



Report of the APEC Vision Group

People and Prosperity: An APEC Vision to 2040

An Independent Report

December 2019

This is an independent report of the APEC Vision Group.

This report does not represent the views of APEC Member Economies and is not APEC endorsed. The views and recommendations reflected herein are those of the APEC Vision Group alone.

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People and Prosperity: An APEC Vision to 2040 **Report of the APEC Vision Group**

It is an honour to present the report of the APEC Vision Group (AVG) on behalf of its 21 members who were appointed by APEC economies to reflect upon the future of APEC in their personal capacities and to propose a new vision for APEC to 2040. The process was initiated by APEC leaders at their Lima and Da Nang meetings in 2016 and 2017.

By putting people's prosperity first, we look towards a revitalised APEC at its 50th anniversary, a forum that continues to thrive under its "overarching commitment to building a peaceful and interconnected Asia-Pacific community for all its people". The concise and high-standard report, through its vision and recommendations, envisages "that the Asia-Pacific remains the world's most dynamic and innovative region, with APEC as the premier forum for regional economic cooperation". We therefore believe it important that it be published, to serve as an active tool for public consideration of the future of the Asia-Pacific region, and as a key input for the APEC post-2020 vision to be adopted in Malaysia next year.

The report responds to our mandate by taking into consideration APEC's achievements, shortcomings and gaps, while also assessing the emerging trends in the global and regional landscapes that affect APEC's role and functions. It identifies the way forward by setting out a vision for APEC post-2020, accompanied by ten concise recommendations and corresponding actions.

This proposed vision reflects the view of the group's collective ample experience, dedication, and cooperative approach, benefiting from high quality discussions held in each of our four meetings and through the comments exchanged between sessions, as well as from the enriching inputs received from key stakeholders, including in particular the Pacific Economic Cooperation Council (PECC), the APEC Business Advisory Council (ABAC) and the APEC Policy Support Unit.

AVG members are proud of the work achieved and agreed by consensus. The fact that the group's collegial spirit reconciled differing perspectives foreshadows a bright future for the Asia-Pacific community.

On behalf of all the AVG members, I wish to commend the leaders of APEC economies for their mandate to start a reflection process on the future of APEC, and to thank senior officials for establishing the APEC Vision Group. Members of the group stand ready to stay engaged and assist APEC economies in formulating the vision to be adopted by leaders.

I also thank the APEC Secretariat for their constant support that has been crucial for this process. I am grateful to Viet Nam as the host of 2017 for its initiative to establish the APEC Vision Group, to Papua New Guinea as host of 2018 for its support in helping the group get started, and to Chile for all the facilities provided to us which helped immeasurably to have the report finished within the timeframe provided.

Finally, I wish to thank all of the AVG members for asking me to chair the group and highlight their commendable work and commitment to this process. My special thanks to the AVG Vice-Chair, Ambassador Nguyen Nguyet Nga, for her support and leadership.

Ambassador Allan Wagner
APEC Vision Group Chair

December 2019

APEC Vision Group

**Ambassador Allan Wagner
Chair**

Alison E. Mann

**Ambassador Nguyen Nguyet Nga
Vice-Chair**

Ambassador Matthew J. Matthews

Lahui Ako

Anthony Nightingale

Ambassador Dato Serbini Ali

Dora Rodríguez Romero

Jonathan T. Fried

Jorge Sahd

Joanna Hewitt

Mahendra Siregar

Ambassador Vijavat Isarabhakdi

Professor Yoocheul Song

Pavel Kadochnikov

Professor Tan Kong Yam

Jamie Lin

Ambassador Manuel A.J. Teehankee

Professor Liu Chenyang

Professor Shujiro Urata

Dato' Muhamad Noor Yacob

People and Prosperity: An APEC Vision to 2040

Three decades on from its inception and approaching the 2020 target for achieving the Bogor Goals of free and open trade and investment, APEC finds itself at a pivotal juncture. In this report, the APEC Vision Group makes the case for a revitalised vision for APEC through to 2040, when it will have celebrated its fiftieth anniversary. This vision builds on APEC's unique collaborative and non-binding ethos and the forum's contribution to the region's remarkable economic success. It also addresses new, pressing challenges and opportunities. Our post-2020 vision for APEC is accordingly encapsulated in the following statement that leaders could endorse:

We are united in our overarching commitment to building a peaceful and interconnected Asia-Pacific community for the prosperity and welfare of all our people.

To achieve this end, we will continue to pursue free and open trade and investment and deeper regional economic integration, while promoting people-centred economic growth that is innovative, inclusive, sustainable, balanced, secure and resilient.

In support of this vision, we will pursue good economic governance, including by stepping up structural reform and investment in necessary infrastructure and improved connectivity, accompanied by people-oriented positive adjustment policies.

In this era of rapid technological change, we will create an open, market-oriented enabling environment for both people and business to benefit from the digital transformation.

Through these steps, we are determined to ensure that the Asia-Pacific remains the world's most dynamic and innovative region, with APEC as the premier forum for regional economic cooperation.



The Asia-Pacific has proven itself as the world's most dynamic region over APEC's lifetime. Per capita income has almost doubled from USD 8,554 in 1989 to USD 16,168 in 2018 outpacing the rest of the world. A greater than seven-fold expansion in trade (buttressed by the conclusion of the Uruguay Round negotiations establishing the World Trade Organisation (WTO), a proliferation of regional and bilateral free trade agreements, and a consequent sharp reduction in tariffs and six-fold rise in services trade) and a steady rise in the region's share of global foreign direct investment have been vital to the region's economic growth. Growth among the region's developing economies exceeded that of its developed economies, with many moving from low-income to middle-income status. Real gross domestic product (GDP) in its four lesser developed economies has risen collectively almost four-fold, from USD 415 billion in 1989 to USD 1.6 trillion in 2018. The ratio between the region's highest and lowest per capita

GDP decreased from a multiple of 90 to a multiple of 30 from 1989 to 2018. Life expectancy has risen, educational enrolment and access to water and electricity have increased, and roughly one billion people have been lifted out of poverty.

APEC, galvanized by the Bogor Goals, has been instrumental in supporting the expansion of trade, economic integration and prosperity in the region. Goods and services trade in the APEC region has increased from USD 3 trillion in 1989 to USD 24 trillion in 2018. It has done so by regularly convening economic leaders and ministers, sharing common aspirations, exchanging best practices, exploring new ideas, such as a Free Trade Area of the Asia Pacific (FTAAP), and implementing practical solutions toward facilitating trade and investment. It has been an incubator and catalyst for regional free trade agreements such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), and agreements under negotiation such as the

Regional Comprehensive Economic Partnership (RCEP). It has also fostered agreements and negotiations at the WTO on information technology products, environmental goods and trade facilitation. Membership in APEC correlates with higher trade and investment volumes and global value chain integration both within the region and globally, when compared with membership in other regional arrangements and controlled for size, distance to markets and economic structure. In simple terms, there is an “APEC effect” whereby the policy settings and underlying thinking of APEC members have been influenced positively, leading to self-initiated liberalisation and greater economic integration.

These successes aside, more work remains. The unfinished business of the Bogor Goals must be at the forefront of APEC’s agenda beyond 2020. Tariffs in agriculture remain on average more than twice as high as non-agricultural tariffs: 11.6 percent as compared with 4.3 percent in 2018. Since the global financial crisis, the use of non-tariff measures and trade remedies has been increasing and accumulating. Domestic regulatory frameworks often require substantial further reform to facilitate services trade and investment, which would increase APEC economies’ growth potential.

The nature of trade in the Asia-Pacific also has changed dramatically since the early days of APEC, with the growth of regional value chains, electronic commerce and digital trade, among others. APEC continues to hold an important role in fostering collective and individual actions to address trade and investment barriers through sharing knowledge, building trust and engaging in constructive dialogue. Structural reform and such new issues as the digital economy must therefore feature prominently in APEC’s post-2020 work programme.

As 2020 approaches, other pressing challenges pose serious threats to continued

growth in the region. Most immediately, anti-globalisation sentiment, protectionism and trade tensions have risen sharply. The climate for further trade and investment reform at the multilateral level has deteriorated and progress has been negligible on resolving long-standing differences among WTO members about aspects of its current framework. There are broad-based concerns about the current functioning of the rules-based multilateral trading system and more immediate risks to global and regional markets and growth projections. Underlying these developments has been rising or persistent inequality within economies, which threatens to undermine sustained growth and stability, and which fuels growing scepticism about trade and investment liberalisation. Rapid digital and technological advancements are generating immense new opportunities to raise living standards, create new jobs and transform lives. At the same time, they have the potential to dislocate certain jobs and further marginalise those on the wrong side of the digital divide. Climate risks and unsustainable environmental practices pose fundamental threats to long-term growth, health and human security. Their destructive effects are neither distant nor abstract and are being experienced directly by farmers, fishers, businesses and communities throughout the region.

Isolation is not the right response to address these challenges. Rather, economic integration needs to deepen in order to continue generating sustainable growth, while at the same time the fruits of growth and prosperity need to be shared more broadly within our economies. These are complementary rather than conflicting priorities. In order to ensure that rapid technological transformation does not exacerbate inequality, individuals and businesses need to be equipped with the necessary digital, technical, entrepreneurial and adaptability skills so as to continually adjust to and benefit from the immense new opportunities arising. With appropriate

policies in place, new technologies can be a powerful force for inclusive economic growth through the creation of new and better jobs, greater accessibility of services, continuous innovation and higher living standards. The scope and scale of pressing environmental challenges means that governments at all levels, businesses and other stakeholder communities must be part of the solution which will need to be multi-faceted and implicate a broad range of policy levers. Here as well technological transformation can and should be harnessed to promote environmentally sustainable outcomes. While APEC focusses primarily on advancing trade and economic objectives, its outcomes should complement the United Nations Sustainable Development Goals. APEC should add value where it has comparative advantage, for instance in incubating and catalyzing targeted solutions and approaches, with an emphasis on the innovative and practical, and involving private sector input. Liberalising trade in environmental goods is but one example.

APEC's unique approach to its work – non-binding, voluntary, collaborative and consensus-based cooperation, bolstered by

ongoing dialogue with the business and public policy communities – has served it well over its first 30 years. As the challenges to pursuing growth and prosperity have grown greater and more complex, the need for APEC's commitment to constructive engagement and practical problem solving continues to hold value within the region and globally. Continuing to pursue free and open trade and investment, and other key work programmes, such as the digital economy, is more important now than at any time since APEC's inception. To remain the Asia-Pacific's premier economic forum and continue to support sustainable economic growth and prosperity in the region as set out in its mission statement, APEC should reinvigorate its agenda in the light of our proposed vision to address these challenges and seize opportunities. The following core recommendations and priority actions support such a revitalised agenda.



1.

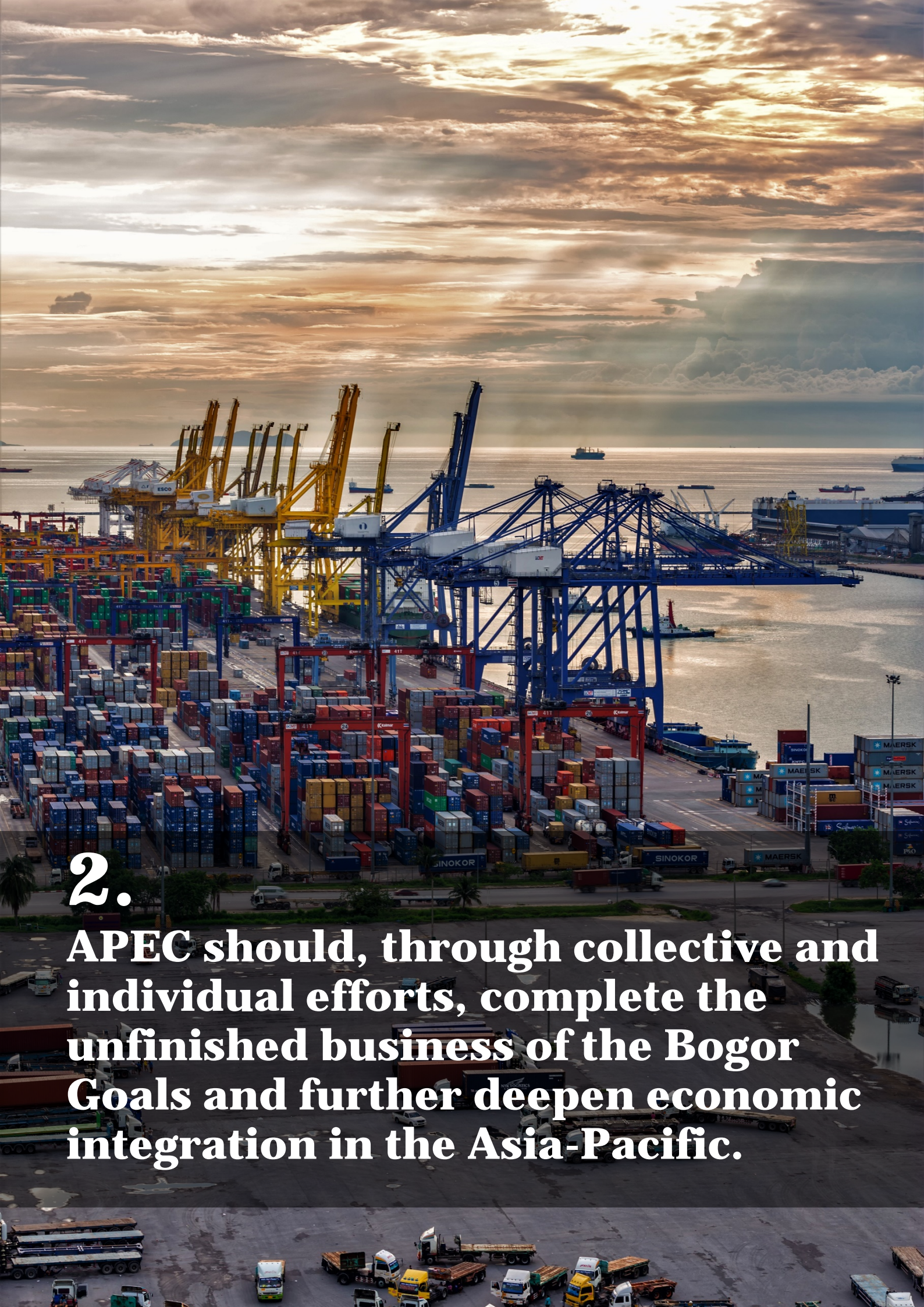
APEC should reassert its leadership in championing free and open trade and investment and a well-functioning rules-based, multilateral trading system.



Trade and investment have been pivotal in driving the growth, prosperity and dynamism enjoyed by all regional economies. They will remain critical for productivity, innovation, job creation and economic development. In the face of the changing nature of trade, characterised by the development of regional value chains and the rapid expansion of e-commerce and digital trade, together with rising anti-globalisation sentiment and protectionism, APEC must reassert its leadership in championing free and open trade and investment. It needs to be a strong voice in communicating their vital contributions to economic growth and poverty reduction. Trade and investment in the region have been buttressed by transparent, non-discriminatory and predictable rules. Promoting a level playing field will encourage trade and enhance business confidence. The WTO has been the foundation of this system and now is in need of reform to improve its functioning. All economies, and those in the Asia-Pacific more than most, share this vital interest. APEC can best contribute leadership through a positive example set by its members.

- *APEC should strengthen efforts to communicate to the public the benefits of trade and investment in advancing economic growth and development in the region.*
- *APEC should continue to reaffirm the importance of transparent, predictable and non-discriminatory rules governing trade and investment.*
- *APEC economies should actively engage with other WTO members to promote a well-functioning multilateral trading system by supporting WTO reform efforts and undertaking practical and concrete areas of work to advance efforts of the WTO, including capacity building to support the implementation of and adherence to its rules.*
- *APEC should continue to incubate and catalyse the development of new trade frameworks and approaches, including to facilitate regional value chains, which in due course may be advanced through bilateral, regional or plurilateral agreements.*





2.

APEC should, through collective and individual efforts, complete the unfinished business of the Bogor Goals and further deepen economic integration in the Asia-Pacific.

High agriculture tariffs and remaining tariff peaks, non-tariff measures, improving trade disciplines, further liberalising services and investment, and addressing next generation trade issues should be priorities for APEC work beyond 2020. Opening and reforming domestic services markets should be emphasised given their importance to unleashing the immense growth potential of the digital and knowledge economies. Attracting and retaining foreign direct investment also requires attention, especially through reducing investment barriers and fostering transparent and predictable regulatory frameworks. Economies should implement the WTO Trade Facilitation Agreement in order to remove further barriers and support participation in global value chains. Comprehensive and high-standard regional and bilateral free trade agreements play a crucial role in advancing the Bogor Goals, and economies should redouble efforts to implement commitments that enhance their ability to participate in such agreements in future. APEC leaders have committed to the eventual realisation of a Free Trade Area of the Asia Pacific (FTAAP) as a pathway to further regional economic integration.

- *APEC members should continue to pursue opportunities for further tariff liberalisation.*
- *APEC should continue to work constructively on an FTAAP in accordance with the Beijing Roadmap and the Lima Declaration.*
- *APEC should continue promoting capacity, trust and technical cooperation to enhance the ability of economies to participate in high standard, comprehensive free trade agreements, such as the CPTPP, which has entered into force.*
- *APEC should accelerate the implementation of the APEC Services Competitiveness Roadmap 2016–2025 and prioritise efforts to encourage the further opening and reform of services markets.*
- *APEC should encourage initiatives to support negotiations on electronic commerce at the WTO in light of the rapid growth of the digital economy.*
- *APEC should help economies to strengthen investment attraction and retention, including through an updating of the Non-Binding Investment Principles of 2011 and the Investment Facilitation Action Plan. APEC should further facilitate the ease of doing business and address non-tariff measures that impair trade and investment.*





3.

APEC should prioritise inclusion and economic empowerment as key elements, and as additional drivers, of growth and shared prosperity.

We pursue growth for the prosperity and welfare of our people. While the region has generated ample growth over recent decades, prosperity has not necessarily been shared broadly. Widening inequality threatens to undermine future growth and the political consensus in support of open markets. Moving beyond 2020, attention needs to be focussed on advancing economic, financial and social inclusion and the participation of underrepresented people in all segments of society. The exchange of knowledge and best practices can help economies to identify policies appropriate to their particular needs and priorities. Empowering women in the economic sphere advances equality, reduces poverty and potentially unlocks innovation, productivity and billions of dollars in otherwise untapped income. Improving the ability of micro, small and medium enterprises (MSMEs) and start-ups to trade across borders and access global value chains increases output and incomes, including potentially among more disadvantaged segments and regions. Accompanied by the right policy environment, digitisation and new technologies hold the potential significantly to broaden participation in work, business and trade, and can be a powerful force for inclusion. More generally, investment in people, including through education, skills and life-long learning, which helps them adapt to changes in our economies, can enhance productivity and growth.

- *APEC should prepare for leaders a comprehensive review of research across APEC economies to identify trends, issues and policy options in relation to inclusion and narrowing inequality. Economies should develop individual action plans drawing on these options and addressing specific priorities of their choosing, which can, as appropriate, be supported by cooperative initiatives.*
- *APEC should regularly review the implementation of the APEC Action Agenda on Advancing Economic, Financial and Social Inclusion, with attention to measuring progress for all underrepresented groups and individuals, including people with disabilities, people in poverty, those in remote areas and indigenous peoples.*
- *APEC should intensify actions to advance women's economic empowerment. APEC economies should regularly review progress respecting the identification of gaps and appropriate responses.*
- *APEC should support the efforts of member economies to promote the internationalisation of MSMEs, particularly in respect of access to markets, financing, new technologies and the digital economy.*





4.

APEC should support the development of the digital economy and innovative growth across all of its economies.

Digital and technological transformation holds enormous potential to support growth, promote innovation and facilitate connectivity. A growing digital economy supports technological innovation and transformation, including in artificial intelligence, blockchain, virtual reality, human genome sequencing and quantum computing, among others. At the same time, governments will need to be sufficiently agile in ensuring that markets remain open, contestable and competitive. Widespread, affordable, fast and universal access to broadband is a fundamental building block for the development of the Internet and digital economy and a powerful enabler of inclusive growth and sustainable economic development. Liberalising markets can support the development of physical and digital infrastructure, lower prices and increase accessibility. To induce innovation, flexible, non-discriminatory, holistic, agile and business-friendly regulatory frameworks are required. Regional cooperation can strengthen regulatory coherence and reduce fragmentation of markets. Through dialogue, sharing of best practices, capacity building and cooperation, APEC can support economies to harness the potential of the digital economy.

- *To facilitate the free cross-border flow of data, APEC should address challenges related to privacy, data protection, security and intellectual property rights while respecting domestic and international legal frameworks, thereby promoting the healthy development of the digital economy, building trust and benefiting from the exchange of information, ideas and commerce.*
- *APEC should promote broad-based access to digital infrastructure, including the Internet and information and communications technology networks, to accelerate opportunities for businesses, particularly MSMEs, and people across the region.*
- *APEC should, through dialogue and experience sharing, strengthen cooperation regarding regulatory approaches that are interoperable, foster competition and promote innovation.*
- *APEC should accelerate the implementation of the APEC Internet and Digital Economy Roadmap and intensify its work to facilitate e-commerce and trade-related aspects of the digital economy.*





5.

APEC should accelerate cooperation on life-long skills development and digital literacy to harness technological transformation.

By developing human capital, governments can prepare their people and businesses to adapt to and prosper in an era of technological transformation and accelerating change. Digital and technological transformation holds the potential to usher in higher levels of productivity and output, new business models and opportunities, and higher-skilled jobs. At the same time, they will significantly disrupt traditional production processes, employment relations and current jobs. Governments and the private sector will need to prepare their workforces to absorb new technologies, adapt quickly to change and embrace a culture of life-long learning. There is urgency in this task as emerging among and within our economies are digital divides that are not about access to technologies alone, but also having the necessary skills and knowledge to use them. In some economies, this divide is particularly evident between genders and among regions. Human resources development initiatives underway within APEC, particularly those focussed on digital literacy and on science, technology, engineering, liberal arts and mathematics (STEAM) education and training, should be broadened and deepened. Further cross-border online education and skills development using information and communications technology could be encouraged to better leverage expertise and facilitate the connectivity of people across the region.

- *APEC should accelerate initiatives to promote life-long skills development to bridge the digital divide, including STEAM education and training for women and girls.*
- *APEC should encourage the ongoing collection and analysis of labour market information and dialogue among employers, governments and educators toward better aligning education and training with changing employment market demands.*
- *APEC should focus on identifying digital and advanced technology solutions to accelerating, scaling and improving capacity building and skills development.*





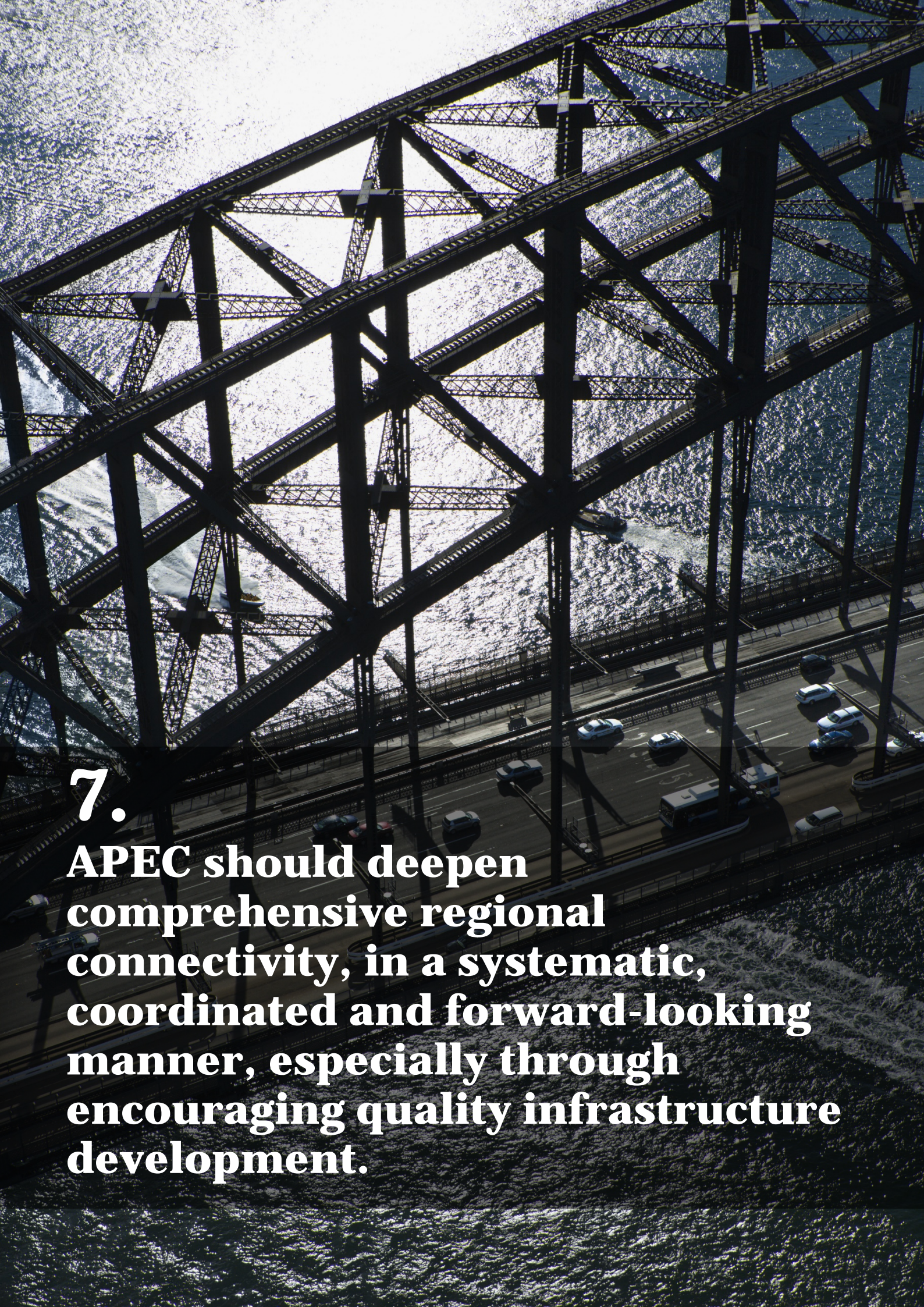
6.

APEC should advance robust and comprehensive structural reform and cooperation for good economic governance as critical drivers of growth, inclusion and innovation.

Sound economic governance, including good regulatory practice, is a prerequisite for sustained growth and prosperity. Well-functioning, transparent, predictable, competitive and open business environments support cross-border trade and investment and help economies to sustain growth, achieve greater macroeconomic stability and increased productivity and incomes. Efficient goods and services markets and strong economic institutions are critical for innovation and increase opportunities for women, MSMEs and economically underrepresented groups. Adjustment programmes help to mitigate the effects of disruption on individuals. While APEC's structural reform efforts have achieved good progress in respect of supporting competitive markets, more should be done to reinforce the region's capacity to broaden economic participation and inclusion and to adopt digital technologies. The mandate of the current structural reform agenda, the Renewed APEC Agenda for Structural Reform (RAASR), expires in 2020. Sound macroeconomic policies are essential to ensuring that growth is balanced, inclusive, sustainable, innovative and secure. The APEC Finance Ministers Process (FMP) has made valuable contributions toward advancing these goals, accelerating infrastructure development and financing, and advancing financial inclusion.

- *APEC should continue to give priority to its core structural reform agenda as described above. It should also broaden this agenda to strengthen its focus on inclusion, digital innovation, human resource and labour market development and adaptability, especially through an ambitious successor programme when the RAASR mandate expires.*
- *APEC should intensify capacity building to support economies in developing and implementing measures, indicators and initiatives to advance structural reforms.*
- *APEC should encourage more frequent and effective collaboration between the Finance Ministers Process and key APEC committees and working groups.*
- *APEC should step up its capacity building on anti-corruption and transparency with a view to supporting the integrity of markets*



An aerial, high-angle photograph of a massive steel truss bridge spanning a wide river. The bridge's intricate lattice of dark steel beams and girders dominates the upper two-thirds of the frame. Below the bridge, a multi-lane highway carries a steady flow of traffic, including cars, a bus, and a truck. The river's surface is textured with ripples and reflects the sky. The overall lighting is bright, suggesting a clear day.

7.
APEC should deepen comprehensive regional connectivity, in a systematic, coordinated and forward-looking manner, especially through encouraging quality infrastructure development.

AAPEC leaders have acknowledged the importance of a seamless, comprehensively connected and integrated region having adopted the APEC Connectivity Blueprint for 2015–2025. Cooperation should continue toward building connectivity across the region, including in subregional and remote areas, whether physical, institutional or people-to-people. Trade facilitation, as well as transportation and logistics facilitation, are of critical importance. Supply-chain performance can be improved to further reduce trade costs. Dialogue and the sharing of best practices can usefully support regulatory cooperation and the adoption of good regulatory practices. People-to-people links should continue to be encouraged, including through tourism, education, skills development and a focus on youth. Major investment in quality infrastructure will be needed over the coming years to continue expanding trade and growth. APEC can facilitate dialogue to bring attention to such gaps and exchange best practices on achieving high quality outcomes.

- *APEC should accelerate the implementation of the APEC Connectivity Blueprint, with an emphasis on developing concrete actions and targets under its three pillars. Its midterm review and any successor programme should include increased focus on the digital economy.*
- *APEC should foster dialogue and best practice sharing to address key infrastructure gaps by achieving high quality outcomes.*
- *APEC should further encourage regulatory cooperation and coherence as an important means of facilitating business and deepening connectivity.*
- *APEC should step-up practical actions to improve people-to-people links, in particular through business, tourism, education, skills development and a focus on youth.*
- *APEC should encourage collaboration among various connectivity initiatives in the Asia-Pacific in order to exploit synergies.*





8.

APEC should further align its work with regional and international efforts to address climate change and promote environmental sustainability.

The growth, prosperity and welfare for which we strive depends on ensuring a sustainable and healthy planet. Yet water and food security are under increasing threat, climate change and natural disasters are taking their toll, natural resources are depleting steadily, and mounting air and water pollution and soil degradation are affecting human and environmental health in ways not previously understood. The Pacific Ocean, which binds the region together, is overfished, polluted with plastics and other marine debris, and faces additional environmental threats. The Asia-Pacific is particularly prone to climate-related events. Although rapid urbanisation has been a force for growth and poverty alleviation, it has brought with it new environmental stresses, requiring strategies for sustainable urban development and smart cities. Energy demand is on the rise with the region accounting for most of the increase. APEC leaders have set targets to double the share of renewables in the APEC energy mix by 2030 and reduce energy intensity by 45 percent by 2035. They have also committed to phasing out fossil fuel subsidies that encourage wasteful consumption. To meet increasing energy demands as well as these targets, APEC will need to help member economies transition to increased energy efficiency and low emissions systems while maintaining security and affordability. APEC has developed initiatives in the areas of environmental goods, energy efficiency and low-emissions technologies.

- *APEC should incorporate sustainability considerations into all of its programmes and projects in line with the United Nations Sustainable Development Goals for 2030 and beyond.*
- *APEC, in collaboration with business, should encourage the exploration of innovative technologies and targeted solutions to promote sustainability and climate change mitigation and adaptation.*
- *APEC should accelerate its work on developing policy and regulatory best practices for deploying renewables and ensuring energy security and affordability. APEC should accelerate its initiatives in relation to sustainable towns and communities and low emissions.*
- *APEC should step-up its work on emergency preparedness.*
- *In taking these actions, the outcomes of APEC's work must align more closely with the efforts of other international forums given the urgency and complexity of the responses required.*





9.

APEC should strengthen and better target its interactions with key stakeholders.

Attention should be accorded to regularly consulting outside experts and stakeholders. As the private-sector arm of APEC, the APEC Business Advisory Council (ABAC) is an integral part of the overall APEC process. This relationship has proven to be a great strength in advancing APEC's goals, including in empowering MSMEs. The Pacific Economic Cooperation Council (PECC), an official APEC observer, provides an important network of thought-leaders that has enriched APEC's deliberations. There is scope for better targeted collaboration with key regional and international forums that are tackling similar challenges to APEC, such as the Association of Southeast Asian Nations (ASEAN) and the Pacific Island Forum (PIF), the secretariats of which are official APEC observers.

- *APEC should explore mechanisms that would encourage closer engagement from ABAC and other private sector voices at the level of APEC officials and experts to ensure that ongoing work is better informed through perspectives of the business community.*
- *APEC should enhance its dialogue with the public policy community, including PECC, to deepen understanding of the implications of technological transformation and the future of work, among other rapidly evolving issues.*
- *APEC should review the APEC Study Centre Consortium with a view to fostering better collaboration among universities, think tanks and other related networks in the region on APEC's post-2020 agenda.*
- *APEC should focus its collaboration and coordination with other regional and international institutions and forums to maximise complementarity of work and outcomes.*





10.

APEC should align its working methods and resources to advance its post-2020 vision.

AAPEC's approach of building capacity, understanding and trust helps member economies to develop and implement sound trade and economic policies. APEC is a valuable incubator and clearinghouse of ideas for the region and beyond. Non-binding and voluntary collaboration is its strength and comparative advantage. While acknowledging that the principle of consensus should remain at the centre of APEC's approach, greater use of pathfinder initiatives can be employed to explore new areas of collaboration. APEC supports the development of sound policies through objective research and analysis, and this leadership should be further enhanced by fully incorporating the Policy Support Unit into the APEC Secretariat. The steady expansion of APEC's work streams and structures since its inception is diluting APEC's impact overall. At present, there are approximately 150 officials-level meetings per year and 63 working groups. The expiry of the current mandates of APEC's working groups in 2021 invites a comprehensive assessment to: streamline and realign resources; enhance internal cross-fora collaboration; and set term limits for working groups and work streams and, where appropriate, discontinue them. At a minimum, existing rules on quorum and duration should be enforced. Technology and ad hoc meeting arrangements should be further explored to improve efficiency, while also keeping APEC sufficiently agile to respond to new realities as required.

- *APEC should align its work toward implementing its post-2020 vision, with progress regularly monitored, measured and reviewed.*
- *APEC should execute a sound communications strategy to widen the range of public and media interest in APEC.*
- *APEC should undertake a comprehensive review of its organisational structures and work programmes with a view to focusing on areas of priority in the post-2020 agenda, and avoiding unnecessary duplication with the work of other international and regional forums.*
- *APEC should continually improve its internal efficiency and effectiveness, including, where appropriate, by better employing technology and flexible meeting and organisational arrangements.*
- *While remaining nimble, the APEC Secretariat should be properly staffed and resourced, including long-term funding for the Policy Support Unit to handle the post-2020 workload, including through considering a revised dues structure, right-sizing staffing patterns, and codifying APEC policies and procedures.*



APEC Vision Group Member Profiles



Ambassador Allan Wagner is a Peruvian diplomat, and current Director of the Diplomatic Academy of Peru Javier Pérez de Cuellar, President of the Civil Society Association “Transparencia” and President of the Peruvian Chapter of the International Chamber of Commerce of Paris. Former Minister of Foreign Affairs on two occasions and Minister of Defense, as well as Secretary General of the Andean Community. In 2008, he was appointed Agent of Peru before the International Court of Justice for the case on maritime delimitation versus Chile. As Foreign Minister, he officially visited China and several Association of Southeast Asian Nations (ASEAN) economies and participated in the APEC leaders’ meetings in Los Cabos and Bangkok. Formerly Ambassador of Peru in Spain; Venezuela; the United States of America; and the Netherlands.

Ambassador Nguyen Nguyet Nga is a career diplomat currently serving as senior advisor to the Viet Nam Academy of Diplomacy and the ASEAN 2020 National Secretariat. She is a member of the ASEAN Women

for Peace Registry and Vice Chair of Viet Nam National Committee for Pacific Economic Cooperation. She has previously held appointments as: Director-General for multilateral economic cooperation in the foreign service in charge of international economic affairs, World Trade Organisation (WTO) and free trade agreement (FTA) negotiations; Deputy Chief of the Government Trade Negotiation Team; and the Asia-Europe Meeting (ASEM) Senior Officials Meeting Leader for Viet Nam. In 2015, she was appointed as Director-General then senior advisor of the APEC 2017 National Secretariat and Governor for Viet Nam to the Asia-Europe Foundation. She is a regular participant in international policy conferences and seminars, including the Wilton Park Conference, Salzburg Global Seminar, Women20 Summit, and the Asian Women's Conference.

Lahui Ako is the APEC Senior Official of Papua New Guinea (PNG). He is also the Director-General of the PNG APEC Secretariat, Department of Prime Minister & National Executive Council (PMNEC). In August 2012, the PNG Cabinet appointed him to establish the PNG APEC Secretariat in preparation for PNG's hosting of APEC. Lahui led the PNG policy teams in drafting Papua New Guinea's policy priorities in the lead-up to APEC 2018. Before joining PMNEC, he served in various middle management capacities in the Department of Foreign Affairs & Trade, including as First Secretary at the PNG Embassy in Beijing, China (2003-2007). Lahui holds a Masters in Strategic Management degree from the University of PNG (2011), and has authored the following books: *Upstream Through Endless Sands of Blessings* (autobiography, 2005); *A Logohu in China (pictorial, 2007)*; and *Nameless Warriors: The Ben Moide Story* (World War II history, 2012).

Ambassador Dato Serbini Ali is Ambassador of Brunei Darussalam to the United States of America, and Non-Resident Ambassador to Mexico and Peru. Prior to his current appointment, he was the Ambassador of Brunei Darussalam to the Kingdom of Belgium, the Netherlands and Luxembourg as well as Non-Resident Ambassador to Hungary from 2010 to 2016. He was Brunei Darussalam's Permanent Representative to the United Nations (New York) from 2001-2002. Dato Serbini Ali was previously appointed to several senior posts: Deputy Permanent Secretary at the Ministry of Foreign Affairs in 2002; Permanent Secretary at the Ministry of Health in 2004; and Permanent Secretary at the Ministry of Home Affairs in 2008. He was appointed Executive Director of the APEC Secretariat during Brunei's hosting of APEC in 2000. He attended Sultan Omar Ali Saifuddin College (Brunei), University of Surrey (UK) and the Fletcher School of Law and Diplomacy (US).

Jonathan T. Fried is the Personal Representative of Prime Minister Trudeau for the G20, and Coordinator for International Economic Relations at Global Affairs Canada, with a mandate to ensure coherent policy and strategic planning in international fora regarding e.g., Canada-Asia and other international economic issues. He served as Canada's Ambassador and Permanent Representative to the WTO 2012-2017, where he played a key role as Chair of the WTO's General Council in 2014 and Chair of the Dispute Settlement Body in 2013. He was the co-Chair with China of the G20's Trade and Investment Working Group in 2015, and the "Friend of the Chair" for Germany in 2016. Formerly Canada's Ambassador to Japan; Executive Director for Canada, Ireland and the Caribbean at the International Monetary Fund; Senior Foreign Policy Advisor to the Prime Minister; Senior Assistant Deputy Minister for the Department of Finance and Canada's G7 and G20 Finance Deputy.

Joanna Hewitt AO has enjoyed a career that has spanned senior roles in the Australian Government and the Organisation for Economic Co-operation and Development (OECD) Secretariat as well as private sector boards and consulting in Australia and the United States. In government, she served as Secretary of the Agriculture Department, senior trade negotiator and Australian Ambassador in Brussels. She is currently Acting Chair of the Murray Darling Basin Authority and is a member of the Lowy Institute board.

Ambassador Vijavat Isarabhakdi was appointed to the post of Vice Minister for Foreign Affairs of Thailand on 13 August 2019. A career diplomat, who retired from the Thai diplomatic service in October 2017, he previously served as Ambassador to Canada from 2015-2017 and Ambassador to the United States of

America from 2013-2015. He has held various other senior positions in the Thai Foreign Service, including Deputy Permanent Secretary for Foreign Affairs from 2012-2013; Director-General of the Department of International Organisations from 2011-2012; and Ambassador/Deputy Permanent Representative of the Permanent Mission of Thailand to the United Nations Office in Geneva from 2006 to 2011. Ambassador Vijavat received his undergraduate degree (First Class Honours) in 1980 from the Faculty of Arts, Chulalongkorn University in Bangkok. In 1982, he received a Fulbright scholarship to pursue graduate studies in the US, earning his Master of Arts in Law and Diplomacy (MALD) degree in 1984 as well as his PhD in International Relations in 1989 from the Fletcher School of Law and Diplomacy.

Pavel Kadochnikov is a Deputy Rector (research) of the Russian Foreign Trade Academy under the Ministry of Economic Development of the Russian Federation, a leading university in Moscow that specializes in International Economics, International Law and International Trade. In 2012 as the Executive Director of the Russian APEC Study Center, he was responsible for the agenda for APEC 2012 Russia's Chairmanship. In 2016-2018 he also served as the President of the Center for Strategic Research in Russia, developing strategic directions for Russia's social and economic development. P. Kadochnikov has a deep expertise in macroeconomics, international economics, including Asia-Pacific, trade policy and structural reform.

Jamie Lin is President of Taiwan Mobile, a leading telecom, internet, media and e-commerce conglomerate in the Greater Southeast Asia (GSEA) region and Chairman & Partner of AppWorks, the largest startup accelerator and one of the most active venture capital firms in GSEA. Before that, Jamie spent 10 years as an entrepreneur. In 1999, he co-founded Hotcool.com, a pioneer in the economy's burgeoning e-commerce industry that evolved into Intumit, a successful AI software-as-a-service company. In 2006, Jamie co-founded travel startup Sosauce.com in New York. After Sosauce pivoted into Muse Games in 2009, he moved back to Taipei to start AppWorks. Jamie started coding and putting computers together since the age of 10. He received his Bachelor of Science in Engineering from the National Taiwan University and a Master of Business Administration from the New York University Stern School of Business. His blog, MR JAMIE, has provided inspiration to millions of readers in the startup community since 2009.



Professor Liu Chenyang is the Director of APEC Study Center of China at Nankai University. He also serves as Vice Chairman of China National Committee for Pacific Economic Cooperation, and Vice Chairman of China Society for Asia-Pacific Studies. He has been invited by APEC Secretariat as Peer Review expert. He received his PhD in Economics from Nankai University of China. His academic interests lie in APEC, regional economic integration and cooperation, and international trade and investment. His academic achievements include over 50 journal papers and 10 books on Asia-Pacific economic cooperation. He has also been invited by the Ministry of Commerce of China as expert consultant in the joint feasibility studies of China-Australia FTA, China-New Zealand FTA, China-Singapore FTA, and China-Japan-Korea FTA.

Alison Elizabeth Mann is New Zealand's Senior Official for ASEAN, the East Asia Summit, and the ASEAN Regional Forum, and leads the Asia Regional Division at the Ministry of Foreign Affairs and Trade. She has a trade policy background, with extensive experience in the Australian and North Asian markets in particular. She has been posted to Seoul, to Beijing and Canberra as Deputy Head of Mission, and to Brazil as New Zealand Ambassador. She has also worked in the Australia, North Asia and Trade Negotiations Divisions in Wellington, led the Ministry's Asia Pacific Regional Integration Division until April 2018, and also spent two years as the Ministry's internal auditor. As a trade negotiator, she managed New Zealand's bilateral negotiations on the WTO accessions of China and Chinese Taipei, and led bilateral FTA negotiations with Korea as New Zealand Lead Negotiator. She has also led New Zealand's engagement with APEC as Senior Official.

Ambassador Matthew J. Matthews was sworn in as the US Ambassador to Brunei Darussalam on March 29, 2019. Matt was most recently US Ambassador for APEC and concurrently the Deputy Assistant Secretary for Australia, New Zealand and the Pacific Islands from June 2015 to March 2019. From 2013 to 2015, he served as the Foreign Policy Advisor to Admiral Locklear, Commander of the US Pacific Command, and as the Deputy Principal Officer at the US Consulate General in Hong Kong from 2010 to 2013. Matt focused on multilateral trade agreements as the Counselor for Economic Affairs at the US Embassy in Kuala Lumpur, Malaysia (2007-2010), and at the US Embassy in Canberra, Australia (2004-2007). His earlier postings include Beijing, AIT Taipei, Islamabad, Hong Kong, and Washington, DC.

Anthony Nightingale CMG SBS JP was Managing Director of the Jardine Matheson Group from 2006 to March 2012, having joined the Board of Jardine Matheson Holdings in 1994. After joining the Group in 1969, he held a number of senior positions until his retirement from executive office in March 2012. Today he is a non-executive director of Jardine Matheson Holdings and of other Jardine Matheson Group companies, Dairy Farm, Hongkong Land, Jardine Cycle & Carriage, Jardine Strategic and Mandarin Oriental, and a commissioner of Astra International. He is also a non-executive director of Schindler Holding Limited, Prudential plc, Vitasoy International Holdings Limited and Shui On Land Limited. He is the chairperson of the Sailors Home and Missions to Seafarers in Hong Kong. Mr Nightingale was appointed as an ABAC Representative of Hong Kong, China from 2005 to 2017.

Dora Rodríguez Romero is an economist, expert in foreign trade and economic development. She has been involved in the Latin American integration process for over thirty-five years. Currently Dora is Chief of Staff of the Vice Minister for Foreign Trade at the Ministry of Economy and Director General of Asia, Pacific and Multilateral Organizations. In 2008, she was Undersecretary of Latin American Integration Association (LAIA), leading the area of the Free Trade Space. Dora also headed the Department of Agreements and Negotiations at LAIA. She has been Minister, Alternate Representative of Mexico to LAIA. She holds a Bachelor's degree in Economics from the National Autonomous University of Mexico and a Post-Graduate Diploma in Economics and Finance, International Economic Relations from the International Institute of Public Administration in Paris, France.

Jorge Sahd is the Director of the Center for International Studies at Pontificia Universidad Católica de Chile (PUC). He is also assistant professor of Economic Law, and Government and Business at PUC's School of Law. Additionally, he is the director of the Integrity, Transparency and Good Government academic program, and member of the civil society council of the Council for Transparency and the General



Directorate of International Economic Relations of the Ministry of Foreign Affairs of Chile. Previously, Jorge Sahd was chief of staff of the Undersecretary of Finance during President Sebastián Piñera’s first administration (2010 – 2014). Sahd is a Fulbright fellow and earned his law degree at PUC and his Master in Public Administration at New York University.

Mahendra Siregar was appointed as the Vice-Minister for Foreign Affairs of the Republic of Indonesia on 25 October 2019. Earlier in April 2019, Ambassador Siregar handed his letter of credentials to the US President as the 19th Indonesia Ambassador. He served as the Executive Director of the Council for Palm Oil Producing Countries (CPOPC). Prior to that, he was Chairman of Investment Coordinating Board (BKPM), Vice-Minister of Finance, Vice-Minister of Trade, Chairman and CEO of Indonesia Eximbank and Deputy Coordinating Minister for Economic Affairs. He was member of board of commissioners of various corporations operating in financial services, mining, manufacturing, technology, consumers good and infrastructure. He graduated with a Bachelor’s degree in Economics from the University of Indonesia in 1986, and received a Master in Economics from Monash University, Australia, in 1991.

Professor Yoocheul Song is currently a professor at Dongduk Women’s University in Korea. He is also senior fellow at the Center for International Economic Studies, vice president of the Korean Association of Trade and Industry Studies, and board member of the Korea Association of International Economics. Professor Song has published widely in the fields of trade policy, economics and development. He holds a Bachelor of Arts (1985) from Seoul National University, and a Master of Arts (1991) and PhD (1996) from Indiana University, Bloomington (US).

Professor Tan Kong Yam is currently professor of economics at the Nanyang Technological University and the co-Director of the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. From 1985 to 1988, he was an assistant director in the Monetary Authority of Singapore in charge of exchange rate policy. From June 2002 to June 2005, he was a senior economist at the World Bank office in Beijing where he worked on the 11th Five Year Plan with the State Council. Prior to that, he was the chief economist of the Singapore government (1999-2002) and head of the Department of Strategy and Policy at the National University of Singapore business school. He is a graduate of Princeton and Stanford University.

Ambassador Manuel Antonio Javier Teehankee is the Philippine Permanent Representative to the World Trade Organisation in Geneva, and Chair of the WTO Trade Policy Review Body. He had also chaired the WTO’s Working Group on Trade and Transfer of Technology and Committee on Trade and Environment. Ambassador Teehankee had also served as Foreign Affairs Undersecretary for International Economic Relations, Philippine APEC Senior Official (2016-2018), and Undersecretary of the Department of Justice

(2001-2003). A lawyer by training, Ambassador Teehankee is admitted to practice before the New York and the Philippine Bars, and is a *Professor of International Law* at the Ateneo de Manila Law School, with a PhD in International Law from the Graduate Institute in Geneva.

Professor Shujiro Urata is Professor of Economics at Graduate School Asia-Pacific Studies, Waseda University, Faculty Fellow at the Research Institute of Economy, Trade and Industry (RIETI), Specially Appointed Fellow at the Japanese Centre for Economic Research (JCER), Senior Research Advisor, Economic Research Institute for ASEAN and East Asia (ERIA), Visiting Researcher, Asian Development Bank Institute (ADBI). Professor Urata received his Bachelor of Arts in Economics from Keio University, Master of Arts and PhD in Economics from Stanford University. He is a former Research Associate at the Brookings Institution, and Economist at the World Bank. Professor Urata specialises in international economics, and he has published a number of books and articles on international economic issues. His recent co-edited books include: *Emerging Global Trade Governance: Mega Free Trade Agreements and Implications for ASEAN*, Routledge, 2018, *East Asian Integration: Goods, Services, and Investment*, Routledge, 2019.

Dato' Muhamad Noor Yacob is Adjunct Professor, National University of Malaysia; Member of the Board of the Malaysia Productivity Corporation; and Member of the National Wages Consultative Council. Muhamad Noor was Executive Director of the APEC Secretariat from 2010-2012. From October 2003 to December 2009, he served as Malaysia's Ambassador and Permanent Representative to the World Trade Organisation, during which he was elected Chair of the WTO General Council (2007), the Dispute Settlement Body (2006) and the Negotiating Group on Trade Facilitation (2004-2005). He graduated in economics from the University of Malaya (1974) and received a Master of Arts in Public Policy from the University of Wisconsin at Madison (1982). Muhamad Noor also attended the Advanced Management Program at Harvard Business School (2002).

Hairil Yahri Yacob, Lady Aivu Tauvasa and **Ambassador Fernando de Mateo** previously served as members of the APEC Vision Group.



APEC Vision Group Terms of Reference

1. The APEC Vision Group is established as an advisory body to assist Senior Officials in the process of developing the Post-2020 Vision. The APEC Vision Group (AVG) will start its work in 2018 and complete its mandate by CSOM 2019 with the delivery of a report to Senior Officials with recommendations on an APEC post-2020 Vision. The report will contribute to Senior Officials' deliberations and actions in 2020 in setting a post-2020 vision.

2. In preparing its progress reports, final report and recommendations, the APEC Vision Group will undertake the following:

(i) Assess APEC's achievements, shortcomings and gaps on the basis of current information and findings (including but not limited to the 2016 APEC PSU's findings from the Second term review of the APEC's progress towards the Bogor Goals)(ii) Assess new and emerging trends in the global and regional landscapes that impact APEC's role and functions.

(ii) Identify APEC's vision, direction and main areas of cooperation, including existing APEC areas of cooperation that extend beyond 2020.

(iii) Consult with APEC committees, sub-fora and other stakeholders, including domestic constituencies, ABAC, PECC, PSU, ASEAN, PIF and other relevant international and regional organizations and experts, as appropriate.

(iv) Report to SOM on the progress of their work on a regular basis; Submit the final report, including a set of recommendations on APEC post-2020 Vision to Senior Officials by CSOM 2019.

3. APEC member economies may nominate one person to serve on the APEC Vision Group. Nomination of AVG members is optional and voluntary. Economies may appoint qualified and visionary individuals from diverse backgrounds. They may also choose to appoint their Senior Officials to serve on the AVG. They participate in the AVG in their individual capacity with support from their nominating member as appropriate. If an AVG member cannot attend a particular meeting, the nominating member economy may identify a substitute.

4. The Chair of the AVG will be decided by its members. The AVG may meet up to two times a year on the margin of SOM meetings and in the same city as the SOM meetings. Timing and duration of the meeting will be decided by AVG's Chair in consultation with SOM Steering Group. The AVG is expected to provide progress reports to SOMs up to two times per year. AVG members might take inter-sessional consultations or video conferences as they deem necessary.

5. The APEC Secretariat is assigned as the AVG's secretariat, providing necessary support for effective functioning of the AVG. The Policy Support Unit (PSU) may, as approved by its Board, provide technical support for the Group.

6. The host economy is expected to provide logistical services and administrative assistance for the AVG's meetings on the sideline of SOMs.

7. All decisions and/or recommendations by the AVG is expected to be taken by consultation and consensus with all pertinent decisions of the AVG kept in a summary record of each AVG meeting for reference.

Source: *APEC Toward 2020 and Beyond* (2017/CSOM/026)



Selected Background Documents Consulted by the APEC Vision Group

Meetings of the APEC Vision Group

- First AVG Meeting, Port Moresby, Papua New Guinea, 22 May 2018
 - Presentation by Dr Alan Bollard, APEC Secretariat Executive Director, [Introduction to APEC for the AVG](#)
 - [Meeting Minutes](#)
 - [Chair's Report to Senior Officials](#)

- Second AVG Meeting, Port Moresby, Papua New Guinea, 16-17 August 2018
 - Presentation by Mr Carlos Kuriyama, Policy Support Unit, APEC Secretariat - [Highlights of Bogor Goals Progress Report 2018](#)
 - Presentation by Mr Phil O'Reilly, APEC Business Advisory Council New Zealand - [APEC Post-2020 Vision: ABAC Views](#)
 - Presentation by Mr Firdaos Rosli, Pacific Economic Cooperation Council Malaysia- [PECC Signature Project on APEC Beyond 2020](#)
 - [Meeting Minutes](#)
 - [Chair's Report to Senior Officials](#)

- Third AVG Meeting, Santiago, Chile, 3-4 March 2019
 - Presentation by Mr Julio Pertuzé, Ministry of Economy, Development and Tourism, Chile – [A Reflection on Changing Times: Digital Transformation](#)
 - Presentation by Mr Alejandro Jara – [The Multilateral Trading System and the APEC Vision](#)
 - [Meeting Minutes](#)
 - [Chair's Report to Senior Officials](#)

- Fourth AVG Meeting, Puerto Varas, Chile, 25-27 August 2019
 - Presentation by Mr Denis Hew, Policy Support Unit, APEC Secretariat - [APEC Regional Trends](#)
 - Presentation by Mr Eduardo Pedrosa, Secretary General, Pacific Economic Cooperation Council (PECC) - [A Vision for APEC 2040: Report of the PECC Task Force on APEC Beyond 2020](#)
 - [Meeting Minutes](#)
 - [Chair's Report to Senior Officials](#)

Multi-Stakeholder Dialogues on APEC Toward 2020 and Beyond

- Dialogue on APEC Toward 2020 and Beyond, Lima, Peru, 26 August 2016
 - [Documents and presentations](#)
- Multi-Stakeholder Dialogue on APEC Toward 2020 and Beyond, Ha Noi, Viet Nam, 16 May 2017
 - [Documents and presentations](#)
- Multi-Stakeholder Dialogue on APEC Toward 2020 and Beyond, Port Moresby, Papua New Guinea, 15 August 2018
 - [Documents and presentations](#)
- Multi-Stakeholder Dialogue on APEC Towards 2020 and Beyond, Viña del Mar, Chile, 14 May 2019
 - [Documents](#)

Documents Received by the APEC Vision Group

- Report of the PECC Task Force on APEC Beyond 2020 - [A Vision for APEC 2040](#), received by the APEC Vision Group, July 2019.
- [Letter of Mr Richard von Appen](#), APEC Business Advisory Council (ABAC) 2019 Chair, received by the APEC Vision Group, 24 August 2019.

Reports of the Eminent Persons Group (1993-1995)

- Report of the Eminent Persons Group to APEC Ministers, [A Vision for APEC: Towards an Asia Pacific Economic Community](#), October 1993.
- [Summary of the Report of the Eminent Persons Group](#), November 1993.
- Second Report of the Eminent Persons Group, [Achieving the APEC Vision: Free and Open Trade and Investment in the Asia Pacific](#), August 1994.
- Third Report of the Eminent Persons Group, [Implementing the APEC Vision](#), August 1995.

APEC Policy Support Unit Papers Consulted

- APEC Policy Support Unit, [APEC in Charts 2018](#), November 2018.
- Gonzales, K., Hernando, R., San Andres, E., and Wirjo, A., [APEC Regional Trends Analysis: Rethinking Skills Development in the Digital Age](#), APEC Policy Support Unit, November 2016.
- Kuriyama, C., Sangaraju, D. and Carranceja, J., [APEC's Ease of Doing Business – Final Assessment 2015-2018](#), APEC Policy Support Unit, August 2019.

- Kuriyama, C., San Andres, E. and Kaur Sing, S., [*APEC Regional Trends Analysis: Globalisation: The Good, The Bad, and the Role of Policy*](#), APEC Policy Support Unit, May 2017.
- Kuriyama, C., Cheok, D., Yuan, J., Sangaraju, D., and Kaur Singh, S., [*APEC's Boqor Goals Progress Report*](#), APEC Policy Support Unit, November 2018.
- Kuriyama, C., San Andres, E., Wirjo, A., Zhu, H., and Cheok, D., [*Second-Term Review of APEC's Progress towards the Boqor Goals: APEC Region*](#), APEC Policy Support Unit, November 2016.
- Kuriyama, C. San Andres, E., Wirjo, A., Zhu, H., and Cheok, D., [*Second-Term Review of APEC's Progress towards the Boqor Goals: Progress by Economy*](#), November 2016.
- Krueger, A., San Andres, E., and Hredzak, T., [*2017 APEC Economic Policy Report*](#), APEC Policy Support Unit, November 2017.
- San Andres, E., and Kaur Singh, S., [*APEC Regional Trends Analysis: APEC at 30: A Region in Constant Change*](#), APEC Policy Support Unit, May 2019.
- San Andres, E. Wirjo, A. and Kaur Singh, S., [*APEC Regional Trends Analysis: The Digital Productivity Paradox*](#), APEC Policy Support Unit, November 2018.
- San Andres, E., Wirjo, A. and Kaur Singh, S. and Carranceja, J., [*APEC Regional Trends Analysis: Trade, Policy, and the Pursuit of Inclusion*](#), APEC Policy Support Unit, May 2018.
- San Andres, E., Wirjo, A, and Kaur Singh, S., [*APEC Regional Trends Analysis: Declining Labour Share and the Challenge of Inclusion*](#), APEC Policy Support Unit, November 2017.
- [Other papers](#) of the APEC Policy Support Unit

Selected Other Papers Consulted by AVG Members

- Baig, T. and Skilling, D., *Asia 2030: [Balancing Optimism with Realism](#)*, DBS Insights, Group Research, July 2018.
- Drysdale, P. and Triggs A., [*An Agenda for Shared Prosperity: Strategically Positioning APEC for a Post-2020 World*](#), June 2019.
- Hawksorth, J., Audino, H. and Clarry, R., [*The Long View: How will the Global Economic Order Change by 2050?*](#), World in 2050 – Summary Report, PwC, February 2017.
- Jha, M. and Mann, D., [*Long-term Forecasts – Asia Powers Global Growth*](#), Standard Chartered, January 2019.
- Ong, S.B. et al, *EM Asia Regional Pack: [Waiting on Tailwinds](#)*, Asian Economic and Markets Research, J.P. Morgan, April 2019.
- Productivity Commission 2018, Australian Government, [*Rising Inequality?: A Stocktake of the Evidence*](#), Commission Research Paper, Canberra, August 2018.

