to customers anytime, anywhere, allowing information to reach a wider group of customers, thus allowing greater accessibility of public information. The Public Service also uses the internet to provide government services online, so that the public and business users can perform transactions – such as filing their income tax or applying for permits and licences – anytime, anywhere, without having to make a trip to a government office during working hours.

Besides hosting descriptions and explanations of government policies and procedures on the websites, the online government services provided also spell out application procedures and the broad criteria used for considering the applications. These efforts **promote efficiency, transparency and ease for citizens to apply for public services and permissions**.

### ***C. Rule of Law; Ethics, probity, culture and values***

Historically, Singapore has a **sound anti-corruption framework, with strong emphases on the investigation and prosecution of corruption cases**. These are carried out independently through the workings of the Corrupt Practices Investigation Bureau (CPIB), Attorney General's Chambers and

courts. Two key legislations underpin Singapore's anti-corruption strategy: the Prevention of Corruption Act, and the Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act. In addition to these, there are other measures that more generally create a system of law that readily examines questions of corruption and holds the guilty accountable.

These are the Criminal Procedure Code, the Evidence Act, the Penal Code and the Police Force Act. There are also **codes of conduct and discipline that apply to public sector employees and politicians**, such as the Government Instructional Manual (IM), the Police General Orders, and the Code of Conduct for Ministers and Guidelines on MPs' involvement in Business. Under these codes and guidelines, public servants may be found guilty by administrative review and subject to penalties and punishment ranging from warnings to dismissal. Where warranted, the information from such administrative review is shared with the CPIB, which may consider further investigation for criminal prosecution.

The key institution in the anti-corruption sector is the CPIB, an independent body under the Prime Minister's Office that investigates and prevents corruption. The CPIB covers a wide variety of types of corruption affecting all aspects of society and people from all walks of life, and also undertakes programmes for public education. Where investigation warrants, the CPIB makes a recommendation for prosecution, which is undertaken by the Attorney General's Chambers.

### **What challenges did you face making these changes?**

Globalisation has increased Singapore's connectedness with the world and created new economic opportunities. The uneven distribution of the fruits of economic growth brought about by globalisation brings new challenges for social cohesion, which will require increasingly sharp policy trade-offs in the future. We continue to focus on addressing the following challenges:

- **Engaging Singaporeans.** This refers to the ability to listen to our citizens and understand their needs and at the same time, engaging, consulting and communicating to them the rationale of our policy choices.
- **Dealing with complexity and chaos.** The ability to thrive in an environment of greater complexity requires the Public Service to be able to make decisions and act with flexibility and speed, and to experiment and manage risks.
- **Strengthening Whole-of-Government orientation and instincts.** We need to do more to ensure that whole-of-government orientation is pervasive across the entire Public Service. Beyond mindsets, we also need to look into structural issues that hinder a whole-of-government approach in planning and execution.
- **Developing leadership.** Beyond building up attributes of good leadership, we need to do more to nurture and build up the next generation of leaders. This includes capturing tacit knowledge and defining the desired leadership attributes and skills required for tomorrow's leaders.

### **What implications or lessons do these changes have for other APEC economies?**

We would expect other economies to encounter similar challenges and tensions in their respective policy arenas. We very much look forward to this opportunity under APEC to share our experiences and exchange ideas with respective economies on best practices in their policy implementation.

### **Chinese Taipei**

#### **What Changes have economies recently made to public sector governance?**

Chinese Taipei has been implementing several policies in order to promote principles of good governance in recent years. The policies include: installing an online Government Performance Management Net (GPMnet) to monitor and improve policy results and performance; utilizing information communication technologies (ICTs) to facilitating citizens' policy participation and enhancing government's transparency such as publishing the online Executive Yuan Gazette,

launching online policy forum, and so on. We have presented our efforts and results in 2008 Workshop on e-Governance and in 2008 Workshop on Government Performance and Results Management to all APEC members. Responses and comments are very positive in general.

In order to continuously monitor our efforts and to follow up international standard in good governance, Chinese Taipei has been working on composing two indicators. One is public governance indicator which measures seven aspects of public governance, including accountability, effectiveness, transparency, responsiveness, rule of law, and corruption control and public participation. The other indicator is government transparency indicator which measures transparency level of budgeting, information revealing and policy processes. By composing these two indicators, we expect to be able to periodically and systematically evaluate and monitor current status of governance and government transparency. Results will be useful for enhancing Chinese Taipei's governance quality. These surveys and indicators are conducted by Taiwan Public Governance Research Center (TPGRC) a semi-official independent agency funded by Research, Development and Evaluation Commission (RDEC), a ministry under the cabinet.

### **What motivated these changes?**

Chinese Taipei is determined to follow APEC's principles on improving public governance. We believe that we can achieve our determination by following three premises. First, technology helps. We have put a lot of resources in ICTs. That is a major reason why we have launching various online projects. As a result, Chinese Taipei's e-Government has won worldwide acclaimed reputation. Second, benchmarking helps. That is the reason why we are working on composing two important indicators. By comparing various ministries in our government and by comparing to other economies, we can know not only what our ranking stands in the world but also where to improve. Third, independent agency helps. It's not easy for one government agency to measure or to survey other government agencies' performance. To make things easier, we set up a semi-official independent agency, TPGRC. This agency is operated by prestigious scholars and experts from National Taiwan University. It has been closely worked with RDEC. We believe that this form of organization can overcome some drawbacks formal government agencies have.

### **What challenges did you face making these changes?**

First, technology helps but many people, especially civil servants fear technology. We have to make a lot of effort to let civil servants be familiar with new tools benefit to good public governance. Second, we need more theoretical and practical understanding in composing the governance indicators. Besides, it's very difficult to get all the data we need. Some data we needed are lacking. Some surveyed agencies are not willing to cooperate. It's also extremely challenge to collect international data. Third, TPGRC has been operating for only one year. Scholars and civil servants usually have different working logics. There are still some nuts and bolts need to be fixed.

### **How do the changes that have been made align with the principles of good public sector governance outlined in the 2007 APEC Policy Report?**

As we have mentioned, Chinese Taipei is determined to follow the APEC principles of good public sector governance. All efforts we have made are aiming to achieve our determination.

### **What implications or lessons do these changes have for other APEC economies?**

Our three premises might help. First, technology helps. Second, benchmarking helps. Third, some kind semi-official agency or NGO research institutes might help government to improve public sector governance. Besides, RDEC has conducted many training programs for our civil servants. We believe these programs are also very crucial in improve government governance. Chinese Taipei is more than happy to share our experiences should you have further interest.

**附件5: Policy Round Table: Implications of Global Financial Crisis  
on Structural Reform (文件編號 : 2009/SOM1/EC/031rev1)**



**Asia-Pacific  
Economic Cooperation**

---

**2009/SOM1/EC/031rev1**

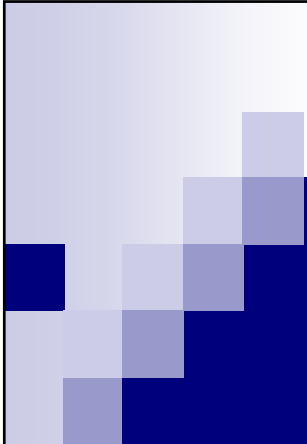
Agenda item: 7

## **Policy Round Table: Implications of Global Financial Crisis on Structural Reform**

Purpose: Information  
Submitted by: Chinese Taipei



**First Economic Committee Meeting  
Singapore  
19-20 February 2009**



## **Policy Round Table: Implications of Global Financial Crisis on Structural Reform**

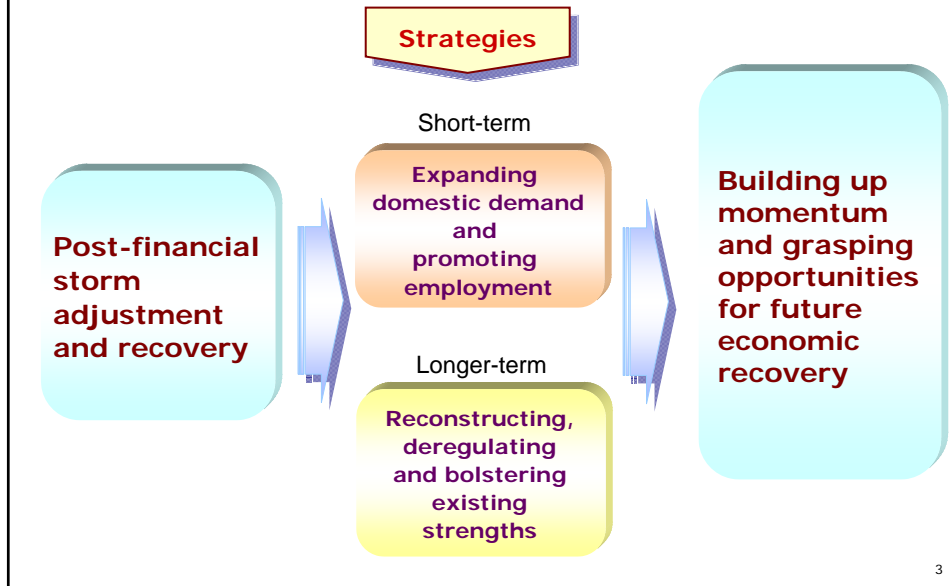
Council for Economic Planning and  
Development, Chinese Taipei  
Feb. 19, 2009



### **I. Current Economic Situation**

- Facing the most severe global economic downturn since the World War II, Chinese Taipei's export-oriented economy has also been greatly affected.
- This year our major goal is to expand domestic demand and to reduce the economy's reliance on its export.
- According to the latest forecast, the economic growth rate for 2009 would be -2.97%.

## II. Coping Strategies



### II.1 Short-term Strategies

#### -- Expanding domestic demand

- Monetary measures

- The Central Bank reduced the rediscount rate 8 times to below 2%.
- Full insurance coverage of bank deposits will be extended to individual depositor to the end of 2009 so as to help bolster confidence and maintain financial stability.

- Fiscal measures

- The Issue of Consumer Vouchers

**Distribution of the vouchers**

- Distributed on January 18, 2009.
- Every citizen or foreign spouse of a citizen, regardless of financial status, entitled to receive one set of vouchers to the value of NT\$3,600.

**The form of the vouchers**

- No change given when the vouchers are used, and the vouchers valid for use up to September 30, 2009.
- The vouchers having face values of NT\$500 and NT\$200, with each person receiving a set of six NT\$500 vouchers and three NT\$200 vouchers.

**The effect of the vouchers**

- Requiring a total budget of approximately NT\$85.7 billion (US\$ 2.6 billion), the scheme is projected to increase the economic growth rate by up to 0.66 percentage point and create 50,000 employment opportunities in 2009.

5

- Public construction projects

- ◆ Preliminary estimation of budget appropriation for the year 2009 is NT\$ 150.6 Billion and total investment within 4 years would be NT\$ 500 billion.
- ◆ Proposed projects include:
  - MRT System for the Taoyuan International Airport
  - National Roadway Improvement and Expansion Project
  - Urban Renewal Projects
  - Repair/Maintenance Projects for Old/Dangerous Bridges

6



## -- Promoting Employment

- To put forward re-training programs to provide workers on unpaid day-offs with paid training opportunities, which are estimated to benefit 42,000 persons
- To put NT\$ 27.6 Billion within 2 years to promote employment programs by creating job opportunities for 69,000 persons.

7

## -- Export Expansion Plan

Despite all the aforementioned stimulus measures on the domestic front, export is still vital to our economic development.

- In view of the economic growth potential in the emerging market, especially when advanced countries are all greatly influenced by the current financial crisis, we also strive to explore potential export markets among the emerging countries.
- The government is to invest NT\$ 8.5 Billion within 4 years so as to reduce the negative impact of the current global economic downturn.

8

## II.2. Longer-term Strategies

### -- Improving business environment

- In spite of the global economic downturn, we keep on improving the overall investment environment so that our legal regime could be much more in line with the international standards.
- CEPD calls review meeting of related ministries on DB indicators and coordinate inter-ministerial issues. The "ministers without portfolio panel" meets monthly to monitor the process.
- Since May 20, 2008, we have completed 183 items of regulation changes and plan to conduct another 109 items this year.

9

### -- 12 construction projects



- ◆ Multiple-tier Transportation Networks
- ◆ Kaohsiung Harbor & Urban Renewal Plan
- ◆ Central Region High-Tech Industrial Cluster Development Plan
- ◆ Taoyuan International Air City
- ◆ Intelligent T-Island
- ◆ West-coast Industrial Innovation Corridors
- ◆ Urban & Industrial Zone Renewal
- ◆ Farm Village Regeneration
- ◆ Coastal Area Development
- ◆ Green Forestation
- ◆ Flood Prevention & water Management
- ◆ Sewer Systems Construction

10