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# Preface

The Asia-Pacific Economic Cooperation (APEC) in its Bogor Declaration in 1994 set a target for achieving effective liberalization of trade and investment among the developed member economies by 2010. While there had been a number of initiatives which addressed trade liberalization and facilitation in the APEC Region in the past, those specifically addressing investment appeared to be inadequate, particularly in the area of capacity building.

To respond to the directives from Ministers to develop a comprehensive business facilitation program and also to the call of the APEC Business Advisory Council (ABAC) for substantial improvements in the business environment, this project entitled “Capacity Building for Investment Liberalization and Facilitation” was proposed by Japan and endorsed to the APEC Human Resources Development Working Group (HRD-WG) Capacity Building Network (CBN) in 2006.

The project was implemented in collaboration with the Investment Experts’ Group of the Committee on Trade and Investment (CTI-IEG) of APEC. The project was led by the Institute for International Studies and Training (IIST), a non-profit, non-government organization, under the supervision of the Ministry of Economy, Trade and Industry (METI), Japan.

The project aimed to develop the capacities of the key players in the public and business sectors as well as those engaged in investment facilitation processes, such as consultants and advisors. The project envisioned to provide materials to make them better equipped in carrying out successful investment projects, through a deeper understanding of real and potential challenges from different stakeholders’ perspectives.

The project was carried out through the following means:

- a) development of practical case studies focusing on the key elements of investment decisions and challenges investors face in foreign investment in any of the APEC member economies, and the actual measures taken by the investors to address challenges;
- b) design and conduct of capacity building programs for the stakeholders, where the cases developed under the project were used to enhance understanding of the issues and effective measures adopted; and
- c) dissemination of the outputs to the APEC community for program replication

The project was launched at a kick-off meeting held in Cairns, Australia in June 2007 on the margins of a CTI-IEG meeting, during which the implementation plan for the project and the terms of reference for case development were finalized. Through the networks of HRD-CBN and CTI-IEG, experts were nominated by APEC economies participating in the project to prepare the cases over the following months, starting in September 2007 up to mid-2008.

A workshop was held in Lima in May, 2008 in conjunction with the APEC *Seminar on Good Governance on Investment Promotion*, and the subsequent meeting of the IEG. These events provided excellent opportunities for experts to review the findings of the cases, and for the Project Overseer to update the APEC fora on the progress of the project. A final workshop held in October 2008 in Japan provided an opportunity to finalize the project compendium

paper, to further clarify capacity building needs and to develop a framework to be used for designing training programs based on the materials developed. The results of the discussions held at the workshop became the rich sources for the working group to summarize the final lessons for the project report.

This publication is a compilation of 11 case studies developed in this project, involving a total of 14 APEC economies and two neighboring non-APEC member economies in Southeast Asia. The full text is also available on the APEC website in a downloadable form. (Please note that in this publication the term “economy” as an APEC-accepted nomenclature is used to indicate APEC members, instead of “country” or “nation.”)

We hope that these cases will be used to enhance the effectiveness of cross-border investment. While the issues identified from the cases are not comprehensive, we hope that APEC will continue to strengthen its capacity building programs, using the output of this project as a starting point.

As the project overseer, I would like to express my sincere gratitude for the cooperation extended by the experts and their organizations whose names appear in the following pages, in making this a successful project through their contributions at various stages. We are particularly grateful to the case authors, reviewers and editor for their considerable effort and patience in revising the cases to this final shape. We are also grateful to the case proponents for their cooperation, and to the resource speakers and experts at the workshops and symposia for sharing their knowledge and experiences. The cooperation and guidance received from CTI-EIG Chair’s office and those from METI helped shape the project, though the whole responsibility for the contents of the final output rests with the overseer. We hope that the diverse network of experts established through the project will be maintained or even strengthened through on-going discussions and studies in the future.

In closing, I would like to extend my special appreciation to several individuals who worked hard throughout the entire project. Dr Charles Barrett participated throughout the project’s implementation, going through all the cases to provide detailed and valuable comments and suggestions to each author and preparing a compendium paper. Ms Lorna Balina went through and edited the cases a number of times to make them consistent and more readable. I would also like to acknowledge the continued support of the officers and staff at APEC Secretariat for their cooperation and support throughout the project. Last, but not the least, I would like to express my deep appreciation to my IIST team; my predecessor as the Overseer, Mr Takato Ojimi, who initiated and directed the project during his tenure; and Ms Etsu Inaba and Ms Shizuka Ichimasa, who not only managed the entire project but also contributed to the case collection. Without their tireless efforts and dedication, the project would not have been completed.

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