

# 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 2011 年亞太經濟合作會議(APEC) 經濟委員會第二次會議(EC2)暨相關會議出國報告

| 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綜計處     | 專員   | 黃仿玉 |
| 行政院經濟建設委員會法協中心    | 副主任  | 秦羽翔 |
| 行政院經濟建設委員會法協中心    | 科員   | 林雨歆 |
| 行政院研究發展考核委員會研展處   | 處長   | 廖麗娟 |
| 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 |
| 行政院研究發展考核委員會研展處   | 副研究員 | 武桂甄 |
| 台灣公共治理研究中心        | 教授   | 蘇彩足 |
| 台灣公共治理研究中心        | 助理教授 | 郭乃菱 |
| 台灣公共治理研究中心        | 助理教授 | 陳秋政 |
| 行政院公平交易委員會        | 專門委員 | 胡祖舜 |
| 行政院金融監督管理委員會證券期貨局 | 專員   | 葉信成 |



會議地點：美國舊金山

會議時間：100 年 9 月 19 日至 22 日

完成報告：100 年 10 月 5 日

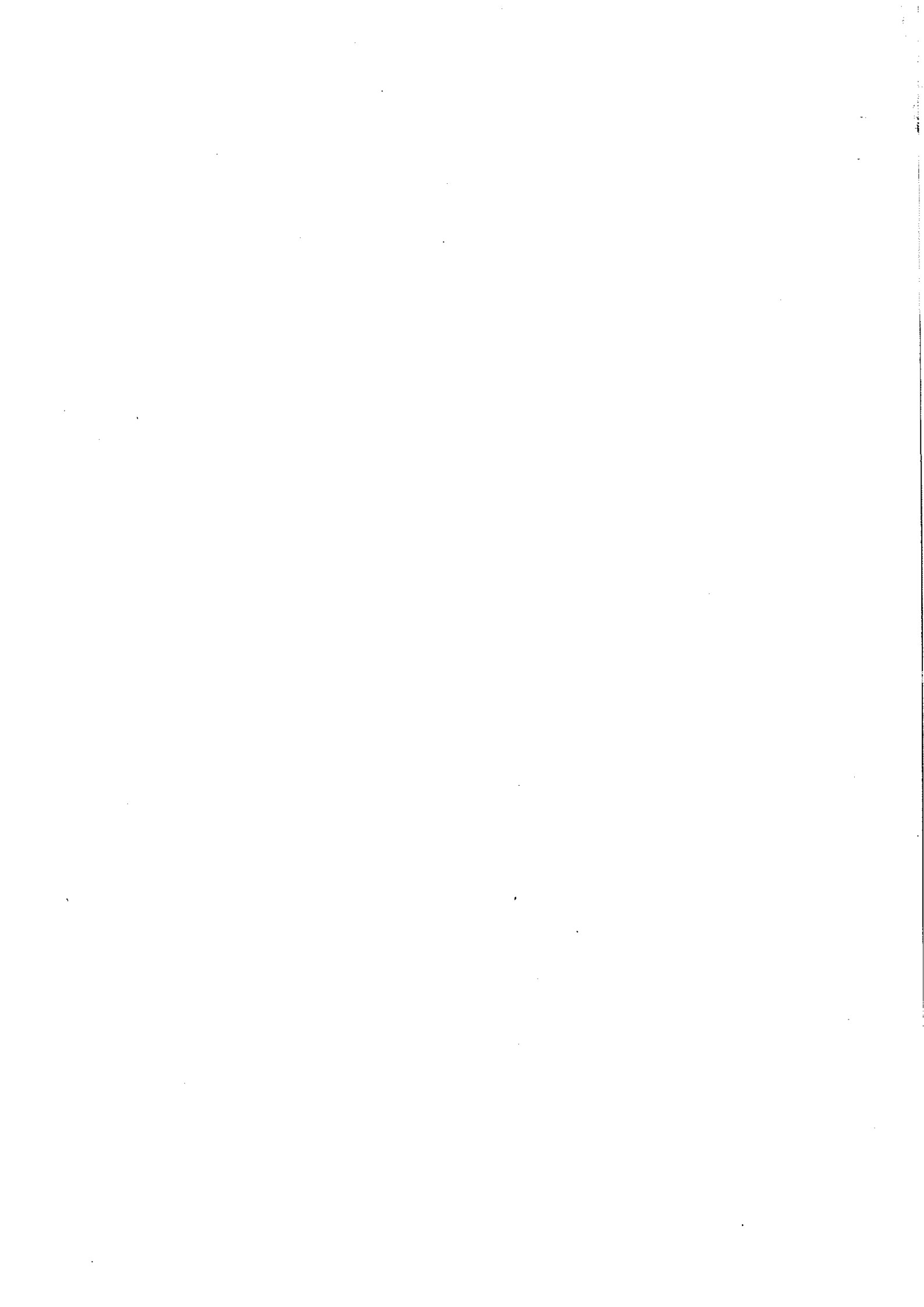


## 出國報告審核表

|  |   |  |
|--|---|--|
| 出國報告名稱：<br>出席 2011 年亞太經濟合作會議(APEC)經濟委員會第二次會議(EC2)暨相關會議出國報告 |   |  |
| 出國人姓名 (2 人以上，以 1 人為代表)                                     | 職稱  | 服務單位   |
| 曾雪如  | 處長  | 行政院經濟建設委員會綜計處  |
| 出國類別   | <input type="checkbox"/> 考察 <input type="checkbox"/> 進修 <input type="checkbox"/> 研究 <input type="checkbox"/> 實習<br><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 9 月 19 日至 100 年 9 月 22 日                       | 報告繳交日期： 99 年 10 月 5 日   |  |
| 計畫主辦機關審核意見   | <input checked="" type="checkbox"/> 1.依限繳交出國報告<br><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」)<br><input checked="" type="checkbox"/> 3.無抄襲相關出國報告<br><input checked="" type="checkbox"/> 4.內容充實完備<br><input checked="" type="checkbox"/> 5.建議具參考價值<br><input type="checkbox"/> 6.送本機關參考或研辦<br><input type="checkbox"/> 7.送上級機關參考<br><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<br><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：<br><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。<br><input type="checkbox"/> 於本機關業務會報提出報告<br><input type="checkbox"/> 其他 _____<br><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   |
|  |  10/13   |  10/19 |

說明：

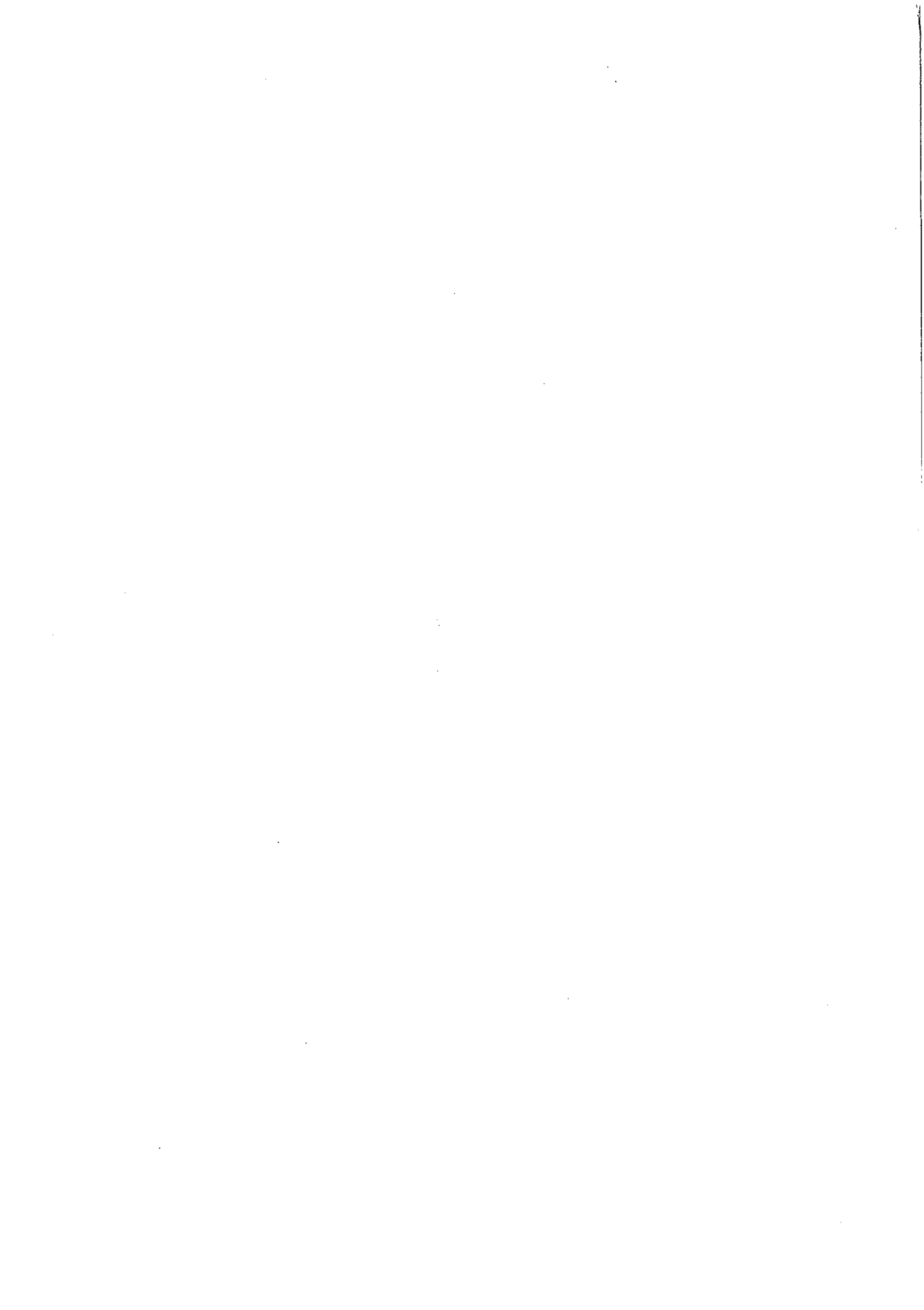
- 一、各機關可依需要自行增列審核項目內容，出國報告審核完畢本表請自行保存。
- 二、審核作業應儘速完成，以不影響出國人員上傳出國報告至「政府出版資料回應網公務出國報告專區」為原則。



**出席 2011 年亞太經濟合作會議(APEC)  
經濟委員會第二次會議(EC2)暨相關會議出國報告**

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# 壹、摘要

## 一、會議時間及地點

本(2011)年APEC第三次資深官員會議(SOM3)暨相關論壇會議於9月中下旬在美國舊金山舉行，我國參加本次EC2代表團成員包括經建會(綜計處、法協中心)、研考會、公平會、金管會等機關代表。

## 二、會議目的

自2011年起，EC結構改革優先工作領域調整為法制革新(日本主導)、公部門治理(我國研考會主導)、競爭政策(澳洲主導)、經商便利度(美國主導)、公司治理與法制(越南主導)5個領域，以及競爭政策及法律小組(CPLG)(日本主導)。本次EC2會議主要係討論EC推動結構改革工作自2011年起之計畫方案，如何與「APEC 結構改革新策略(ANSSR, APEC New Strategy for Structural Reform)」進行連結，以及進行各項能力建構計畫等。

## 三、會議重要結論

### (一)ANSSR 2015之工作進展

1. 我方(經建會綜計處)於9月18日與美國及其他ANSSR Early Movers(新加坡、墨西哥)共同會商決議，各會員體將ANSSR計畫草案調整為「標準模板(the template)」格式，提出於ANSSR研討會討論。
2. 9月20日ANSSR研討會議中，專家對我方(經建會綜計處)所提我國ANSSR計畫草案表示肯定。另對各項政策指標之建議，經建會綜計處已於會後通知各議題主政單位，研議修改計畫內容。

### (二)EC各議題小組未來5年工作計畫辦理情形

## —競爭政策暨法律工作小組(CPLG)

APEC 競爭政策訓練課程：打擊卡特爾違法行為之有效機制(APEC Training Course on Competition Policy: Effective Mechanism against Cartel Offences)將於本年 10 月 10-12 日在馬來西亞檳城舉辦，我國公平會受邀擔任訓練課程之講員。

## —競爭政策

俄羅斯報告競爭資訊交換的調查(survey on Information Exchange on Competition)、競爭發展的測度(Measures on Competition Development)二計劃，將於 10 月初前完成問卷調查並傳請各會員體填寫。

## —經商便利度

FoTC(主席之友)召集人美國提出 EoDB 多年期計畫(multi-year project)提案，以進一步進行客製化能力建構。美方刻正尋求 10 個會員體作為共同贊助人，經建會(法協中心)已代表我方同意擔任贊助會員體。有關第二階段能力建構，由接受診斷諮商的經濟體如印尼等分別報告進展，與會者肯定領導經濟體(美國、新加坡、日本、韓國、香港等)與受診斷經濟體的深入互動合作模式。

## —法制革新

FoTC 召集人日本及 APEC 政策支援小組(PSU, Policy Support Unit)提出如何透過法規促進或妨礙永續發展的綠色投資(green investments)個案研究，預期於 2012 年完成。會中並通過澳洲所提法規影響評估訓練計畫。另外，OECD 及越南代表分別報告 New OECD Principles on Regulatory Policy and Governance 以及運用此原則改革行政程序 (administrative procedures)之經驗。



## **一公司法制與治理**

越南將擔任 FoTC 小組召集人，會後將就未來工作計畫之初步構想徵詢各會員體意見。

## **一公部門治理**

我方(研考會)於本次 EC2 會議期間主持「提升公部門透明化—良好實務與改革經驗」圓桌論壇(Roundtable Discussion on Improving Public sector Transparency)，除我國外，尚有加拿大、日本、俄羅斯、泰國、紐西蘭、美國等會員體就強化公部門透明度提出報告，各會員體踴躍參與討論。

### **(三)有關 EoDB 之政策討論(Policy Discussion)**

APEC 政策支援小組(PSU)編擬之 EoDB 行動計畫期中評量(interim assessment)指出，2010 年 APEC 整體表現已較設定之改革目標超前，進度良好。多數與會者表示，應審慎解讀報告，且 APEC 仍有相當改革空間，文字不宜過於樂觀，以提醒領袖持續推動改革之意願。

### **(四)APEC 經濟政策報告(AEPR)**

2012 年之主題為 EoDB，將由美國規劃及彙整，與會者討論美國草擬之大綱及架構，其中包括個別經濟體報告(individual economy report)標準要點，會員應就五大優先改革領域依要點撰寫國家現況，美國將考量與會者意見修正內容與篇幅之設計，於 2012 年初提出新版本。

### **(五) 新主席之投票選舉**

現任 EC 主席日籍 Dr. Omori 任期屆滿，將於今年 10 月底前完成新主席之投票選舉。

## 貳、會議經過

### 一、經濟委員會第二次會議(EC2)(會議議程詳附件一)

#### (一)ANSSR 2015之工作進展

1. 我方(經建會綜計處)於 9 月 18 日與美國及其他 ANSSR Early Movers(新加坡、墨西哥)共同會商決議，各會員體將 ANSSR 計畫草案調整為「標準模板(the template)」格式。
2. 9 月 20 日於 ANSSR 研討會上，受邀與會之專家學者則對於各會員體所提之 ANSSR 計畫草案提供修改意見。

#### (二)EC各議題小組未來5年工作計畫辦理情形

##### 一競爭政策暨法律工作小組(CPLG)

1. 今年 3 月已在華府舉行有關結合與非結合案件的程序正義(procedural fairness)研討會。
2. APEC 競爭政策訓練課程：打擊卡特爾違法行為之有效機制(APEC Training Course on Competition Policy: Effective Mechanism against Cartel Offences)將於本年 10 月 10-12 日在馬來西亞檳城舉辦，我國公平會受邀擔任訓練課程之講員。

##### 一競爭政策

1. 俄羅斯報告競爭資訊交換的調查(survey on Information Exchange on Competition)、競爭發展的測度(Measures on Competition Development)2 項計劃，將於 10 月初前完成問卷調查並傳請各會員體填寫。
2. 將與 OECD 國營事業會民營化工作小組(OECD Working Party on State Ownership and Privatization)共同成立專案小組，草擬競爭中立性最佳典範報告(best-practice report)，時間從 2011 年 4 月開始為期一年。

3. 我方(公平會)發言建議：明年 3 月研討會的議題宜即早確定，不宜太廣範，俾讓各經濟體有較充分的時間準備。
4. 香港、日本發言建議：研討會或最佳典範報告野心不要太大，寧可從較小的範圍做起。

### 一、經商便利度

1. 美國提出以 EoDB 為主題之多年期計畫，內容為進一步推動客製化診斷諮商、協助諮商經濟體落實改革建議，並舉辦研討會分享經驗。在徵得我國等 10 會員體同意共同贊助該計畫後，美國已於 9 月 24 日提出計畫案送 EC 會員提意見。
2. 第二階段之診斷諮商執行成果報告
  - (1) 開辦企業：領導經濟體為美國及紐西蘭。印尼之診斷諮商已於 2010 年完成，秘魯及泰國則於 2011 年初開始，目前診斷報告製作中；紐西蘭接下來將與智利進行診斷諮商，並正與墨西哥、菲律賓洽談中。
  - (2) 申請建築許可：領導經濟體新加坡刻正與印尼研議進行診斷諮商。
  - (3) 獲得信貸：領導經濟體日本已與泰國進行診斷諮商，報告可於年底完成，日本並邀請其他有意願進行診斷諮商之經濟體與之討論。
  - (4) 跨境貿易：亦由新加坡擔任領導經濟體，刻正與秘魯及墨西哥進行診斷諮商。
  - (5) 執行契約：領導經濟體韓國已與印尼及秘魯進行診斷諮商，並邀請其他有意願進行診斷諮商之經濟體與之接洽。
3. EC 主席表示第二階段的診斷諮商係客製化國際合作的創新態樣，並感謝各參與經濟體之貢獻。
4. 我方並未參與第二階段診斷諮商計劃，但同意擔任美國所提案經商便利度多年期計畫之贊助會員體。
5. 期中評估報告—EC 及 PSU(Policy Support Unit)根據世界

銀行經商容易度(Doing Business)資料，評估「提升經商便利度行動計畫」執行進度。PSU 於報告「政策討論」時表示，行動計畫的期中目標設定將 2011 年的經商成本、時間及程序上較 2009 降低 5%，而 2010 年指標變化顯示 APEC 已降低 2.8%，因此其推估至 2011 年，縮減幅度可超過 5%，APEC 整體改革進展良好。我方稱許 PSU 在短期內以簡易均等方法完成評估。另，多數與會經濟體表示，鑒於 APEC 仍有相當的改革空間，此報告宜審慎解讀，且文字不宜過於樂觀，以提醒領袖持續推動改革之意願。

### 一法制革新

1. 針對促進管制革新以裨益 APEC 領袖成長策略(APEC Leaders' Growth Strategy)以及 ANSSR 之計畫，日本及 PSU 現正針對法規如何促進或妨礙發展進行個案研究，並提出其目前對於綠色投資(green investments)個案研究之進度說明，預計可於 2012 年完成。
2. 澳洲提出法規影響評估訓練計畫，與會經濟體感謝澳洲並通過此項計畫。
3. OECD 及越南代表分別報告 New OECD Principles on Regulatory Policy and Governance 以及運用此原則改革行政程序(administrative procedures)之經驗，並與其他經濟體交換意見。我方代表表達與 OECD 合作推動進一步改革之意願，並建議 OECD 除評估改革在產品及勞動市場顯現之效益，對於服務業市場產出佔 GDP 比例逐漸加重之趨勢，亦宜有所因應；OECD 代表回應，法規變革對於服務業市場之影響程度量化現正研究建構中。

### 一公司法制與治理

1. 紐西蘭原為公司治理主席之友工作小組之代理召集人，紐西蘭報告越南於會前即表達擔任該工作小組召集人之意願，經徵詢與會各會員體無意見之後，確定越南為新

任公司治理主席之友工作小組召集人，並討論未來可能規劃工作計畫內容。

2. 越南報告紐西蘭擔任代理召集人所提工作計畫構想，主要係就近期公司治理熱門議題規劃未來舉辦研討會可能討論題目及主辦會員體，包括中小企業公司治理與法制研討會(越南主辦、紐西蘭協辦)、企業社會責任研討會(越南主辦)、IFRS 與財務報告議題研討會(紐西蘭與 ABAC 共同主辦)、公司治理之資訊透明(越南主席之友召集人將再詢問俄羅斯主辦之意願)。
3. 另紐西蘭所提之工作計畫構想，亦建議我國主導「金融風暴對公司治理與法制啟示(Lesson from the financial crisis for corporate governance and law)」之研討會，但紐西蘭或越南會前均未知會我方有關前揭建議，爰我方於會場中未肯定回復是否接受，而表達該項建議仍須於我方代表回國後呈報研議評估其可行性。

## 一、公部門治理

1. 雙邊會談(9月20日)：我方(研考會)擔任公部門治理主席之友小組之協調人，EC主席 Dr. Omori 於 EC2 會前，就 2013 年 APEC 經濟政策報告(AEPR)之主題，與我方代表進行雙邊會談。主席表示未來各年度之 AEPR 主題，將由各主席之友小組負責輪流撰擬。由於我方向來積極投入 EC 推動公部門治理交流等相關事務，在 EC 各主席之友小組中，現階段以我方最具能力規劃 2013 年 AEPR 報告之撰擬，希望徵詢我方主政意願，並以公部門治理為題撰擬該年度報告。我方代表感謝主席對我方之肯定，並表示主席之提議如獲會員體同意，將全力配合。
2. 公部門治理主席之友小組(PSG FotC)工作計畫(9月21日)：有關本小組 2012 年之工作提案規劃，我方於會中說明業於 EC2 會前以電子郵件徵詢各會員體意見及徵求提案，

惟尚無會員體回應，我方將持續徵詢會員體意見及歡迎各會員體參與辦理各項活動，分享優質治理實務。主席亦鼓勵會員體可提出當前公部門治理所面臨之限制及解決方案等，作為公部門治理 2012 年之工作主題。

3. 2013 年經濟政策報告(9 月 21 日)：本案於 EC2 會中經會員體討論，通過由本小組主政，並以公部門治理為題撰擬 2013 年 AEPR 報告。我方表示將於 2012 年 EC2 會議前提出報告架構之初步規劃，並於 EC2 會議徵詢會員體意見後，提請各會員體提供相關政策經驗及內容，俾供我方彙整及各會員體據以撰擬會員體專章報告。紐西蘭建議該年度報告主題亦應能反應公部門治理環境之變化及所面臨之新興議題，例如有關外界對於公部門之期待與提升政府效能等。
4. 政策討論第 1 場次「提升公部門透明化—良好實務與改革經驗」圓桌論壇(Roundtable Discussion on Improving Public Sector Transparency: Good Practices and Reform Experiences)(9 月 22 日)：本項活動係由我方主辦，計有加拿大、日本、俄羅斯、泰國、紐西蘭、美國及我方等 7 個會員體，以簡報分享有關推動政府資訊公開、績效資訊透明化及財政透明化等改革經驗。各會員體簡報重點摘述如下：
  - (1)加拿大分享有關政府資訊公開、公民參與及提升公民對政府信任度之相關措施，並分享運用 Web2.0 等資訊科技降低推動政府透明化之經費成本等公部門治理實務。
  - (2)日本簡報有關中央政府施政方案公開評核制度(Public Project Review)，透過邀請外部學者專家及開放公民參與等評核流程，監督中央政府施政方案及預算編列之妥適性。

- (3)俄羅斯簡述其推動政府資訊公開之法制化成果，以及推動全國各地之便民服務單一窗口、管制影響評估及公民諮商制度之相關改革經驗。
- (4)泰國分享強化廉政工作方案，包括採取政府與民間企業合作，共同打擊政府採購貪腐弊端，並將廉政推動列為國家發展計畫之重點方案之一。
- (5)紐西蘭報告其提升政府資訊可用性方案(Data Re-use Program)，政府部門須提供優質且便民使用之公開資訊。另在政府部門之財政績效管理方面，亦率先導入企業部門投資報告制度(investment statement)，公開揭露政府資產與負債的各類細項，以及各項政府預算的投入及產出結果。
- (6)美國介紹其推動跨國「開放政府方案與夥伴計畫」(Open Government Partnership)，希望藉由各國政府的加入與對於推動透明化政府的承諾，共同打造全球性的透明政府願景，提升公共服務品質與廉能政府。該方案業於2011年9月20日由聯合國大會啟動，並已獲46個會員國簽署加入。
- (7)我方分享推動「政府資訊公開法」立法及保障公民知的權利等相關經驗，並簡介推動財政透明化及與國際組織相關財政規範接軌之努力，以及委請學者專家進行專題委託研究，以追蹤評量政府推動透明化之績效成果，並研提政策建議，作為持續提升政府治理品質之參考依據(附件二)。
- (8)除由前述各會員體簡報分享透明化優質治理經驗外，會中另有印尼、香港、新加坡、菲律賓、墨西哥以及企業諮詢委員會(APEC Business Advisory Council, ABAC)踴躍參與討論。主席及各會員體表示感謝我方主辦本次圓桌論壇活動，對促進會員體分享相關政策經驗深具貢獻。

會前我方根據會員體提供之簡報資料撰擬綜合報告(附件三)，俾利會員體於會議中參考及討論交流。針對圓桌論壇之辦理成果，我方將於會後撰擬成果摘要報告，並預定於 2012 年 EC1 會議時提交，俾供各會員體參考。

### **(三)有關EoDB之政策討論(Policy Discussion)**

APEC 政策支援小組(PSU)編擬之 EoDB 行動計畫期中評量(interim assessment)指出，2010 年 APEC 整體表現已較設定之改革目標超前，進度良好。多數與會者表示，應審慎解讀報告，且 APEC 仍有相當改革空間，文字不宜過於樂觀，以提醒領袖持續推動改革之意願。

### **(四)APEC經濟政策報告(AEPR)**

2012 年 APEC 經濟政策報告之主題為 EoDB，並由美國負責規劃及彙整。美國提出草擬之大綱及標準要點，其中包括個別經濟體報告(IER, Individual Economy Report)，會員應就五大優先改革領域依要點撰寫國家現況。經過討論，美國將考量與會者意見修正內容與篇幅之設計後提出新版本，預計於 2012 年 EC1 提出討論，整體報告之草稿應於 2012 年 7 月完成。

### **(五)法規合作與謀合**

1. 美國於今(2011)年 APEC 第一次資深官員會議(SOM1)時提出強化良好法規實踐之執行(Strengthening Implementation of Good Regulatory Practices, GRP)以及法規合作計畫(Regulatory Cooperation Plan)兩份討論文件，前者已於 SOM2 時獲得原則通過，並要求各經濟體於 2013 年採取明確行動，後者將提至 SOM3 討論確認方向與內容。



2. 智利、馬來西亞、印尼、香港等經濟體，針對「convergence」之內涵、計畫預期效益、執行方式、以及 APEC 全體適用劃一標準之合宜性等提出疑問；墨西哥及紐西蘭則表支持。美國回應表示，根據學術研究法規謀合之效益，在於可減少因法規及標準間的歧異所產生之不必要成本；此份提案意旨，非設定經濟體之義務作為，亦非建立一體適用之標準，而係在促使經濟體對相關原則達成共識。
3. EC 主席說明，SOM 已表達將主政此議題，惟 EC 主席將於 SOM 報告，EC 對於法規合作與謀合議題之工作規劃與意見，獲與會者支持。

#### **(六)新主席之投票選舉**

現任 EC 主席日籍 Dr. Omori 任期屆滿，將於今年 10 月底前完成新主席之投票選舉。

## 二、SOM3 Workshop on Approaches to Assessing Progress on Structural Reform (ANSSR)研討會

(一) 我方(經建會綜計處)於 9 月 18 日與美國及其他 ANSSR Early Movers(新加坡、墨西哥)共同會商決議(附件四)，各會員體將 ANSSR 計畫草案調整為「標準模板(the template)」格式(我方填列如附件五)，並規劃於 ANSSR 研討會提出討論。我方另於 9 月 20 日之「討論小組(discussion panel)」中，簡要報告我 ANSSR 計畫草案之簡介(Introduction)部分。

(二) 其他 ANSSR Early Movers(美國、新加坡、墨西哥)所提之 ANSSR 計畫草案如附件六。

(三) 本次研討會議亦邀請國際智庫經貿專家進行專題演講，傑出講者如下：

1. Mr. Romain Duval [Head of the Structural Surveillance Division at the OECD Economics Department]

演講內容旨在分享 OECD 之旗艦出版品「Going for Growth」中，所使用之各項指標類型以及其優缺點等，可供 APEC 各會員體擬定政策目標時據以參考。

2. Dr. Bruce Bolnick [Chief Economist, International Group, Nathan Associates Inc.]

演講內容旨在說明政策績效指標的基本理念架構，深入淺出，可供 APEC 各會員體擬定政策目標時據以參考。

3. Mr. Mark Walter [Principal Associate, International Group, Nathan Associates Inc.]

演講內容旨在說明 USAID BizCLIR [Business Climate Legal and Institutional Reform Diagnostic] 計畫如何協助若干經濟體發展衡量友善經商環境改革進展之量化及質化指標，就法制架構(legal framework)、施行體制(implementing institutions)、支援體制(supporting institutions)以及社會動態

(social dynamics)四個層面深入解析世界銀行量度經濟體經商環境友善程度的 10 項指標。

(四) 9 月 20 日研討會中(附件七)，兩位經貿專家 Mr. Romain Duval 及 Mr. Ben Shepherd [a trade economist and international development consultant] 對我國 ANSSR 計畫草案表示肯定，另渠等對我國各項政策指標之建議，我方(經建會綜計處)除於會中回應外，並已於會後通知各議題主政單位，研議修改計畫內容。茲整理專家建議臚列如下：

1. “absolute” vs. “relative” indicator

考量使用比例(percentage)而非絕對量，以利比較衡量。例如：金管會可將公司之家數修改為比例逐年上升之目標。

2. “level” vs. “change” indicators

考量使用變量而非程度數量，以利衡量變化及進展。

3. To set up “numerical” targets wherever natural to do so

考量於適當之情況下設定數量標的，以利衡量進展。

4. To “streamline / trim” the “too-many” indicators

考量將過於大量的指標適度地再簡化，以利衡量進展。例如：中小企業處之中小企業指標及內政部之婦女指標。

5. To include “actionable” indicators. To give some concreteness.

例如：經建會(人力處)可將 Phase 2 之內容再具體化。

6. To add some more “harder” indicators

例如：公平會可參考 OECD Competition indicator，將指標再強化。

## 參、心得建議與後續應辦事項

### 一、有關公部門治理

(一) 我方(研考會)將持續徵詢會員體對於公部門治理小組 2012 年各項工作計畫之提案規劃及相關意見。

(二) 我方(研考會)將撰擬「提升公部門透明化—良好實務與改革經驗」圓桌論壇成果摘要報告，預定於 2012 年 EC1 會議前提交，俾供各會員體參考。

二、有關紐西蘭提案建議我國主辦「金融風暴對公司治理啟示研討會」乙節，我方(金管會)將進一步評估再予回復。

三、APEC 持續於各領域推動促進區域內之開放、革新與調和各項計畫，其中，「提升經商便利度行動計畫」已進入第二階段，以客製化之診斷諮商協助經濟體建構改革能力，參與之經濟體皆反應良好。我國雖非其中一員，亦可參考各優先領域領導經濟體進行診斷及形成改革措施建議之方法論。

### 四、有關法規合作及謀合

(一) 美國大力提倡法規合作及謀合，各經濟體對於強化良好法規之實踐部分雖多表示認同，但對法規謀合則持相對保留看法。在強化良好法規之實踐方面，美國已委託 Jacobs and Association 調查各經濟體現況，並由各經濟體補充說明，我方亦已配合辦理，後續將於此基礎上討論可能之改革作為。至於法規謀合部分，鑒於後續進行模式、範圍以及應盡義務較不明確，且議題係在 SOM 層級處理，擬視議題後續發展再為因應。

(二) 美、澳、紐、墨西哥提送 2011 SOM3 最新版

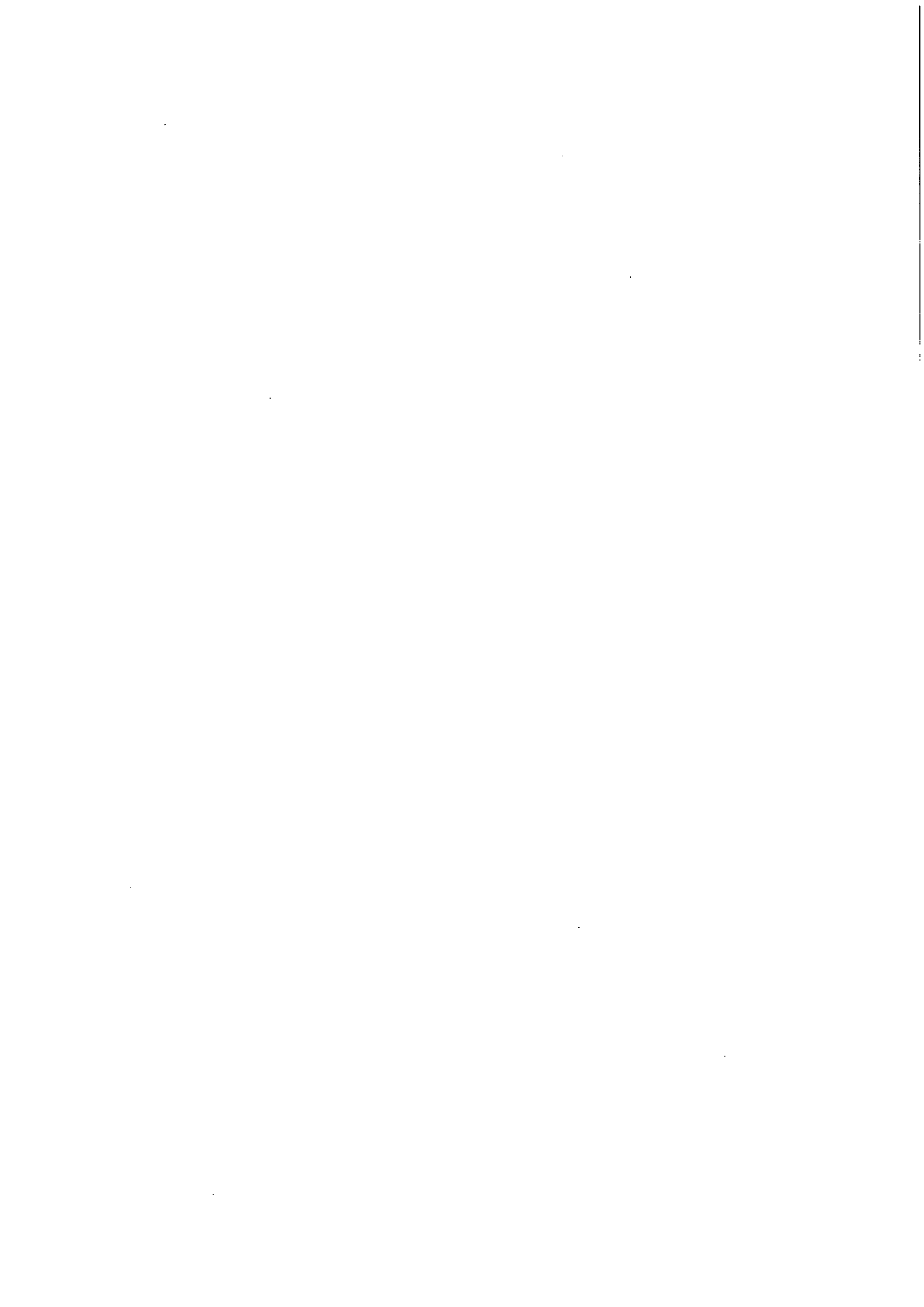
Strengthening Implementation of Good Regulatory Practices 討論文件，提議各會員於 2013 年 11 月前落實文件中良好法規實務 GRP (Good Regulatory Practices) (包括跨部會協商機制、法規影響評估、公眾諮詢)，並分別於 2012 及 2013 年 SOM3 提出進度報告。該案另建議，無法於 2013 年 11 月完全落實的會員，可提出進度報告及落實時間表。本案如通過，APEC 所有會員均須於未來 2 年完全落實 GRP 或提出進度報告，難度甚高，且似已針對各國境內改革訂出時間表，預期將引發其他會員體反彈。本案固然有助我國國內法制革新之加速推動，但所涉國內法規主管單位甚多，且所定 2 年執行期間相對不足，尚未知相關部會的配合程度，爰經建會法協中心擬簽陳主委核定未來辦理方向後續辦。

#### 五、有關 APEC 經濟政策報告(AEPR)

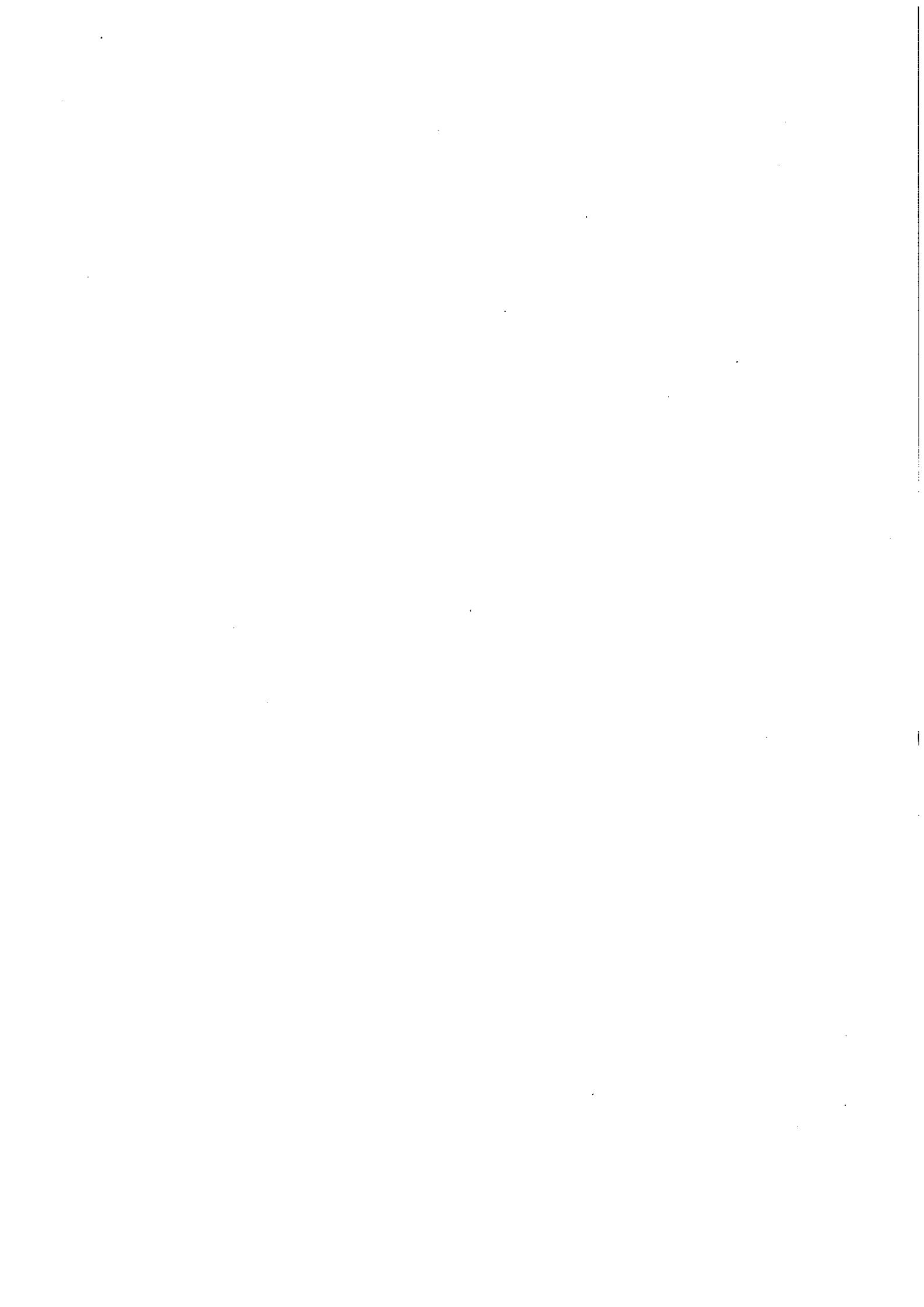
(一) 2012 年 AEPR 主題為 EoDB，將依主辦會員體美國之時程規劃配合辦理。

(二) 2013 年 AEPR 主題為公部門治理，我方研考會將於 2012 年 EC2 會議前提出有關報告架構之初步規劃，並於 EC2 會議徵詢會員體意見後，提請各會員體提供相關政策經驗及內容，俾供我方彙整及各會員體據以撰擬會員體專章報告。

六、經建會綜合計劃處將於 10 月上旬彙整簽報我國之 ANSSR 計畫，俾利於本次 APEC 資深官員會議(SOM3)所訂之最終繳交期限 10 月 21 日前，提交我國定案之 ANSSR 計畫。



肆、附 件





附件一：2010 EC2 會議議程 (文件編號：2010/SOM3/EC/001)



**2<sup>nd</sup> APEC Economic Committee Plenary Meeting**  
**San Francisco, 21-22 September 2011**  
**Draft Agenda**

**Meeting Venue: Pacific G&F, Hyatt Regency**

**Proposed Key Objectives**

- Discuss and reach basic agreements on the EC's contributions to the APEC 2011 priorities.
- Discuss the interim assessment of the APEC EoDB Action Plan and agree on composition and main contents of the interim assessment report.
- Conduct an intensive policy discussion on public sector transparency.
- Review progress in the FotC work plans and consider prospective activities.
- Discuss development of the annual high-level report on EC's structural reform.

**Wednesday, 21 September**

**Meetings of the "Friends of the Chair" Groups**

**9:00-10:00**

- Depending on the Coordinators' decision, the FotC groups can hold possible last-minute meetings prior to the Economic Committee plenary to finalize their updated work plans and discuss any matters that need be considered by the respective members.

\*Room Arrangement: the same room as the EC plenary

\*FotCs indicated to hold their meetings: CLG (9:30-), CP (9:00-), EoDB (9:15-), RR (9:30-)

**Economic Committee Plenary Meeting: Day 1**

**10:00-10:10**

**1. Chair's Opening Remarks and Introductions**

**2. Adoption of the draft EC2 Plenary Agenda**

**10:10-12:30**

**3. CPLG and FotC Work Plans**

CPLG Convenor and FotC Coordinators will be invited to update the members on their respective Work Plans including the activities specified below. Economies with initiatives/priorities underway or recently completed will be invited to provide the members with an update on progress/outcomes of their activities. Also, members will consider initiatives/projects seeking endorsement by the EC including proposed Concept Notes for the BMC Session 3. (Note: The final deadline for submitting a CN to the BMC is 29 September.)

- CPLG
  - Results of the 2<sup>nd</sup> CPLG-ABAC Roundtable held on 7 March in Washington, D.C. (CPLG Convenor)
  - Updates of the APEC Training Course on Competition Policy – Effective Mechanism against Cartel Offences to be held in October in Pulau Pinang, Malaysia (Malaysia / CPLG Convenor)
  - Updates on the Survey on Information Exchange on Competition in APEC Region: Phase I (Russia / CPLG Convenor)
  - Updates on the Measures of Competition Development in APEC (Russia / CPLG Convenor)
- Competition Policy
  - Update on the activities of the FotC on Competition Policy in the context of assisting economies to develop and implement their ANSSR plan, including a discussion of:
    - ✓ Australia's Structural Reform Initiative;
    - ✓ Competitive neutrality; and
    - ✓ Taking forward the Policy Support Unit's January 2011 study into The Impacts and Benefits of Structural Reforms in the Transport, Energy and Telecommunications

## Sectors in APEC Economies. (Australia)

- Corporate Law and Governance
  - Members will possibly endorse a Coordinator nominee
- Ease of Doing Business (EoDB)
  - Updates on the Phase 2 activities implemented by the EC (champion economies and participating economies)
    - ✓ Dealing with permits
    - ✓ Enforcing contracts
    - ✓ Getting credit
    - ✓ Starting a business
  - Endorsement of a concept note for a multi-year project on EoDB (the US)
- Public Sector Governance
  - Updates on the roundtable discussion on "Improving Public Sector Transparency: Good Practices and Reform Experiences" (Chinese Taipei)
  - Members will discuss prospective projects of the five priority areas of public sector governance.
- Regulatory Reform
  - Updates on the case studies on regulations which could be driving forces for or disincentives to promoting activities that contributes to APEC Leaders' Growth Strategy and the ANSSR (Japan and PSU)
  - Project proposal on regulatory impact analysis training within APEC (Australia)
  - Draft OECD Recommendation on Regulatory Policy and Governance (OECD)
  - 2010 OECD report on results of the OECD evaluation of the whole-of-government approach to administrative simplification in Vietnam (Vietnam and OECD)
- Annual High-Level Report on EC's Structural Reform Activities
  - As supported by members at EC1, the EC envisages preparing a high-level document on its progress in structural reform activities each year. Members will discuss a draft outline of the report for 2011 prepared by the EC Chair.

**12:30-14:15 Lunch Break**

**14:15-14:35**

#### **4. PSU Work Programme**

- The PSU Director will be invited to provide an update on its work programme.
- Members will discuss prospective work to be commissioned to PSU.

**14:35-16:05**

#### **5. Activities Relevant to the APEC 2011 Priorities**

##### **1) APEC New Strategy on Structural Reform (ANSSR)**

- Results of the Residential Training Workshop on Structural Reform held on 10-12 August in Singapore (Australia)
- Results of the Workshop on Approaches to Assessing Progress on Structural Reform held on 19-20 September in San Francisco (The US)
- Member economies' ANSSR priorities relevant to the EC (EC Chair's Office)
- Discussion on how the EC can assist member economies in carrying out their respective ANSSR Plans

##### **2) Progress of the SOM FotC on Regulatory Cooperation (The US)**

##### **3) Discussion on Regulatory Convergence and Cooperation**

##### **4) Ideas on Modifying the EC Webpage in the APEC Official Website**

**16:05-17:05**

## **6. APEC Economic Policy Report**

### **1) AEPR 2012**

- Members will discuss a draft outline and a template of Chapter 3 for the AEPR 2012 developed by the US.
- Members will agree on the timeline for preparing draft Chapters and publishing the AEPR 2012 in time for the CSOM/AMM 2012 to be held in September 2012.

### **2) Future AEPRs**

- Members will consider themes of the AEPR 2013 and beyond.

**17:05-17:25**

## **7. Updates to the Project Management Process**

- Updates on the BMC's project approval process for 2011 and prospects for 2012 (APEC Secretariat Project Management Unit)
- Guidance on the utilization of the ANSSR Sub-fund under the APEC Support Fund (PMU)

**Thursday, 22 September**

## **Economic Committee Plenary Meeting: Day 2**

**9:30-10:30**

### **8. Update on Fora Work Programmes (CTI, HRDWG, ABAC, PECC)**

- Committee on Trade and Investment (CTI) Chair – Update on its activities, especially on the Ease of Doing Business Workshop on Trading Across Borders
- Human Resource Development Working Group (HRDWG) Lead Shepherd – Update on its activities and ideas for future collaboration between the HRDWG and the EC
- APEC Business Advisory Council (ABAC) Representative – Update on its activities
- Pacific Economic Cooperation Council (PECC) Representative – Update on its activities
- Senior Financial Officials' Meeting (SFOM) – Update on its activities

**10:30-12:30**

### **9. Policy Discussion 1**

*Roundtable on "Improving Public Sector Transparency: Good Practices and Reform Experiences"*  
Discussion led by Chinese Taipei as the Coordinator of the FotC on Public Sector Governance

- Members will share practices and experiences of public sector transparency in diverse political and economic contexts, which will help economies review and modernize existing strategies, instruments, tools and practices to improve governance quality.

**12:30-14:00      Lunch Break**

**14:00-15:30**

### **10. Policy Discussion 2**

*Interim Progress Assessment of the APEC EoDB Action Plan*

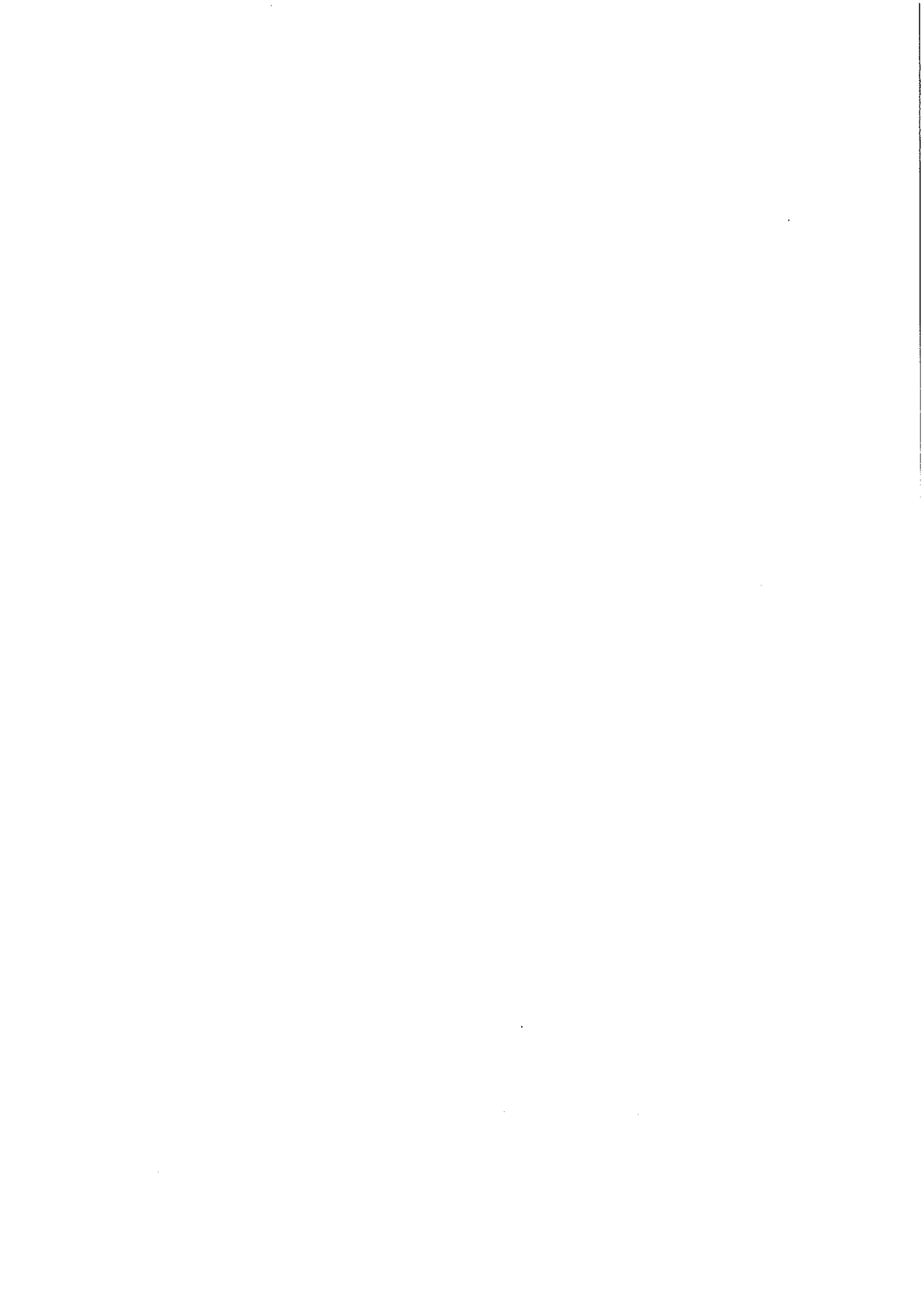
- Members will discuss the draft APEC's Ease of Doing Business Interim Assessment report prepared by the PSU and agree on composition and main contents of the final report.

**15:30-16:00**

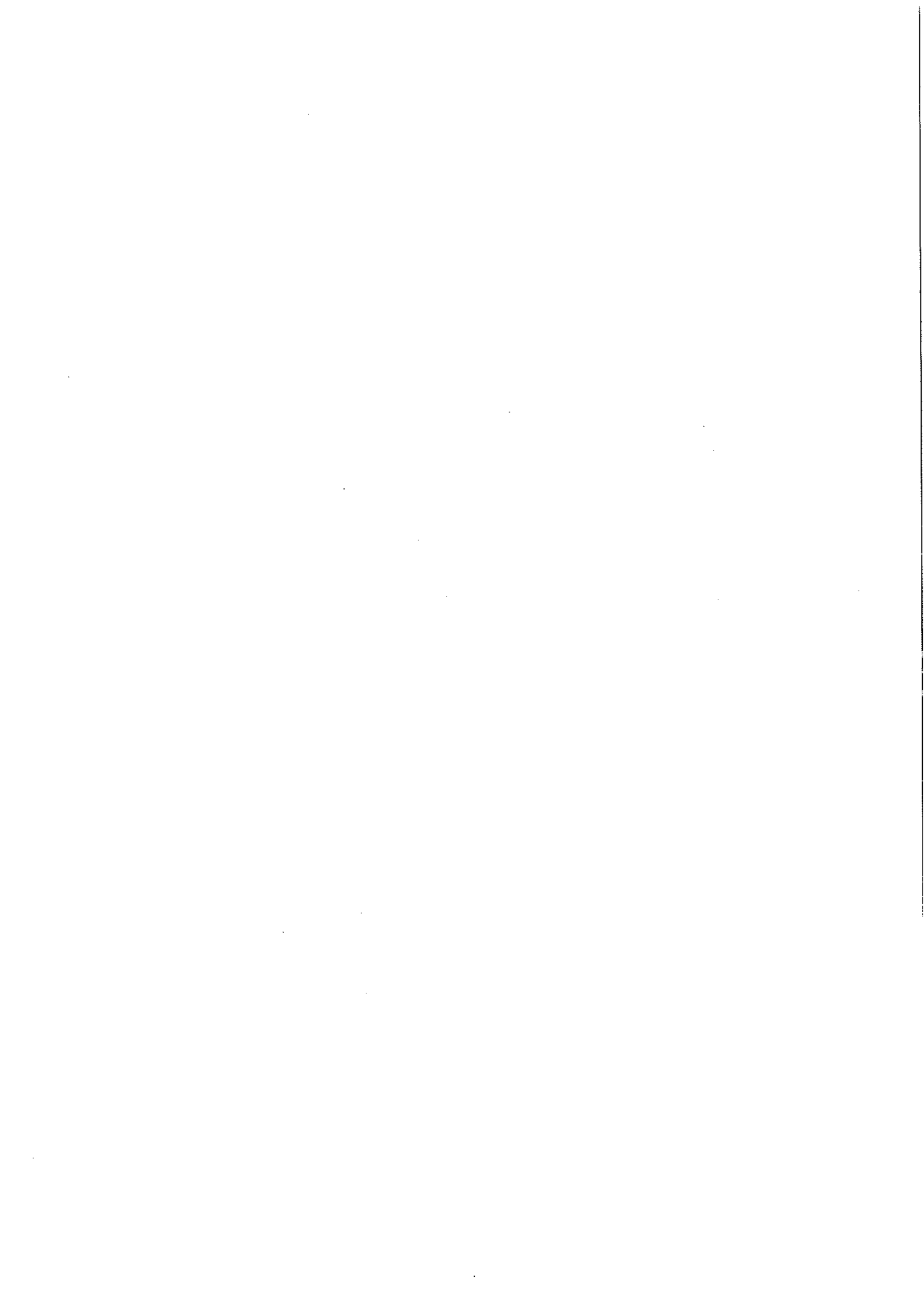
### **11. Other Business**

- Election of one of the Vice Chairs for the term of 2012-13
- Review of the Economic Committee's Terms of the Establishment and election process of the EC Chair
- APEC Secretariat Report on Key Developments

### **12. Chair's Closing Remarks**



附件二：Improving Public Sector Transparency (Presentation of Chinese Taipei)





# **Improving Public Sector Transparency in Chinese Taipei**

**Presentation to the 2<sup>nd</sup> Economic Committee Meeting,  
APEC  
21-22 September 2011, San Francisco**

## **Recent Efforts on Improving Public Sector Transparency**

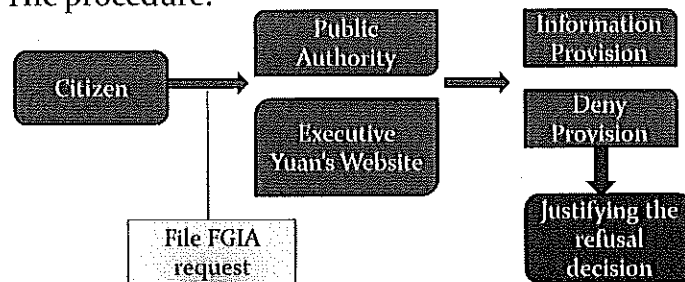
- Freedom of Government Information Act (FGIA)
- Disclosures of Financial and Performance Information
- Self-assessment Reports on Transparency

## FGIA

- Enacted and became effective since December, 2005
- Fundamental purposes of FGIA
  - to enhance public accountability;
  - to secure people's right to know ;
  - to encourage citizen participation in public affairs.
- Principle: maximum disclosure
- Allows the public to have access to public records of governmental agencies except for certain information that is protected by the law.

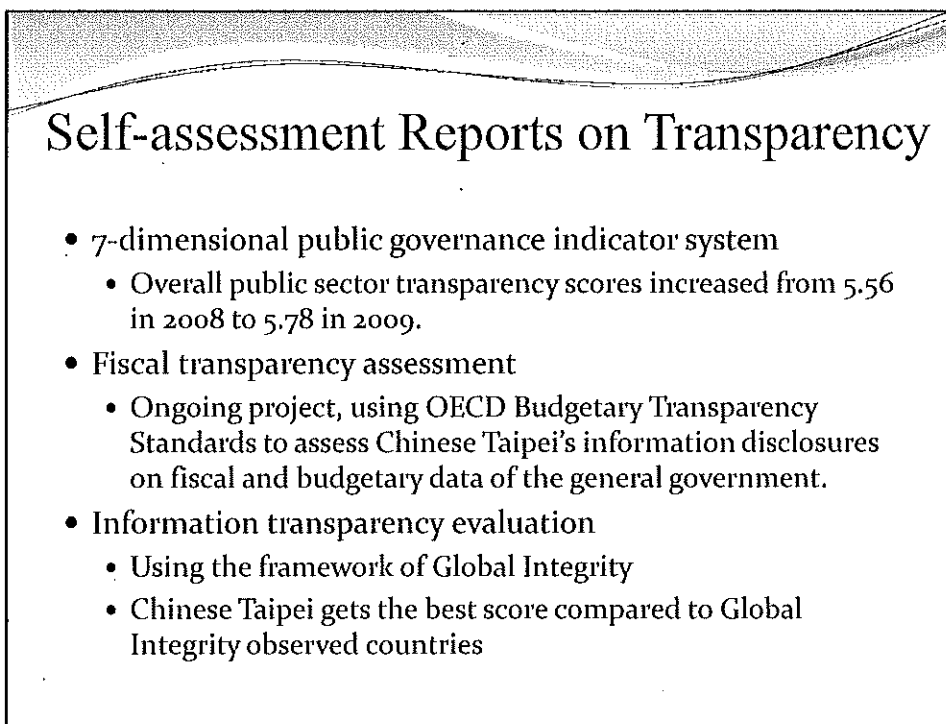
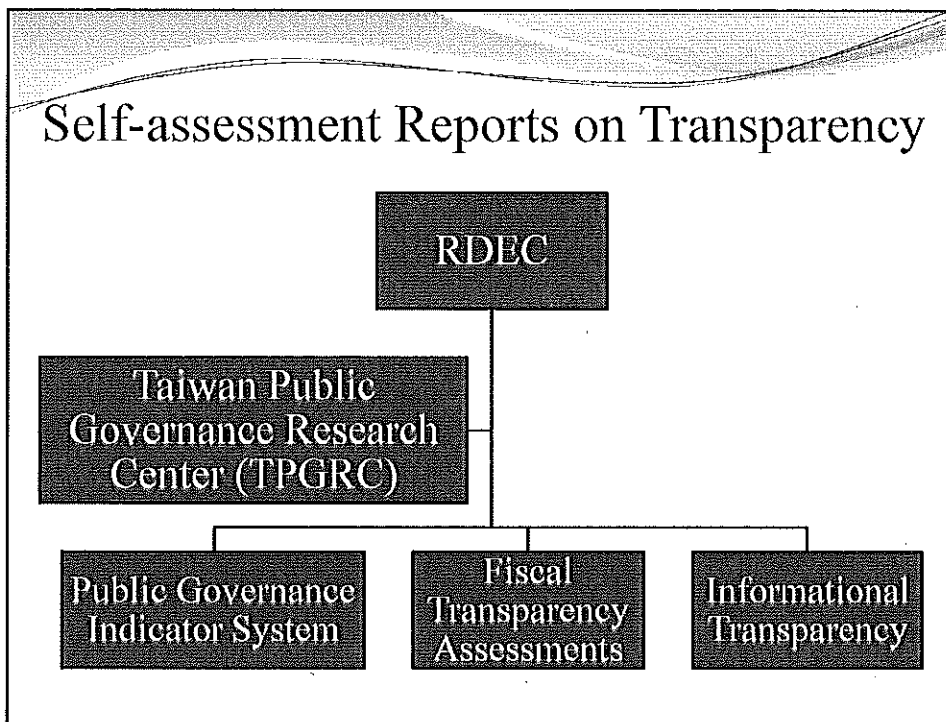
## FGIA

- Approach to maximum disclosure:
  - Proactive Disclosure Items as the basic level;
  - FGIA Requests allow citizens to exercise the right to know.
- The procedure:









## Future Plans for Transparency Improvement

- Increasing understandability and usability of disclosed information;
- Promoting public sector transparency to comply with international standards toward transparency:
  - e.g., IMF's guides on fiscal and revenue transparency; OECD best practices on budgetary transparency; IBP's Open Budget Index
- Enhancing experience sharing about public sector transparency promotion among APEC economies

附件三：Public Sector Governance Roundtable Discussion Paper by Chinese Taipei





**Public Sector Governance: Roundtable Discussion on Improving Public Sector  
Transparency: Good Practices and Reform Experiences**

2011 APEC Economic Committee Meeting 2  
21-22 September 2011  
San Francisco, California

**Introduction**

The EC "Friends of the Chair" Group on Public Sector Governance will hold a two-hour roundtable discussion on *Improving Public Sector Transparency: Good Practices and Reform Experiences* during the 2011 EC2 plenary meeting. The roundtable discussion is led by the Coordinator of Public Sector Governance FotC, Chinese Taipei, and cosponsored by New Zealand. The aim of the discussion is to provide a platform for economies to exchange practices and experiences related to their improvements of public sector transparency.

Transparency is one of the essential elements of public sector governance. It is not only a key principle to hold government accountable, but also a cornerstone of economic development which ensures just and efficient distribution of resources. The 2004 Leaders' Statement to Implement APEC Transparency Standards established guidelines to increase openness, accessibility, and participation related to laws, regulations, and rulings. As one of the nine high-level principles of public sector governance highlighted in the 2007 AEPR, transparency has been a focus of structural reform among economies in recent years. The recent Good Practice Guide on Public Sector Governance prepared by Canada also notes Transparency/Openness as one of the key principles of good governance.

Transparency can come in a number of forms, for example:

- Providing access to general information on public policies and administration processes to facilitate consultation, debate and political participation by citizens.
- Transparent information regarding public procurement and finances helps to prevent corruption, allow for the review of government performance, and to improve citizen trust in the public sector.

Based on these efforts of reform responding to expectation of the citizens and the private sector, the roundtable discussion in the 2011 EC2 plenary meeting concentrates on the mechanisms and practices economies adopted to build transparent governments. Economies will share innovative approaches, initiatives, instruments and tools that they have recently implemented to measure or to improve public sector transparency. The discussion also will build on issues raised at the October 2009 EC Workshop on Improving Public Consultations in the Rulemaking Process, the March 2011 EC Workshop on using Regulatory Impact Analysis (RIA) to Improve Transparency and Effectiveness in the Rulemaking Process, and the March 2011 SCSC 6<sup>th</sup> Conference on Good Regulatory Practices. The results of the

roundtable discussion will be beneficial to economies to advance government transparency in different aspects and to fulfil the goals of APEC growth strategy and the APEC New Strategy for Structural Reform (ANSSR).

### **Discussion topics**

To stimulate a focused and beneficial discussion, economies are invited to consider and come prepared to discuss some or all of the following topics:

#### **1. Experience to Date**

- What practical/innovative approaches, initiatives, instruments or tools have economies recently implemented to measure or improve public sector transparency?
- What motivated these reforms/new measures?
- What political and/or contextual factors played a role in promoting transparency-related initiatives?

#### **2. Challenges / Lessons Learned**

- How have economies addressed the expectations for transparency in government of an increasingly diverse population?
- What are the challenges economies face for greater citizen empowerment and engagement for transparency in government?
- What key essentials or lessons were learned from economies' experiences?

#### **3. Future Plans**

- How can the public sector be more inclusive and respond to shifting needs and demands at no additional cost?
- How can increased government transparency strengthen citizens' confidence in government?
- What future plans do economies have for new approaches to increase transparency?

### **Format**

The format of the 2-hour roundtable discussion would be as follows:

- Introduction by Chinese Taipei (5 minutes).
- Brief presentations from economies (Canada, Japan, New Zealand, Russia, Thailand, The United States, Chinese Taipei, 90 minutes total).
- General discussion, framed around the above topics (20 minutes).
- Wrap-up remarks by New Zealand and Chinese Taipei (5 minutes).

Canada, Japan, New Zealand, Russia, Thailand, the United States, and Chinese Taipei have volunteered to present their experiences in 2011 EC2. The following section synthesizes the 7 economies' important efforts on improving public sector transparency based on their presentations.

## Synthesis of Economies' Experiences

### 1. Experience to Date

Economies have initiated specific legislation and projects and required their government agencies to actively disclose its policy and financial information and facilitate public participation. Some economies have set up a comprehensive and long-term plan to enhance efficiency and transparency of their policy making, while some have further adopted new technologies to increase the accessibility of government information.

#### *Public Projects Review in Japan*

By assessing the usage of budget of all central government projects, Japan's Public Projects Review which started in 2011 aims to facilitate effective policy planning, efficient budget execution, and to anchor accountability and transparency of central government. The process design of the Public Projects Review ensures high transparency through openness and multiple assessments. Ministries are requested to check their all projects in principle by making review sheets that report details about mainly how budget is used (outlay, payment recipient, contract type and so on). Then the Review Sheet will be evaluated by multiple bodies with the help of external experts and open to the public (including public comments). The final result of the review will be reflected to the next FY budget requests and assessed by the Government Revitalization Unit chaired by the Prime Minister.

#### *FedAA, Proactive Disclosure Initiative and Open Government in Canada*

Canada's commitment to strengthened accountability and increased transparency in government operations is enshrined in the *Federal Accountability Act (FedAA)*, introduced in 2006. The *FedAA* and related reforms stemmed from extensive concerns, which include demands for greater transparency from citizens and parliamentarians, stronger internal control sought by public sectors managers, and requests of faster and more responsive services from citizens and public servants. Based on the *FedAA*, Canada actively and continuously communicates information to the public and encourages federal institutions to proactively provide access to key information. Canada also continues to maintain its Proactive Disclosure Initiative, which requires departments and agencies to proactively disclose information (e.g., travel and hospitality expenses for selected government officials, contracts entered into by the Government of Canada for amounts over \$10,000, and etc.) on their individual web sites. More recently, Canada announced its continued commitment to enhancing transparency and accountability to Canadians in the form of several new Open Government initiatives. The expansion of Open Government through information technologies is being pursued through three main streams: Open Data, Open Information and Open Dialogue.

For some economies, endeavours to improve transparency have specifically focused on anti-corruption.

#### *National Plan and Anti-Corruption on Public Procurement Initiative in Thailand*

With the implementation of its 10<sup>th</sup> National Development Plan (2006-2011), Thailand

has made progress in its efficiency of public administration during the last five years, according to the IMD's World Competitiveness Year Book (2006-2010). Recently, the Thailand government has put further efforts on transparency and introduced Anti-Corruption on Public Procurement Initiative. The initiative not only helps the public sectors benefit from making procurement budgets more efficient and effective, but also encourages the private sector to operate with integrity, transparency and social responsibility. Moreover, the initiative has attempted to establish mutual contractual rights and obligations between public and private sectors to reduce high cost and distortionary effects of corruption in public contracting.

Some economies have established measures to assess their governments' performance on transparency. For example, the Russian Federation has introduced the *Government Order № 633 dated 29.07.2011* to assess federal statutory acts. Chinese Taipei has also commissioned external experts to evaluate governments' performances on transparency, such as the assessment conducted by the Taiwan Public Governance Research Center (TPGRC).

#### *Legislation on Public Sector Transparency in the Russian Federation*

The Russian Federation's legislation on public sector transparency focuses on improving the availability and quality of public services as well as the development of Regulatory Impact Assessment (RIA). The *Federal Law № 8-FZ dated 9.02.2009* ensures open access to information about the activities of public sector authorities. The *Federal Law № 210-FZ dated 27.07.2010* requires public sectors to render and standardize public and municipal services by means of "Public Services On-line Portal" and "Non-Stop Centers". The *Government Order № 336 dated 15.05.2010* stipulates that Regulatory Impact Analysis (RIA) procedures are required for all new federal acts. Meanwhile, under the order, an effective public consultation mechanism was also established to offer direct contacts with interest parties. Recently, the *Government Order № 633 dated 29.07.2011* was approved in order to assess federal statutory acts which are currently in force. The order addresses that any organization may initiate assessment of legal statutory acts and that Ministry of Economic Development may initiate a repeal of currently in force statutory acts or amendments in them.

#### *Efforts on Public Sector Transparency in Chinese Taipei*

Chinese Taipei has made efforts on public sector transparency in respect of legislation on government information disclosure, financial and performance information availability and the self-assessment of transparency. In 2005, the *Freedom of Government Information Act (FGIA)* went into effective to ensure people's right to know and enhance public accountability. Government agencies are obliged to proactively disclose information (which is itemized in the Act) to the public. People can also file requests for information directly to the relevant government departments or through the website of the Executive Yuan. In the meantime, the disclosure of financial and performance information of the government is significantly increased. Besides the budget and final account reports published by government agencies, audit information regarding budget execution monitoring, auditing recommendations, and statistical audit data have also been made publicly available on the website since 2010. The Annual Performance Evaluation Reports (PERs) of each government agency are also available on the government websites in 2 weeks after the final review made by the Executive Yuan. Regarding the self-assessment of transparency, the Chinese Taipei government has also commissioned external experts to evaluate its performances on transparency. For example, when the Taiwan Public Governance Research Center (TPGRC)

constructed the public sector governance index, transparency is a key indicator in the 7 governance dimensions. The TPGRC also develops research projects particularly focusing on budgetary transparency and makes recommendations to transparency practices of governments.

### *Improving Transparency in the New Zealand Public Sector*

New Zealand has implemented 3 major innovations to improve its public sector transparency, including Open Government Information and Data Re-use Programme, Investment Statement, and National Infrastructure Plan. In 2011, the Declaration on Open and Transparent Government was released to require government departments to actively release high-quality information and data in order to enhance external engagement in policy-making, innovative reuse of data and public trust in government. Under the Open Government Information and Data Re-use Programme, 1614 government data sets were released and there are greater community participation in policy development and 'buy-in' to policies as well as great improvement and re-use of government data. The second innovation is the Investment Statement. The first Investment Statement of the Government of New Zealand was introduced in 2010 that gives detailed overview of all major assets and liabilities (social, financial and commercial) and their performance. The Investment Statement further identifies future challenges and the government priorities. The third innovation National Infrastructure Plan (NIP) was developed by close cooperation among government agencies, private sector and community organizations, owners, providers, users, and regulators. It aims to improve transparency and reduce uncertainty for businesses by outlining the Government's intentions for infrastructure development. The 2 key outcomes of NIP include better use of existing infrastructure and smarter decisions about new investments.

In addition to improving transparency within the border, transnational partnership to promote and support more transparent and effective institutions has also been pursued.

### *The United States' Open Government Partnership*

On Jan. 21, 2009, the U.S President Barack Obama issued his first Presidential Memorandum on Transparency and Open Government. Later in the same year, Open Government Directive was released by the Office of Management and Budget (OMB) and Data.gov was established. The objective of the directive and the website is to disseminate government information to the public online, to improve the quality of information available to the public, to instill the values of transparency, participation and collaboration, and to review government-wide information policies that may need. In his speech to the U.N. General Assembly in 2010, the President Obama further challenged leaders to return in 2011 with specific open government commitments. Thus, on July 12, 2011, Brazil and the United States announced the creation of the Open Government Partnership (OGP)—a global initiative that supports efforts to promote more transparent, effective and accountable institutions globally. The OGP is formally launched on September 20, 2011 on the margins of the U.N. General Assembly in New York City. OGP participants will need to develop Action Plans to tackle challenges facing governments today, including how to improve public services, how to increase public integrity, corporate accountability and efficiency of public resource management, and how to create safer communities.

## **2. Challenges / Lessons Learned**

Economies' efforts on public sector transparency have gained significant results. For example, the Public Projects Review in Japan has successfully rationalized its public spending in the FY2011. Adoption of Regulatory Impact Analysis procedures in the Russian Federation has also brought positive effects on regulatory transparency, governments' decision-making processes, and effectiveness of legislation.

### *Achievements of Japan's Public Projects Review*

Japan's Public Projects Review has greatly enhanced transparency of budget request process. In 2010, total 5,383 review sheets reporting details about public projects have rationalized spending by about 1.3 trillion yen\* (about US\$160 billion) in the FY2011 budget request in Japan. Roughly a half (2,681) of all projects were rationalized or abolished.

### *Improvement on Public Sector Governance in the Russian Federation*

The information technology and the Regulatory Impact Analysis (RIA) procedure help *the Russian Federation* improve its public sector transparency and governance. Public Services On-line Portal and Non-Stop Centers have successfully increased public services availability and quality. Time of getting a service decreased for 65% and satisfaction of citizens increased. As for the improvement of regulatory quality, 125 RIA reports are prepared, and nearly 50% of them brought negative evaluation.

Along with the achievements, some economies have further identified challenges and next steps to improving public sector transparency continuously. For example, New Zealand faced the challenge of changing the culture in government agencies. Chinese Taipei points out the need to facilitate citizens to understand disclosed information. Canada's Transparency Reforms will need to ensure the oversight mechanisms strikes the right balance between innovation, risk and control.

### *The U.S. National Action Plan*

Developed under the guide of the Open Government Partnership, the U.S. National Action Plan has two highlighted achievements: the Open Government Directive and Data.gov. The U.S. National Action Plan has further identified initiatives and next steps that promote the U.S. President Obama's commitment to transparency, participation, and accountability in government. For example, the U.S. government will make improvements to Regulations.gov, establish "We the People" citizen petition platform on WhiteHouse.gov, and perform the Extractive Industries Transparency Initiative (EITI).

### *Challenges of Open Government Information and Data Re-use Programme in New Zealand*

Open Government Information and Data Re-use Programme in New Zealand has faced two main challenges. The first challenge was to change the culture in government agencies to favour proactive release of data and information. The second challenge was to update the information management systems. New Zealand overcomes both of these challenges by using an open information and data approach.

### *Challenges of Increasing the Usability and Accessibility of Disclosed Information in*

### *Chinese Taipei*

Although Chinese Taipei has significantly improved its transparency, it still needs to put further efforts on increasing the usability and accessibility of disclosed information. For example, the audited final account reports are usually consisted of vast amount of figures and use professional terms. The main challenge remains on how to develop more user-friendly content and accesses for the citizens and to facilitate their use and understanding of the disclosed information.

### *Canada's Transparency Reforms in Smarter Risk Management*

Through its expansion of Open Government, Canada is fostering greater openness and accountability. However, challenges still remain on the need for privacy and confidentiality, the need to avoid over-regulating openness, the treatment of official languages, the benchmarking of progress, and etc. Therefore, transparency reforms must be grounded in smart risk management and Canada is keen to ensure that the cumulative impact of oversight mechanisms strikes the right balance between innovation, risk and control.

### *Challenges for Thailand's Anti-Corruption on Public Procurement Initiative*

Thailand's implementation of the Anti-Corruption on Public Procurement Initiative has resulted in an increase in high levels of public trust and awareness. However, it has also found some issues that Thailand needs to further deal with, such as discontinuity of government policy, outdated rules and regulations that need to be revised, and a less participation in private sectors.

## **3. Future Plans**

Future plans of economies are mainly to improve the quality of their current projects. For example, Japan's Public Projects Review aims to facilitate high transparency of the review process through openness and multiple assessments. The Russian Federation has also set up key perspectives of Improving RIA.

### *Remaining Issues of Japan's Public Projects Review*

Japan's Public Projects Review is planned to be implemented every year, and it will continue to work at the five aspects in this project. The five aspects include raising awareness of individual public servants, streamlining work process, improving selection process of external experts, enhancing accessibility to information of the review, and coordinating the Public Projects Review with other look-alike methodologies which Japan has implemented.

### *Key Perspectives of Improving RIA in Russia*

The *Government Order № 633 dated 29.07.2011* proposes four key perspectives of improving RIA in Russia: first, step-by-step RIA implementation on early stage of decision-making process (before the draft of the legal act is done); second, use of consultation mechanisms throughout the whole legislative process (from policy-shaping to final implementation); third, to create a website for the placement of statutory drafts, public consultation papers and RIA statements by all agencies; fourth, step-by-step implementation of RIA on the regional and municipal level.

### *Easier Access to More Information and More Canadian's Participations*

Canada will continue to leverage new technologies to facilitate greater access to information and online consultations. Canada's on-going Open Government Initiatives will also keep building greater access to information. Canada hopes to make available to Canadians more information about government activities that is easier to access and to ensure Canadians to actively participate in government-led consultations and decision-making processes. Moreover, Canada will also enhance the cooperation between the transparency policies and other public sector reforms that are also vital in promoting trust by citizens in their government.

### *Further Compliance with International Transparency Standards in Chinese Taipei*

Chinese Taipei will continue promoting the public sector's transparency by complying with international standards. For example, to improve its fiscal/budget transparency, Chinese Taipei will further comply with international budgetary transparency standards developed by the OECD, IMF and IBP. Experience-sharing and benchmark-learning with APEC economies will also be stressed in the future.

Some economies have designed a long-term national plan on transparency. For example, Thailand proposes a 5-year national plan, the 11<sup>th</sup> National Development Plan, which has outlined measures for the improvement of transparency and corruption prevention in the public sector. New Zealand also designs a 20-year national vision as a guide for its future infrastructure investment and its transparency mechanism.

### *Thailand's 11<sup>th</sup> National Development Plan (2012-2016)*

Thailand will implement a 5-year National Development Plan during the year 2012 to 2016. The measures to improve transparency and prevent corruption in the public sector attempts to lead to a more democratic society with good governance. The objectives of the plan include: to create new commonly-accepted values on the basis of trust and mutual support, to enhance the quality and the efficiency of civil services, to reform the capacity of independent organizations which perform the role of checks and balance to participate in ensuring transparency in the public sector, and to ensure fairness in justice system.

### *The 20 Year Vision of National Infrastructure Plan (NIP) in New Zealand*

With six guiding principles and a programme of action for infrastructure investment and asset management, the National Infrastructure Plan (NIP) sets out a 20-year vision that, by 2030, New Zealand's infrastructure is resilient, coordinated and contributes to economic growth and increased quality of life. Its next steps will be initiating government 10 year capital intentions plan, regional infrastructure plans, and facilitating the continued engagement with all stakeholders.

### *Key OGP Themes in the U.S.*

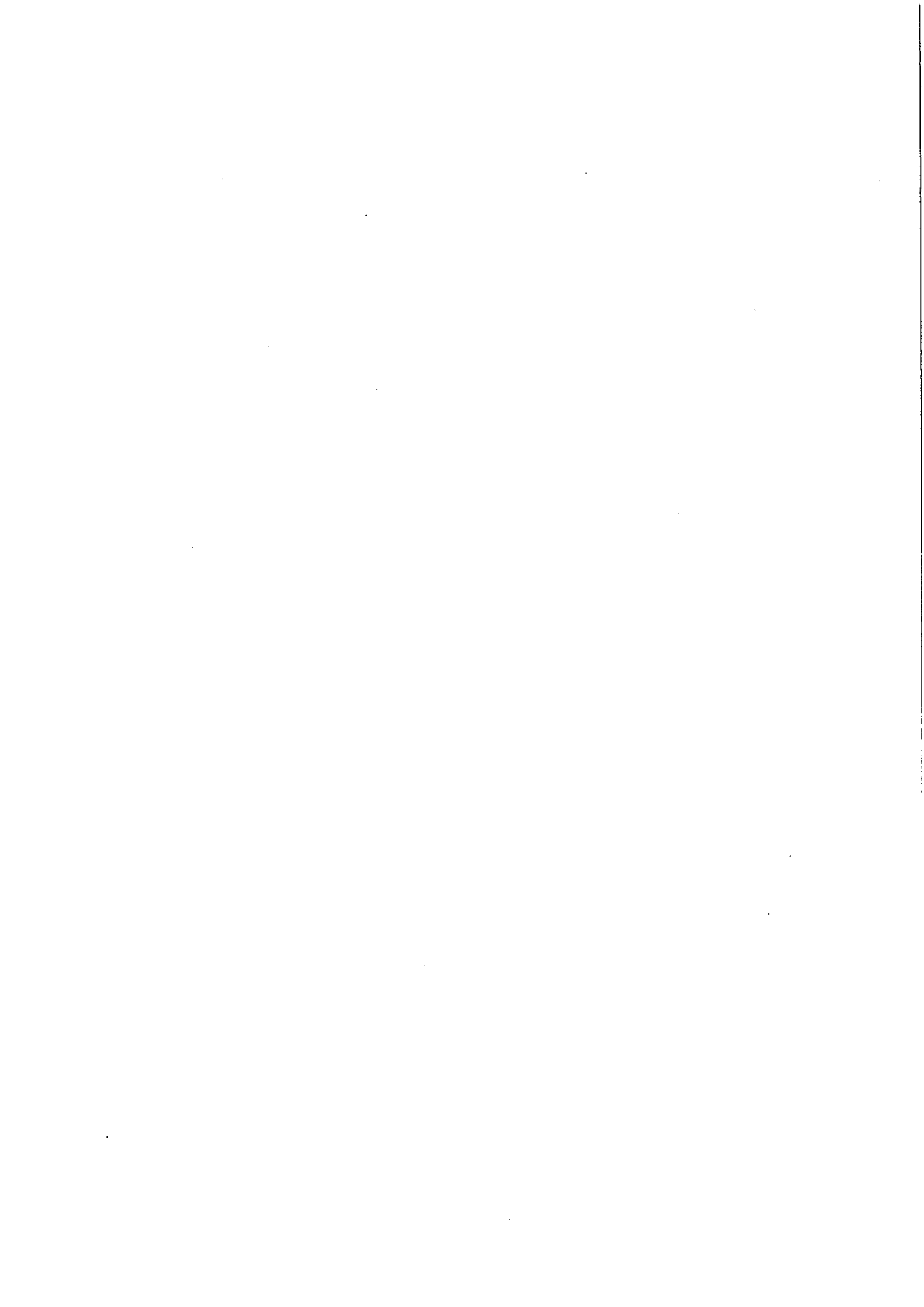
The Open Government Partnership is an inclusive initiative, not an exclusive club. In developing Action Plans, the U.S. and other OGP participants have asked for input from external stakeholders as well. The OGP also stresses peer-to-peer exchange between innovating governments and partnership between civil society and the private sectors. In addition to more inclusivity and partnership, the OGP expects more serious new commitments to open government through a national participatory process and



independent scrutiny on process. The OGP will endeavor to promote innovation of using new technologies to improve accountability and transparency as well as flexibility of solutions to the challenges that governments face.



附件四：APEC New Strategy for Structural Reform (ANSSR): Leaders' Week Template in Practice (by Mexico, Singapore, Chinese Taipei, and The United States)  
(文件編號：2011/SOM3/EC/WKSH/011)





**Asia-Pacific  
Economic Cooperation**

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2011/SOM3/EC/WKSP/011

**APEC New Strategy for Structural Reform (ANSSR):  
Leaders Week Template in Practice**

Submitted by: United States



**Workshop on Approaches to Assessing  
Progress on Structural Reform  
San Francisco, United States  
19-20 September 2011**



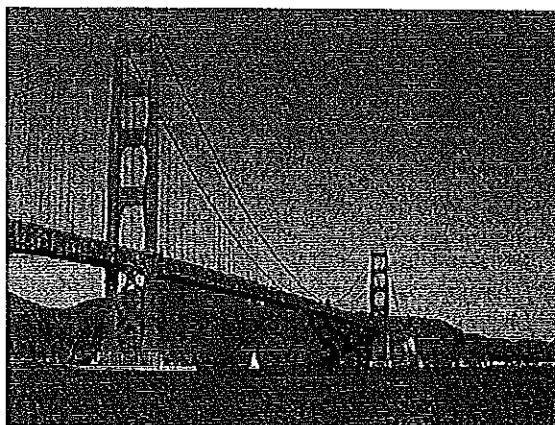


## APEC New Strategy for Structural Reform (ANSSR): Leaders Week Template In Practice

Prepared by: Mexico, Singapore, Chinese Taipei,  
and The United States  
ANSSR Workshop  
21 September 2011

### The Bridge to Leaders Week

San  
Francisco



Honolulu

### Template Part One: Introduction

- *Economy Name:* APEC New Strategy for Structural Reform (ANSSR) Priorities and Progress Assessment Benchmarks
- Brief introductory overview containing context/background information related to structural reform work in your economy and your priorities.
- Could include political and economic context and/or specific references to the policy tools your economy plans to use in pursuit of your priority objectives.
- Aim for no more than 1 page.

### Template Part Two: Priorities and Measures

| <b>Promoting labor market opportunities, training, and education</b> |   |
|--|---|
| <i>Priority:</i>   | <i>insert concisely stated language on your priority</i>  |
| <i>Progress assessed based on:</i>                                   | <i>insert information regarding the qualitative and quantitative measures you plan to use to track your progress on this priority. List need not be exhaustive, but should provide a good indicator of the types of assessment benchmarks you will use.</i> |
| <i>Priority:</i>   |   |
| <i>Progress assessed based on:</i>                                   |   |



### Final ANSSR Plans Should

- Not exceed 4 pages
- Use Arial 10 point font
- Be submitted to Joy Hughes  
(HughesJC@state.gov) no later than  
**October 21**

### Preparing Plans for Leaders Week

- Clearly state priorities and measures; be concise
  - Making full use of free text introduction can help keep text in priority tables shorter (put the “how” in the intro)
- Aim for one priority per box
  - Sub bullets may be appropriate in some cases
- Align progress measures with each priority
- Remember 4 page limit; Due October 21

***Economy Name: APEC New Strategy for Structural Reform (ANSSR)***  
**Priorities and Progress Assessment Benchmarks**

**\*\*Final Individual ANSSR plans should not exceed 4 pages and should use Arial 10 point font\*\***

**Introduction** (limited to 1 page)

Please provide a brief introductory overview containing context/background information related to structural reform work in your economy and your priorities. Such information, for example, could include broad political and economic context and/or specific references to the policy tools your economy plans to use in pursuit of your priority objectives. Introductory text should be concise and should not exceed 1 page.

**ANSSR Priorities (3 pages or less)**

Please concisely state in the tables below each priority your economy has chosen according to the elements outlined in ANSSR. If you are unsure where one of your priorities fits, please contact Ms. Joy Hughes ([HughesJC@state.gov](mailto:HughesJC@state.gov)) to discuss options. Please add or delete rows in each table as appropriate based on the priorities your economy has chosen. If there are areas where your economy has selected no priorities (such as financial markets or another), you can delete that table entirely. There is no requirement to include priorities in all of the ANSSR areas. Text should not exceed 3 pages.

| <b>Promoting more open, well-functioning, transparent, and competitive markets</b> |   |
|--|---|
| Priority:  | <i>Insert concisely stated language on your priority.</i>   |
| Progress assessed based on:  | <i>Insert information regarding the qualitative and quantitative measures you plan to use to track your progress on this priority. List need not be exhaustive, but should provide a good indicator of the types of assessment benchmarks you will use.</i> |
| Priority:  |   |
| Progress assessed based on:  |   |

| <b>Promoting better functioning and effectively regulated financial markets</b> |   |
|---|---|
| Priority:   | <i>Insert concisely stated language on your priority.</i>   |
| Progress assessed based on:   | <i>Insert information regarding the qualitative and quantitative measures you plan to use to track your progress on this priority. List need not be exhaustive, but should provide a good indicator of the types of assessment benchmarks you will use.</i> |
| Priority:   |   |
| Progress assessed based on:   |   |

| <b>Promoting labor market opportunities, training, and education</b> |   |
|--|---|
| Priority:  | <i>Insert concisely stated language on your priority.</i>   |
| Progress assessed based on:  | <i>Insert information regarding the qualitative and quantitative measures you plan to use to track your progress on this priority. List need not be exhaustive, but should provide a good indicator of the types of assessment benchmarks you will use.</i> |
| Priority:  |   |
| Progress assessed based on:  |   |

| <b>Promoting sustained SME development and enhanced opportunities for women and vulnerable populations</b> |   |
|--|---|
| Priority:  | <i>Insert concisely stated language on your priority.</i>   |
| Progress assessed based on:  | <i>Insert information regarding the qualitative and quantitative measures you plan to use to track your progress on this priority. List need not be exhaustive, but should provide a good indicator of the types of assessment benchmarks you will use.</i> |
| Priority:  |   |
| Progress assessed based on:  |   |

| <b>Promoting effective and fiscally sustainable social safety net programs</b> |   |
|--|---|
| Priority:  | <i>Insert concisely stated language on your priority.</i>   |
| Progress assessed based on:  | <i>Insert information regarding the qualitative and quantitative measures you plan to use to track your progress on this priority. List need not be exhaustive, but should provide a good indicator of the types of assessment benchmarks you will use.</i> |
| Priority:  |   |
| Progress assessed based on:  |   |

**附件五：Chinese Taipei: ANSSR Priorities and Progress Assessment  
Benchmarks**



**Chinese Taipei: APEC New Strategy for Structural Reform (ANSSR)  
Priorities and Progress Assessment Benchmarks**

**Introduction** (limited to 1 page)

As the early mover member economy of the ANSSR process within APEC, a strong political leadership within Chinese Taipei has been essential and instructive during this undertaking. The Council for Economic Planning and Development (CEPD), which is the major economic planning and coordinating organ for the Cabinet of Chinese Taipei, is playing a leading role. There has been a build-in mechanism within Chinese Taipei's institutional structure for drafting and preparing the annual and 4-year national development plan for the short-term and mid-term national development of Chinese Taipei. The same mechanism also works for the reviewing and monitoring process of the plan concerned as well. Reform programs across the executive, the legislative, and the judicial branches of the government are thus embedded within such a development plan. And Chinese Taipei's ANSSR plan is primarily focused on government affairs under the executive regime.

CEPD has been adopting an accommodating approach in terms of soliciting policy reform programs being proposed by our ministries and councils/commissions. Participating agencies chose their measurements of progress based upon their expertise in their individual realm of competence over the years. The participating agencies for this ANSSR initiative of Chinese Taipei include primarily Ministry of the Interior, Ministry of Foreign Affairs, Minister of Economic Affairs, Fair Trade Commission, Financial Supervisory Commission, as well as the Research, Development and Evaluation Commission.

Chinese Taipei has been taking a cross-cutting, consultation-based approach to identifying priorities and measurement of progress under both its national development plan and the APEC New Strategy for Structural Reform (ANSSR) as well, so as to reflect the full spectrum of domestic reforms being encouraged by ANSSR. Although the priorities set forth here are not an exhaustive list of Chinese Taipei's all efforts in implementing reform programs in various administrative realms, our ANSSR plan are definitely aligned with our mid-term national development as well as the policy framework and guidelines to be unveiled by the government for the upcoming golden decade of Chinese Taipei.

**ANSSR Priorities** (limited to 3 pages)

| Promote more open, well-functioning, transparent, and competitive markets |   |
|---|---|
| Priority:   | In the area of Public Sector Governance: <ul style="list-style-type: none"> <li>■ Trimming the number of ministries and councils from January 2012</li> <li>■ Wisely allocating government human resources</li> </ul>   |
| Progress assessed based on:   | <ul style="list-style-type: none"> <li>■ Trimming the number of ministries and councils from 37 to 29 by the end of 2014</li> <li>■ Reducing the total number of central government civil servants to 160,000</li> </ul>  |
| Priority:   | In the area of Competition Policy: <ul style="list-style-type: none"> <li>■ To create a level playing field</li> <li>■ To enhance the fairness and transparency of law enforcement</li> <li>■ To promote public awareness of competition law and policy</li> <li>■ To strengthen international cooperation and capacity building</li> </ul>   |
| Progress assessed based on:   | <ul style="list-style-type: none"> <li>■ To promote public awareness of competition law and policy</li> </ul> <ol style="list-style-type: none"> <li>1. The number of advocacy workshops</li> <li>2. Questionnaire survey on degree of satisfaction<br/>                        = [ ( The number of strongly agree + agree ) /<br/>                           Received questionnaire ] × 100%</li> </ol>  |
| Priority:   | In the area of Corporate Governance: <ul style="list-style-type: none"> <li>■ To enhance information disclosure and transparency                             <ul style="list-style-type: none"> <li>➢ 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.</li> <li>➢ To shorten the deadline of filing annual financial reports in order to ensure more timely disclosure of financial information.</li> </ul> </li> <li>■ To strengthen functions of board of directors                             <ul style="list-style-type: none"> <li>➢ 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.</li> </ul> </li> </ul> |
| Progress assessed based on:   | <ul style="list-style-type: none"> <li>■ The number of publicly-listed companies which have set independent directors in accordance with the regulation</li> <li>■ The number of publicly-listed companies which have set the remuneration committee in accordance with the regulation</li> </ul>   |
| Priority:   | In the area of Ease of Doing Business (EoDB): <ul style="list-style-type: none"> <li>■ Deregulation, to create a regulatory environment friendly to business</li> <li>■ International alignment, to attract global enterprises to invest in Chinese Taipei</li> </ul>   |
| Progress assessed   | First Stage(2009-2011) <ul style="list-style-type: none"> <li>■ Launched the one-stop-shop website for company registration on May 30, 2011</li> <li>■ Shortened time for starting a business from 15 days to 10 days on May 30,</li> </ul>   |



|           |  |
|-----------|--|
| based on: | <p>2011<br/>Second Stage(2012-2014)</p> <ul style="list-style-type: none"> <li>■ To replace company seal by electronic signature</li> <li>■ To conduct entire business registration online: all relevant procedures and approval processes for business registration can be proceeded online in a paperless environment</li> </ul> |
|-----------|--|

| <b>Promoting labor market opportunities, training, and education</b> |  |
|--|--|
| Priority:  | <p>To promote job opportunities and vocational training</p> <ul style="list-style-type: none"> <li>■ 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</li> </ul> |
| Progress assessed  | <p>Phase 1 (2011-2012)</p> <ul style="list-style-type: none"> <li>■ To continue implementing "the 2009~2012 Employment Promotion Program" so as to strengthen labor market mechanisms and promote employment</li> </ul>  |
| based on:  | <p>Phase 2 (2013-2015)</p> <ul style="list-style-type: none"> <li>■ To coordinate the adjustment of responsive measures by related cabinet departments in accordance with prevailing economic and labor market conditions.</li> </ul>  |

| <b>Promoting sustained SME development and enhanced opportunities for women and vulnerable populations</b> |   |
|--|---|
| Priority:  | <p>To foster SMEs development</p> <ul style="list-style-type: none"> <li>■ To build a creative, innovative and entrepreneurial environment for young people and women</li> <li>■ To allocate government's industrial development resources through selection and focus</li> <li>■ To cultivate innovative and venture businesses in the emerging and core industries</li> <li>■ To foster the high growth enterprises which can provide high quality jobs</li> <li>■ To construct a supportive network necessary for local industry development</li> </ul>  |
| Progress assessed  | <p>Quantitative Indicators</p> <ul style="list-style-type: none"> <li>■ Counseling 2,000 start-up companies</li> <li>■ Maintaining 30,000 jobs</li> <li>■ Increasing 2,000 jobs</li> </ul>  |
| based on:  | <p>Stimulating NTD 5 billion private investment and capital increase</p> <ul style="list-style-type: none"> <li>■ Issuing 110 small business innovation vouchers</li> </ul> <p>Qualitative Indicators</p> <ul style="list-style-type: none"> <li>■ Maintaining the high-quality, basic environment of incubation and constructing the core capability of incubators</li> <li>■ Building the blueprint for industrial development according to the focused industrial policy</li> <li>■ Integrating the resources of internet service, and upgrading the incubation service of SMEs</li> <li>■ Selecting potential, high-quality businesses, strengthening R&amp;D energies, promoting cross-industry alliances, and expanding market opportunities</li> <li>■ Raising the development of emerging industries and sub-industry clusters, and promoting the growth of start-up and potential companies</li> </ul> |

|                             |  |
|-----------------------------|--|
|                             | <ul style="list-style-type: none"> <li>■ Promoting industry-academia cooperation, issuing the small business innovation voucher, and toning up the R&amp;D energies of SMEs with the focused emerging industries</li> </ul>  |
| Priority:                   | <p>To improve economic opportunities for women</p> <ul style="list-style-type: none"> <li>■ To ensure that all citizens, especially for the disadvantaged groups, should have equal opportunity to thrive in the global market growth and benefits</li> <li>■ To ensure that future economic development is compatible with gender perspective and transitions to a green economy</li> <li>■ To create an economic environment that promotes innovation and emerging economic sectors and fosters women-owned enterprises</li> </ul>   |
| Progress assessed based on: | <p>Quantitative Indicators</p> <ul style="list-style-type: none"> <li>■ The increasing number of women-owned business over time</li> <li>■ The raising number of women for receiving business startup consultation services and participating in business startup related courses</li> <li>■ The annual growth rate on women-owned business with export capacity to join domestic and international business network</li> </ul> <p>Qualitative Indicators</p> <ul style="list-style-type: none"> <li>■ 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</li> <li>■ To promote, create and update an social atmosphere and friendly policy environment of innovation and sound business practices in relation to women-owned SMME</li> <li>■ To review economic policies and regulations from the point of view of gender differences and women-owned businesses through the public-private partnership mechanism</li> </ul> |

附件六：其他 ANSSR Early Movers(美國、新加坡、墨西哥)所提之  
ANSSR 計畫草案



**United States: APEC New Strategy for Structural Reform (ANSSR)  
Priorities and Progress Assessment Benchmarks**

**Introduction** (limited to one page)

The United States has taken a broad approach to identifying priorities and measures of progress under the APEC New Strategy for Structural Reform (ANSSR) in an effort to reflect both the range and depth of activity underway in the United States across the full spectrum of reforms encouraged by ANSSR. Nonetheless, the priorities set forth here are not an exhaustive list of all U.S. efforts aligned with the tenets of ANSSR.

The United States recognizes the power of goal-setting as a way to improve the Federal Government's performance and accountability to the American people, and federal agencies are using near-term and longer-term goals to improve effectiveness and efficiency.

Federal agencies prepare and publicly release strategic plans that identify long-term performance goals and identify corresponding annual performance goals and measures of progress. Agencies report at least annually on progress toward their goals. Twenty-four major federal agencies also set near-term High Priority Performance Goals (Priority Goals) that correspond with the U.S. budget cycle. The U.S. priorities set forth under ANSSR are derived from this process.

The process of goal setting and evaluating progress is an iterative and continuous process in the United States. Federal agencies currently are selecting new Priority Goals for fiscal years 2012 and 2013. As a result, we anticipate that the United States will be well-positioned to provide updates and achievements on its selected priority goals through 2015.

**United States: APEC New Strategy for Structural Reform (ANSSR)  
Priorities and Progress Assessment Benchmarks**

**ANSSR Priorities (limited to 3 pages)**

| <b>Promote more open, well-functioning, transparent, and competitive markets</b> |   |
|--|---|
| <b>Priority:</b>   | 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. |
| <b>Progress assessed based on:</b>   | 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.   |
| <b>Priority:</b>   | 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.   |
| <b>Progress assessed based on:</b>   | 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.   |

| <b>Promoting better functioning and effectively regulated financial markets</b> |   |
|---|---|
| <b>Priority:</b>  | Effectively manage and exit emergency interventions and programs set up in response to the financial crisis.  |
| <b>Progress assessed based on:</b>  | Troubled Assets Relief Program (TARP) repayments and TARP lifetime cost estimates. Performance is publicly reported in the Department of Treasury annual report.  |
| <b>Priority:</b>  | Implement financial regulatory reform legislation.  |
| <b>Progress assessed based on:</b>  | 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. |

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

**United States: APEC New Strategy for Structural Reform (ANSSR)  
Priorities and Progress Assessment Benchmarks**

| <b>Promoting sustained SME development and enhanced opportunities for women and vulnerable populations</b> |   |
|--|---|
| <b>Priority:</b>   | 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.                       |
| <b>Progress assessed based on:</b>   | 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. |

| <b>Promoting effective and fiscally sustainable social safety net programs</b> |   |
|--|---|
| <b>Priority:</b>   | Ensure access to quality, culturally competent care for vulnerable populations.   |
| <b>Progress assessed based on:</b>   | 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. |





## **SINGAPORE: APEC New Strategy for Structural Reform (ANSSR) Priorities and Progress Assessment Benchmarks**

### Introduction (limited to one page)

1. The Singapore economy has fared reasonably well amidst the challenges of the last decade, as it continued to become more diversified and globalised over the years. Over the past years, Singapore has developed an increasingly vibrant international services sector, moved up the value chain in manufacturing, made good progress in developing entrepreneurship, and strengthened trade and investment links within the region and with our global partners.

2. However, in the face of new challenges and opportunities in the next decade, it will be important for Singapore to continue to adapt our strategies and develop new capabilities in order to capitalise on new opportunities to sustain growth. To this end, we have identified a broad range of structural reform priorities and measures under the framework of the APEC New Strategy for Structural Reform (ANSSR). Some of these priority areas include: to maintain open, functioning competitive markets, to promote labour opportunities and training, as well as to develop small- and medium sized enterprises (SMEs). These are areas which are crucial to and aligned with Singapore's goal to develop ourselves as a distinctive global city and innovative economy with highly-skilled people.

3. Singapore's ANSSR priorities are derived primarily from the Economic Strategies Committee (ESC) report, which had identified seven key strategies for Singapore over the next 10 years to sustain economic growth and enable broad-based improvement in Singapore's living standards. The ESC, set up in 2009 to review Singapore's economic strategies, is in line with Singapore's firm belief in conducting holistic and periodic assessments of our strategies in order to stay relevant. To ensure that the ESC also takes into consideration the needs of different stakeholders in Singapore, government representatives from a wide range of agencies were included in the committee, alongside the members of the labour movement, private sector, and academia.

4. Singapore also adopts a whole-of-government approach in monitoring progress towards achieving strategic outcomes. Our ministries work closely together to identify and review their strategic outcomes, performance indicators and targets through inter-agency dialogues. To guide our strategies and resource allocation for the future, Singapore actively monitors our key outcome indicators over a three to five year time horizon to identify significant trends. The Singapore Public Sector Outcomes Review (SPOR), first published in December 2010, is such an example of a monitoring vehicle that Singapore leverages on to track our progress. The SPOR is a biennial report of key indicators reflecting Singapore's performance in achieving strategic outcomes such as quality education and conduciveness to business and entrepreneurship. This report also captures the collective efforts of government ministries in addressing strategic challenges facing the nation.

5. As such, for the ANSSR review to be carried out in 2015, Singapore will similarly be drawing on the abovementioned mechanisms in providing updates and achievements in our identified priority areas.

Singapore draft ANSSR plan

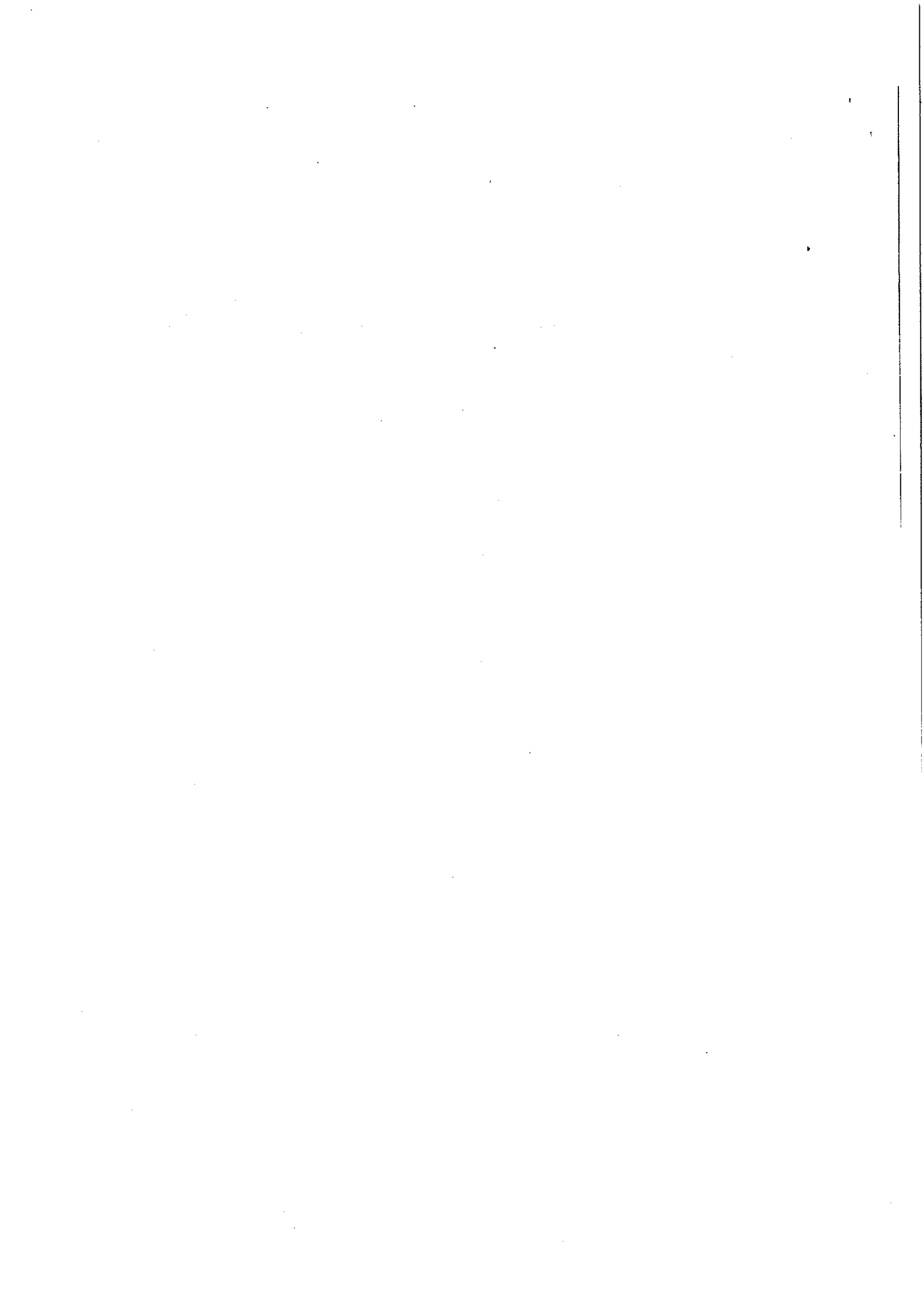
Singapore's ANSSR priorities

| <b>Promoting labor market opportunities, training, and education</b> |  |
|--|--|
| <b>Priority:</b>   | Ensure that Singapore's economic growth is sustainable even with a workforce that is growing more slowly by improving the productivity of our labour force and having Singaporeans work smarter on the job. This will, at the same time, promote inclusive growth.   |
| <b>Progress assessed based on:</b>                                   | (a) Labour productivity<br><b>GOAL:</b> To increase labour productivity by an average of 2-3% per year over the next decade  |
|  | (b) Number of National Continuing Education (CET) campuses<br><b>GOAL:</b> To build 2 National Continuing Education and Training (CET) Campuses in 2013 with best-in-class CET providers train up to 50,000 individuals annually. The campuses will also serve as a one stop destination for skills training and career opportunities and serve as gateways for workforce to gain a wide variety of skills training and relevant upgrading programmes. |
|  | (c) University and polytechnic cohort participation rate<br><b>GOAL:</b> To increase university cohort participation rate to 30% by 2015, and to increase polytechnic cohort participation rate to 45% by 2015.  |
|  | (d) Capacity of polytechnics in conducting part-time diploma programmes<br><b>GOAL:</b> To expand the capacity for part-time diploma level programmes at polytechnics by 60% to about 10,000 places by 2015  |
|  | (e) Government investment in CET<br><b>GOAL:</b> To increase government investment in CET to about S\$2.5 billion by 2015  |
| <b>Priority:</b>   | Enhancing labour market opportunities through strengthened emphasis on innovation and commercialization of R&D, as well as better job matching in Singapore  |
| <b>Progress assessed based on:</b>                                   | (a) Low resident long-term unemployment rate   |
|  | (b) High employment rates for fresh graduates from the universities, polytechnics and Institute of Technical Education (ITE) entering the workforce  |
|  | (c) Singapore's Gross Expenditure on R&D (GERD)<br><b>GOAL:</b> To raise Singapore's Gross expenditure on R&D (GERD) to 3.5% of GDP through increased private sector R&D expenditure by 2020   |
| <b>Priority:</b>   | To help low-wage workers stay employed in jobs with the basic statutory employment benefits, upgrade their skills, as well as achieve financial security. To enhance the employability of older workers and help them stay employed for as long as they are able to and want to.   |

Singapore draft ANSSR plan

|                             |  |  |
|-----------------------------|--|--|
| Progress assessed based on: | (a) Median real income                               | <b>GOAL:</b> For median real incomes grow by about 30% over the next 10 years      |
|                             | (b) Employment rate for residents aged 55-64 by 2015 | <b>GOAL:</b> To achieve an employment rate of 65% for residents aged 55-64 by 2015 |

| <b>Promoting sustained SME development and enhanced opportunities for women and vulnerable populations</b> |  |
|--|--|
| <b>Priority:</b>   | To grow a deeper base of globally-competitive Singapore enterprises and to help our SMEs develop the critical mass required to compete globally. |
| Progress assessed based on:  | (a) To increase the supply of new growth capital for Singapore-based enterprises   |
|  | (b) To increase the number of Singapore enterprises with revenues over \$100 million   |



**Mexico: APEC New Strategy for Structural Reform (ANSSR)  
Priorities and Progress Assessment Benchmarks**

**Introduction**

Mexico is interested in promoting structural reforms in order to launch comprehensive regulatory improvement efforts at the border and behind the border as a driver to: enable better public governance, make citizens' life easier and promote growth and economic development aiming to eliminating excessive regulation and reducing complying costs, based on the thought that fewer rules breed better results.

Mexico's interest in participating in ANSSR comes from the fact that APEC's agenda aligns with Mexico's domestic agenda. Furthermore, Mexico learns from the most dynamic region through best practices-sharing and complements the Mexican foreign trade policy by enhancing and favoring international promotion of domestic business environment.

Mexico's Plan is aligned with ANSSR's priority: "Promotion of more open, well-functioning transparent and competitive markets" because it represents the highest priority to the Mexican Government (among the five identified by ANSSR).

Mexico's initiatives on the stated priority are twofold: ongoing initiatives recently subject to improvement such as:

1. Transparency (public consultation) in the Regulatory Improvement Process (since 2000).
2. Regulatory Impact Assessment (RIA) Implementation (since 2000).
3. Amendments to the Federal Law of Economic Competition (since 2010).

Secondly, new initiatives (since 2010) in the process of being implemented:

1. Implementation of Biannual Regulatory Improvement Programs, based on the Standard Cost Model<sup>1</sup> to assess administrative and opportunity costs (new).
2. Foreign Trade Single Window (new).
3. Guillotine of Administrative Regulations (new).

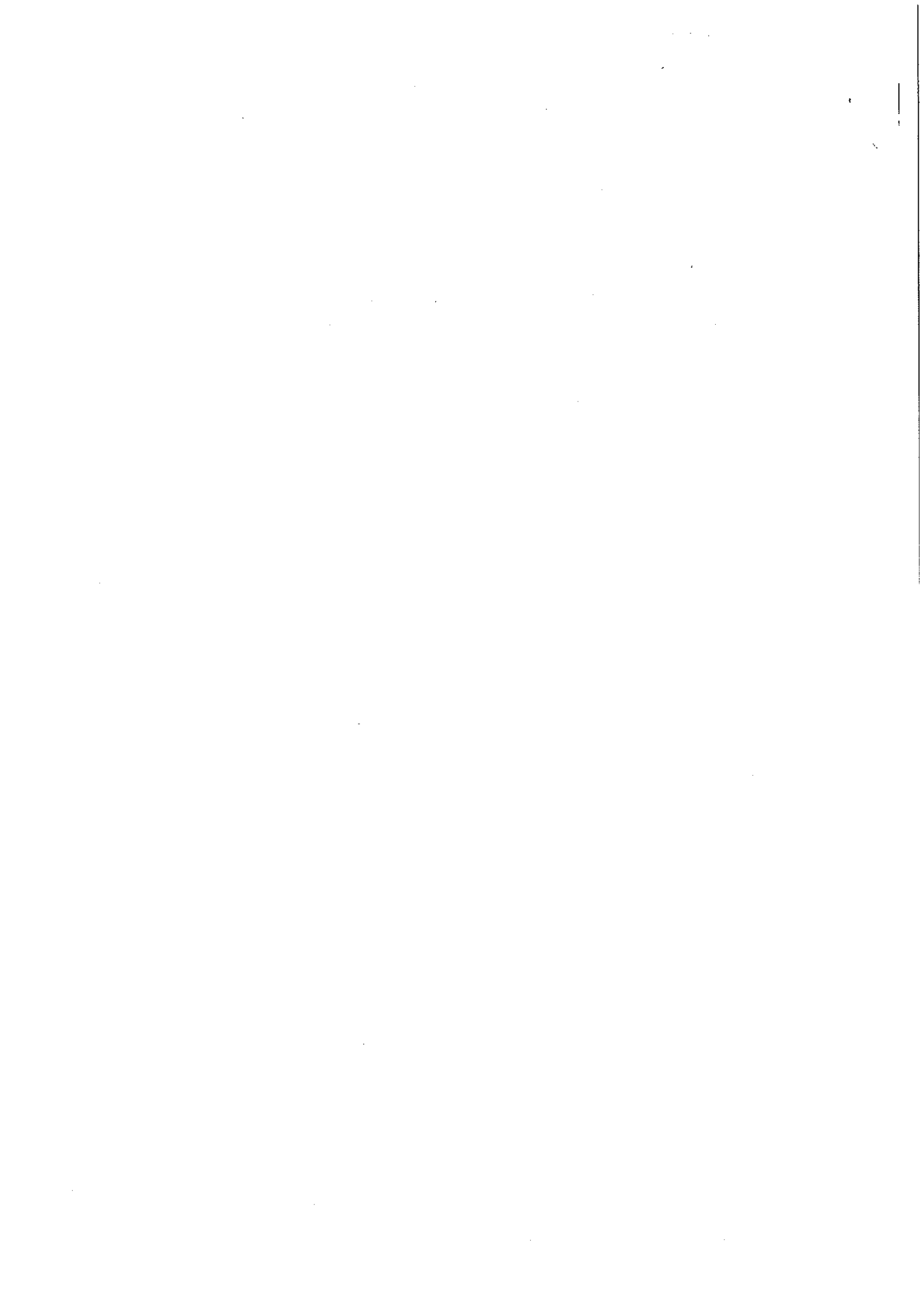
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<sup>1</sup> Administrative tool created by Netherlands' Ministry of Finance and adopted by OECD in order to assess the administrative cost to citizens embedded in government's formalities.

**ANSSR Priorities**

| <b>Promoting more open, well-functioning, transparent, and competitive markets</b> |  |
|--|--|
| <b>Priority:</b>   | <b>Transparency (public consultation) in the regulatory improvement process:</b> in order to guarantee active stakeholders' involvement in the regulation emission process.  |
| <b>Progress assessed based on:</b>   | Number of changes to high-impact regulation drafts coming from public consultation (quantitative).<br><br>Degree of improvement to high-impact regulation drafts coming from public consultation, according to stakeholders (qualitative).   |
| <b>Priority:</b>   | <b>Regulatory Impact Assessment (RIA) implementation:</b> in order to guarantee that regulation benefits outweigh its complying costs and to maximize social welfare.  |
| <b>Progress assessed based on:</b>   | Regulation improved by RIA as a percentage of the total analyzed (quantitative).<br><br>Quality of improvement to regulation subject to RIA, according to stakeholders (qualitative).  |
| <b>Priority:</b>   | <b>Amendments to the Federal Law of Economic Competition:</b> in order to enhance competition policy by increasing the capacity and transparency of the enforcement efforts conducted by the Federal Competition Commission.   |
| <b>Progress assessed based on:</b>   | Number of cases effectively sanctioned and higher amounts of the fines imposed by the CFC (quantitative).<br><br>Increase in competition in key industries and economic sectors of the Mexican economy (qualitative).  |
| <b>Priority:</b>   | <b>Implementation of Biannual Regulatory Improvement Programs, based on the Standard Cost Model (SCM) to assess administrative and opportunity costs (new);</b> administrative and opportunity cost reduction on formalities based on three characteristics: focus, ease of implementation and high economic impact. |
| <b>Progress assessed based on:</b>   | Expected savings as a percentage of GDP (quantitative). Goal: 25% on 2012.   |

|                            |  |
|----------------------------|--|
| Priority:                  | <b>Foreign Trade Single Window (new):</b> to establish an electronic system to submit all documents and requirements for import, export and transit related operations in a single entry point, connecting all related actors (customs, government agencies, business, transportation and banks), to simplify foreign trade activities by reducing costs and time.                   |
| Progress assessed based on | <p>Number of beneficiaries (quantitative).</p> <p>Time and cost reduction in documents preparation (quantitative).</p>   |
| Priority:                  | <b>Guillotine of Administrative Regulations (new):</b> In order to simplify and standardize the administrative regulation and the operation of administrative processes for their implementation in Federal Government agencies  |
| Progress assessed based on | <p>Expected reduction of internal rules inventory (quantitative).</p> <p>Expected savings as a percentage of total administrative and operating costs (quantitative).</p> <p>Increased efficiency of administrative processes in federal government agencies (qualitative).</p> <p>Standardization of administrative processes across federal government agencies (qualitative).</p> |





附件七：ANSSR Workshop Day2 Breakout Group 1, led by Mr. Romain Duval and Mr. Ben Shepherd



## Day 2 Breakout Groups

**Group 1: More open, well-functioning, transparent, and competitive markets (Duval/Shepherd)**

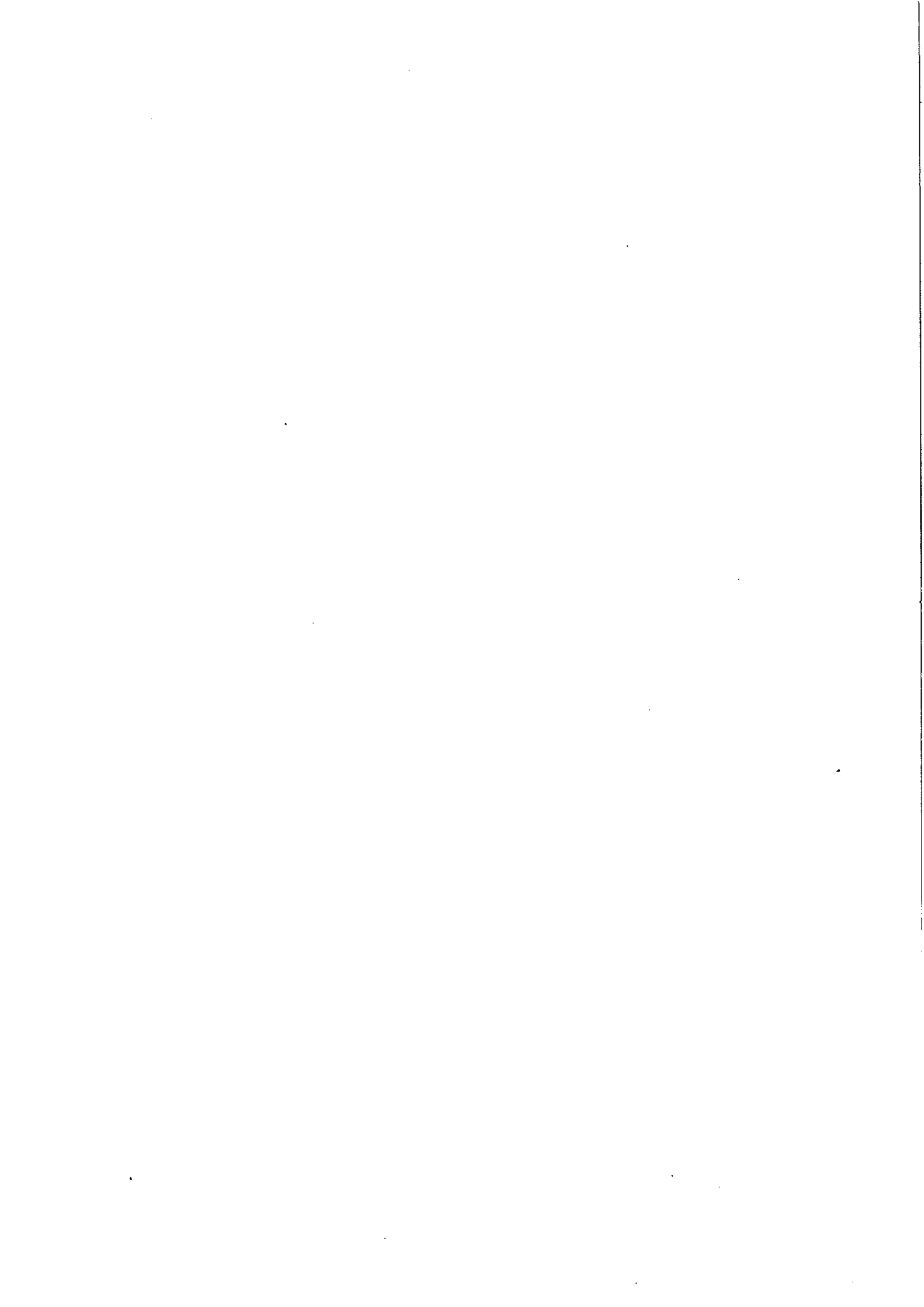
•Australia, Chile, Indonesia, Japan, Mexico, Peru, Russia, Chinese Taipei, Thailand, United States

**Group 2: Labor, education, SMEs, Inclusive growth, social safety nets (Dee/Walter)**

•Brunel Darussalam, Canada, China, Hong Kong China, Korea, Malaysia, New Zealand, Papua New Guinea, Philippines, Singapore, Viet Nam

## Discussion Questions

1. To what extent does the indicator bear a strong and direct link to the goal?
2. What concrete policy actions are needed to deliver an improvement in the indicator? Do these suggest any additional indicators?
3. How might the indicators be strengthened/streamlined?



2011年9月20日 SOM3 Workshop on Approaches to Assessing Progress on Structural Reform (ANSSR)研討會

各會員體所提 ANSSR 計畫草案涵蓋之領域：

| 共同議題領域 |                  | C1  | C2   | C3  | C4   | C5  |
|--------|------------------|---|--|---|--|---|
|        |                  | 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  | ○  | ○   | ×  | ×   |
| 2      | Brunei           | PSG/RR/EoDB   | ×  | ○   | ×  | ×   |
| 3      | Canada           | ○   | ○  | ○   | ×  | ○   |
| 4      | Chile            | PSG   | ×  | ×   | ×  | ×   |
| 5      | China            | PSG/CP  | ○  | ○   | ○  | ○   |
| 6      | HK               | ○   | ○  | ○   | ×  | ×   |
| 7      | Indonesia        | PSG/RR  | ×  | ×   | ×  | ×   |
| 8      | Japan            | ○   | ○  | ○   | ○  | ○   |
| 9      | Korea            | ×   | ×  | ○   | ×  | ○   |
| 10     | Mexico           | CP/RR/PSG/EoDB  | ×  | ×   | ×  | ×   |
| 11     | NZ               | ○   | ○  | ○   | ×  | ○   |
| 12     | Peru             | PSG   | ×  | ×   | ○  | ○   |
| 13     | PNG              | —   | —  | —   | —  | —   |
| 14     | Malaysia         | EoDB  | ×  | ×   | ○  | ○   |
| 15     | Russia           | PSG/RR/CP   | ×  | ○   | ×  | ×   |
| 16     | Singapore        | ×   | ×  | ○   | ○  | ×   |
| 17     | Chinese Taipei   | PSG/CP/CGL/EoDB   | ×  | ○   | ○  | ×   |
| 18     | Thailand         | ○   | ×  | ×   | ×  | ×   |
| 19     | USA              | PSG   | ○  | ○   | ○  | ○   |
| 20     | The Phillippines | ×   | ×  | ○   | ×  | ×   |
| 21     | Vietnam          | EoDB/CP/CGL   | ○  | ○   | ×  | ○   |

【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。

【註 2】：新幾內亞亦未提出其 ANSSR 計畫草案。

[經建會綜合計劃處整理。]

