



AMSEP WAPES AMSPE

**Minutes of the Managing Board meeting
Tokyo, Japan
8 November 2016**



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Minutes of the Managing Board (MB) meeting

1.1 Introduction, call of the roll, welcome by WAPES President and the Japanese PES' General Director

The meeting was opened by Mr Mehmet Ali Özkan, WAPES President ad interim.

After a warm welcome extended to all participants, the WAPES President expressed his gratitude to our Japanese colleagues, who accepted to host this meeting.

Mr Masayuki Ikuta, the General Director of the Japanese PES, gave another welcome address, highlighting their service's goal to facilitate partnerships and improve accessibility for those in need of social support – with a particular focus on employment for older or disabled workers. He expressed satisfaction in being able to host the event as well as this MB meeting, taking place in Japan for the second time in nine years. He wants to use the event as an opportunity to expand WAPES membership. He also mentioned plans at the Japanese PES to second a member of staff to the WAPES Executive Secretariat in the near future. He wished a very productive meeting to all participants.

The quorum was met as fourteen out of the sixteen members were present or represented. Absent were the Dominican Republic, Argentina and the President of Honour. Croatia was represented by Hungary through proxy.

1.2 Agenda of the MB meeting (see document No. 1.3)

Ms Lenka Kint, the WAPES Executive Secretary, gave an outline of the agenda. Participants proposed changing the order of points on the agenda as follows:

- Point 4.2, under the heading of finances, should be discussed before 4.1, Activities in 2017
- Points 4.2.2 and 4.2.3 should be discussed before 4.2.1 as these two topics influence the budget

Following these amendments, the agenda was approved.

2. Long-Term Strategy, Values Charter and implementation (see document No. 2)

The report was presented by Mr Fons Leroy. He expressed his gratitude to the members of the working group for a job well done. Special thanks were extended to the three countries (Germany, Switzerland and Belgium) that hosted and provided logistical support for the meetings and he also expressed gratitude to those countries represented in the working group for their contributions.

He summarised the context of the Long-Term Strategy (LTS). Following the challenges faced by labour markets due to rapid changing economies, including automation, globalisation, immigration as well as demographic changes, it is important to define the role of PES and the way in which WAPES should support PES as they assume their new role in this changing world.

He highlighted the fact that the WAPES LTS took into account the United Nations' *Sustainable Development Goals*, which offer a broader framework than is currently the case. The LTS defines a dual role for PES: striving for excellence in labour markets and facilitating interchange in labour markets. It is essential for PES to work with other



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partners to fulfil these missions. Mr Fons Leroy proposed sending the WAPES Long-Term Strategy to the UN, ILO and other important international partners so that they can be aware of our goals and as an invitation for further cooperation.

The LTS assigns three important roles to WAPES:

- ✓ Knowledge hub
- ✓ Network hub
- ✓ Change agent (most important)

He then outlined the common WAPES Values Charter, a document which sets forth the seven values that each WAPES member should adopt in their long-term workings.

After approval of this document, the next step would be to see how to switch from a strategic to a technical, operational level. Mr Leroy introduced *benchlearning* as the new methodology used by the European "PES Network" and which could be used as well by the WAPES network for implementing its LTS. He sees *benchlearning* as an effective way for improving PES services. And while it would take funds and resources to implement it at a worldwide level, but there is no reason why it cannot be discussed.

Observations and comments by members

- The document is well prepared but needs a strong operational aspect as well, such as action plans.
- Participants support the idea of using *benchlearning* as a methodological base during implementation of the LTS, but recommended further development of this methodology.
- To give this document a worldwide value, it should be cross-referenced with ILO Conventions.
- The French translation does not reflect the real meaning of some terms. It should be reviewed.

Decisions

- To finalise the document based on the participants' comments (reference to ILO Conventions, improve the French translation, etc.) and to send it to the President.
- To send the document to international partners for comments.
- To present the final document to the Executive Committee meeting and to the e-GA of 2017 for approval.
- The Values Charter is to be signed by all WAPES members as a separate document.
- To have one new meeting of the existing WG (with VDAB/GERM/CH in charge) to draw up an implementation strategy for WAPES (*benchlearning* methodology) and assign a person responsible for coordinating the implementation phase.

3. WAPES in 2016

3.1 Follow-up on the 2015-2018 Strategy and Audit Report (see document No. 3.1)

Mr Mehmet Ali Özkan, WAPES President ad interim, presented what has been accomplished so far to implement the WAPES 2015-2018 Strategy.



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Since 2015, internal and external communication has been strengthened. WAPES has kept on exchanging knowledge and best practices, encouraging contributions from members to make them more active, and attempting to recruit new members. We can see the results through the interest shown by countries like Colombia, Cape Verde and Palestine, which have expressed a desire to become WAPES members. Additionally, India was welcomed by the board last year as a member. Italy and Spain have decided to remain members. Efforts to identify the needs of members are continuing with the help of Vice-Presidents. The partnership with other stakeholders and international organisations was also one of the key concerns of the Presidency. WAPES is developing relations with its partners by organising joint events and presenting its work during these events. The drafting of the LTS was also mentioned as a successful achievement for the period. He emphasised the importance of transparency. As an example, he mentioned the weekly meetings between the Presidency and Executive Secretariat, which are shared with the Vice-Presidents.

The plan for the coming years is to further develop communications, for example by extending meetings to the regions. A video conference once every two months, between the President and all the Vice-Presidents, was proposed. All members were invited to send their reports (on activities) to the Secretariat for sharing on the website. After 2017, two main topics will guide WAPES' action plans: *migration* and *youth unemployment*.

He highlighted the need to support and strengthen the Executive Secretariat through increased involvement from members and by injecting flexibility and innovation. It is also important to establish stronger relations and connections with international organisations, as well as supporting academic studies on selected topics. The database and digital work repository should also be improved. More could be achieved through support from all MB members.

3.2 Regional activity reports

3.2.1 Overview of activities in 2016

1. Africa region (see document No. 3.2.1.1)

Mr André Nyanga Elenga, Vice-President of Africa Region, presented the activities that had been carried out from November 2015 to November 2016. He also shared the action plan for 2017.

In addition to the WAPES management meetings and events in which members from Africa region participated, members from Africa during 2016 shared their experiences at regional and interregional level through study visits between PES. The Africa region has also contributed to the WAPES LTS as a member of the working group (two delegations: Cameroon and Senegal).

The train-the-trainer project, launched and supported by WAPES regarding the first and second sessions, was held for the third time, on the theme of "*Support for young people in entrepreneurship*" without WAPES support.

For 2017, the proposed regional action plan includes¹:

- ✓ An event, combined with the Executive Committee meeting, in Ivory Coast (mid-March 2017)
- ✓ An expert meeting on LMI in Nairobi

¹ Finally, only three activities (event in Ivory Coast, LMI Kenya and two study visits) will be supported by WAPES in 2017.



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- ✓ Study visits to *Pôle emploi* in France, for the benefit of Mali and Ivory Coast, supported by the Cooperation Fund
- ✓ A workshop in Cameroon (September)
- ✓ Supported by AASEP, a fourth Train-The-Trainer Session of Employment Counsellors in the premises of CRADAT in Cameroon
- ✓ The membership campaign for non-PES members and awareness campaigns for regional institutions, with the aim of boosting WAPES membership in the region

The region is composed by 19 members. Tanzania was excluded by the e-GA 2016.

In order to link narrative and financial reports, after each regional report, the WAPES Treasurer presented the income/revenue and expenses.

For the Africa region, total invoiced membership fees amounted to EUR 11,000; the amount received was EUR 9,100. Expenses as at 30 September 2016 were approximately EUR 40,000, spent on events and cooperation initiatives.

2. Americas region (See document No. 3.2.1.2)

Ms Ramona McDowell, on behalf of the Vice-President of the region, presented the regional report for the Americas region. The main achievements in 2016 are:

- ✓ The World of Public Employment Services survey presented during the workshop organised by WAPES in partnership with IDB in Washington DC in February 2016
- ✓ The participation of the associate member Canada-Quebec in the WAPES workshop in Lomé, Togo, in September 2016 on *Local Partnerships Serving Job-seekers and Companies*
- ✓ Training on *Managing Labour Mobility through Public Employment Services*, Uruguay, October 2016 (some 15 participants from Argentina, Colombia, Chile, Honduras, Peru and Uruguay)
- ✓ The Peer review on *Securing a Skilled Workforce* in which Canada participated
- ✓ Participation in the working group on the WAPES LTS by a member from the region (Canada)

To promote the federation, Canada produces a quarterly newsletter that highlights WAPES projects.

Canada is looking forward to contributing to the WAPES Expert Committees. For now, four participants have shown interest in joining.

Membership fees invoiced in 2016 totalled EUR 71,000. EUR 36,000 was paid, and spending amounted to EUR 48,000.

3. Asia & Pacific region (see document No. 3.2.1.3)

The Vice-President from the Asia & Pacific region, represented by Mr Sang Hyon Lee, shared what was achieved in 2016 in the region. This includes an LMI Training on Jeju Island, South Korea, in July with 11 participants; the Joint Event with ASEAN in Tokyo in November; and participation in the peer review on *Securing a Skilled Workforce*, which he noted was a very worthwhile activity. He suggested that another peer review should be organised in 2017.

In 2017, Mongolia would like to organise an event. This will be possible if their debts outstanding to WAPES are paid up.



Membership fees invoiced in 2016 totalled EUR 64,000. EUR 60,500 was paid and spending amounted to some EUR 36,500.

4. Europe region (see document No. 3.2.1.4)

Ms Annie Gauvin, on behalf of the Vice-President of Europe region, presented the activity report for 2015-2016, with five main achievements:

- ✓ Peer Review on *Securing a Skilled Workforce* in 2015-2016
- ✓ Malmö Event in Sweden on migration (Co-organized by Germany, Sweden and Austria)
- ✓ Two European meetings in June 2016 in Sweden and in Germany in September 2016
- ✓ Three working group meetings on WAPES LTS, hosted by three Europe region members (Belgium, Switzerland and Germany)
- ✓ The survey on Challenges in the WAPES European region, carried out in June-September 2016

Some results of the survey conducted by the Europe region among its members were shared, especially those relating to the members' level of involvement and centre of interests in regard to WAPES activities. Many members are able to devote 10 working days per year to WAPES activities. Concerning the members who would like to participate in regional or interregional activities, the quota is equal. 50% of members are in favour of only regional activities while the other 50% are in favour of interregional activities as well.

In the future, the region is likely to focus on the following priorities:

- ✓ Labour market integration for refugees and migrants
- ✓ Digitisation and innovation
- ✓ Performance management and PES efficiency
- ✓ Support for vulnerable population groups

For 2017, the regional action plan includes:

- ✓ Workshop on "Interaction between PES and Users", to be held in Paris
- ✓ Workshop on "Labour Market Integration of Refugees – The Role of PES" as a follow-up to the Malmö event. It will be organised by Norway

A peer review on "Skills Mismatch on labour market and the Role of PES", proposed by Bulgaria, will be postponed to 2018.

The Europe region has 36 members. Greece was excluded by the e-GA in 2016.

Ireland, Latvia, Poland, Albania, Kosovo, Belarus, Georgia and Kazakhstan were mentioned as potential members.

Membership fees invoiced in 2016 totalled EUR 293,000. EUR 255,422 was paid, and spending amounted to EUR 23,438.

5. MEAC region (see document No. 3.2.1.5)

Mr Nouredine Benkhalil presented the report on behalf of the MEAC Vice-President. The Executive Committee meeting and the Interregional workshop on "Providing investors and employers with support in meeting their recruitment needs" were held in Rabat, Morocco, in March 2016. Morocco's PES welcomed several delegations for study visits: the Youth Employment Agency of Ivory Coast in May 2016, ANEFIP of Djibouti, and a Delegation from the Ministry of Trade and Private Sector Promotion (MC/PSP) from Niger in July 2016.



Regional action plan for 2017:

- An event will be organised in Tunisia (9-11 May 2017) on *"Public Employment Services and the Civil Society, an interactive approach to improving the employability of job seekers"*.
- MEAC region will continue to welcome the intra/interregional exchanges and study visits.
- Technical assistance to the PES in the Africa region will be further strengthened.
- Contacts with non-members will be also maintained and all opportunities will be used to promote WAPES membership in the region.

The MEAC region has five active members.

The representative of the MEAC region raised the request of Palestine to become WAPES member. He mentioned the fact that for the region, the item was discussed and concluded during the EC meeting in Rabat. He was reminded that the approval of the new members is the responsibility of the Managing Board members, not of the Executive Committee members. The membership issue was discussed under the topic 3.2.2.

Membership fees invoiced in 2016 totalled EUR 29,000. EUR 26,500 was paid, and spending amounted to EUR 22,797.

3.2.2 Overview members (see document No. 3.2.2)

WAPES has currently 81 members + 1 associate member across its five regions.

Requests for new members for 2016

- ✓ Cape Verde from Africa Region
- ✓ Colombia from Americas Region
- ✓ Palestine from MEAC region

For Palestine, opinions were disparate. In accordance with Article 6.1 of the Statutes, the Internal and Financial Regulations under Article 1 stipulate, "WAPES membership is granted at national level. Any application from any country recognised by the United Nations will be considered as admissible". The question is whether Palestine is recognised by the United Nations or not?

According to Mr Özkan, the international legal situation of State of Palestine has been explained by a PowerPoint presentation, which mentions that the State of Palestine is member of many international organisations, including the G77 and UNESCO, and its position was upgraded from "observer status" to "non-member observer state" by the UN in 2012. Additionally, the country is today recognised by 136 UN members (70%). However, discussions were mainly focused on the meaning of "recognised by UN" in the WAPES documents.

Decisions

- Cape Verde and Columbia were welcomed by the MB as new members of WAPES.
- Palestine was accepted as an Observer Member for the time being.
- Regarding Palestine, the Executive Secretary was mandated to conduct further in-depth research and to clarify various terminology, but this time in collaboration with a legal consultant in order to arrive at a broad view.
- The membership of Palestine will be evaluated at the next Managing Board meeting, once the legal issue has been clarified.



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Members who resigned or were excluded in 2016

- Serbia and Lithuania have resigned due to financial difficulties.
- Tanzania, Pakistan, Nicaragua and Greece were excluded by the e-GA 2016.

Member at risk of being excluded in 2017

- In 2017, Mongolia is at risk of being excluded, as it has not paid its membership fee since 2014.

3.2.3 Peer review

The background of the last peer review was presented by Bettina Ziess-Kambwale from Germany's *Bundesagentur für Arbeit*.

Like other developed countries, Germany is facing economic and demographic challenges resulting in skilled workforce shortages when and where needed.

In October 2015, supported by WAPES, *Bundesagentur für Arbeit (BA)*, called on three peer-partner institutions (from Canada, Japan and South Korea) to exchange best practices on how to face these challenges. The three focal areas were youth, women and older workers.

For instance, the Korean Employment Information Service (KEIS) presented how workplace childcare keeps skilled women in the workplace. The Japanese Ministry for Health, Labour and Welfare (MHLW) reported about targeted training in new (digital) skills. The Canadian Human Resources and Skills Development department (HRSDC) reported on its analysis of the local dimension in seeking employment for older workers.

Bilateral study visits were undertaken and the peers received insight into other measures. In the end, best practices were identified and a toolkit was produced. It will be published on the WAPES website in the near future.

Bettina Ziess-Kambwale recommended all members to read the toolkit, which will be accessible for every member on the WAPES website.

3.3 Missions

3.3.1 Overview missions (see also document No. 3.3.1)

During 2016, the Secretariat staff and some members have represented WAPES in various forums and networks. An overview of these missions and management meetings was presented by Ms Lenka Kint.

3.3.2 Expenses as of 30 September 2016 (see document No. 3.3.2)

Mr Robert Wyss, from the Treasurer office, presented an overview of the WAPES revenue and expenses as of 30 September 2016. WAPES revenue comes from membership fees. The WAPES budget is used to cover expenses, split into five areas: Events, Expertise, Communication, Management and Functioning.

Revenues

As of 30 September 2016, almost 80% of invoiced membership fees had been by members (EUR 436,500 received out of EUR 451,523 invoiced).



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The budgeted revenue was 5% higher than foreseen due to Spain's outstanding membership fee for three years (2013-2015), paid in 2016.

The expected deficit is **EUR 69,978** at the end of 2016.

Expenses

According to the financial report, almost all expense areas are in line with the budget.

For the Cooperation and peer review fund, only 60% of the budget has been used as some activities like the LMI training in Kenya have been postponed until next year.

As the focus for 2016 was to have more training, the cost related to the Cooperation Fund was slightly higher than budgeted, as training requires travelling by seconded and Secretariat staff.

For functioning costs, the Treasurer advised trying solutions such as reducing the cost of KPMG's services.

3.4 Communication & Management

3.4.1 Communication activities

This topic was not presented nor discussed due to time constraints.

3.4.2 Communication and Management meeting-related expenses

Item discussed under 3.2.2

3.4.3 e-GA (Follow up) (See document 3.4.3)

Ms Lenka Kint reminded participants of the request placed by the EC members in Rabat reformulating the sentence inviting all members to vote – in order to encourage members to fulfil this particular duty.

The sentence stipulated in all documents and emails in relation to e-GA says, "**If a member fails to return the voting form, this member will be considered to have voted "yes"**".

The new proposal is: *being member of a worldwide association means also having some duties, responsibilities and rights. Participating in the General Assembly and clearly expressing decisions for important proposed items is one of them. Therefore, in line with the decision taken during the Managing Board meeting on November 8, 2016, all members are strongly asked to vote within the given time periods. It is expected that all members will follow this request in order to achieve a more contributory, a more institutionalized and a coherent Association acting in line with its statutes.*

In case the number of votes does not reach quorum, according to art. 16.2. of the Statutes, a new General Assembly may be convened on the same conditions and shall decide definitively and validly on the agenda, irrespective of the number of voting members present or represented.

Decision

- The new formulation was accepted by the Managing Board.



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3.5 Functioning costs

3.5.1 Secretariat operations (see document No. 3.5.1)

Mr Fons Leroy, representing Synerjob (the Belgian PES), and host of the Executive Secretariat, presented the critical situation of the Executive Secretariat as regards staff shortages. After the departure of two out of three seconded staff members in the WAPES Secretariat, short- and long-term proposals of solutions have been evaluated.

In its paper, Synerjob proposed a new operating structure based on a remote management system. The proposal is that Vice-Presidents open small offices so that a Consultant can be based in each region, coordinated by the Executive Secretariat base team located in Brussels.

According to Synerjob, this new structure would ultimately allow WAPES to extend its expertise (Consultants active in their PES in relation to current events in their region) and facilitate the "empowerment" of Association members (more involved, more responsible and more autonomous).

Observations and comments from members

- Under the new system, the WAPES Executive Secretariat risks losing a competent and experienced member of staff seconded by France.
- The role of the Executive Secretariat should be defined in order to determine which responsibilities could be delegated to the regions.
- It was recommended to have a transition period between the existing modus operandi and the new proposed system.
- The Presidential Office in Ankara could be a model, and it has been recommended for Vice Presidents as well.
- The commitment and involvement of all Vice-Presidents and members is especially needed if we want WAPES to become a knowledge hub.
- WAPES is a worldwide organisation. We should not lose this aspect by splitting up into little entities.
- The idea requires further reflection.

Decision

- The Managing Board mandated the Executive Committee to discuss and finalise this point.

3.5.2 Expenses as of 30 September 2016

The topic was presented under 3.3.2



4. WAPES in 2017

4.1 Finances

4.1.1 Revenue-increasing activities (see document No. 4.1.1)

Ms Lydie Beuret from the Treasurer office presented the Treasurer's proposal on how WAPES can increase its revenues. WAPES revenues are constantly decreasing due to members' exclusions and resignations. The Treasurer is proposing three possible ideas:

- A revised subscription-fee structure for members, associate members and other organisations. This new system would ensure minimum revenues from subscription fees (see item 5.2 of the agenda)
- Exceptional voluntary contributions for a period to be determined as part of an ad hoc agreement
- The extending of certain activities to non-member PES, PES partner organisations, private staffing agencies, NGOs, private individuals, etc.

1. Membership fee system revision (discussed under point 5.1)

2. Exceptional contributions and donations (Sponsoring)

In addition to existing external partners (World Bank, Inter-American Development Bank, Asian Development Bank, ILO, etc.), the Treasurer recommended all new initiatives or projects to be financed from a combination of sources. Ms Beuret proposed that a set of core services – selected from the proposed activity plan submitted to the MB – be defined and funded at a rate between 50% and 100% by WAPES.

3. Opening WAPES up to non-members

For the Treasurer, the opening-up of WAPES activities and projects is a MUST. Ms Beuret proposed to open up activities to four categories of non-members:

- WAPES observers, for a minimum fee of EUR 2,000 per year
- Former WAPES members and interested PES, NGOs, individuals (journalists, researchers, students) for a minimum EUR 120-200/day of participation in an event/training sessions, etc., with a 50% discount for students

Observations and comments by participants

- The co-financing (co-hosting) system was supported by participants, especially those who are used to the system. First, a good relationship with other partners has to be built and awareness of WAPES has to be raised. Stronger partnerships, cooperation and networking will materialise automatically afterwards.
- We need to be careful when it comes to the participation fee for interested PES or non-members, as this may discourage potential members from joining WAPES and paying regular membership fees.
- If WAPES is open to all, will it be able to meet all requests from all partners in the labour market?
- For students, there should be a quota to limit the number of students who are allowed to attend. Some participants do not even think that students should be charged a fee.

No decision was taken on this item.



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4.1.2 Cooperation Fund (see documents No. 4.1.2)

Ms Lydie Beuret presented the two main proposed amendments to the cooperation fund regulations:

- Members may receive no more than one grant per 24-month period
- WAPES will only provide financial support for transportation and accommodation; per diems will no longer be paid

The objective of these amendments is to ensure that the Cooperation Fund is available to as many experts as possible.

Decision

- The amendments were approved by the Managing Board.

4.1.3 Budget Forecast for 2017 (See document 4.1.3)

According to Article 20 of the Statutes, it is the responsibility of the MB to approve the annual budget. Only minor points of the budget's finalisation should be delegated to the EC because there is no rule in WAPES' Statutes specifying that the EC has any responsibility in the budgeting process². Therefore, Mr Robert Wyss shared, on behalf of Mr Schärli, the Treasurer's observations on the WAPES budgeting process, before going on to present the 2017 overview:

- The scope for savings is not unlimited
- A significant discrepancy has existed between budgeted and real expenses for several years
- Every year, nearly 20% of invoiced membership fees go unpaid
- According to Article 20 of the Statutes, it is the responsibility of the MB to approve an annual budget; yet, the MB decision in November 2015 was "to mandate the EC to finalise the 2016 budget"? → There is no provision assigning responsibility to the EC in the budgeting process! A possible solution would be adapting the order and dates of MB and EC meetings during the budget process or modifying the Statutes.

2017 WAPES budget

Based on members' requests, the Executive Secretariat drafted a budget, which was submitted to the Treasurer. In order to stabilise WAPES' financial position and reduce the budget deficit in 2017, the Treasurer and the President revised the budget and came up with some proposals to reduce some budget items, such as:

- Services provided by KPMG
- Participation fund and speakers from outside regions
- Cooperation and Peer review fund

Observations and comments by participants

- The widening deficit is becoming a threat to WAPES. We have to consolidate and stop spending more than we receive.
- Activities should be co-funded by other partners and labour-market stakeholders.

² If the finalisation of the whole budget has to be transferred permanently to the EC, there are two possibilities: the first is to change the meeting dates of the MB and EC committee or add a MB meeting; the second is to adapt the WAPES' Statutes.



- We should prioritise our activities according to the availability of funds. This would be a responsibility of the Vice-Presidents. But what if there is no Vice-President in a given region, as in the Americas?
- Aided by its Vice-Presidents, WAPES should set out a business plan with a yearly limit on spending.
- Members are asked to send their budget requests ahead of time to facilitate the budgeting process. Requests should be detailed in full and justified.

After discussions, the MB members voted and decided the following:

Decisions

- The expected income for the year 2017 is **EUR 463,000**. WAPES savings allow a small amount of over-spending on the budget. Therefore, a total amount of **EUR 573,500** – the revised budget for 2017 – was approved.
- The total amounts approved for “Expertise” for 2017 is EUR 107,500
- Benchlearning methods will be applied to WAPES’ own paradigm. This methodology can replace peer reviews in order to line up with the LTS. Consequently, no peer-review request will be financially supported in 2017.

4.2 Activities in 2017 (see document No. 4.1)

4.2.1 Common event and topics

Topic not discussed

4.2.2 WAPES web conference

Topic not discussed

4.2.3 Overview of activities

The activity plan for 2017 was presented by Ms Lenka Kint.

Observations and comments by participants

- The topic of the WWC should have been defined by this MB meeting.
- As the WWC is planned for 2018, it will be important to conduct the WAPES third annual survey in 2017.

Decisions

- The activity plan for 2017 will be revised in accordance with the approved budget. It will be presented to the Executive Committee in March 2017
- The communication experts meeting is postponed to 2018, but experts may begin discussions online in 2017.
- France requested postponing the Paris Event to beyond March. They will announce the new date as soon as it has been determined.



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5. WAPES in 2018

5.1 Treasurer's proposal for a new membership fee system (see document No. 5.1)

Mr Robert Wyss from the treasurer Office reminded participants the existing disparity between WAPES revenues and expenses. The annual deficit has been +/- EUR 100,000 for many years.

The Treasurer is proposing to review the system for calculating membership fees as a solution for balancing WAPES' books, so that the current level of activities can be maintained. Note that the current membership fee structure is more than nine years old. The Treasurer thinks that the new system should bring in slightly higher revenues to fund the current level of activities and events (EUR 500,000 instead of EUR 450,000).

The Treasurer Coordination Team has evaluated the fee structures of other international organisations:→ Member classification by GDP is quite common. 'PES total number of employees' should be eliminated as a classification criterion. In the past, PES staff figures were not always transparent; nor were staff figures always up to date (no public database on PES staff numbers). Furthermore, PES services benefit primarily the whole population of their respective countries. The criterion of population should therefore override PES staff numbers.

Finally, the new proposed system would be applied from 2019, categorising each member by **GDP** and **population** (based on IMF data).

Observations and comments

- More time will be needed to notify members of the changes, so that they can be properly prepared.
- WAPES should take into consideration all the consequences/impact of these changes (losing members, members who might lose interest, etc.).
- The difference will be huge for some PES members, whom might be difficult to convince and who might struggle to obtain approval from decision-makers (ministers) responsible for budgets.
- Even though we need to increase revenues, inequality and disproportionality between members should be avoided.
- Some members of the board proposed a straight 10% increase in fees.

Decisions

- All the aspects discussed here should be taken into consideration by the Treasurer's team when revising this proposal.
- The proposal will be discussed further at the next meetings.



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5.2 Submitting proposal to host the WWC (See document 5.2)

In order to start earlier the preparations of the 2018 WAPES World Congress, Ms Lenka Kint proposed putting out a call for candidates willing to host the WWC, immediately after this meeting. The idea is to obtain responses ready for the next Executive Committee meeting, thereby allowing a decision quickly to be made and the chosen candidate to start preparations straight away.

Decision

- The call for candidates will be sent immediately after the Tokyo meeting.
- The Managing Board mandated the Executive Committee to prepare the WAPES World Congress and the General Assembly of 2018 and decide on the host country.

6. Any other business

There was no other business

7. Summary of the key decisions points, overview mandates for the Executive Committee meeting, closing of the meeting and next meeting

A summary of the meeting's agenda and decisions was provided by the Executive Secretary, Ms Lenka Kint.

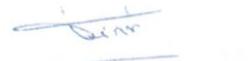
In his closing remarks, the President emphasised his desire to see online meetings held between the President and Vice-Presidents to discuss how to attract new members as well as other pertinent issues.

Meeting venue: Shinagawa Prince 10-30
Takanawa 4-chome,
Minatoko-ku 108-8611
Tokyo, Japan

Approved by:


Mehmet Ali Özkan
President a.i


Oliver Schärli
Treasurer


Lenka Kint
Executive Secretary



AMSEP WAPES AMSPE

**WAPES Managing Board
Tokyo, Japan
8 November 2016**

List of Participants

AMSEP WAPES AMSPE



**WAPES Managing Board Meeting
Tokyo, Japan
November, 08, 2016**

	Country	First name and Family name	Email	Signature
WAPES Presidency	Turkey	Mehmetali Ali Özkan	mehmetali.ozkan@iskur.gov.tr	
		Emrullah ULUDAĞ	emrullah.uludag@iskur.gov.tr	
		Aşkın TÖREN	askin.toren@iskur.gov.tr	
		Oğuzhan KÜPELİ	oguzhan.kupeli@iskur.gov.tr	
Vice-Presidency	Africa Congo Brazzaville	André Nyanga Elenga	onemocongo@yahoo.fr	
		Jean Pierre Ossere	onemocongo@yahoo.fr	
	Asia & Pacific Korea	Sang Hyon Lee	betterworld@keis.or.kr	
		Europe France	Annie Gauvin	annie.gauvin@pole-emploi.fr
MOPA Morocco	Nouredine Bankhalil	n.bankhalil@anapac.org		
Africa	Mali	Members chicotcoure@yahoo.fr		



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	Country	First name and Family name	Email	Signature
Members				
Africa	Mali	Ibrahim AG Nock	<i>Ibrahim agnock@yahoofr</i> chicotoure@yahoo.fr	
		Houseyni Toure	chicotoure@yahoo.fr	
Americas	Canada	Ramona McDowell	ramona.mcdowell@hrsc-rhdcc.gc.ca	<i>R. McDowell</i>
		Ikuta Masayuki	jouno-haruhiko@mhlw.go.jp	
Asia & Pacific	Japan	Kouji Makanae	jouno-haruhiko@mhlw.go.jp	
		Haruhiko Jouno	jouno-haruhiko@mhlw.go.jp	
		Fons Leroy	fons.leroy@vdab.be	
Europe	Germany	Bettina Ziess-Kambwale	Bettina.Ziess@arbetsagentur.de	
	Hungary	Attila István Simon	istvan.attila.simon@ngm.gov.hu	
		László Mederi	laszlo.kovi@ngm.gov.hu	
	Netherlands	Corine Peeters	corine.peeters@uwv.nl	
	Sweden	Michael Sjöberg	miikael.sjoberg@arbetsformedlingen.se	

Ref: Refine Senior Refine Senior@arbetsformedlingen.se



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Country	First name and Family name	Email	Signature
	Elisabet Arp	elisabet.arp@arbetsformedlingen.se	
Treasurer: Europe Switzerland	Lydie-Elisa Beuret	lydie-elisa.beuret@seco.admin.ch	
	Robert Wyss	robert.wyss@seco.admin.ch	
	Muamar Bandic	muamer.bandic@arz.gov.ba	
Auditor: Europe Bosnia & Herzegovina	Asim Ibrahimagic	asim.ibrahimagic@arz.gov.ba	
Observer ILO	Michael Mwasilkakata	mwasilkakata@ilo.org	
	Lenka Kint	lenka.kint@wapes.org	
WAPES Secretariat	Pierre-Alain Vandewalle	communication@wapes.org	
	Jacqueline Mukamusana	management.assistant@wapes.org	
	Argentine		
Absents	Dominican Republic		
	Croatia		
	President of Honor		