

GUIDEBOOK ON APEC PROCEDURES AND PRACTICES

Compiled by



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TABLE OF CONTENTS

I.	INTRODUCTION	1
II.	GENERAL INFORMATION ON THE PARTICIPATION IN APEC MEETINGS	
	• APEC Structure	2
	• Some Typical Characteristics of APEC	4
	• Admission of New Member	5
	• APEC Projects	6
	• Non-member Participation in APEC Activities	6
	• Participation in Other International Meetings by APEC Officials	7
	• Roles and Obligations of Chair and Lead Shepherd of APEC Fora	7
	• Procedure for Submission of Meeting Documents to Working Group/Senior Officials/Ministerial Meetings	8
	• Communications, Public Affairs and Outreach by APEC Secretariat	9
III.	GUIDELINES FOR HOSTING APEC MEETINGS	
	• Administrative Arrangements for SOM and Ministerial Meetings	
	– Invitation	13
	– Hospitality and Protocol Arrangements	14
	– Seating Arrangements	15
	– Press Conference	17
	– Documentation Process	17
	– Logistics	18
	– Administrative Circular and Delegates' Handbook	18
	– Division of Work Between the Host and APEC Secretariat	19
	• Administrative Arrangements for Leaders' Meeting	
	– Invitation	20
	– Hospitality and Protocol Arrangements	20
	– Seating Arrangements	21
	– Press Conference	22
	– Documentation Process	22
	– Preparations for Advance Visits (for Leaders' Meeting)	22
	– Sponsorship for the Meetings in Host Economy	22
	• Administrative Arrangements for Working Group and Sub-fora Meetings	
	– Invitation	23
	– Hospitality and Protocol Arrangements	23
	– Seating Arrangements	24
	– Documentation process	24
	– Division of Work Between the Host and APEC Secretariat Before and During the Course of Meetings	25
	– Sponsorship Guidelines for Working Groups	25

• Administrative Arrangements for APEC Workshops and Seminars, Including Self-Funded Activities	
– The Role of Workshop and Seminar Organizers	26
– Invitations to APEC Members	28
– Invitation Requirements for Non-APEC Participants	28
– Travel Arrangements	28
– Disbursement of Funds	29
– Roles of the Project Overseer and the APEC Secretariat	29
– Compliance with the APEC Secretariat’s ISO 9001: 2000 Standards	30
– Official Functions and Technical Tours	31
– Seating Arrangements	31
– Interpretation and Translation Facilities	32
– Publications and Workshop Papers, Including the Use of APEC Logo	32
– Media Release	32
– Sponsorship and Funding Arrangements	33
– Reporting and Evaluation	34
• Meeting Facilities at the APEC Secretariat	34

IV. REFERENCES

• List of Reference Publications by APEC Secretariat	35
• Acronyms Commonly Used in APEC	36

LIST OF FIGURES AND BOXES

Figure 1	APEC Organization Chart	3
Figure 2	Sample-Illustration of Seating Arrangement for APEC SOM Meetings	16
Box 1	Past and Future APEC Hosts	4
Box 2	Example of Activities Time Frame for APEC Workshop/Seminar	31

I. INTRODUCTION

1. This Guidebook is for APEC officials involved in the organization of APEC meetings. It helps meeting hosts to understand APEC processes and to follow its meeting practices correctly but flexibly enough in accordance with their own circumstances. It is also useful for other officials participating at meetings ranging from the APEC Economic Leaders' Meeting to APEC workshops and seminars.
2. The Guidebook provides information on the procedures for holding APEC meetings. The procedures prescribed are not strict rules but guidelines to members based on current practices and past experiences.
3. Whenever official guidelines must be followed, the reader will be directed to the most up-to-date official source on the APEC Secretariat's website. A list of relevant APEC Secretariat publications and a glossary of acronyms commonly used in APEC are provided for reference.

II. GENERAL INFORMATION ON THE PARTICIPATION IN APEC MEETINGS

APEC STRUCTURE

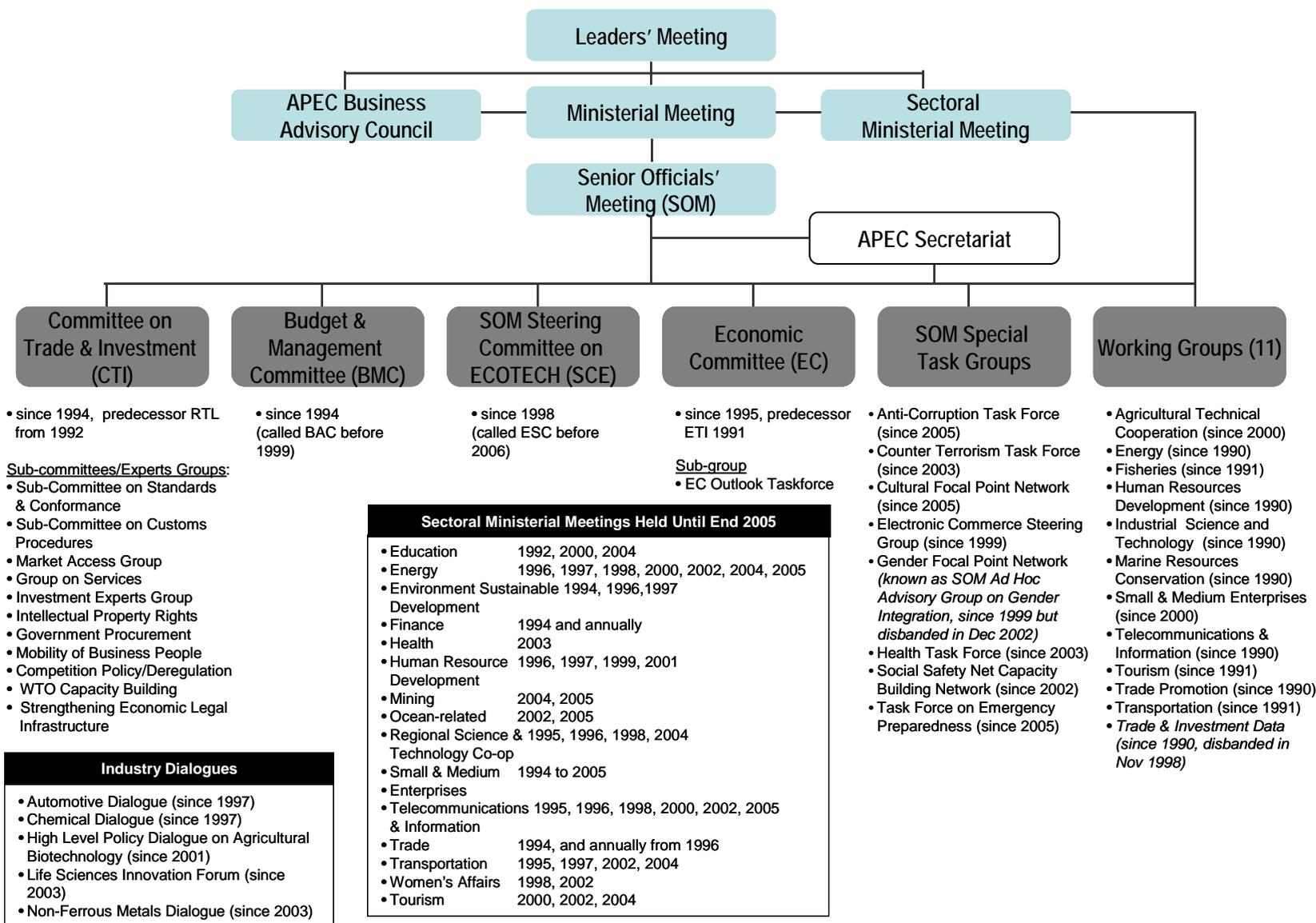
4. APEC is an informal forum that promotes economic growth and trade expansion among its 21 “Member Economies”: Australia; Brunei Darussalam; Canada; Chile; the People’s Republic of China; Hong Kong, China; Indonesia; Japan; the Republic of Korea; Malaysia; Mexico; New Zealand; Papua New Guinea; Peru; the Philippines; the Russian Federation; Singapore; Chinese Taipei; Thailand; the United States of America; and Viet Nam.
5. Representing the most economically dynamic region in the world—an area which has generated nearly 70 percent of global economic growth since 1990—APEC member economies account for more than 2.5 billion, or 41.4 percent of the total world population with a combined Gross Domestic Product (GDP) of 19 trillion US dollars (57.8 percent of global GDP), and constituting 47 percent of world trade.
6. APEC operates by consensus and aims for free and open trade and investment in industrialized member economies by 2010, and in developing member economies by 2020. Its members are committed to reduce trade and investment barriers and facilitate the safe and efficient movement of goods, services and people across borders in the region through policy alignment and economic and technical cooperation. Each year, one of the APEC Member Economies becomes the APEC host economy and has the obligation to host the major APEC meetings and serve as the APEC Chair. The host economy is responsible for chairing the annual APEC Economic Leaders’ Meeting (AELM), the APEC Ministers’ Meeting (AMM), selected Sectoral Ministerial Meetings, Senior Officials’ Meetings (SOM), the APEC Business Advisory Council (ABAC) meeting and the APEC Study Centre Consortium meeting, among others.
7. The prime mover of the APEC process is the AELM. Senior Officials play an important role in the preparation of AELM, and other Sectoral Ministerial and Officials’ meetings. This helps to ensure the convergence of the agenda toward achieving APEC’s goals, which have become much broader than facilitating trade and investment.

8. The organization chart of APEC is illustrated below:

Figure 1: APEC Organization Chart

ASIA-PACIFIC ECONOMIC COOPERATION

2005



9. The APEC SOM process is assisted by four committees: the Budget and Management Committee (BMC); the Committee on Trade and Investment (CTI); the Economic Committee (EC); and the SOM Committee on Economic and Technical Cooperation (ESC). A number of Ad Hoc Groups or Task Forces and 11 Working Groups (WG) have been set up to promote cooperation in various sectors and report directly to SOM. The APEC Secretariat based in Singapore supports the work of these fora.
10. More information about the current structure, as well as a list of APEC fora can be found on the Secretariat's website (http://www.apec.org/apec/apec_group.html).

SOME TYPICAL CHARACTERISTICS OF APEC

11. APEC was founded as an informal consultative forum to promote economic cooperation. Its members are drawn from the leading economies in the region. When APEC admitted three new members during the third AMM in Seoul in November 1991, the protocol was accepted to refer to the three new member economies as the People's Republic of China; Hong Kong, China; and Chinese Taipei. As such, APEC's members are always referred to as "Economies" rather than countries or nations. The use or display of national flags, symbols or anthems is prohibited and only a simple nameplate of the member economy is displayed at any APEC functions.
12. APEC's year begins on 1 January and ends on 31 December.
13. Member economies offer to host the annual APEC meetings and seek endorsement from all members well in advance. APEC Ministers have approved the nomination of host economies through to the year 2010 (see Box 1).

Box 1: Past and Future APEC Hosts

Year	Host Economy	Year	Host Economy
1989	Australia*	2001	Brunei Darussalam
1990	Singapore*	2002	People's Republic of China
1991	Republic of Korea*	2003	Thailand
1992	Thailand*	2004	Chile
1993	United States of America	2005	Republic of Korea
1994	Indonesia	2006	Viet Nam
1995	Japan	2007	Australia
1996	The Philippines	2008	Peru
1997	Canada	2009	Singapore
1998	Malaysia	2010	Japan
1999	New Zealand		

Note:
 * The first APEC Economic Leaders' Meeting was in 1993.
 Prior to this date the host economy only hosted the annual APEC Ministerial Meeting.

14. The host economy is responsible for arranging and hosting the meetings endorsed by Senior Officials during its year as Chair. It is customary for the host to include in its

organizing structure two main bodies: (1) the SOM Chair's Office to handle policy issues, and (2) the APEC Organizing Committee or Task Force to provide logistical support for the meetings. The SOM Chair is nominated by the host economy to facilitate the preparations of the agenda and coordinate the work of the Senior Officials.

15. Arrangements to ensure a smooth transition from one host economy to the next are made following the annual AELM. It is customary for the incumbent host to continue to support the APEC process, including administrative matters requiring SOM's attention, and to represent APEC until the next host officially takes over the Chair. At the same time, the new host will start collating views from all members and prepare draft policy directions, including the elaboration of a theme and a draft agenda for SOM. This will be guided by the annual Tasking Statement that will be prepared by the out-going SOM Chair after the AELM and before handing over responsibility to the following year's host.
16. In recent years, efforts have been made to simplify the procedures for APEC meetings for the host economy, as well as improve the efficiency of meeting arrangements. Since 2003, APEC economies have used a Less Paper Meeting System (LPMS) for SOM Meetings, with meeting papers made available electronically for easy reference and retrieval. This practice has also been adopted for the Budget and Management Committee meetings held at the APEC Secretariat in Singapore. The LPMS can be provided to any fora holding an APEC meeting by contacting the APEC Secretariat's Director of IT.

ADMISSION OF NEW MEMBERS

17. In 1997, APEC imposed a moratorium on new members until 2007. The guidelines for admitting new members as outlined in the Joint Statement of the 1997 APEC Ministerial Meeting include:
 - an applicant economy should be located in the Asia-Pacific region;
 - an applicant economy should have substantial and broad-based economic linkages with existing APEC members; in particular, the value of the applicant's trade with APEC members, as a percentage of its international trade, should be relatively high;
 - an applicant economy should be pursuing externally oriented, market-driven economic policies;
 - an applicant economy will need to accept the basic objectives and principles set out in the various APEC declarations, especially those from the Economic Leaders' Meeting;
 - a successful applicant will be required to produce an Individual Action Plan for implementation and to immediately participate in the Collective Action Plans across the APEC work program;
 - the admission of additional members to APEC requires a consensus of all existing members.

APEC PROJECTS

18. APEC Projects are a vital part of the APEC process. They respond to and address Ministers' and Leaders' calls for action in specific policy areas with a wide range of activities, such as seminars, publications and research.
19. Between 1993–2005, APEC has approved over 1,010 projects for funding. These included 586 projects funded by Operational Account and 424 projects funded by the TILF Special Account. There are also an increasing number of self-funded projects undertaken by individual economy or jointly by a number of members. Many of them promote the sharing of information and best practices among members. Member economies can propose APEC projects and request financial support from the APEC Central Fund, TILF and APEC Support Fund. A full list of past and current projects and further information about how to apply for funding can be found on the APEC Secretariat's website (<http://www.apec.org/apec/projects.html>).

MEMBER AND NON-MEMBER PARTICIPATION IN APEC ACTIVITIES

20. The current procedures for granting non-member participation in APEC activities are prescribed in the ***Revised Consolidated Guidelines on Non-member Participation in APEC Activities***, approved by the APEC Ministerial Meeting in 2005. The host of an APEC meeting or activity wishing to invite participants other than APEC members should consult the Guidelines which are available at the APEC Secretariat's website (http://www.apec.org/apec/about_apec/policies_and_procedures.html).
21. Under the Guidelines, APEC has only four categories of participants in all of its activities:
 - Members (it is up to each member to decide whom to include in its own member delegation);
 - APEC Business Advisory Council (ABAC)
 - APEC Secretariat;
 - Observers (currently, APEC has three observers: the Secretariat of the Association of South-East Asian Nations (ASEAN Secretariat); the Pacific Economic Cooperation Council (PECC); and the Pacific Island Forum (PIF); and
 - Guests, which include all participants other than the three categories above.
22. Non-members (particularly those with guest status) may be invited or are welcome to participate in APEC events and become involved in APEC Working Group activities. However, guests are not entitled to attend the SOM, sectoral ministerial meetings and AMM, nor are they allowed to participate in policy-making sessions of Working Group meetings.
23. The application procedures for Guest Status can be found on the APEC Secretariat's website (http://www.apec.org/apec/about_apec/policies_and_procedures.html).
24. APEC has made it clear that there shall be no linkage between application for non-member participation in APEC activities and the application for full APEC membership. In other words, participation in a Working Group is neither necessary nor sufficient for a successful application to become an APEC member.
25. An acceptance of guest status in APEC forum (working groups, committees and task forces) application/proposed invitation will be valid for the calendar year in which the

decision is made and for the following two calendar years. To renew such non-member participation, the same approval procedures as a new application/proposed invitation will apply.

26. The relevant forum can approve non-member participation in one-off, non-policy APEC activities, such as symposia, workshops and seminars, including joint activities with other organizations, on the delegated authority of the SOM. The acceptance will be valid only for the specific event.

PARTICIPATION IN OTHER INTERNATIONAL MEETINGS BY MEMBER OF APEC OFFICIALS

27. Participation by APEC officials in other international meetings is subjected to SOM's approval on a case-by-case basis. An exception was approved at the Concluding SOM of 2004 for the Executive Director, Deputy Executive Director, SOM Chair and representatives from the SOM Chair's office to represent APEC at meetings of other organizations without seeking approval from SOM.
28. Please refer to the APEC Secretariat's website (http://www.apec.org/apec/about_apec/policies_and_procedures.html) for detailed procedures on getting approval for participation in other international meetings by APEC officials.

ROLE AND OBLIGATIONS OF CHAIR AND LEAD SHEPHERD OF APEC FORA

29. The Chair and Lead Shepherd of APEC fora are elected by members' consensus. Their term of office is outlined in the **Consolidated Guidelines on the Rotation System for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Group and Other Fora** developed in May 1994 in Bali, Indonesia. This document is available at the APEC Secretariat's website (http://www.apec.org/apec/about_apec/policies_and_procedures.html).
30. The Chair and Lead Shepherd play important roles in executing various activities tasked by Leaders, Ministers and Senior Officials. In general, the functions of Lead Shepherd or Coordinator are three-fold: (1) coordinating the scheduling of meetings; (2) preparing reports; and (3) tracking project implementation. Other duties include:
 - Coordinating the schedule and chairing meetings;
 - Leading the implementation of the Action Program and other activities to fulfill instructions given by the APEC Leaders, Ministers and Senior Officials and report to Senior Officials on the progress;
 - Overseeing the development of activities and ensuring that the work is responding to Leaders and Ministers priorities;
 - Coordinating with other APEC fora and enhancing the quality of project proposals with well-defined outcomes; and
 - Acting as the spokesperson for the relevant Working Group or APEC Fora.
31. The group may also appoint a Deputy Lead Shepherd/Chair to assist the Lead Shepherd/Chair. Senior government officials normally fill these positions.

PROCEDURE FOR SUBMISSION OF MEETING DOCUMENTS TO WORKING GROUP/SENIOR OFFICIALS/MINISTERIAL MEETINGS

32. As the number of APEC fora has increased over the years (from seven in 1990 to 38 in 2005), so has the number of meetings. This has led to a vital need to develop standard procedures for the smooth running of APEC meetings and to ensure complete, accurate and easily accessible APEC documents are available for reference purposes. The APEC Secretariat has developed ***Guidelines for Meeting Organizers***, which provides essential procedures for meeting organizers to properly prepare meeting documents. This is available at the APEC Secretariat's website (http://www.apec.org/apec/about_apec/policies_and_procedures.html).
33. In brief, the following key requirements should be observed when submitting meeting papers to APEC meetings:
- All documents should be submitted in electronic copy. No document will be accepted or reproduced unless it is submitted in an electronic format together with a Document Reproduction Request Form (DRRF);
 - All documents requiring a decision by the group or "for consideration" should be submitted to the relevant Director (Program) and circulated to all members 10 days before the meeting. This will allow papers to be produced and reviewed in advance of meetings, and for meetings to proceed with minimum disruption; and
 - Standard forms of identification and format for meeting papers must be strictly observed to ensure that these papers can be efficiently and effectively retrieved.
34. While the above are general guidelines to be observed by meeting organizers, there are also specific requirements applicable to the submission of meeting papers to other fora, SOM and Ministerial meetings:
35. *Submission of Papers for SOM meetings*
- SOM papers must be submitted in electronic copy (Microsoft Word format, A4 paper size; PowerPoint presentations in compressed format) via email to the SOM Chair's Documentation Officer 10 days prior to the meeting;
 - All SOM documents must be accompanied by electronic copy with a one-page Executive Summary, outlining decision points and/or deliberations required from the SOM;
 - Every document must be accompanied by a DRRF for verification purposes;
 - Late submission of documents, though strongly discouraged, can be made to the Documentation Center at the meeting venue. Documents and their corresponding Executive Summaries must be in electronic format, accompanied by signed DRRFs. The DRRF is usually available in the Common Delegation Room and the Documentation Center.
36. *Submission of Papers for other Fora Meetings*
- Documents for all other meetings held on the fringes of SOM must be submitted in electronic copy directly to the APEC Secretariat's Director (Program) supporting the fora for approval before reproduction;
 - The Director (Program) supporting the fora will contact the fora members directly with instructions on deadlines and formats for the submission of meeting papers under their responsibilities; and

- Indicate clearly in the email subject field the name of the meeting, and in the email body text what papers are being submitted. Members should use separate emails to submit papers for different meetings.

37. Submission of Papers for Ministerial Meetings

The process of submitting papers for Ministerial meetings is the same as that for SOM meetings. However, depending on the arrangement by the host of the meeting, the responsibility for policy and substance matters may belong to the Office of the Minister who chairs the meeting.

38. For further information about documentation requirements please contact the relevant APEC Secretariat Program Directors or the Information Manager, at e-mail info@apec.org.

COMMUNICATIONS, PUBLIC AFFAIRS AND OUTREACH BY APEC SECRETARIAT

39. New initiatives, events, publications and projects are of interest to many audiences within and outside the APEC process. The APEC Secretariat Communications Team can effectively promote the work of each forum to the media, business, government officials and other key target audiences. The team also provides publications advice and production services, as well as advice on APEC documentation requirements.

40. A few specific examples of available assistance are:

Media Support

41. Just about all APEC events and issues are of interest to the wide range of recipients of official APEC news. This includes major news outlets such as CNN, industry publications and the growing number of direct APEC News recipients. APEC event organizers need to complete the APEC News Brief form, providing information on the activities and the Communications Team will prepare a draft news story. The News Brief form is available from the supporting APEC Secretariat Director (Program) or the News Manager at the Secretariat at info@apec.org. The relevant Fora Chair or official will clear the draft material before the media release is distributed.

Use of APEC Trade Marks: APEC Logo and Acronym

42. In brief, the APEC logo of globe-shaped in green blue and white was adopted in 1991 and is the property of the APEC Secretariat. The use of this logo by member economies is allowed but is subject to the conditions as prescribed in the **Guidebook on APEC Publications and Websites**. The full document can be downloaded from the APEC Secretariat's website (http://www.apec.org/apec/about_apec/policies_and_procedures.html).
43. If members, fora and organizations would like to reproduce the APEC trade marks for APEC events or to produce publications and reports, they should write to the Secretariat for permission. This is to record and ensure that the marks are used correctly. To ensure that the APEC logo is reproduced correctly in event materials (e.g. banners, name tags) or reports (e.g. proceedings, CD-Roms), organizers and authors should adhere to the visual guidelines and acronym shown as well as the color guides and dimensional requirements stated in the Guidebook. Organizers

should forward their draft designs that include the APEC trade marks to the Secretariat for review.

44. For the right to use the APEC trade marks for a specific purpose, members or organizations will require licenses.

Examples:

Trade Mark License Agreement for Organizations

45. Case: A book publisher would like to use the APEC logo in one of its reference books. They have written a paper that made a reference to APEC. They would like to illustrate APEC with its logo. Since there is no use of any copyright APEC work, the Secretariat will request them to sign a 'Trade Mark License'. As for license fee or royalty, this will depend on whether the book is for commercial or non-profit purposes.

Trade Mark License Agreement for Economies

46. Case: An APEC project headed by an economy intends to set up an APEC center (e.g. APEC Digital Opportunity Center) as part of its project. We will request that it signs a "Trade Mark License Agreement for Economies." The start and expiration date of the license will be the duration of the project.

Copyright License Agreement

47. Case A: A publisher would like to include part of an APEC report (e.g. Chapter from the *APEC Economic Outlook*) in its publication. The publication will be available for sale. Here a royalty fee needs to be paid to the Secretariat. The Secretariat will request that the publisher signs a "Copyright License Agreement," where a reference schedule will include the licensee rights, term of agreement, license or royalty fee.
48. Case B: An educational body would like to reproduce the whole publication as part of its journal. The Secretariat will request that it signs a "Copyright License Agreement." As it for non-profit use, the license or royalty fee can be negotiated.
49. Please consult the responsible Director (Program) or contact the Publishing and Corporate Affairs Manager, at info@apec.org to obtain the logo guidelines and files.

Publications and APEC Websites

50. APEC publications and websites showcase the achievement of APEC to the world. These publications and websites are created by member economies together with APEC working groups and fora. To facilitate uniformity and consistency in all publications produced by all APEC fora, the APEC Secretariat has produced a **Guidebook on APEC Publications and APEC Websites** (http://www.apec.org/apec/about_apec/policies_and_procedures.html).

Publications by APEC Projects

51. The Secretariat provides advice on production of publications (including project reports, proceedings) and multimedia materials (e.g. reports in CD-Rom format).
52. Project Overseers should note that APEC publications (either in printed or multimedia format) should bear the basic elements:

- All covers shall carry the title of the conference or issue studied, date(s) of the conference and of publication, and name of the APEC Fora issuing the report.
 - APEC logo with the phrase “Asia-Pacific Economic Cooperation,” on the front cover of the material.
 - APEC contact information together with the author’s information on the back cover.
 - APEC Catalogue Reference (APEC publication number).
 - APEC copyrights with year of publication (if the project is APEC funded).
 - The text shall also conform to the *APEC Style Manual and Accepted Nomenclature*, which can be obtained from the APEC Secretariat.
53. The Guidebook also includes the ***APEC Publications Policy***. Fora and project overseers should refer to this policy, which defines the role of the fora and APEC Secretariat in the production cycle, budgetary issues and distribution plans. Members or fora are welcome to translate the APEC publications into other languages but are responsible for the cost and distribution. Each translation requires permission from the Secretariat. For translated work, in addition to the basic elements of APEC publications, the author should print an acknowledgement of the original English version on the inside of the title page of the bound volume.

Copyright

54. If members and fora would like to reproduce extracts of APEC publications, they should write to the Secretariat for permission, attention to the Publishing and Corporate Affairs Manager at *info@apec.org*. If the reproduction is for information only (non-profit), a credit line to APEC is sufficient. Should there eventually be any profit or royalty from the sale of the publication, that profit or royalty shall be returned to the APEC Funds. Profit in the case of publications is defined as a sum exceeding the cost of production and distribution. More information can be found from the ***APEC Publications Policy***.
55. On the other hand, when member economies or fora produce publications on APEC self-funded project basis, they will generally keep the copyright. If the Secretariat wishes to reproduce extracts of their work, a license agreement could then be negotiated.

APEC Websites

56. Working Groups or event organizers may set up separate websites (APEC-Satellite Websites) for their groups or events. Organizers and their web managers should refer to the ***Guidebook on APEC Publications and APEC Websites*** (http://www.apec.org/apec/about_apec/policies_and_procedures.html). This guidebook provides information on general principles, web design and style—how the APEC logo is displayed, design considerations, copyright issues, use of “APEC.ORG” sub-domain name. For assistance, please contact the Web Manager/Systems Analyst at *info@apec.org*.

Relevant Forms

57. Members and Fora can download the following forms and checklists:
- Annex 1: Publications Production Checklist
 - Annex 2: APEC Fora and Project Publications Printed in APEC Secretariat: Production Procedures
 - Annex 3: Publication Process
 - Annex 4: Distribution Plan Worksheet
 - Annex 5: Form A. APEC-Satellite Website Information Form
Form B. Application for APEC.ORG Sub-domain Name Form
58. The full document can be accessed from http://www.apec.org/apec/about_apec/policies_and_procedures.html or contact Web Manager/Systems Analyst or Publishing and Corporate Affairs Manager at info@apec.org.

Business Outreach

59. Activities within individual forum, initiatives aimed at business, new publications or dialogues for business, are all of potential interest to the APEC business community. Economies and fora are encouraged, on an ongoing basis, to help the Secretariat identify and develop stories for the business community. Members or fora can contact the Communications and Outreach Manager at info@apec.org with stories for a business audience or for materials to be used in individual outreach efforts to business.

APEC E-Newsletter

60. The APEC E-Newsletter is published quarterly and sent to a subscription database of just over 2,000 journalists, business people, government officials and academics in nearly all economies. More than twice this number access the E-Newsletter directly through the APEC website. It is an effective vehicle for providing in-depth information on newsworthy issues to a broader audience.
61. If members or fora have any story or activity they would like the Secretariat to consider, please contact the respective Program Director or the Communications and Outreach Manager at info@apec.org.

Working Materials available for Members and Fora

- *Presentation Modules*
62. In order to present a more consistent approach to Outreach, the Secretariat is in the process of developing a series of Presentation Modules. These modules incorporate video, photographs, text and charts. APEC fora are welcome to use these modules, and the Secretariat will provide relevant fact sheets, templates and user guides. Please contact the Communications and Outreach Manager at info@apec.org.
- *Certification Templates*
63. The Secretariat has developed two templates of certificates available in MS PowerPoint. APEC fora are welcome to use them for seminars or workshops and these may be extended to other uses if needed. Please contact the Publishing and Corporate Affairs Manager at info@apec.org.

III. GUIDELINES FOR HOSTING APEC MEETINGS

ADMINISTRATIVE ARRANGEMENTS FOR SOM AND MINISTERIAL / LEADERS MEETINGS

64. In general, the procedures for arranging SOM and Ministerial meetings can be found in the **Guideline for Hosting APEC Meetings**. This can be downloaded from the APEC Secretariat's website at http://www.apec.org/apec/about_apec/policies_and_procedures.html.
65. The arrangements for SOM and Ministerial meetings are well documented in the above guideline. However, it does not include arrangements for the Leaders' meetings, which are left to the host economy.

ADMINISTRATIVE ARRANGEMENTS FOR SOM AND MINISTERIAL MEETINGS

66. Most of the information in this section is drawn from the **Guideline for Hosting APEC Meetings**. As the guideline may be updated from time to time, it is advisable to obtain the latest edition for official reference.

Invitation

67. Once agreement has been made to host a meeting, the host economy is expected to move as quickly as possible to decide on the location and exact dates and inform all appropriate APEC contact points. Information on all APEC contact points is available from the APEC Secretariat. The host economy is expected to issue an official invitation to all the APEC members, the APEC Secretariat and APEC Observers (ASEAN Secretariat, PECC and PIF) at least eight weeks before the meeting.
68. Invitations to the APEC Observers should be sent to the respective organizations directly. It should also be noted that hosts of APEC meetings should seek the approval of all members before inviting any guests to the meeting. Please refer to the **Consolidated Guidelines on Non-Member Participation in APEC Working Group Activities**.
70. For Ministerial Meetings, the host economy is expected to issue an official invitation to all of the APEC counterparts, the APEC Secretariat and the official APEC Observers. The APEC Ministerial Meetings are **only** open to APEC members, the APEC Secretariat and APEC Observers, unless an exception is sought and agreed by consensus of member economies through their SOM contact points. The Ministerial Retreat Meetings are only open to the Ministers or their representatives, the Executive Director and Deputy Executive Directors and their special assistants. If a Minister cannot attend, a relevant official must be appointed to represent the Minister.
71. For the meeting of Ministers Responsible for Trade, it has become an accepted practice that the host invites the Director General of the World Trade Organization (WTO) to attend the meeting, while the heads of International Financial Institutions are also invited to attend the APEC Finance Ministers' Meeting. However, an invitation extended to any guest should be made with the consensus of all members.
72. The responsibility for determining the location, dates and issuing of formal invitations is that of the host economy's Conference Secretariat. Liaison with the APEC Secretariat

and respective Missions in member economies in setting up the details of the meeting can be useful.

Hospitality and Protocol Arrangements

73. It is customary for the host economy to provide basic hospitality for the meeting. This includes drinking water at the table during the meeting and morning and afternoon refreshments for the participants. It is not necessary for the host economy to provide meals to participants. Nonetheless, the host economy often chooses to provide working lunches during the meeting and host a dinner and/or reception (sometimes in conjunction with the local business sector or local government representatives). It is entirely up to the host economy to decide how to show its hospitality and to determine the number of invitees from each economy.
74. The host economy may also wish to consider arranging for a group photograph to be taken, or some photos during various activities, and give these as souvenirs or have them available for sale to participants. Usually, the host economy sends copies of the photos to the APEC Secretariat for archival and public relations' purposes.
75. Depending on the complexity of airport arrival formalities and possible language difficulties for some APEC members, it is useful to consider operating a "Welcome Desk" at the airport for participants on arrival. For Ministerial Meetings, it is highly recommended to prepare a VIP lounge for Ministers.
76. The host economy may wish to arrange transportation from and to the airport for participants. If transportation is not provided, it is necessary to give clear advice on airport entry formalities and on obtaining transport to and from the hotel in the Administrative Circular or in the advance information provided by the host economy. For Ministerial Meetings, it is customary that all Ministers and Heads of Delegation (including APEC Secretariat, ASEAN Secretariat, PECC and PIF) are provided with a car and driver and all local transportation costs are covered.
77. For Ministerial Meetings, the host economy should provide hotel accommodation and local transportation for the Ministers and their spouses, the Executive Director (ED) and/or the Deputy Executive Director (DED) of the APEC Secretariat, and the heads of the Observer delegations (ASEAN Secretariat, PECC and PIF), which should all be, in principle, to the same standard. For the annual APEC Ministerial Meeting, the host economy may wish to provide these facilities to the ED and DED of the APEC Secretariat.
78. Prior to the commencement of the meeting, a registration desk should be set up in the conference center/venue, staffed by members of the host economy's Conference Secretariat. During registration, identification badges (with the title of the meeting, names of the delegation and individual participant and photograph), agenda and program papers, a participant registration form (to be returned), and other relevant information should be given to the registered participants. Adequate staff, adequate time and adequate space are needed for delegate registration prior to the meeting commencement, to ensure there are no unnecessary delays.
79. The host economy is responsible for arranging and paying for suitable meeting room(s) and morning and afternoon refreshments. In addition to the plenary meeting room, it is useful to have small meeting rooms available to accommodate smaller drafting groups

or special issue groups as required. The host economy is responsible for arranging and paying for the plenary meeting room(s), the small group meeting rooms, a Conference Secretariat room, the conference support staff and conference equipment (computer work stations, photocopying machines, printers, etc.).

80. For Ministerial Meetings, each member economy's delegation may request a delegation room with basic furniture, equipment, telephone, fax machine, computers and printers. This equipment will be paid for by the individual delegations. On request, rooms for bilateral meetings will be designated and are usually made available on a first-come, first-served basis as required. The name of the Conference Secretariat contact person should be indicated in the Administrative Circular for booking purposes.
81. For Ministerial Meetings, a list of delegation rooms should be provided in the Delegate's Handbook or subsequently as the information becomes available. Information on rental for room space, basic office equipment and billing arrangements for the rooms needs to be provided in the Administrative Circular.
82. Delegations may wish to arrange for their own furniture and equipment, however, they should inform the host economy in advance. Delivery arrangements for economies' delegation rooms need to be explained in the Administrative Circular.

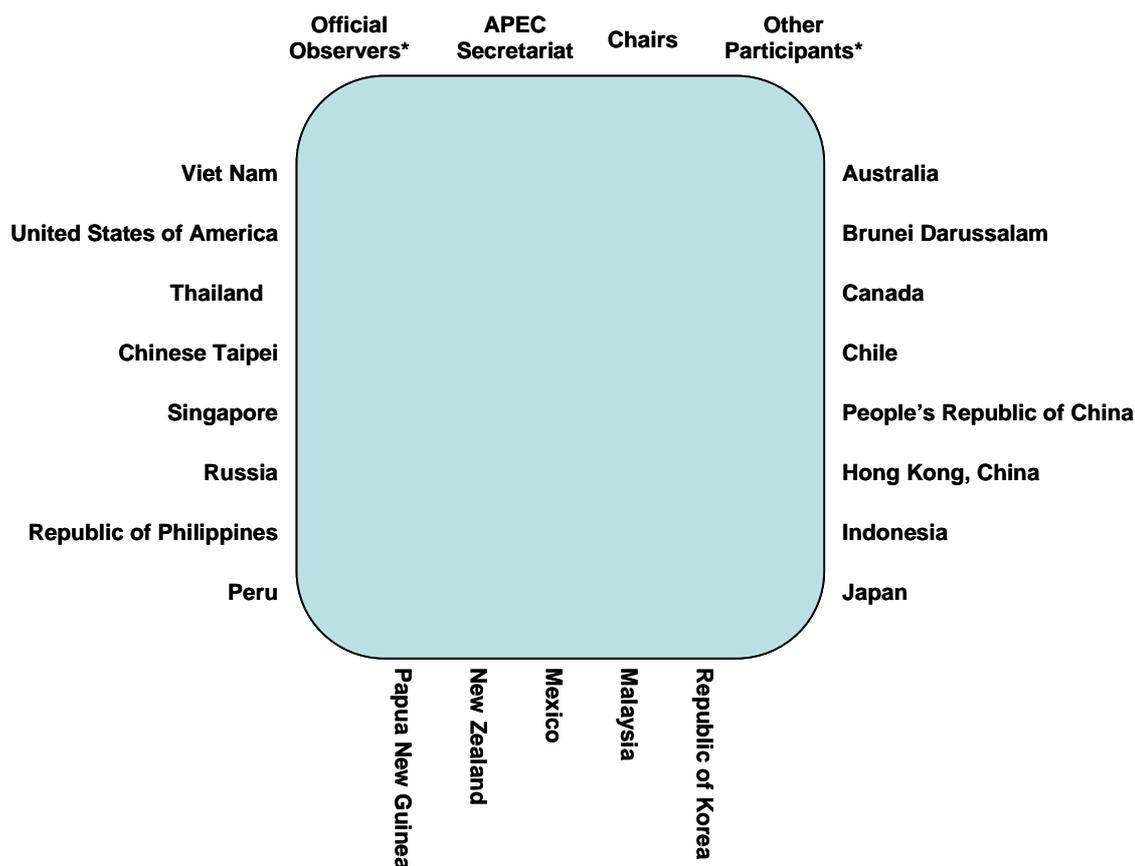
Seating arrangements

83. APEC meetings usually use a "hollow circular, oval, rectangle or square" for seating depending on the shape of the meeting room and the number of participants.
84. Plenary SOM meetings usually allow for at least two seats at the table for each delegation present. The APEC Secretariat will be given one or two seats at the head of the table close to the Chair, depending on who attends. The invited representatives of other APEC fora, APEC observers (ASEAN Secretariat, PECC and PIF), and approved guests or invited speaker(s) are given one seat each. Plenty of extra seating (6 chairs per economy) is required around the room behind the delegation table to enable additional members to sit close to their delegates at the table.
85. For the APEC Ministerial Meeting, there would be at least three seats for the Chair, two seats for each APEC member economy and the APEC Secretariat, and one seat for each official observer at the table. There should also be eight seats for each delegation behind the seat of the head of delegation. For delegates who are unable to be accommodated in the meeting room, there should be a viewing room set up with closed-circuit television and sound from the meeting room.
86. To facilitate the smooth operation and minimise disruptions to the meeting, it is customary to limit the number of delegates entering the Senior Officials' or Ministerial meeting room by issuing a limited number of overpasses per economy. The exception is for the SOM Chair's Office and the APEC Secretariat which shall have sufficient overpasses to allow their officials to support the meetings as necessary. While Ministers, Senior Officials and Committee Chairs are generally assigned a lapel pin which allow them free access to the meeting rooms, other officials will require an access pass to participate in the meeting. As such, six access passes will be issued to each economy attending Senior Officials Meeting while eight passes are issued for Ministerial Meetings.

It is understood that each economy will coordinate internally to determine who shall have the access pass to participate or assist their Senior Official as required. For other Task Force Chairs, Lead Shepherds, and invited guests, it is customary for the SOM Chair's Office, which controls the meeting agenda to consider issuing pass and facilitate their attendance whenever they are required to report to the meeting. Often, this can be coordinated and assisted by the APEC Secretariat.

87. The Chair of the meeting should sit at the head of the table behind the Chair nameplate. The APEC Secretariat is normally seated on the right-hand side of the Chair. To facilitate dialogue among APEC member economies, it is desirable to have any invited representatives of other APEC fora, invited speakers or approved guests, seated on the left of the Chair. Official observers, if any, will be seated after Viet Nam (according to alphabetical order) and to the right of the APEC Secretariat at the head of the table. For details, please refer to Figure 2, the sample-illustration of seating arrangement for APEC meetings. The actual shape of the table (hollow circular, oval, rectangle or square) is subject to the shape of the meeting room.

Figure 2: Sample-Illustration of Seating Arrangement for APEC SOM Meetings



** Other Participants include representatives of other APEC fora, if any, and invited speakers or approved guests (if any).*

88. Nameplates should be available for the APEC members, APEC Secretariat, APEC Observers, invited speakers and any approved guests. Nameplates should also be available for the Chair (Co-Chair or Deputy Chair). With reference to signs of identification placed on the table, only the name of the economy should be used at all meetings. Under the current arrangements, any approved “guest” participant has a lesser status than the official observers.

Press Conference

89. Press accreditation and briefings are the responsibility of the host economy. For Ministerial Meetings, a Press Center should be set up and information on its location, operating hours, services (press conference rooms and press briefing rooms), accreditation process and interview requests should be provided in the Administrative Circular and Delegate’s Handbook.
90. For Ministerial Meetings, the APEC Secretariat is prepared to broadcast press advisories to a global network of news organizations and to place the pre-meeting advisories and concluding statements on the APEC Secretariat website (<http://www.apec.org>). The APEC Secretariat is also ready to support all APEC meetings with basic APEC information such as the Update of Activities brochure and other relevant Outreach material at no cost to the host economy. The host economy shall facilitate the duty-free importation of such materials.

Document Process

91. ***The Guidelines for Meeting Organizers*** provides information on document identification codes, standard templates (e.g. Cover Page template, Document Classification List template) and the Document Reproduction Request Form, among others. This document is downloadable from the APEC Secretariat’s website (http://www.apec.org/apec/about_apec/policies_and_procedures.html). All documents to be tabled should be channeled through the Documentation Officer. Meeting Organizers should contact the Information Manager (info@apec.org) at the APEC Secretariat to obtain the documentation codes assigned by the APEC Secretariat.
92. Reproduction and reproduction costs of papers not identified on the agenda should normally be the responsibility of the respective delegation. Distribution of all documents in the meetings should be directed through the Documentation Center.
93. The final report or Summary Record should be prepared by the Meeting Organizer or SOM Chair’s Office with the assistance, if required, of the APEC Secretariat, and distributed by the Meeting Organizer before the end of the meeting. If this is not possible, the Summary Record needs to be sent out immediately after the meeting.
94. The Meeting Organizer should retain all documents and presentations tabled at the meeting in both electronic and hard copies. These should be forwarded to the Information Manager of the APEC Secretariat (info@apec.org) as soon as possible after the end of the meeting for the APEC Secretariat archives. This is essential for the Secretariat to act as the collective memory for APEC.
95. Host economies and all APEC member economies are encouraged to circulate all documents by email or posted on websites, as far as possible and as confidentiality

allows. The Secretariat can provide a secured on-line website to fora and assist in the arrangement.

96. All website information about the meeting, including hypertext links, should be planned in advance in consultation with the APEC Secretariat, which maintains a central body of information about developments in APEC as well as background and key APEC documents.

Logistics

97. Office space for the APEC Secretariat should be provided and paid for by the host economy. The APEC Secretariat will send information to the host economy on required office space and the basic furniture, equipment (computers, printer, fax, stationery, etc.) prior to the meeting. The host normally provides the equipment to the APEC Secretariat free of charge.
98. The level of policy and logistical support provided by the APEC Secretariat to the individual APEC Year host economies, including for Sectoral Ministerial Meetings, and logistical requirements for the Secretariat's Office at Senior Officials Meetings and related meetings appears as Annex A, B and B1 of the official **Guidelines for Hosting APEC Meetings** (http://www.apec.org/apec/about_apec/policies_and_procedures.html).
99. It is customary for the Executive Director or the Deputy Executive Director and the Director (Program) responsible for the Ministerial Meeting to participate in Ministerial Meetings. The ED or the DED should be accorded treatment and courtesies equivalent to Ministers, including the opportunity to give a short presentation on APEC developments affecting the issues under discussion.

Administrative Circular and Delegate's Handbook

100. An Administrative Circular providing a general overview of the meeting should be prepared by the host economy in coordination with the chairperson and the APEC Secretariat. This Administrative Circular should be sent out to the relevant APEC contact points in advance of the meeting. The Administrative Circular will include the following information: responsible host economy contact persons, meeting venues, liaison officers (if applicable), registration/accreditation information, arrival/entry formalities, transportation arrangements, accommodation arrangements, delegates' facilities (including common delegation room, individual delegation offices, meeting secretariat office and support, medical facilities), media arrangements (if applicable), document reproduction and distribution procedures, dress code, general local information (including information on venue city, currency, climate, electricity supply, time zones) and other information as annexes (including draft program, accommodation contact details and rates, DRFF and PowerPoint submission forms, as applicable).
101. An annotated Agenda is normally prepared by the chair of the meeting to be sent out in draft to all member economies in advance of the meeting for comment. Once comments have been received, the annotated Agenda would be amended and circulated to all member delegates in good time before the meeting. These arrangements also apply to Ministerial Meetings.
102. A Delegate's Handbook should be prepared with pertinent information from the above list such as meeting program and venues and other administrative and technical

arrangements. This Handbook should be provided to the participating delegates just prior to the meeting or on arrival.

Division of work between the host and APEC Secretariat

103. The APEC Secretariat generally attends all APEC fora meetings and provides advice and assistance on APEC procedures, documentation, preparation of Summary Records and other issues, as required.
104. For the SOM meeting, the APEC Secretariat can assist the host economy in the following areas:
 - Compile the annual Tasking Statement from the preceding year's AELM and AMM;
 - Provide draft agenda;
 - Provide detailed notes and draft Chair's Summary Record on a daily basis;
 - Provide recommendations on public access to meeting documents;
 - Provide advice to the SOM Chair on various substantive and logistical matters during meetings, including on participation, procedures, document numbering system, and meeting room arrangements;
 - Provide background documents on different issues; and
 - Provide draft papers on different issues, as required.
105. For the AMM, the APEC Secretariat can help the host economy in the following areas:
 - Provide comments on the draft agenda;
 - Provide comments on the draft Joint Ministerial Statement;
 - Provide advice to the Chair on various substantive and logistical matters before and during the meeting, including on participation, procedures, document numbering system, and meeting room arrangements;
 - Provide recommendations on public access to meeting documents;
 - Provide background documents on different issues;
 - Provide draft papers on different issues, including the annual CTI, EC and ECOTECH Reports; and
 - Provide outlines of discussion after the AMM.
106. For relevant Sectoral Ministerial Meetings held in the APEC Host Economy, the APEC Secretariat can provide support in the following areas:
 - Provide comments on the draft agenda;
 - Provide comments on the draft Ministerial Statement;
 - Provide advice to the Chair on various substantive and logistical matters before and during meetings, including on participation, procedures, document numbering system, and meeting room arrangements;
 - Provide recommendations on public access to meeting documents;
 - Provide relevant background documents on different issues; and
 - Provide draft papers on different issues.
107. It may be useful for the host economy to prepare a Standard Operational Plan (SOP), to be agreed with the APEC Secretariat, to facilitate the planning of APEC meetings during the year. An example of the draft 2005 SOP can be requested from the APEC Secretariat for consideration by future hosts.

ADMINISTRATIVE ARRANGEMENTS FOR LEADERS' MEETING

108. This section provides additional information on administrative arrangements for Leaders' Meetings that has not been mentioned in the official **Guidelines for Hosting APEC Meetings**. It is intended to provide practical advice for consideration by host economies based on past practices and experiences. Host economies should consider their own circumstances and consult with members prior to making arrangements for this meeting.

Invitation

109. The APEC Economic Leaders' Meeting (AELM) is considered the highlight of the APEC year. The host economy will usually work out an agreed date with members for the AELM. The meeting is normally held in the last quarter of the year.

110. APEC leaders implicitly understand that they are invited to attend this meeting; the letter of invitation from the host economy's leader is simply a formality. In the past, an invitation letter was sent out around May by the head of the host government to APEC counterparts. This is to extend an official invitation to all APEC Leaders and spouses with the details of the theme and expected outcomes of the Leaders' meeting at the end of the year, the venue of the meeting and other administrative arrangements. Then, about one month before the Leaders' meeting takes place, another letter from the head of the host government would be sent out elaborating on the details of the program, agenda and the arrangements for the meeting. In some instances, this may also include an arrangement for bilateral visits or meetings that will take place in the margins of the AELM.

111. For certain members such as Hong Kong, China; and Chinese Taipei, which are recognized as separate economies, the host may have different arrangements for extending invitations and coordinating participation by the appropriate leaders. As the arrangements by hosts have varied from year to year, it is useful that a host economy gathers the information regarding the practices by previous hosts as well as the condition set out in 1991 when admitting the People's Republic of China; Hong Kong, China; and Chinese Taipei into APEC.

Hospitality and protocol arrangements

112. As the AELM is considered to be an informal meeting, the protocol accorded should also be kept simple and less formal. In general, the host economy should provide basic hospitality to the attending leaders and spouses as prescribed in the **Guidelines for Hosting APEC Meeting** (http://www.apec.org/apec/about_apec/policies_and_procedures.html). These include accommodation during their stay, security, domestic transportation and necessary protocol. The host may also organize a separate program for spouses for charitable activities or sightseeing.

113. There is no formality for the arrival and departure of foreign leaders. However, it is expected that the protocol accorded to leaders would be similar to a working visit, with an appropriate representative of the host government present at the arrival and departure of all leaders. The official welcoming is usually conducted on the first day of the leaders' retreat.

114. In the past, the hospitality arrangements have varied, as economies' protocols in receiving foreign guests are different. Some APEC leaders have combined attendance of the AELM with bilateral state/official visits, which made it more difficult to determine the appropriate protocol. In certain economies where the head of the government is not the head of state, an arrangement may be made for APEC leaders and spouses to pay a courtesy call on the head of state. This arrangement should, however, be made clear that it is not part of the APEC protocol but is part of the host economy's hospitality accorded to foreign leaders.
115. The arrangements for the AELM are decided by the host economy. Past practices have seen an official program over two days. The first day usually starts in the afternoon with the official welcome and the first retreat session of the 21 leaders. This is followed by a dialogue session with all members of the APEC Business Advisory Council (ABAC). The evening dinner program is for socializing among leaders and an opportunity for the host economy to showcase its cultural heritage. The second day usually starts with the second retreat session of 21 leaders in the morning. As has been practiced in recent years, the retreat session will then be followed by a working lunch when leaders devote the time for discussion of specific topics of high importance to the region. At the end of the working lunch, it is customary that all leaders assemble behind the chairman of the year to read out the main points of their discussions as well as the Leaders' Declaration. This will be the highlight of the day when the presence of the 21 leaders are watched the world over. The reading of the Leaders' Declaration marks the end of the official program for the AELM.
116. As this meeting is considered to be informal, the host economy will usually prepare the program with less protocol and agenda. Also, it has been the custom since the first AELM that the host economy will provide the leaders with a casual outfit that reflects the host economy's national or traditional attire.
117. The venues for both sessions of leaders' retreat, dialogue with ABAC and the evening dinner are determined by the host economy. A number of factors such as security, convenience, cultural significance are often taken into account.
118. Although the host economy is not required to provide bullet-proof or armoured limousines for visiting leaders, in light of terrorist actions, hosts often ensure maximum protection for all leaders and ministers. In certain cases, sponsorship can be arranged (see below) to alleviate the substantial budgetary burden to the organizing government.

Seating Arrangements

119. As it is considered the Leaders' retreats, the seating plan will be arranged to allow maximum comfort and intimacy. Also, there is no protocol that requires leaders to be seated by alphabetical order as prescribed in the arrangement for Ministers and SOM. The seating arrangement will be determined by the host economy, but it is usually made in consultation with Senior Officials.
120. During the retreat sessions, only 21 seats are arranged for leaders, with an exception for the SOM Chair to sit behind the host to provide support and advice to the Chair. Other Senior Officials, security personnel, entourages and interpreters will be seated in an adjacent room. Prior to 2003, sit-down meetings were arranged for the ABAC

presentation to leaders, followed by a questions-and-answers session. Since 2003, the dialogue has been in a cocktail format where all leaders and ABAC members can mingle and discuss issues in an informal manner.

Press Conference

121. The reading out of the Leaders' Declaration is considered the highlight of the AELM. The host economy may consider another press conference by the Chair of the year to elaborate and give more detailed outcomes, including comments on the meeting. This does not require the presence of other leaders. In some cases, depending on the arrangement between the present and the next host leaders, a press conference may be held to outline the theme for the next APEC year.

Documentation process

122. As the aim is to provide an atmosphere where leaders can exchange their views freely in an informal manner, there is no procedure for the preparation of meeting documents. The host economy will be responsible for preparing the agenda and providing any relevant information. However, this should be kept to a minimum and will not be circulated or referred to. The only official record of the meeting is the Leaders' Declaration.

Preparations for Advance Visits (for Leaders' Meeting)

123. As part of the preparations for the Leaders' Meeting, the host economy usually organizes advance visits for other member economies' delegates to see the logistical preparations and to hold bilateral consultations on the upcoming visit by their respective leaders. A two-day briefing often takes place sometime between the middle of the year and August to update participants on the preparations leading up to the AELM. This is combined with visits to the sites planned for the Leaders' meeting and other functions. This is usually attended by representatives of the diplomatic missions located in the capital of the host economy. Information will be conveyed to their respective Senior Officials and relevant government agencies responsible for planning the foreign visits of leaders. A second visit will take place around four weeks before the actual AELM. This visit is often arranged for three days and attended by senior delegates from the Office of the President or Prime Minister who will look into details of the final arrangements. A final inspection of the sites that will be visited by leaders and a briefing on every detail of each program will also be arranged. Bilateral consultations are common for members to discuss specific needs by their leaders. These needs often relate to security protection, medical, protocol, transportation, and the personal program of the leader and spouse.

Sponsorship Program by the Host Economy

124. Corporate sponsorship programs have become a potential source of funding to supplement the host government's budget in organizing APEC meetings throughout the year. As the APEC meeting agenda is largely in support of trade and investment liberalization and facilitation, the presence of corporate sponsors reflects the strong partnership that the host government has with its private sector.
125. Unlike the **APEC Sponsorship Policies Guidelines** (http://www.apec.org/apec/about_apec/policies_and_procedures.html), which governs the corporate sponsorship

for Working Group meetings, the sponsorship program by the host economy is the responsibility of the host and is managed only for that year. Depending on the arrangement, this program is often planned as part of the Organizing Committee's activities to raise funds and in-kind contributions to support the logistical needs of the meetings. This includes basic hospitality such as souvenirs, stationary, delegates' handbook and bag, coffee breaks, welcome signboards, a privilege card for discounted shopping, etc. In some cases, corporate sponsors can also play a major role in providing logistic needs such as limousine, telecommunications equipment and hospitalities such as the welcome banquet, cultural and sightseeing programs for the delegates. Some host economies have had elaborate schemes that classified the levels of sponsorship (Platinum, Gold, Silver, etc.) according to the amount of contribution. In return, the sponsors have received different levels of benefits in terms of the exposure of their trade mark or logo at the site of the meeting (but not in the meeting room), invitations to welcome receptions hosted for delegates, license to use the APEC Host logo (not the APEC World logo which belongs to the APEC Secretariat) on their products during the year, and exclusive presence of the company's logo in public relations materials by the host economy.

ADMINISTRATIVE ARRANGEMENTS FOR WORKING GROUP AND SUB-FORA MEETINGS

126. This section provides practical guides for the arrangements of Working Group (WG) and Sub-fora meetings. The arrangements are quite similar to that for SOM meetings but with less protocol and formality. While it is important for the host to provide efficient support for a fruitful meeting, there are fewer requirements on hospitality from the host and organizer of the meeting.
127. Normally, the responsibility to organize the meeting rests with the Lead Shepherd or Chair of the fora. However, as it has been customary for member economies to take turns in providing venues for the meeting, it is important that the host also assists the Lead Shepherd or Chair arrange the logistics of the meeting to allow the latter to concentrate on substance and policy.

Invitation

128. The host economy is expected to issue an official invitation at least eight weeks before the meeting to relevant APEC members, APEC Secretariat, APEC Observers and guests (each WG and/or Sub-fora may have its own list of official guests). The host economy can choose if it would prefer to ask the Chair/Lead Shepherd of the WG to notify all WG contact points. This can be done, if required, through the APEC Secretariat, and it should be duly informed.
129. Invitations to the APEC Observers are sent directly to the respective organizations. In addition, hosts of APEC meetings can only invite guests approved through the appropriate procedures. Please refer to the **Consolidated Guidelines on Non-Member Participation in APEC Working Group Activities** (http://www.apec.org/apec/about_apec/policies_and_procedures.html).

Hospitality and Protocol Arrangements

130. The hospitality provided for participants to the Working Group and Sub-fora meetings is usually similar to that of SOM meetings but with less protocol.

131. It is not necessary to provide meals to participants. Nonetheless, host economies may choose to provide working lunches during the meeting and host a dinner and/or reception for participants (sometimes in conjunction with local business sector representatives). It is entirely up to host economies to decide how to show their hospitality. Photo opportunities may be provided during the meeting for public relations' purposes.
132. Field trips are more commonly associated with WG Meetings. The host economy may consider arranging a field trip on the last day of the meeting, which might be combined with some sightseeing. Although this is not a requirement, some WGs have followed this practice in recent years. Since the field trip is usually considered as part of the meeting (some WGs even adopt summary conclusions after the field trips), the host economy is expected to bear the relevant costs for the trip.
133. If a field trip is undertaken, the host economy is responsible for preparing the program for participants and providing information on scheduling, venues and transportation.

Seating Arrangements

134. Depending on the shape of the meeting room and the number of participants, seating arrangements for Working Group and Sub-fora meetings usually use a "hollow circular, oval, rectangle or square" (see Figure 2). Plenty of additional seating is required around the room behind the delegation table to allow additional members to be seated close to their respective delegates at the table.
135. The seating of members around the table should be arranged similar to that for SOM Meetings (please see earlier section on seating arrangement for SOM).

Documentation Process

136. Prior to meetings, Organizers should look at the ***Guidelines for Meeting Organizers***, which provides information on document identification codes, standard templates (e.g. Cover Page template, Document Classification List template) and the Document Reproduction Request Form among others. This document is downloadable from the APEC Secretariat's website (http://www.apec.org/apec/about_apec/policies_and_procedures.html). All documents to be tabled should be channeled through the Documentation Officer. Meeting Organizers should contact the Information Manager (info@apec.org) at the APEC Secretariat to obtain the documentation codes assigned by the APEC Secretariat.
137. Reproduction and reproduction costs of papers not identified on the agenda are normally the responsibility of the respective delegation. Distribution of all documents should be directed through the Documentation Center.
138. The Meeting Organizer should prepare the final report or Summary Record with assistance, if required, from the APEC Secretariat and distributed by the Meeting Organizer before the end of the meeting. If this is not possible, the Summary Record needs to be sent out immediately after the meeting.
139. The Meeting Organizer should collect a complete set of documents in both electronic and hard copies. These should be given to the APEC Secretariat as soon as possible

after the end of the meeting for the archives. This is essential for the Secretariat to act as the collective memory for APEC.

140. Host economies and all APEC member economies are encouraged to circulate all documents by e-mail or posted on websites, as far as possible and as confidentiality allows.
141. All website information about the meeting, including hypertext links, should be planned in advance in consultation with the APEC Secretariat, which maintains a central body of information about APEC developments as well as background and key APEC documents.

Division of Work between the Host and APEC Secretariat Before and During the Course of Meetings

142. At Working Group and Sub-fora meetings, the APEC Secretariat normally assigns the responsible Director (Program) to support and provide general policy advice to the Chair and WG members throughout the meeting. Special invitations can be extended to the Executive Director or the Deputy Executive Director and members of the Secretariat's specialist staff such as the Communications or Finance Team.
143. The APEC Secretariat is happy to work closely at all times with the host's Conference Secretariat staff in ensuring the success of the meeting. The APEC Secretariat has contact lists for all the different APEC fora, the chairs and convenors of the committees, sub-committees and the APEC Observers. The Secretariat is also able to provide value-added services in the communications and outreach area.
144. It is advisable that the Lead Shepherd and Chair of the Working Groups and Sub-fora familiarize themselves with the ***Guidelines on Division of Responsibilities between APEC Fora and the Secretariat***. This document is available from the responsible Director (Program) or the APEC Secretariat.

Sponsorship Guidelines for Working groups

145. *The APEC's Sponsorship Policy Guidelines* (http://www.apec.org/apec/about_apec/policies_and_procedures.html) has been developed to assist APEC economies and fora to effectively manage the negotiation of sponsorship from corporate entities and other organizations, which provide benefits to the APEC forum, support the integrity of the APEC identity and its values, and help APEC to achieve its goals and objectives.
146. The set of policy guidelines provides a framework to assist APEC economies and fora to apply to small-scale in-kind sponsorship right through to full-scale corporate sponsorship programs. In brief, the guidelines include:
 - the objectives for supporting all sponsorship programs and activities
 - the management of any sponsorship programs by economies or fora
 - the selection of potential sponsor organizations and its coordination of the different departments within one economy
 - the conditions that sponsorship packages and agreements should explicitly state, namely:
 - benefits to sponsors;
 - intellectual property issues (e.g. ownership and use of APEC trade marks)

- the criteria for eligible events and activities
147. Recommended practices for effective development and management of sponsorship packages are also provided. The recommendations include:
- How to develop different packages for large-scale; low-value; one-off, or opportunity sponsorships.
 - The basic terms and conditions to be included in sponsorship agreements.
 - The role of the APEC Secretariat.
148. The full document can be accessed from the APEC Secretariat's website at http://www.apec.org/apec/about_apec/policies_and_procedures.html.

ADMINISTRATIVE ARRANGEMENTS FOR APEC WORKSHOPS AND SEMINARS, INCLUDING SELF-FUNDED ACTIVITIES

149. Workshops and seminars organized by member economies are a key part of APEC's agenda to promote economic cooperation among members. These activities strengthen the institutional capacity of member economies and the sharing of best practices, facilitate creative collaboration between peers and experts, encourage the development of effective solutions to emerging issues and improve relationships with key stakeholders in both the public and private sectors.
150. The following guidelines are designed to help APEC delegates and officials involved in the organization of APEC workshops and seminars to maximize the benefits of these activities. They should be applied flexibly in accordance with organizers' own circumstances.

The Role of Workshop and Seminar Organizers

151. A Project Overseer coordinates most APEC workshops and seminars.¹ In the case of APEC-funded seminars/workshops, the Director (Finance) of the APEC Secretariat will contact the Project Overseer and provide the contact details of the relevant Director (Program). Self-funded workshops/seminars need to be approved by the relevant APEC fora. In these cases the host economy usually appoints a person to organize the workshop. When hosting an APEC workshop or seminar the Project Overseer is expected to keep the Director (Program) informed of progress at least once every two months and more frequently in the weeks before the event.
152. Depending on the size and complexity of the workshop/seminar, it may be advisable to form a Steering Committee to guide the preparations or coordinate the event. The Steering Committee could be formal or informal and include representatives from the co-sponsoring economies or from the Project Overseer's own economy. If no Steering Committee is established, the Project Overseer is responsible for implementing the activity.
153. As soon as possible after the seminar/workshop has been approved, the Project Overseer/Steering Committee should confirm the details of the activity, e.g. date and length, venue, audio-visual equipment needed, program, speakers, participants and their tasks, technical tour, official functions, sponsorship, etc., and advise the

¹ For the role of Project Overseer, please see the **Guidebook on APEC Projects** which can be downloaded from the APEC Secretariat's website at <http://www.apec.org/apec/projects.html>.

Program Director. The Steering Committee/Project Overseer should identify potential slippage and anticipate problems that might affect the timing of the workshop. APEC activities must be free to all APEC members. With the consensus of the group, the activities may be open to non-APEC members but they must be of less priority to APEC members.

154. For workshops and seminars held in the margins of a SOM or Working Group meetings, the venue, participant registration and documentation are usually provided by the host economy. It is therefore important to confirm with the host economy well in advance whether it is able to accommodate such requests. In some cases, workshop/seminar organizers may be asked to fund the additional cost of renting the meeting venues.
155. For APEC-funded workshops/seminars, the Steering Committee/Project Overseer should draw up a budget table that reflects the latest estimates of expenses and ensure that these are within the approved budget. The name(s) and contact details of a suitable person(s) for certifying satisfactory completion of the tasks undertaken by speakers and participants should be forwarded to the responsible Director (Program).
156. APEC-funded workshop/seminar organizers must inform the Director (Program) at least eight weeks in advance. This is to ensure ample time for the preparation of contracts and travel undertakings. It also provides an opportunity for the APEC Secretariat to consider publicity for the event. Four weeks before the event, the workshop/seminar organizer should provide the APEC Secretariat with a program for the event together with a complete list of speakers, experts, active participants and trainees (including their contact addresses, the tasks they are to perform and for speakers/experts, where applicable and provided for in the budget, the honorarium to be paid). This will enable the APEC Secretariat to prepare the travel undertakings and have them signed at least eight days before the event and for participants to arrange their visas for the host economy and any transit stops.
157. Failure to sign contracts and undertakings before labor and travel costs are incurred will jeopardize eventual disbursement. Where direct labor is involved, tenders must be made in accordance with APEC's **Guidebook on APEC Projects** (http://www.apec.org/apec/about_apec/policies_and_procedures.html) and both the APEC Secretariat and the Contractor must sign the contract before costs are incurred.
158. For APEC-funded events, accommodation should be kept to a minimum and ideally cost no more than 60% of the per diem rate for that city. APEC does not reimburse the cost of meals, coffee breaks, flowers, souvenirs, etc. To obtain the per diem rate for a particular city, it is advisable to contact the responsible Director (Program) who will then liaise with the Director of Finance for the current figure.
159. If the Project Overseer is unable to continue in the position, the Director (Program) needs to be informed of the name, post and contact details of the replacement. While desirable, it is not necessary that the replacement be from the same ministry or economy. The successor should be briefed thoroughly on the workshop/seminar and APEC procedures, and contact the Director (Program).
160. In some cases the Project Overseer/Steering Committee may outsource the organization of the workshop/seminar to another party. In the case of APEC-funded

project, the APEC Secretariat contracts the Conference Organizer. However, under the Terms of Reference (TOR), the Conference Organizer will be required to report directly to and be responsive to the needs and directions of the Project Overseer, and/or his representative and other organizations, involved in overseeing the workshop. Full details of the Contracted Tasks that are usually included in the Terms of Reference for the Conference Organiser are set out in Annex E5 of the **Guidebook on APEC Projects** (http://www.apec.org/apec/about_apec/policies_and_procedures.html).

Invitations to APEC Members

161. There are no set requirements for inviting APEC members to APEC events. Project Overseers may wish to consider past practices within their Working Groups or consult with the Lead Shepherd or APEC Secretariat program director for advice. However, it is advisable for the activity to be included on the APEC Calendar of Events as soon as the date and venue have been decided. These could be later supplemented with detailed arrangements and program, if available, on the Secretariat's website.
162. In some cases, Project Overseers may request that the relevant Director (Program) participate in the workshop as a speaker. Such invitations should be addressed to the Executive Director of the APEC Secretariat who will consider them on a case-by-case basis. Normally, approval is only granted if the host is willing to cover the costs of participation by Secretariat's staff.

Invitation Requirements for Non-APEC Participants

163. Before inviting guests or non-APEC members to any APEC activities or workshops, it is advisable that the organizer of the event consults the **Guidelines on Non-Member Participation in APEC Activities** (http://www.apec.org/apec/about_apec/policies_and_procedures.html).
164. The relevant forum can approve the participation of non-members as guests in one-off, non-policy APEC activities such as symposia, workshops and seminars, including joint activities with other organizations. Non-members include non-member economies, international and regional organizations (WTO, OECD, UN, etc.), business/private sector representatives not included as members of economy delegations, academic bodies and other experts who are not included as members of economy delegations.
165. Unless and until such consensus is obtained, invitations should not be issued.

Travel Arrangements

166. APEC-funded projects often cover the travel costs of two participants from each of the 11 travel-eligible economies (subject to BMC approval). Where APEC has agreed to fund the travel of speakers or participants to a workshop or seminar, a travel undertaking must be signed by each APEC sponsored traveller at least eight working days before travel. (Please see the **Guidebook on APEC Projects** for further information at: (http://www.apec.org/apec/about_apec/policies_and_procedures.html))
167. Participants from non-travel eligible economies and additional participants from travel-eligible economies are welcome to attend but they must meet their own travel and

accommodation costs. When sponsorship is provided, there is no requirement for the sponsoring organization to fund the travel of participants.

Disbursement of Funds

168. When hosting an APEC-funded workshop or seminar it is imperative to keep expenditures strictly within the limit of each budget item. Funds cannot be moved between budget items. If the project costs have been tracked carefully, disbursement should be a straightforward step. Otherwise, the Secretariat may need to establish the full financial position of a project before releasing payment, which will obviously delay disbursements.
169. To facilitate the reimbursement of claims, originals of all relevant receipts certified by the Project Overseer or another pre-designated person must be sent to the Secretariat. It is advisable to retain a photocopy of these receipts for record purposes. For travel the Project Overseer only needs to certify the completion of travel and tasks within the terms of the undertaking. It is not necessary to certify the receipts.
170. Disbursement also requires the certification of satisfactory completion of tasks for both contractors and participants. The Steering Committee/Project Overseer usually does such certification. However, a Project Overseer may not have attended the event. Such circumstances should be anticipated and a suitable person without a financial interest in the project (e.g. a WG member who will attend the function) should be nominated to certify the work completed.
171. All disbursements of APEC funds must be made before the disbursement deadline of two years. If a workshop/seminar cannot be held and/or claims reimbursed within the deadline, consult the relevant Director (Program) at the APEC Secretariat at least six weeks before the expiry of the disbursement deadline. This is usually two years from the date the project was approved. Extensions are possible, but they are the exception and not the rule and may only be granted once for compelling reasons and for short duration.

Roles of the Project Overseer and the APEC Secretariat

172. Project Overseers are responsible for all matters relating to their workshop or seminar, including ensuring adherence to APEC's Project Guidelines, ensuring that BMC-approved funding limits for each item are not exceeded, APEC Publication Guidelines, Sponsorship Guidelines, non-member participation guidelines, etc.
173. The APEC Secretariat provides support to Project Overseers in the budgetary control of the projects; administers the disbursement of APEC funds; and provides advice on other matters relating to project implementation, e.g., tendering procedures, nomenclature and non-member participation matters, publication matters, (publicity, communications and media planning, publication production, website standards), etc.
174. Within the APEC Secretariat, the Director (Program) who looks after the APEC forum from which a project arises is the Project Overseer's principal contact point on all matters relating to the project. The Director (Program) concerned is supported by other colleagues in the Secretariat, e.g., Director (Finance), Director (Communication and Public Affairs) and respective Program Assistants.

175. If a Conference Organizer is appointed, he should work with the Project Overseer to manage the budget, maintain financial records and process payments for the workshop in accordance with the itemized budget approved by the APEC Secretariat. The Conference Organizer will need to pay particular attention to ensuring all expenditures to be reimbursed by the APEC Secretariat are completed, lodged and finalized with the APEC Secretariat within four weeks following the conclusion of the seminar.

Compliance with the APEC Secretariat's ISO 9001:2000 standards

176. As a tool to enhance its efficiency in providing services to stakeholders, the APEC Secretariat has adopted and been certified as ISO 9001:2000 compliant since 2002. This enables the Secretariat to operate and manage every aspect of administrative and project support activity in a sound and transparent manner. A measurable level of services provided to Project Overseers on APEC activities form part of the overall Service Satisfaction Index (SSI) that will be reviewed monthly against the target. In order to maintain the level of services within target, it is important that Project Overseers cooperate and work within the reasonable time frame prescribed in the **Guidebook on APEC Projects** (http://www.apec.org/apec/about_apec/policies_and_procedures.html).
177. Box 2 gives an example of the time frame for implementing various activities leading to an APEC workshop in July. It is meant to provide a useful checklist that will facilitate the planning and implementation of a project according to the Guidebook and avoid any delay or lowering of SSI on the part of the APEC Secretariat.

Box 2: Example of Activities Time Frame for APEC Workshop/Seminar

Suggested Timeline for an APEC Workshop or Seminar to be Held in July

Activity	Dates
1. Set up Steering Committee	Mid January
2. Finalize date and length, venue, program, speakers, participants	February
3. Agreement on TOR for workshop organizer (if required)	March
4. Seek a consensus to invite non-member speakers/participants	March
5. Steering Committee selects workshop organizer	April
6. APEC Secretariat negotiates contract with workshop organizer	April
7. Contract signed with successful workshop organizer	April
8. Speakers and participants identified and program finalized	May
9. APEC Secretariat informed of dates, venue, speakers and participants being funded by APEC	May
10. Invitations issued to speakers and participants	mid-June
11. Documentation, workshop papers circulated to participants	mid-June
12. APEC Secretariat prepares travel undertakings for participants and speakers	end-June
13. Preparation of media release	end-June
14. Workshop held	July
15. Analyze completed evaluation forms	July
16. Collate papers/presentations for publication	July
17. Certification by Project Overseer for all participants	July-August
18. Certification by Project Overseer that contractor has completed all his tasks. Invoices certified by PO	August
19. Uploading of presentations to the APEC Website	August
20. Prepare the Workshop/Seminar proceedings in accordance to <i>APEC Publications Guidebook</i> . Distribute proceedings (both hard and soft copies)	August
21. Process printing and distribution costs	August
22. Submission of Evaluation Report to the APEC Secretariat	September
23. Finalize reconciliation of workshop/seminar budget	September
24. Submit claim, certification and invoices for payment	September

Official Functions and Technical Tours

178. Official functions and technical tours may be held in association with workshops/seminars. APEC does not cover such costs. The Project Overseer is responsible for the costs associated with such activities. It is appropriate to seek funding from sponsors to cover these costs.

Seating Arrangements

179. There are no formal arrangements for seating at APEC workshops and seminars. Such activities tend to be held with classroom or theatre-style seating. Where the venue, such as the APEC Secretariat, offers an open-square layout, it is not necessary to have nameplates for each economy on the tables or for participants to sit in the APEC order around the table.

Interpretation and Translation Facilities

180. The official language of APEC is English. Where necessary, the host can provide interpreters for speakers and participants. Although the cost of interpreters is an allowable item for APEC projects funded by the TILF Special Account, most member economies use their own interpreters for this purpose. In some cases economies may decide to have the proceedings and/or training manuals translated into their own language at their own expense.

Publications and Workshop Papers, Including the Use of APEC Logo

181. Recording and sharing the presentations, training materials and discussions delivered at all workshops and seminars to a wider audience are an essential role of the Project Overseer. The Project Overseer should arrange and coordinate the printing, distribution and/or electronic publication of the proceedings (in English) in accordance with APEC's **Guidebook on APEC Publications and APEC Websites** (http://www.apec.org/apec/about_apec/policies_and_procedures.html). APEC's preference is for the proceedings to be in an electronic format suitable for uploading onto the internet. For APEC-funded projects, the printing and distribution costs are usually included in the project's budget, as either an APEC-funded or a self-funded item. APEC retains the copyright of all materials published by APEC.
182. Where the proceedings are printed, the number of copies should be sufficient to give one copy to every workshop participant and five for the APEC Secretariat's library. Project Organizers may also wish to distribute copies of publications on a CD ROM to all APEC member economies.
183. As an alternative to publishing a formal record of proceedings, organizers can provide a complete set of the meetings papers, training manuals, multimedia presentations, etc., a list of materials and a list of participants in soft copy and hard copy (the latter where possible) to the APEC Secretariat Director (Program) who oversees the particular fora. The Secretariat also requires each paper to have a cover sheet. These materials will be stored in the APEC library and uploaded to the APEC website as soon as possible after the conclusion of the workshop/seminar. Seminar/workshop organizers can obtain an event code from the APEC Secretariat (for example 2005/ATCWG/SEM/001). Organizers should clearly indicate which, if any, materials should not be made available to the public.
184. It is vital that Project Overseers observe the requirements for correct use of the APEC logo and acronym when designing any meeting material that displays the logo. Only sponsors who are licensed to display the APEC logo may use it.

Media Release

185. Workshop/seminar organizers should aim to publicize APEC events whenever possible. Depending on the subject matter and the speakers attending, APEC workshop/seminars are of interest to a number of target audiences. These include media outlets reporting on specific industries, local news media in the area where the event is being held and individuals who receive APEC news direct from the APEC Secretariat.

186. The Secretariat's Communications team issues news releases for as many APEC events as possible. Workshop/seminar organizers should consult with their Director (Program) who will provide a short series of questions that will aid the Secretariat to prepare the text. Once a first draft has been completed this is sent to the organizers for comment and changes. The Lead Shepherd or Chair of the forum must approve Media releases before they can be issued. The news release is then distributed to a customized list that would likely include a range of media outlets and direct news recipients.
187. Most news items are placed on the front page of the APEC Secretariat Website. Wherever possible, the Secretariat tries to feature a photograph of the event or an image related to the story.
188. Other options for publicizing APEC workshops/seminars include the APEC Calendar of Events, the relevant fora page of the APEC website, articles in the quarterly APEC Newsletter or audio or video recordings for webcasting, such as the opening address by a Minister or presentations from invited experts.

Sponsorship and Funding Arrangements

189. Increasingly, APEC workshops and seminars include funding (in cash or kind) from both government and private sources. Private commercial sponsorship and funding from other economies can supplement the approved APEC budget or cover expenses not covered by the itemized budget such as hosting a reception or technical tour. Other aspects of the workshop/seminar which can be funded through sponsorship include coffee breaks; lunches, banquets; receptions; cultural and/or social events; provision of computer facilities for delegates; provision of internet services; transport for delegates; delegate's bags; stationery (notepads; pens; computer disks; document folders), delegates' nametags; provision of audio-visual facilities. The Project Overseer is free to develop the sponsor benefits most appropriate to the situation, within the constraints of the APEC Sponsorship Policy Guidelines.
190. Developing and managing sponsorship requires a significant commitment of staff time. The time is about equally split between seeking sponsors, matching them to events, and serving their reasonable requests for exposure on site. When a professional conference organizer is engaged to secure commercial sponsorship, a commission of up to 50 percent of the funds raised is often charged.
191. Commercial sponsorship can be publicized and acknowledged in material and notices associated with the workshop in accordance with APEC requirements. Sponsor acknowledgment can also include placement of sponsor's promotional material in delegates' bags; banners in the meeting foyers; trade exhibits and booths in the meeting foyers; the opportunity to address delegates; logos on the meeting program, website and other meeting material.
192. Sponsorship provides a good opportunity to build private sector support for APEC's programs. But potential sponsors should be informed that their sponsorship may in no way influence the agenda or outcomes of APEC activities. Sponsorship arrangements should also be recorded in writing. Sponsor's logos cannot appear inside official meeting rooms or on official papers.

Reporting and Evaluation

193. The Project Overseer is responsible for coordinating the printing, distribution and collection of evaluation forms for the workshop/seminar and providing the Secretariat with a summary of responses from the forms and other appropriate sources.
194. The Steering Committee/Project Overseers should ensure that an Evaluation Report together with comments from the fora small groups and the fora Chairs/Lead Shepherds are submitted to the APEC Secretariat within eight weeks of the completion of the workshop/seminar. This requirement applies to both APEC-funded projects and self-funded projects. The Report must be a genuine attempt to report problems encountered and evaluate the effectiveness of the seminar/workshop in achieving the intended benefits, not merely a factual account of what happened. Failure to comply with the evaluation procedures may consequently lead the BMC to bar the concerned fora from funding for further project proposals for a period of time.

MEETING FACILITIES AT THE APEC SECRETARIAT

195. Apart from meetings proposed and organized in member economies, there is also the possibility of holding a meeting at the APEC Secretariat premise in Singapore. For instance, the Budget and Management Committee holds its meetings twice a year at the Secretariat. Also, there have been a number of meetings by the Industrial Science and Technology Working Group and several workshops held at the Secretariat in recent years.
196. In brief, the APEC Secretariat can provide basic facilities such as:
 - Conference Room, capacity 80 persons (44 at table, with 30–35 backbenchers);
 - Board Room, capacity 40 delegates (24 at table, with 10–15 backbenchers);
 - Two Meeting Rooms, capacity 12 persons each;
 - Drafting Room, which may be used as a “Secretariat” Room;
 - Lounge, which may be used by delegates for discussion or relaxation;
 - Visitors Room; and
 - Library, equipped with two laptops.
197. Adjacent to the Secretariat is an International Conference Center that can be rented at a cost of S\$1,300 to S\$1,650 (approximately US\$800–US\$1,000), depending on the facility, for a full weekday usage. It has a Conference Room, which can accommodate up to 150 persons, an auditorium for 400 persons, and a dining hall for 120 persons.
198. Apart from the basic infrastructure, the APEC Secretariat can also support the meeting with administrative assistance, computer equipment and stationery (including the Less Paper Meeting System and wireless LAN).
199. Any APEC forum wishing to use the meeting facilities of the APEC Secretariat should contact the Director (Administration) or liaise with the Director (Program) in charge of the fora. For more information, please contact the Secretariat on the ***Use of the Secretariat’s Meeting Room Facilities***.

IV. REFERENCES

LIST OF REFERENCE PUBLICATIONS

200. The Secretariat produces APEC Outreach materials that can be used at APEC Ministerial and Working Group meetings or any APEC-related events. Organizers can request for these materials from the Publishing and Corporate Affairs Manager at *info@apec.org*.

201. The Outreach Materials currently available are as follows:

- *APEC Outcomes & Outlook Brochure*

The *APEC Outcomes and Outlook* (current edition is 2004/2005) is a flagship publication outlining the achievements, the themes and agenda for each APEC year and incoming APEC year.

- *APEC at a Glance*

The *APEC at a Glance* pamphlet provides introductory information on APEC, and highlights our objectives.

- *APEC Trade Facilitation*

The *APEC Trade Facilitation* pamphlet showcases APEC's achievements and future plans in the area of trade facilitation.

- *Mid-Term Stock-Take of the Bogor Goals*

The *Mid-Term Stock-Take of the Bogor Goals* brochure was prepared from input provided by all of APEC's 21 member economies that was then analyzed by independent trade and economic experts. The report found that barriers to trade and investment have fallen significantly in the APEC region since the creation of the APEC process 16 years ago. The report discusses achievements, notes challenges that lay ahead and outlines the 'Busan Roadmap to the Bogor Goals.'

- *Multimedia – CD-Rom of a compilation of APEC Publications*

This CD-Rom includes the APEC Committee Reports to APEC Economic Leaders Meeting (Committee on Trade and Investment, SOM Committee on Economic and Technical Cooperation and Economic Committee) and other publications such as the Annual Key APEC Documents and APEC Outcomes & Outlook Brochure. The current edition is a CD-Rom for 2004 publications.

ACRONYMS COMMONLY USED IN APEC

ABAC	APEC Business Advisory Council
ABTC	APEC Business Travel Card
ACBD	APEC Customs-Business Dialogue
ACT	Anti-Corruption and Transparency
ADB	Asian Development Bank
AELM	APEC Economic Leaders' Meeting
AFG	APEC Financiers' Group
AFS	APEC Food System
AMM	APEC Ministerial Meeting
AOMM	APEC Ocean-Related Ministerial Meeting
APEC	Asia Pacific Economic Cooperation
API	Advanced Passenger Information
APIAN	APEC International Assessment Network
ASC	APEC Study Centers
ASEAN	Association of South-East Asian Nations
ASF	APEC Support Fund
ASTIC	APEC Agenda for Science and Technology Industry Cooperation into the 21 st Century
ATCWG	Agricultural Technical Cooperation Working Group
BMC	Budget and Management Committee
CAPERS	Customs Asia-Pacific Enforcement Reporting System
CAPs	Collective Action Plans
CERT	Computer Emergency Response Teams
CFPN	Cultural Focal Point Network
COA	Course of Action on Fighting Corruption and Ensuring Transparency
COW	Committee of the Whole
CPDG	Competition Policy and Deregulation Group
CSOM	Concluding Senior Officials' Meeting
CTI	Committee on Trade and Investment
CTTF	Counter-Terrorism Task Force
DDA	Doha Development Agenda
DRRF	Document Reproduction Request Form
EC	Economic Committee
ECOTECH	Economic and Technical Cooperation
ECSG	Electronic Commerce Steering Group
EDNET	Education Network
EDTF	Expanded Dialogue on Trade Facilitation
E-FITS	APEC Working Group on Electronic Financial Transaction Systems
e-IAP	electronic Individual Action Plan
ESC	SOM Committee on Economic and Technical Cooperation
EVSL	Early Voluntary Sectoral Liberalization
EWG	Energy Working Group

FAO	Food and Agriculture Organization
FMP	Finance Ministers' Process
FTAs	Free Trade Agreements
FWG	Fisheries Working Group
GATS	General Agreement on Trade in Services
GDLN	Global Development and Learning Network
GEEMED	Expert Group on Minerals and Energy Exploration and Development [under EWG]
GFPN	Gender Focal Point Network
GHS	Globally Harmonized Standard
GOS	Group on Services
GP	Government Procurement
HLPDAB	High Level Policy Dialogue on Agricultural Biotechnology
HRDWG	Human Resources Development Working Group
HTF	Health Task Force
IAP	Individual Action Plan
ICAO	International Civil Aviation Organization
IEG	Investment Experts' Group
IEGBM	Informal Experts Group on Business Mobility
IFIs	International Financial Institutions
IOM	Integrated Oceans Management Forum
IP	Intellectual Property
IPEG	Intellectual Property Experts Group
IPR	Intellectual Property Rights
ISO	International Organization for Standardization
LAISR	Leaders' Agenda to Implement Structural Reform
MAG	Market Access Group
MANPADS	Man-Portable Air Defence Systems
MAPA	Manila Action Plan for APEC
ME	Micro-Enterprise
MESG	Micro-Enterprise Sub Group
MRA	Mutual Recognition Arrangement
MRCWG	Marine Resource Conservation Working Group
MRTDs	Machine Readable Travel Documents
MTST	Mid-Term Stock Take
NFMD	Non Ferrous Metals Dialogue
NTMs	Non-Tariff Measures
OAA	Osaka Action Agenda
OECD	Organization for Economic Cooperation and Development
PECC	Pacific Economic Cooperation Council
PIF	Pacific Islands Forum
QAF	Quality Assessment Framework
RMAL	Regional Movement Alert List
ROO	Rules of Origin

RTAs/FTAs	Regional Trading Arrangements/Free Trade Agreement
S&T	Science and Technology
SARS	Severe Acute Respiratory Syndrome
SCCP	Sub-Committee on Customs Procedures
SCE	SOM Steering Committee on ECOTECH
SCSC	Sub-Committee on Standards and Conformance
SELI	Strengthening Economic Legal Infrastructure
SME	Small and Medium Enterprises
SMEWG	Small and Medium Enterprises Working Group
SMM	Sectoral Ministerial Meetings
SMTE	Small and Medium Tourism Enterprises
SOD	Seoul Oceans Declaration
SOM	Senior Officials' Meeting
SSN	Solution Sharing Network
SSN-CBN	Social Safety Net Capacity Building Network
SSOM	Special Senior Officials Meeting
STAR	Secure Trade in APEC Region
TBT	Technical Barriers to Trade
TEL	Telecommunications and Information Working Group
TELMIN	Ministerial Meeting on Telecommunications and Information Industries
TFAP	Trade Facilitation Action Plan
TFEP	Task Force on Emergency Preparedness
TILF	Trade and Investment Liberalization and Facilitation
TOR	Terms of Reference
TPO	Trade Promotion Organizations
TPTWG	Transportation Working Group
TRIPS	Trade-Related Aspects of Intellectual Property
TWG	Tourism Working Group
UNCAC	United Nations Convention Against Corruption
UNCTAD	United Nations Conference on Trade and Development
WCBG	WTO Capacity Building Group
WGTP	Working Group on Trade Promotion
WIPO	World Intellectual Property Organization
WLN	Women Leaders' Network
WTO	World Trade Organization
WTTC	World Travel and Tourism Council