

行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「APEC 結構改革新策略研習會議(APEC ANSSR Residential Training Workshop on Structural Reform)」
出國報告

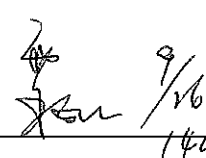
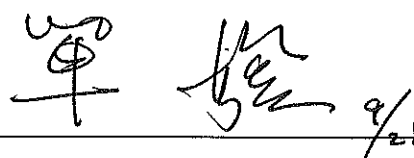
出國人員服務機關	職 稱	姓 名
行政院經濟建設委員會綜計處	專員	黃仿玉
行政院經濟建設委員會綜計處	專員	林季鴻
行政院經濟建設委員會法協中心	研究員兼組長	劉美琇
財團法人婦女權益促進發展基金會	研究員	蕭伊真

會議地點：新加坡

會議時間：100 年 8 月 10 日至 12 日

完成報告：100 年 9 月 22 日

出國報告審核表

出國報告名稱： 出席「APEC 結構改革新策略研習會議(APEC ANSSR Residential Training Workshop on Structural Reform)」出國報告		
出國人姓名 (2 人以上，以 1 人為代表)	職稱	服務單位
黃仿玉	專員	行政院經濟建設委員會
出國類別	<input type="checkbox"/> 考察 <input type="checkbox"/> 進修 <input type="checkbox"/> 研究 <input type="checkbox"/> 實習 <input checked="" type="checkbox"/> 其他 出席國際會議 (例如國際會議、國際比賽、業務接洽等)	
出國期間：100 年 8 月 10 日至 100 年 8 月 12 日		報告繳交日期：100 年 9 月 22 日
計畫主辦機關審核意見	<input checked="" type="checkbox"/> 1.依限繳交出國報告 <input checked="" type="checkbox"/> 2.格式完整 (本文必須具備「目的」、「過程」、「心得及建議事項」) <input checked="" type="checkbox"/> 3.無抄襲相關出國報告 <input checked="" type="checkbox"/> 4.內容充實完備 <input checked="" type="checkbox"/> 5.建議具參考價值 <input type="checkbox"/> 6.送本機關參考或研辦 <input type="checkbox"/> 7.送上級機關參考 <input type="checkbox"/> 8.退回補正，原因： <input type="checkbox"/> 不符原核定出國計畫 <input type="checkbox"/> 以外文撰寫或僅以所蒐集外文資料為內容 <input type="checkbox"/> 內容空洞簡略或未涵蓋規定要項 <input type="checkbox"/> 抄襲相關出國報告之全部或部分內容 <input type="checkbox"/> 電子檔案未依格式辦理 <input type="checkbox"/> 未於資訊網登錄提要資料及傳送出國報告電子檔 <input type="checkbox"/> 9.本報告除上傳至出國報告資訊網外，將採行之公開發表： <input type="checkbox"/> 辦理本機關出國報告座談會 (說明會)，與同仁進行知識分享。 <input type="checkbox"/> 於本機關業務會報提出報告 <input type="checkbox"/> 其他 _____ <input type="checkbox"/> 10.其他處理意見及方式：	
審核人	一級單位主管	機關首長或其授權人員
	 9/16 1400	 9/28

說明：

- 一、各機關可依需要自行增列審核項目內容，出國報告審核完畢本表請自行保存。
- 二、審核作業應儘速完成，以不影響出國人員上傳出國報告至「政府出版資料回應網公務出國報告專區」為原則。

出席「APEC 結構改革新策略研習會議(APEC ANSSR Residential Training Workshop on Structural Reform)」出國報告

目 錄

壹、摘要	1
貳、會議經過	2
一、研習會議重點內容	2
二、我方參與「ANSSR 先行者(Early Movers)」情形	3
參、心得建議及後續應辦事項	5
肆、附件	
一：「APEC 結構改革新策略研習會議(APEC ANSSR Residential Training Workshop on Structural Reform)」議程	
二：結構改革策略政策摘要 (Policy Brief Mapping Structural Reform)	
三：美國 ANSSR 計畫草案(ANSSR: U.S. Preliminary Priorities and Assessment Benchmarks)	
四：澳洲 ANSSR 計畫草案(ANSSR: Australia’s preliminary priorities)	
五：新加坡 ANSSR 計畫草案(ANSSR: Singapore)	
六：中華台北 ANSSR 計畫草案(Draft Outline of Chinese Taipei’s ANSSR Plan [2011-2015])	
七：「衡量結構改革進展方法研討會(SOM3 Workshop on Approaches to Assessing Progress on Structural Reform)」簡介	

壹、摘要

一、會議時間及地點

本(2011)年「APEC結構改革新策略研習會議(APEC ANSSR Residential Training Workshop on Structural Reform)」於8月10至12日在新加坡舉辦，由經建會綜計處黃專員仿玉、林專員季鴻、法協中心劉組長美琇，以及財團法人婦女權益促進發展基金會蕭研究員伊真，代表出席。

二、會議緣起及目的

2010年APEC經濟領袖會議通過採認「APEC成長策略」及「APEC結構改革新策略(ANSSR)」，將未來APEC結構改革優先工作領域由EC擴大為APEC整體的共同目標，進而涵蓋APEC相關論壇的參與，且提升為資深官員會議主導推動。

ANSSR主要內容包括：訂定APEC整體共同優先領域(Collective Areas)、個別經濟體將自行設定未來5年結構改革優先工作重點以及質化與量化的衡量目標、APEC將透過特定部門別、特定議題別，以及量身訂作的能力建構計畫協助個別會員體。

本研習會議係美方為ANSSR所規劃之第一次能力建構計畫，旨在協助APEC各會員體研擬其個別的ANSSR計畫，並研討如何於計畫中納入適當之質化或量化指標。

三、會議重要進展

本研習會議中，美國代表提出將於本(2011)年9月第三次資深官員會議期間舉辦「衡量結構改革進展方法研討會(SOM3 Workshop on Approaches to Assessing Progress on Structural Reform)」，該會議將協助各會員體制定推動結構改革之目標、政策及衡量其進展之方法，渠呼籲各會員體屆時提出ANSSR計畫草案之構想，俾利與其他會員體分享，並與學者專家研討如何進一步強化計畫內容。

貳、會議經過

本研習會議主要係分享各會員體就「APEC結構改革新策略(ANSSR)」5大共同優先領域之初步規畫內容，同時並安排澳洲、OECD、亞洲開發銀行等專家，根據國際成功經驗及國際組織推動改革經驗提出專案報告。會議定位為訓練性質，經過3天課程，參訓者可掌握ANSSR之概要及其後續推動方向。

一、研習會議重點內容：

(一) 會議第一天及第三天(8月10日及12日)，大會安排澳洲(Productivity Commission)、OECD、亞洲開發銀行等專家，就國際成功經驗及國際組織推動改革經驗提出專案報告，內容涵蓋競爭政策之重要性、開發中經濟體進行改革的重點與時序、以及推動改革的可能助力與阻力等。多篇報告同時指出，質化及量化指標主要係用以衡量改革推動的影響及效益評估，並針對「法規影響評估(RIA)」提出討論，認為是未來進行能力建構的重點項目之一。

(二) 會議第二天(8月11日)上午由「ANSSR先行者(Early Mover)」6個會員體簡報其計畫(草案)，下午其他會員體就其計畫(草案)內容進行分組討論；午休時間，美國邀集「ANSSR先行者(Early Mover)」會員體，包括澳洲、新加坡、墨西哥及我國，進行研商會議，並經美方代表於第三天(8月12日)會中宣告下列結論：

1. 有關年底將提交APEC經濟領袖會議之ANSSR 2015計畫，各會員體需於規定之時程內(本年10月21日前)提交3~4頁之計畫內容，並應以描述性的(descriptive)高層次政策文字表現，美國將電郵各會員體其計畫撰寫模版(template)，俾供各會員體參用。
2. 至於各會員體於各ANSSR會議中所使用之簡報不須提報領袖會議，後續相關ANSSR討論場合建議採用澳洲之簡報

格式(先依5大共同優先領域再依個別議題領域呈現)。

3. 除去年APEC經濟領袖會議所訂定之ANSSR共同議題領域之外，亦歡迎各會員體研提其個別之結構改革領域(member economy specific)。

(三) 綜整各會員體所研提之ANSSR計畫(草案)涵蓋領域如次(詳如表一)：

1. ANSSR之5大共同優先領域：

- (1) 建立更開放、運作良好、透明以及競爭的市場；聚焦於法制革新、競爭政策、公司治理及法制、公部門治理以及EoDB行動方案；
- (2) 促進良好運作及有效管制之金融市場；
- (3) 提倡勞動市場機會及教育訓練；
- (4) 提倡永續中小企業發展，並且提升婦女及弱勢族群經濟機會；
- (5) 提倡有效的社會安全網絡方案。

2. 個別議題領域：

- (1) 汶萊提出之包容性成長議題(Inclusive Growth)；
- (2) 日本提出之復甦策略(Strategy for Revitalization)；
- (3) 巴布亞新幾內亞提出之財政管理議題(Public Finance Management)；
- (4) 俄羅斯提出之2020願景(Vision 2020)；
- (5) 泰國提出之政府採購議題(Public Procurement)；
- (6) 菲律賓提出之降低貧窮議題(Reducing Poverty)。

二、我方參與「ANSSR先行者(Early Movers)」情形：

我方於會中所提報告則涵蓋上述共同優先領域之(1)建立更開放、運作良好、透明以及競爭的市場；(3)提倡勞動市場機會及教育訓練；以及(4)提倡永續中小企業發展，並且提升婦女及弱勢族群經濟機會。

表一、各會員體所研提之ANSSR計畫(草案)涵蓋領域

		C1	C2	C3	C4	C5	個別議題領域
		Promoting more open, well-functioning, transparent, and competitive markets	Promoting better functioning & effectively regulated financial markets	Promoting labor market opportunities, training, & education	Promoting sustained SME development & enhanced opportunities for women & vulnerable population	Promoting effective & fiscally sustainable social safety net programs	
1	Australia	CP/to build seamless economy	○	○	×	×	×
2	Brunei	PSG/RR/EoDB	×	○	×	×	Inclusive growth (NHS)
3	Canada	—	—	—	—	—	—
4	Chile	PSG	×	×	×	×	×
5	China	PSG/CP	○	○	×	○	×
6	HK	—	—	—	—	—	—
7	Indonesia	PSG/RR	×	×	×	×	×
8	Japan	×	×	×	×	○	Strategy for revitalization
9	Korea	×	×	○	○	×	×
10	Mexico	CP/RR/PSG/EoDB	×	×	×	×	×
11	NZ	—	—	—	—	—	—
12	Peru	PSG	×	×	○	×	×
13	PNG	×	×	×	×	×	Public finance management
14	Malaysia	EoDB	×	○	○	○	Vision 2020
15	Russia	PSG/RR/CP	×	×	×	×	×
16	Singapore	×	×	○	○	×	×
17	Chinese Taipei	PSG/CP/CGL/EoDB	×	○	○	×	×
18	Thailand	×	×	×	×	×	Public procurement
19	USA	PSG	○	○	○	○	×
20	The Phillippines	×	×	○	×	×	Reducing poverty
21	Vietnam	EoDB/CP/CGL	○	○	○	○	×

【表註1】：CP=競爭政策；RR=法制革新；PSG=公部門治理；CGL=公司治理及法制；EoDB=經商便利度。

【表註2】：加拿大、紐西蘭及香港未出席本次研討會議，且亦未提出其ANSSR計畫草案。

參、心得建議與後續應辦事項

一、與會心得：

(一) 各會員體參與積極且交流熱絡：

1. 本次研習會議，APEC之21個會員體中，除採行「ANSSR先行者(Early Movers)」時程之6個會員體(我國、美國、新加坡、澳洲、墨西哥、印尼)於會中簡報ANSSR計畫草案之外，其他會員體多數亦積極參與，並提出其計畫草案或初步構想，僅加拿大、紐西蘭及香港未出席會議，且亦未提出其計畫草案。
2. 會方安排澳洲、OECD、亞洲開發銀行等專家，根據國際成功經驗及國際組織推動改革經驗提出專案報告，透過知識與經驗分享，增進各會員體對結構調整的認知，並協助研擬各會員體的ANSSR計畫。會中各會員體交流熱絡，有助策略規劃與實際行動的連結。

(二) 設定質化及量化績效指標之功能及必要性：

1. 質化及量化指標之設定，主要係用以衡量改革推動的影響及效益評估。建議每年進行績效指標表現之評估，並適時調整及檢討工作內容，以利掌握改革工作之進程。
2. 由於APEC各會員體發展程度不一，最迫切需進行改革之領域亦不同。會中多位專家建議以質化及量化資料作為改革優先領域之選定基礎，透過有系統地羅列出利害關係人、各項阻礙及促進因子，進行情境策略分析，並針對特定領域發展設計各項政策及措施，始能在有限的資源環境下有效推動改革。

(三) 本次研習會議已就量化指標之建立及衡量方法有所討論，惟仍處於初始階段，各會員體可能尚無法具體運用於各項結構改革項目。後續美國將舉辦「衡量結構改革進展方法研討

會」，邀請OECD、World Bank、IMF、PSU等專家，協助各會員體建立可運用於各項改革項目之績效衡量指標，對於ANSSR計畫內容之強化必有相當助益，值得期待。

二、我方ANSSR計畫撰擬進程及後續辦理事項：

- (一) 我方於本次研習會議以先行者(Early Movers)身分研提之ANSSR計畫草案，已就「建立更開放、運作良好、透明以及競爭的市場」、「提倡勞動市場機會及教育訓練」以及「提倡永續中小企業發展，並且提升婦女及弱勢族群經濟機會」等共同領域，提出具體規畫，並嘗試提出質化或量化指標。
- (二) 美國將於本(2011)年9月第三次資深官員會議期間舉辦「衡量結構改革進展方法研討會(SOM3 Workshop on Approaches to Assessing Progress on Structural Reform)」，並呼籲除early movers外其他各會員體屆時提出ANSSR計畫草案，俾利參與研討進一步強化計畫內容。經建會綜計處將參採美方對ANSSR計畫文字撰擬之建議，以及澳洲之簡報格式調整我方報告。
- (三) 經建會綜計處將視本(2011)年9月第三次資深官員會議(SOM3)結果，再度邀集各議題主政單位，研商確定最終報告涵蓋內容並簽陳，俾於本(2011)年10月21日繳交我方ANSSR定稿計畫。

三、有關「建立更開放、運作良好、透明以及競爭的市場」共同優先領域：

- (一) 我國目前規劃之ANSSR工作內容，在「建立更開放、運作良好、透明以及競爭的市場」共同優先領域方面，經建會法協中心配合我國經商環境改革方案之推動及APEC EoDB倡議，提出「開辦企業(Starting a business)」、「申請建築許可(Dealing with construction)」作為推動內容。
- (二) 經本次會議研討後，擬調整我方量化指標。例如：就「開辦

企業」改革而言，將「公司設立一站式線上(One-Stop Shop Online)申請作業網站」每年受理申請件數及成長率等項目，作為衡量效益指標。

四、有關「提倡永續中小企業發展，並且提升婦女及弱勢族群經濟機會」共同優先領域：

(一) 針對「提倡永續中小企業發展，並且提升婦女及弱勢族群經濟機會」共同優先領域，僅有少數會員體之ANSSR計畫草案涵蓋提升婦女及弱勢族群經濟機會之議題，例如：我國、韓國、馬來西亞等。其中，韓國及馬來西亞所提推動內容略以：

1. 韓國擬由「性別平等與家庭部」推動執行政策，包括提升年輕女性就業能力、協助職業婦女建立其職能、取得工作-家庭之平衡，以及增加中年婦女的就業機會。目前韓國各公部門已婚婦女可申請3個月帶薪育嬰假(60%薪資)，及1年育兒留職停薪假，此外，有些公部門亦可申請彈性上班時間，俾於工作及家庭間取得平衡，惟推廣至私人機構仍有困難。
2. 馬來西亞提升女性經濟機會目標，包括聘雇婦女並提升其在職場的參與度，以及協助低所得家戶發展成女性企業家。相關措施包括在5年內女性至少佔團體組織中30%的決策地位，以及至2012年底，得以自低所得家戶發展培育出4000名女性企業家。

(二) 韓國與我國為少數將提升女性經濟地位列為優先改革重點之會員體，有鑑於韓國經濟發展及社會人文概況與我國相似，且其主政單位為較高層級之部會，其各項相關之政策發展及施政成效或可供我方參考比較，建議未來可針對兩國女性經濟發展相關議題進行對照研究。

肆、附 件

附件一：「APEC 結構改革新策略研習會議(APEC ANSSR Residential Training Workshop on Structural Reform)」議程



**Residential Training Workshop on Structural Reform
10-12 August, Singapore
Program Agenda**

DAY ONE: Wednesday 10 August 2011

- 8.30 am – 9 am **Registration**
- 9 am – 9.30 am **Welcoming Remarks and workshop introduction**
Ambassador Muhammad Noor, APEC Executive Director
H.E. Mr Doug Chester, Australian High Commissioner to Singapore
Mr Ben Shepherd, Workshop Facilitator

Session 1: Key note address

- 9.30 am – 10 am **Keynote address: The political and institutional context of reform**
Mr Gary Banks
Chairman
Australian Productivity Commission
- 10 am – 10.30 am **Open Discussion**
- 10.30 am – 10.45 am **Morning Break - tea, coffee and light refreshments provided**

Session 2: Reform aspects – competition and regulatory reform

- 10.45 am – 11.15 am **The importance of competition policy in structural reform**
Professor Allan Fels
Dean of the Australia and New Zealand School of Government
Former Chairman of the Australian Competition and Consumer Commission
- 11.15 am – 11.45 am **Open Discussion**
- 11.45 am – 12.05 pm **Creating competition in a developing economy context**
Dr Deunden Nikomborirak
Research Director for Economic Governance
Thailand Development Research Institute
- 12.05 pm – 12.30 pm **Open Discussion**
- 12.30 pm – 2 pm **Buffet lunch, Nanyang Executive Centre Function Hall**

- 2 pm – 2.20 pm **Regulatory reform**
 Dr Philippa Dee
 Adjunct Associate Professor
 Crawford School of Economics and Government
 Australian National University
- 2.20 pm – 2.40 pm **Open Discussion**
- 2.40 pm – 3 pm **Case study: reform to market structure and state-owned enterprises in Vietnam**
 Dr Vo Tri Thanh
 Vice President, Central Institute for Economic Management (CIEM)
 Vietnam
- 3 pm – 3.20 pm **Open Discussion**
- 3.20 pm – 3.40 pm **Afternoon break - tea, coffee and light refreshments provided**

Session 3: Prioritising and sequencing reform

- 3.40 pm – 4.10 pm **How to identify priorities and plan and sequence reforms in developing economies**
 Mr Romain Duval
 Head of Division and Editor, Going for Growth
 OECD
- 4.10 pm – 4.40 pm **Open Discussion**
- 4.40 pm – 5 pm **Summary of the day's proceedings, concluding remarks and outline of expectations for Day 2**
 Mr Ben Shepherd
 Workshop Facilitator
- 6.30 pm – 8.30 pm **Welcome Cocktail Function**
 Australian High Commission Atrium

Note:

Transport will be provided for participants to and from the venue. Buses will depart Nanyang at 5.45 pm sharp.

The dress code for the function is smart casual.

DAY TWO: Thursday 11 August 2011

9 am – 9.10 am **Brief Overview of the day's proceedings**
Mr Ben Shepherd
Workshop Facilitator

Session 4: Presentation of ANSSR plans by early-mover economies

9.10 am – 10.10 am **Presentation and discussion of draft early-mover ANSSR plans - Australia, Chinese Taipei and Indonesia**
Facilitated by Mr Ben Shepherd

10.10 am – 11.30 am **Presentation and discussion of draft early-mover ANSSR plans – Mexico, the United States and Singapore (followed by a more detailed presentation from Manpower Singapore)**
Facilitated by Mr Ben Shepherd

11.30 am – 12 pm **Morning Break - tea, coffee and light refreshments provided**

Session 5: Identifying reform priorities and capacity building needs

12 pm – 1 pm **In three small groups, participants (excluding early-mover economies) present reform priorities to peers and facilitators, followed by open discussion**

Presentations will be aligned with identified ANSSR priority areas:

- More open, well-functioning, transparent and competitive markets;
- Better-functioning and effectively regulated financial markets;
- Labor market opportunities, training and education;
- Sustained SME development and enhanced opportunities for women and for vulnerable populations;
- Effective and fiscally sustainable social safety net programs.

Facilitated by Mr Romain Duval, Dr Philippa Dee and Dr Vo Tri Thanh.

1 pm – 2 pm **Lunch Break – free choice of local eateries**

2 pm – 3 pm **Presentations and discussion in small groups continue**

3 pm – 3.30 pm **Afternoon Break - tea, coffee and light refreshments provided**

3.30 pm – 4.15 pm **Summary reports of group discussions presented in a plenary session**

Facilitators, Mr Romain Duval, Dr Philippa Dee and Dr Vo Tri Thanh will:

- Report on the reform priorities identified by each group; and
- Outline the common capacity building needs identified by each group

4.15 pm – 4.45 pm **Open Discussion**

4.45 pm – 5 pm **Summary of the day's proceedings and concluding remarks**
Mr Ben Shepherd
Workshop Facilitator

DAY THREE: Friday 12 August 2011

9 am – 9.10 am **Overview of the day's proceedings**
Mr Ben Shepherd
Workshop Facilitator

Session 6: Overcoming barriers to reform

9.10 am – 10.40 am **Barriers and enablers; a framework for approaching reform**
Mr Kula Subramaniam
Managing Director
Just Change Management Consultants

10.40 am – 11 am **Morning Break - tea, coffee and light refreshments provided**

11 am – 11.30 am **Achieving reform in a developing economy context**
Mr Ken Waller
Director
Australian APEC Study Centre RMIT University

11.30 am – 12 pm **Open discussion**

12 pm – 1.30 pm **Lunch Break – free choice for participants from local eateries**

1.30 pm – 1.50 pm **Structural Adjustment**
Dr Gunter Sugiyarto
Senior Economist
Asian Development Bank

1.50 pm – 2.10 pm **Open discussion**

Session 7: Measuring ANSSR reform progress

2.10 pm – 2.30 pm **Qualitative and quantitative measures of progress**
Mr Mark Bussow
Head of Performance Improvement
US Office of Management and Budget

2.30 pm – 2.50 pm **Australian approaches**
Mr Paul Gretton
Assistant Commissioner
Australian Productivity Commission

2.50 pm – 3.10 pm **Open discussion**

3.10 pm – 3.30 pm **Afternoon break - tea, coffee and light refreshments provided**

3.30 pm – 3.45 pm **Introduction to approaches to Assessing Progress on Structural Reform**
Workshop to be held during SOMIII in San Francisco
Ms Joy Hughes
US Department of State

Session 8: The way forward

3.45 pm – 4 pm **Introduction to ANSSR sub fund and guidelines for submitting proposals**
Ms Nadira Mailewa
APEC Secretariat

4 pm – 4.30 pm **Developing quality concept notes and proposals**
Mr Adam Hunt
APEC Secretariat

4.30 pm – 5 pm **Overview of workshop proceedings and information about next steps**
Mr Ben Shepherd
Workshop facilitator

Note:

Please ensure that you have handed in your evaluation forms to Mr Lliam Findlay or Mr Clayton Harrington.

5 pm **Workshop close**

附件二：結構改革策略政策摘要 (Policy Brief Mapping Structural Reform)

POLICY BRIEF

Mapping Structural Reform

By Carlos Kuriyama

APEC Policy Support Unit



Asia-Pacific
Economic Cooperation

Development of the Structural Reform Agenda

Since its establishment in 1989, APEC has been at the forefront in promoting the liberalization and facilitation of trade and investment in the Asia-Pacific, as part of the effort to meet APEC's ultimate objectives of sustainable growth and equitable development.

However, trade and investment liberalization and business facilitation policies are necessary, but not sufficient to maximize its benefits throughout society. In this regard, APEC Leaders endorsed the Leaders' Agenda to Implement Structural Reform (LAISR) in 2004, recognizing the importance of pursuing structural reform, as it "improves the functioning of the market in order to sustainably enhance living standards and realize the economic potential of the APEC region by raising economic efficiency and increasing competitiveness".

Simply put, in order for APEC members to take full advantage of measures to reduce trade and investment barriers, complementary policies in other areas are required. Keeping in mind APEC's objectives, LAISR identified five priority areas for cooperation and development. These are:

- Regulatory reform;
- Strengthening economic and legal infrastructure;
- Competition policy;
- Corporate governance; and
- Public sector management.

APEC New Strategy for Structural Reform

APEC Ministers defined Structural Reform in 2008 as "improvements made to institutional frameworks, regulation and government policy, so that behind-the-border barriers are minimized to improve economic performance and advance regional economic integration".

The impact of the Global Financial Crisis in 2009 and 2010 across the APEC region reinforced the view that work on structural reform should be extended to other areas in order to strengthen economic and social resilience and make a strong recovery from the crisis.

Consequently, APEC Leaders endorsed the APEC New Strategy for Structural Reform (ANSSR) in 2010 to promote efforts towards achieving:

- More open, well-functioning, transparent and competitive markets
- Better functioning and effectively regulated financial market
- Labor market opportunities, training and education
- Sustained development of small and medium enterprises, and enhanced opportunities for women and vulnerable populations
- Effective and fiscally sustainable social safety net programs

ANSSR recognizes that efforts on structural reform can be sector-specific, issue-specific or economy-specific. The heterogeneity across APEC shows that priorities in individual APEC members are varied and therefore, efforts should be tailor-made to suit each member's needs. An earlier APEC survey, conducted by Senior Financial Officials to identify structural reform priorities within APEC, indicated that important priorities were dispersed across sectors in member economies.

ANSSR also highlights the importance of capacity-building. This year, APEC is organizing a number of capacity-building activities to increase awareness in structural reform policies and trends; assist APEC members to identify priorities and prepare action plans; and train officials on methodologies to assess the impact of structural reform projects.

Identification of Key Factors for Successful Reforms

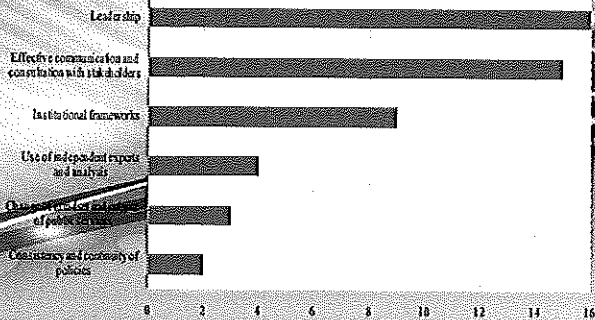
The APEC Economic Committee (EC) launched a survey in 2009 to identify key factors in achieving successful reforms. The results are summarized as follows.

The most crucial factor noted by the respondents was leadership. A strong leadership provides robust support to policymakers in their pursuit of reforms and helps to garner public support for the implementation of policies. Without strong support, reforms could stall and even worsen existing conditions before the implementation of reforms.

Advancing Free Trade for Asia-Pacific Prosperity

APEC Member Economies: Australia; Brunei Darussalam; Canada; Chile; China; Hong Kong, China; Indonesia; Japan; Korea; Malaysia; Mexico; New Zealand; Papua New Guinea; Peru; Philippines; Russia; Singapore; Chinese Taipei; Thailand; United States of America; and Viet Nam.

Survey Results: Keys to the Success of Reforms



Source: APEC Economic Committee (2010), Taking Stock of Progress in L1/ISR Initiative and Structural Reform in APEC Economies. Note: The chart was prepared by the Economic Committee by classifying written comments submitted by APEC members on the matter.

- Structural Reform has the potential to:
- Increase competition and generate benefit to consumers
 - Raise productivity.
 - Create productive employment
 - Attract direct investment
 - Lower trade costs

The second key factor noted was the need for effective communication and consultation with stakeholders. The participation of stakeholders in the reform process is essential for success, as it provides an opportunity for policymakers to get a better understanding of existing problems, identify priorities and design suitable policies in a transparent manner.

Institutional framework was also cited by a good number of respondents as another key factor in the implementation of reforms. As the process of policy implementation could involve various sectors and/or institutions, having an institutional framework in place that allows fluent inter-institutional co-ordination at the technical and political levels would facilitate the introduction of policies.

Other noteworthy factors mentioned in the EC survey included consultation with independent experts; effective ways to raise public awareness; changing the mindsets and culture of public servants; and the sequencing, consistency and continuity of policies.

What Benefits can Structural Reform Bring to APEC Economies?

Great importance is placed on structural reform within APEC recently. As tariffs are reaching lower levels, growing emphasis is placed on behind-the-border measures to use resources more efficiently and increase productivity. Issues such as regulatory reform and competition policy are becoming more relevant and provide greater potential for welfare gains.

Both regulatory reform and competition policy need to work together to maximize policy benefits for economies and their populations. Regulatory reforms could drive companies to improve productivity by producing more goods with fewer resources, while increased competition would enable consumers to benefit from the reduction in production costs via lower prices.

A recent study commissioned by the APEC Policy Support Unit shows that reforms across the APEC region in the energy, transport and telecommunications sectors could generate an estimated USD 175 billion a year in additional income.

Moreover, the study indicates that the gains from structural reform are almost twice as much compared to those gains from a further liberalization of goods trade.

This study also identified some of the benefits that producers and consumers have experienced from the implementation of structural reform measures. Some of the highlights are the following:

- Airfares in Korea fell by 20-30 percent as a result of increased competition from Low-Cost Carriers in 2006.
- Rail fares in Chile were 40 percent lower after the government-owned rail corporation divested some of its operations.
- Freight rates between Thailand and Laos fell by 20-30 percent when quotas on cross-border freight licenses were removed.
- Retail competition reduced electricity prices in the United States by 5-10 percent for residential customers and by 5 percent for industrial customers.
- In Viet Nam, a transparent and predictable regulatory environment to foster competition in telecommunications reduced prices and increased mobile phone penetration to 80 percent.
- The number of mobile subscribers rose by 700 percent after the introduction of competition in Papua New Guinea. Charges also fell by 11 percent during peak times for local calls and 51 percent during off-peak periods.

Structural Reform can be challenging since the measures involve having winners and losers. In this sense, structural adjustment measures are required to assist those groups in need and sustain the momentum of reforms.

The advantage of structural reform lies in its potential to create new sources of growth. Structural reforms may build economic and social resilience and brings with it a capacity to respond appropriately when an economy faces the threat of recession.

* The Author is Senior Analyst at the APEC Policy Support Unit. The views expressed in this Policy Brief are those of the author and do not represent the views of the APEC Secretariat or APEC member economies. This work is licensed under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Singapore License.

The APEC Policy Support Unit provides APEC members and fora with professional and tailor-made research, analysis, policy support and evidence-based policy suggestions.



Asia-Pacific
Economic Cooperation

APEC Secretariat
35 Heng Mui Keng Terrace Singapore 119616
Email: psu@apec.org Website: <http://www.apec.org/en/About-Us/Policy-Support-Unit.aspx>

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**附件三：美國 ANSSR 計畫草案(ANSSR: U.S. Preliminary Priorities
and Assessment Benchmarks)**

APEC New Strategy for Structural Reform (ANSSR)
U.S. Preliminary Priorities and Assessment Benchmarks
 Residential Training Course in Singapore, 10-12 August 2011

Promote more open, well-functioning, transparent, and competitive markets	
Priority:	Improve federal government management, effectiveness, and efficiency, including by implementing the Government Performance and Results Act (GPRA) Modernization Act of 2010 (GPRAMA) which requires Federal agencies to set clear performance goals that can be accurately measured, regularly reviewed by senior leaders, and publicly reported in a more transparent way.
Progress assessed based on:	Achievement of key milestones through the establishment of new Federal and Agency Priority Goals in February 2012; progress toward goal achievement thereafter using measures established for each Priority Goal.
Priority:	Drive greater transparency and openness in government through the adoption of agile technologies, processes, and expertise for citizen engagement and collaboration built around innovative solutions that provide a more effective, citizen-driven government.
Progress assessed based on:	Numeric achievement targets, such as the number of contacts with citizens via web, phone, print, and social media channels and the number of engagements executed by federal agencies including blogs, Wikis, Forums, and other innovative solutions.

Promoting better functioning and effectively regulated financial markets	
Priority:	Effectively manage and exit emergency interventions and programs set up in response to the financial crisis.
Progress assessed based on:	Troubled Assets Relief Program (TARP) repayments and TARP lifetime cost estimates. Performance is publicly reported in the Department of Treasury annual report.
Priority:	Implement financial regulatory reform legislation.
Progress assessed based on:	Meeting statutory deadlines and requirements, such as the transfer of the Consumer Financial Protection Bureau to the Federal Reserve under the Dodd-Frank Wall Street Reform and Consumer Protection Act, and internal milestones. Performance is publicly reported in the Department of Treasury annual report.


Promoting labor market opportunities, training, and education	
Priority:	All states improving overall and disaggregated high school graduation rates.
Progress assessed based on:	Increasing the percentage of public high school students who graduate four years after starting 9th grade (Averaged Freshman Graduation Rate).
Priority:	Nation improving overall and disaggregated college attainment rate.
Progress assessed based on:	Increasing the percent of 25- to 34-year-olds who have completed an associate's or higher degree.

APEC New Strategy for Structural Reform (ANSSR)
U.S. Preliminary Priorities and Assessment Benchmarks
 Residential Training Course in Singapore, 10-12 August 2011

Promoting sustained SME development and enhanced opportunities for women and vulnerable populations	
Priority:	Foster a small business friendly environment by encouraging Federal Agency awareness about the impact of unfair regulatory enforcement and compliance efforts, reducing burdens on small business, and improving small business research.
Progress assessed based on:	Regulatory cost savings achieved, such as a long-term goal from Fiscal Year 2011 through Fiscal Year 2014 to achieve \$22 billion in regulatory cost savings. Performance is to be publicly reported by the Small Business Administration's Office of Advocacy.

Promoting effective and fiscally sustainable social safety net programs	
Priority:	Ensure access to quality, culturally competent care for vulnerable populations.
Progress assessed based on:	A range of qualitative and quantitative indicators, such as improving the availability and accessibility of health insurance coverage by increasing enrollment of eligible children in programs such as Medicaid and the Children's Health Insurance Program (CHIP). Performance is publicly reported in the Department of Health and Human Services annual performance report.

附件四：澳洲 ANSSR 計畫草案(ANSSR: Australia's preliminary priorities)



Asia-Pacific
Economic Cooperation

APEC STRUCTURAL REFORM


APEC New Strategy for Structural Reform (ANSSR)

Australia's preliminary priorities
August 2011

Outline

1. Australia's preliminary reform priorities
2. Measuring progress on reform
3. Preliminary reform priorities in more depth
 - Context
 - Brief history
 - Some examples of reform

APEC STRUCTURAL REFORM



Asia-Pacific
Economic Cooperation

ANSSR collective priority areas

1. Promoting more open, well-functioning, transparent and competitive markets
2. Promoting labour market opportunities and education
3. Ensuring better functioning and effectively regulated financial markets
4. Supporting SME development and enhanced opportunities for women and for vulnerable populations
5. Helping to build effective and fiscally sustainable social safety net programs

APEC STRUCTURAL
REFORM



Australia's preliminary reform priorities

- The following areas have emerged to date as Australia's preliminary reform priorities:
 1. More open, well-functioning, transparent and competitive markets
 2. Labour market opportunities, training and education
 3. Better functioning and effectively regulated financial markets
- These priorities will be subject to further consultation before settling Australia's ANSSR plan

APEC STRUCTURAL
REFORM



Measuring progress on reform

- COAG supported primarily by:
 - COAG Reform Council
 - : Independent
 - : Evidence-based monitoring, assessment and reporting
 - : Published information on progress of reforms
 - Productivity Commission
 - : Independent
 - : Advisory body on microeconomic reform
 - : Reports on impacts and benefits of COAG Reform Agenda

More open, well-functioning, transparent and competitive markets

- Australia
 - Coordinator of Friends of the Chair on Competition Policy
- Benefits of competition
 - Promotes the efficient use and allocation of resources
 - Encourages innovation and productivity
 - Generates a flexible, productive economy
 - Lower prices and greater consumption choices

Brief history of competition reform in Australia

- Independent Hilmer review 1993
- Waves of reform:
 - 1995-2005: National Competition Policy (NCP)
 - 2006-2007: National Reform Agenda (NRA)
 - 2007-current: COAG Reform Agenda (CRA)
- Measuring the benefits of reform:
 - Productivity Commission review in 2005 estimated that NCP reforms have served to permanently increase Australia's GDP by around 2.5 per cent or \$A20 billion

APEC STRUCTURAL REFORM

 Asia-Pacific Economic Cooperation

More open, well-functioning, transparent and competitive markets

Objective: Continue to build a Seamless National Economy

Policy directions

- Reform and harmonise regulation and improve regulation-making and review processes to reduce costs to business and enhance long-term growth
- Encourage competition reform in key sectors to expand productive capacity

Policy example

- The *National Partnership to Deliver a Seamless National Economy* includes 27 deregulation priority reforms and 8 competition reforms including a national access regime and reforms to infrastructure, energy and transport

Measuring progress

- Reforms overseen by Business Regulation and Competition Working Group
- Key milestones in the implementation plan are already being achieved
- Commitment to deliver the reforms ahead of schedule by end of 2012
- COAG to consider scope for a further wave of reforms later this year

APEC STRUCTURAL REFORM

 Asia-Pacific Economic Cooperation

Seamless National Economy: Competition Reforms

- Key areas of reform include:
 - National transport reforms - heavy vehicles, maritime and rail
 - : Establish single national regulators
 - : Progress intergovernmental agreements
 - Road pricing reforms
 - : Improve pricing to facilitate more efficient use of infrastructure
 - : Provide final feasibility report to COAG
 - National energy markets
 - : Enhance national energy market framework
 - Access to infrastructure
 - : Apply consistent principles for access regulation

APEC STRUCTURAL
REFORM



Labour market opportunities, training and education

- Australia's economic strength provides a unique opportunity for more people to engage in the workforce and ensure that the benefits of work and economic prosperity are shared by all.
- High quality education and training is key to help ensure opportunities to experience the benefits of work can be taken up.
- Investing in education and training will lead to higher productivity, higher participation, lower unemployment and increased incomes and living standards for all Australians.

APEC STRUCTURAL
REFORM



Brief history of labour market and education reform in Australia

- The Government's education and training reforms are designed to lift Australia's skills base through increased, more responsive and better-quality supply.
- Greater transparency and accountability is a guiding principle to achieve quality improvements and improved access.
- Australia's new industrial relations system came into full effect on 1 January 2010 with the implementation of the final parts of the new *Fair Work Act 2009*.

APEC STRUCTURAL REFORM



Labour market opportunities, training and education

Objective: An educated and skilled workforce, supported by flexible and responsive labour market and education and training systems

Policy direction

- comprehensive reforms and investment in education, in partnership with States and Territories, to improve productivity and workforce participation
- reducing disincentives to work and providing well-targeted assistance for those not employed to encourage greater labour force participation

Policy example

- develop a consistent, national, world-class curriculum for all Years Foundation to 12
- reforming the Vocational Education and Training sector to meet the longer-term needs of the economy and to improve training opportunities
- moving to a demand driven university system by uncapping university placements

Measuring progress

The performance of the Commonwealth and the States in achieving mutually agreed outcomes and performance benchmarks specified in National Agreements is monitored and assessed annually by the COAG Reform Council.

APEC STRUCTURAL REFORM



Better functioning and effectively regulated financial markets

- The financial sector performs a number of functions that underpin economic activity in the broader economy, such as financing investment and facilitating payments
- The financial sector also provides consumption and investment related services to virtually all households in Australia
- A key issue facing authorities in the post-global financial crisis world is how to balance safety and efficiency in our financial systems

Brief history of financial market reform in Australia

- The Australian financial sector has undergone significant changes over the past two decades as a result of deregulation and technological change
- During the global financial crisis, the Australian Government took action to safeguard the financial system
- On 12 December 2010, the Government announced the *Competitive and Sustainable Banking System Package*

Better functioning and effectively regulated financial markets

Objective: A more competitive and sustainable financial system

Policy direction

- Empower consumers to get a better deal
- Support smaller lenders to compete with big banks
- Secure the long-term safety and sustainability of the Australian financial system

Policy example

- Enhanced disclosure of credit products and removing barriers to switching
- Confirmed the FCS (deposit guarantee) as a permanent feature of the financial system and increased support for the RMBS market
- Allowing institutions to issue covered bonds and enabling CGS to be launched on the exchange

Measuring progress

Australia routinely monitors indicators of the competitiveness and stability of the financial system

APEC STRUCTURAL REFORM



Better functioning and effectively regulated financial markets

- The Banking Package is a comprehensive set of reforms that are designed to make the banking system more competitive and sustainable
- These reforms are in addition to:
 - the prudential reforms to assist with crisis management and implementing the international Basel III reforms
 - the national consumer credit reforms

APEC STRUCTURAL REFORM



Relevant websites

- COAG website: www.coag.gov.au
- Productivity Commission website: www.pc.gov.au
- CRC website: www.coagreformcouncil.gov.au

APEC STRUCTURAL
REFORM

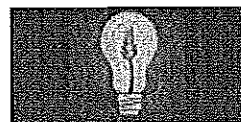
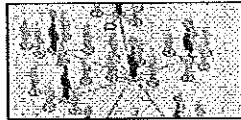
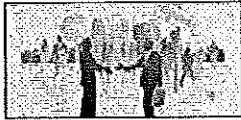


Thank you

APEC STRUCTURAL
REFORM



附件五：新加坡 ANSSR 計畫草案(ANSSR: Singapore)

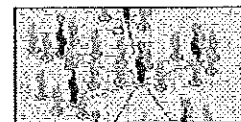


APEC New Strategy for Structural Reform (ANSSR)

SINGAPORE

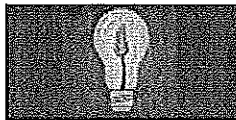
Residential Training Workshop on
Structural Reform

11 Aug 2011



Singapore's ANSSR priorities

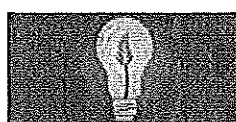
- More open, well-functioning, transparent and competitive markets
- Better functioning and effectively regulated financial markets
- **Labour market opportunities, training and education**
- **Sustained SME development and enhanced opportunities for women and for vulnerable populations**
- Effective and fiscally sustainable social safety net programs



Singapore's ANSSR priorities

- Labour market training & education
- Facilitate better job matching in labour market
- Create labour market opportunities
- Sustained SME development
- Inclusive Growth for all Singaporeans

Economic Strategies Committee (ESC)



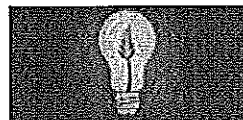
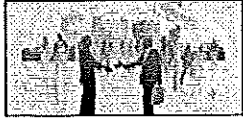
Singapore's approach in identifying indicators for ANSSR

- Draw on existing targets
 - Economic Strategies Committee (ESC) Report Card
 - Targets to track overall progress and growth in Singapore

"Aim to increase labour productivity by an average of 2-3% per year over the next decade"

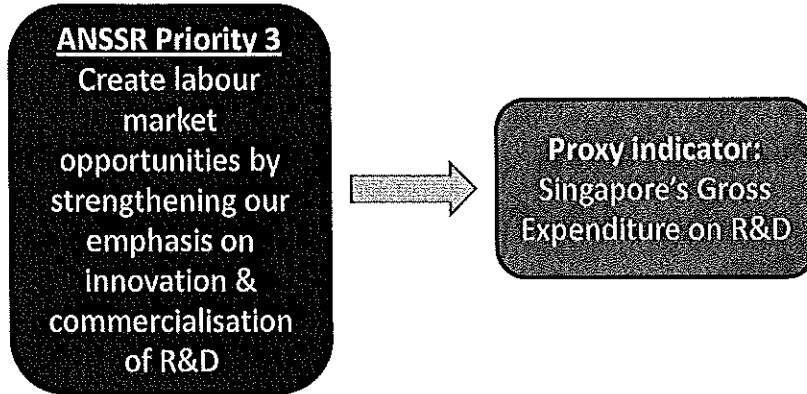
"Aim to increase university cohort participation rate to 30% by 2015"

"Aim to raise Singapore's Gross Expenditure on R&D (GERD) to 3.5% of GDP"

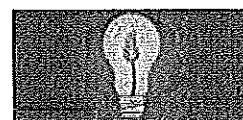


Singapore's approach in identifying indicators for ANSSR

- Leverage on proxy (indirect) indicators
 - Lack of direct indicators for holistic measure

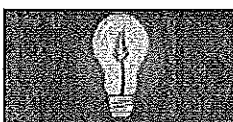
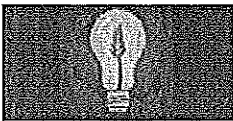


- Iterative process
 - Continue engagement of policy-makers



Identifying indicators for Singapore's ANSSR Plan

1	Enhancing labour market training & education	(a) Singapore's labour productivity (b) % of Singapore's workforce with a degree (c) Student intake for Singapore's Continuing Education Training (CET) programme (d) University and polytechnic cohort participation rate
2	Facilitate better job matching	(a) Resident long-term unemployment rate (b) High employment rates for fresh graduates from university, polytechnics & ITE entering the workforce
3	Create labour market opportunities	(a) Singapore's Gross Expenditure on R&D (GERD)
4	SME development	(a) SME Value-Added (VA) Growth pegged to real GDP growth (b) Availability of financing programmes that SMEs can tap on in Singapore
5	Inclusive Growth for all Singaporeans	(a) Singapore's median real income (b) Employment rate for older workers




Contact Info

MTI_APEC@mti.gov.sg

ANNEXES

**附件六：中華台北 ANSSR 計畫草案(Draft Outline of Chinese Taipei's
ANSSR Plan [2011-2015])**



Draft Outline of Chinese Taipei's ANSSR Plan (2011-2015)

Chinese Taipei

APEC ANSSR Residential Training Workshop
Singapore
August 10-12, 2011



Table of Contents

- I. Priority Areas for Chinese Taipei's ANSSR Plan
- II. The Rationales and Policy Goals of the Intended Reform
- III. Key Elements of the Reform Program
- IV. Possible Qualitative and/or Quantitative Indicators to be Employed
- V. The Consultation Mechanism & Participating Agencies

I. Priority Areas for Chinese Taipei's ANSSR Plan

4 Priorities Areas

- ▣ Economic Committee's Agenda to Implement Structural Reform 2015 (ECAISR 2015)
 - Public Sector Governance
 - Competition Policy
 - Corporate Governance
 - Ease of Doing Business (EoDB)
- ▣ To foster SMEs development
- ▣ To improve economic opportunities for women
- ▣ To promote job opportunities and vocational training

3

II. The Rationales and Policy Goals of the Intended Reform (1)

ECAISR 2015 - Public Sector Governance

The Rationales

- To streamline the structure of administrative organization so as to create a flexible and efficient government
- To enhance the economy's competitiveness

Policy Goals

- Trimming the number of ministries and councils from January 2012
- Wisely allocating government human resources

4

II. The Rationales and Policy Goals of the Intended Reform (2)

ECAISR 2015 - Competition Policy

The Rationales

- With globalization and development of high-tech well under way, more and more competition cases are falling within the jurisdiction of two or more competition authorities.
- Nowadays effective enforcement and harmonization of competition law already became crucial issues.

Policy Goals

- To create a level playing field
- To enhance the fairness and transparency of law enforcement
- To promote public awareness of competition law and policy
- To strength international cooperation and capacity building

5

II. The Rationales and Policy Goals of the Intended Reform (3)

ECAISR 2015 - Corporate Governance

The Rationales

- To enhance information disclosure and transparency so as to meet the international trend towards full adoption of International Financial Reporting Standards (IFRSs) and timely disclosure of financial information.
- To strengthen functions of board of directors so as to further implement the best-practice principles of corporate governance.

Policy Goals

- To enhance information disclosure and transparency
 - Fully adoption IFRSs of publicly-listed companies can improve the efficiency of domestic accounting standards, effectively enhance the global ranking and international competitiveness of our local capital markets, reduce the cost of raising capital overseas, and improve management efficiency of local companies.
 - To shorten the deadline of filing annual financial reports in order to ensure more timely disclosure of financial information.
- To strengthen functions of board of directors
 - Expanding the scope of the requirements on mandatory independent director setup and the establishment of the remuneration committee can further the implementation of the best-practice principles of corporate governance and ensure a sound remuneration system for company board members, supervisors, and executive officers.

6

II. The Rationales and Policy Goals of the Intended Reform (4)

ECAISR 2015 - EoDB

The Rationales	Policy Goals
<ul style="list-style-type: none"> ■ In the Doing Business 2009 report issued by the World Bank in September 2008, Chinese Taipei was ranked 61st overall in ease of doing business, among 181 economies surveyed. Chinese Taipei's government promptly launched a series of reforms to improve the domestic business environment. ■ In 2008, Chinese Taipei's government charged the Cabinet-level Council for Economic Planning and Development (CEPD) with forming an inter-agency task force. The mission of the task force was to engage in joint study and discussion with the authorities concerned to review domestic business environment related laws and measures in the light of the World Bank's Doing Business report, and to propose reform plans and launch reform actions. ■ Since this reform drive was launched in 2008, developments during 2009 to 2011 have included raising supervision to Cabinet level, as well as broadening the scope and strengthening the depth of reforms, with the aim of creating a more business-friendly environment. 	<ul style="list-style-type: none"> ■ Deregulation, to create a regulatory environment friendly to business ■ International alignment, to attract global enterprises to invest in Chinese Taipei

7

II. The Rationales and Policy Goals of the Intended Reform (5)

SMIEs

The Rationales	Policy Goals
<ul style="list-style-type: none"> ■ Industrial structure adjustment and domestic social stability after the financial crisis ■ Cement infrastructure for development of emerging and core industries ■ Women's entrepreneurship and silver hair human resources caused by low birth rate ■ Domestic employment needs in free trade market ■ Ministrant, experiential, and local economic development 	<ul style="list-style-type: none"> ■ To build a creative, innovative and entrepreneurial environment for young people and women ■ To allocate government's industrial development resources through selection and focus ■ To cultivate innovative and venture businesses in the emerging and core industries ■ To foster the high growth enterprises which can provide high quality jobs ■ To construct a supportive network necessary for local industry development

8

II. The Rationales and Policy Goals of the Intended Reform (6)

Women

The Rationales

- To assist with the achievement of Bogor Goals
- To provide a sustainable and effective mechanism so as to integrate gender consideration within APEC
- To advance the Framework for the Integration of Women in APEC based on the principle that gender is a cross-cutting issue
- To provide direction and guidelines for SME & GFPN future work

Policy Goals

- To ensure that all citizens, especially for the disadvantaged groups, should have equal opportunity to thrive in the global market growth and benefits
- To ensure that future economic development is compatible with gender perspective and transitions to a green economy
- To create an economic environment that promotes innovation and emerging economic sectors and fosters women-owned enterprises

9

II. The Rationales and Policy Goals of the Intended Reform (7)

Manpower

The Rationales

- The economic development has gradually matured and there are different unemployment problems nowadays. The government has made the employment issue a top priority.
- The fundamental measures to the unemployment problems lie in the proper use of industrial policies and promoting economic growth so as to create more mid-to-long term jobs. Moreover, it is essential to implement employment promotion measures so as to upgrade workers' professional skills and to help the socially-disadvantaged groups being employed as well.

Policy Goals

- To actively promote skill-enhancement and training programs so as to increase the employability of the workforce in the labor market and relieve the unemployment issues

10

III. Key Elements of the Reform Program (1)

ECAISR 2015 - Public Sector Governance

- Trimming the number of ministries and councils
- Wisely allocating government human resources

- Relaxing the organic laws of central government agencies
- Diversifying organization types so as to offer more quality services

- Enhancing cross-agency coordination and minimizing functionality overlapping
- Demonstrating "People First" public service

11

III. Key Elements of the Reform Program (2)

ECAISR 2015 - Competition Policy

- To initiate investigations on cartels and unfair trade practices, and any potential violations of the Fair Trade Law (FTL)
- To amend the FTL and guidelines to improve transparency and help enterprises comply with the law
- To advocate the importance of competition to decision-makers, enterprises, and consumers by educational programs, seminars and conferences
- To promote international exchanges, actively cooperate with member economies, and contribute to capacity building programs (e.g. international seminars, APEC training course on competition policy, technical assistance to developing economies, etc.)
- To promote administrative efficacy by adjusting the structure of the Fair Trade Commission

12

III. Key Elements of the Reform Program (3)

ECAISR 2015 - Corporate Governance

- **Adopting IFRSs:** the FSC published a Roadmap for Taiwan's adoption of the IFRSs on 14 May 2009 via two-phased mandatory steps to gradually expand the applicable scope to all public companies on 2015.
- **To shorten the deadline of filing annual financial reports:** The provisions of Article 36 of the Securities and Exchange Act was amended which requires an issuer under this Act shall announce to the public and register with the Competent Authority financial reports within 3 months, rather than the previous 4 months, following the close of each fiscal year from January 1, 2012.
- **Expanding the scope of the requirement on mandatory independent director setup:** All publicly-listed companies meeting the specified conditions shall gradually set up independent directors by the end of 2014.
- **Requiring companies to establish a remuneration committee:** The FSC issued the Regulations Governing Appointment and the Exercise of Powers by Remuneration Committee of a Company Whose Stock is Listed on the Stock Exchange or Traded Over-the-Counter on March 18, 2011. All TWSE/GTSM-listed and emerging stock companies shall establish a remuneration committee via two-phased mandatory steps according to their paid-in capital by the end of 2011.

13

III. Key Elements of the Reform Program (4)

ECAISR 2015 - EoDB

- **Streamlining the application process for starting a business**
Chinese Taipei launched a "one-stop shop" website for conducting company startup application procedures online. The relevant procedures, including checking the uniqueness of a new company's name, approving the name, registering the company, and obtaining labor and national health insurance coverage, can be carried out through this website. In addition, Chinese Taipei has been gradually amending related regulations on starting a business, to complement the facility provided by this website.
- **Streamlining application procedures for dealing with construction permits**
Chinese Taipei has integrated the application procedures for construction permits, occupancy permits (building use permits), and water and electricity connection at a one-stop center. It has also assisted local governments to amend their ordinances on building management so as to promote co-review and co-inspection, in order to simplify the construction permit application process.

14

III. Key Elements of the Reform Program (5)

SMIEs

- To build a policy and regulation system in compliance with international norms
- To promote an insightful national mechanism to balance economic development and environmental protection.
- To construct incubation networks for individual industrial sector in accordance with policy goals
- To establish new service and incubation system in conformance with knowledge-based economy and digital service
- To promote cooperation between the public and private sectors on development system for local industries.

15

III. Key Elements of the Reform Program (6)

Women

- Vocational and business start-up training and counseling
- Friendly financial support project for entrepreneurs
- Building innovation incubation centers
- Coordinating business start-up information exchange platform for women-owned enterprises
- To realize a green knowledge economy and implement pilot programs
- To foster local sustainable cooperative economic model

16

III. Key Elements of the Reform Program (7)

Manpower

To relieve the unemployment problems in concert with the economic and industrial developments through the short-term, mid-term, and long-term implementations of the six major policy pillars:

- To increase cooperation between the academia and the industries
- To strengthen vocational trainings
- To elevate job matching success rate
- To provide salary subsidies
- To assist entrepreneurs and self-employed workers
- To increase short-term employment opportunities

17

IV. Possible Qualitative and/or Quantitative Indicators to be Employed (1)

ECAISR 2015 - Public Sector Governance

- Trimming the number of ministries and councils from 37 to 29 by the end of 2014
- Reducing the total number of central government civil servants to 160,000

18

IV. Possible Qualitative and/or Quantitative Indicators to be Employed (2)

ECAISR 2015 - Competition Policy

- To promote public awareness of competition law and policy

Performance Indicator	Method	Standard or Formula	Annual Performance Target
Advocacy Workshops	Statistics	The number of Advocacy Workshops	65
Better understanding of the FTL on enterprises and consumers	Questionnaire Survey	Degree of satisfaction = $\left(\frac{\text{The number of strongly agree + agree}}{\text{Received questionnaire}} \right) \times 100\%$	91%

19

IV. Possible Qualitative and/or Quantitative Indicators to be Employed (3)

ECAISR 2015 - Corporate Governance

- The number of public companies which have set independent directors in accordance with the regulation
- The number of publicly-listed companies which have set the remuneration committee in accordance with the regulation

20

IV. Possible Qualitative and/or Quantitative Indicators to be Employed (4)

ECAISR 2015 - EoDB

One-Stop-Shop Online Application Process for Starting a Business

- ↳ First Stage(2009-2011)
 - Launched the one-stop-shop website for company registration on May 30, 2011
 - Shortened time for starting a business from 15 days to 10 days on May 30, 2011
- ↳ Second Stage(2012-2014)
 - To replace company seal by electronic signature
 - To conduct entire business registration online: all relevant procedures and approval processes for business registration can be proceeded online in a paperless environment

21

IV. Possible Qualitative and/or Quantitative Indicators to be Employed (5)

SMIEs

Qualitative Indicators

- Maintaining the high-quality, basic environment of incubation and constructing the core capability of incubators
- Building the blueprint for industrial development according to the focused industrial policy
- Integrating the resources of internet service, and upgrading the incubation service of SMEs
- Selecting potential, high-quality businesses, strengthening R&D energies, promoting cross-industry alliances, and expanding market opportunities
- Raising the development of emerging industries and sub-industry clusters, and promoting the growth of start-up and potential companies
- Promoting industry-academia cooperation, issuing the small business innovation voucher, and toning up the R&D energies of SMEs with the focused emerging industries

Quantitative Indicators

- Counseling 2,000 start-up companies
- Maintaining 30,000 jobs
- Increasing 2,000 jobs
- Stimulating NTD 5 billion private investment and capital increase
- Issuing 110 small business innovation vouchers

22

IV. Possible Qualitative and/or Quantitative Indicators to be Employed (6)

Women

Qualitative Indicators

- To create non-discriminatory public institutions for both women and men, especially for disadvantaged women, to start up and maintain their business equally, including market development education and training
- To promote, create and update an social atmosphere and friendly policy environment of innovation and sound business practices in relation to women-owned SMME
- To review economic policies and regulations from the point of view of gender differences and women-owned businesses through the public-private partnership mechanism

Quantitative Indicators

- The increasing number of women-owned business over time
- The raising number of women for receiving business startup consultation services and participating in business startup related courses
- The annual growth rate on women-owned business with export capacity to join domestic and international business network

23

IV. Possible Qualitative and/or Quantitative Indicators to be Employed (7)

Manpower

PHASE 1 (2011-2012)

- To continue implementing "the 2009~2012 Employment-Promotion Program" so as to strengthen labor market mechanisms and promote employment
- The goals

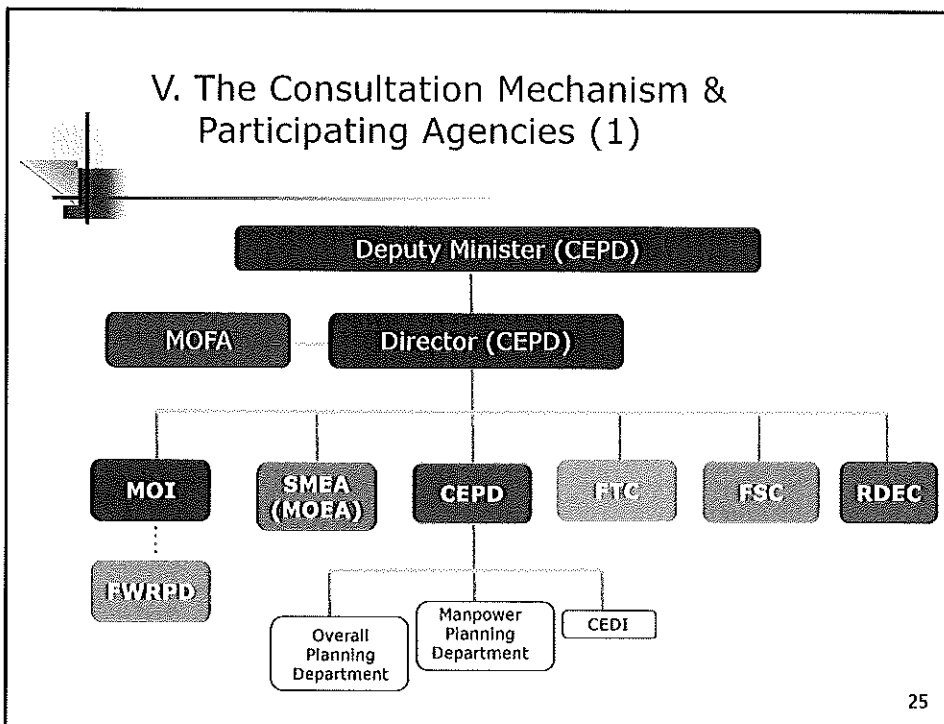
-2011: employment-promotion	70,000	persons
training	236,000	persons
-2012: employment-promotion	50,000	persons
training	238,000	persons

PHASE 2 (2013-2015)

To coordinate the adjustment of responsive measures by related cabinet departments in accordance with prevailing economic and labor market conditions.

24

V. The Consultation Mechanism & Participating Agencies (1)

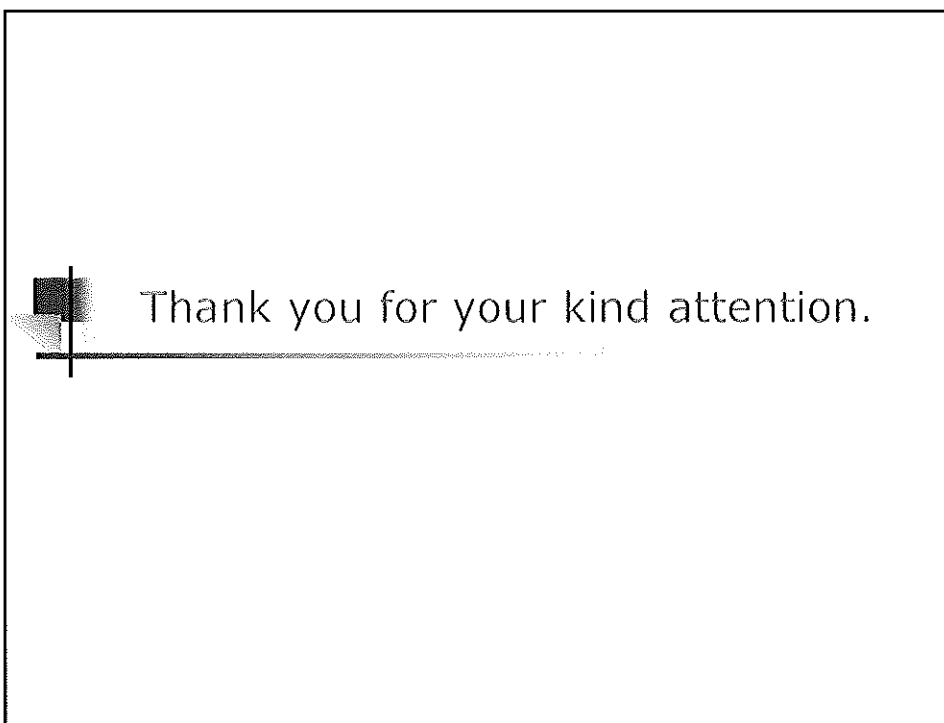


25

V. The Consultation Mechanism & Participating Agencies (2)

- Department of Social Affairs, Ministry of the Interior
- The Foundation of Women's Rights Promotion and Development
- Department of International Organizations, Ministry of Foreign Affairs (MOFA)
- Bureau of Foreign Trade, Ministry of Economic Affairs (MOEA)
- Small and Medium Enterprise Administration, MOEA
- Research, Development and Evaluation Commission (RDEC)
- Fair Trade Commission (FTC)
- Securities Firms Division, Securities and Futures Bureau, Financial Supervisory Commission (FSC)
- Center for Economic Deregulation and Innovation (CEDI, CEPD)
- Manpower Planning Department, CEPD
- Overall Planning Department, CEPD

26



附件七：「衡量結構改革進展方法研討會(SOM3 Workshop on Approaches to Assessing Progress on Structural Reform)」簡介

SOM3 Workshop on Approaches to Assessing Progress on Structural Reform
September 19-20, 2011
San Francisco, California

Background:

This two-day workshop will bring together policy, regulatory, and advisory authorities in APEC economies during SOM3 in San Francisco. The event will build capacity, especially in developing economies, to integrate objectives, policies, and approaches for measuring progress on structural reform into individual economy plans under the APEC New Strategy for Structural Reform (ANSSR). On Day 1, expert speakers—such as from the OECD, IMF, World Bank, and the PSU—will present on qualitative and quantitative indicators of progress and options for adapting them to different structural reform priorities and the needs of economies at various development levels. APEC economies with experience evaluating progress on structural reforms also will share insights. Day 2 will include small-group breakout sessions with experts to facilitate hands-on work on each economy's draft ANSSR plan outline. Participants will reconvene as a group to share lessons learned to conclude the workshop.

Objectives:

- Assist economies in identifying objectives, policies, and approaches for measuring progress on their structural reform priorities under ANSSR through 2015.
- Facilitate expert consultations and hands-on work to help participants refine their economy's draft ANSSR plan outline.
- Share lessons learned among APEC member economies on various approaches to measuring the results of structural reform activities.

Participants should come to the workshop with:

- A draft outline of your economy's ANSSR plan, which should build upon the August residential training and include initial ideas for how your economy might want to measure progress on its structural reform priorities.
 - A willingness to learn and share experiences.
- ❖ In addition, if you are interested in presenting a brief case study on how your economy has applied qualitative or quantitative approaches to measuring progress on structural reform, please notify project overseers Ms. Joy Hughes (HughesJC@state.gov) and Ms. Victoria Waite (vwaite@nathaninc.com).

