

APPENDIX A

**APEC FINANCIAL PROCEDURES (INCLUDING PROJECT
PROPOSAL FORMS),
APEC PROJECT PROGRESS REPORT
APEC EVALUATION FORM, EVALUATION QUESTIONNAIRE
(ANNEX A),
CRITERIA FOR ASSESSMENT (ANNEX B)**

FORMAT FOR PROJECTS SEEKING APEC FUNDING

The attached format should be used for projects seeking APEC funding under the Operational Account or the TILF Special Account.

The format consists of:

1. the **Facesheet**
2. the **Format for Projects Proposed for APEC Funding**, and
3. the **Itemized Budget**
4. the **Ecotech Matrix (for Ecotech projects)**

FACESHEET for projects seeking APEC funding

This is an application for funding under the [] Operational Account) please tick one
 [] TILF Special Account) box only

Project No. (to be filled in by Secretariat)		Date received by Secretariat	
Name of Committee/Working Group:			
Title of Project:			
Proposing APEC Member			
Project Overseer : Name, Title and Organization			
Postal Address:			Tel No.: Fax No : e-mail :
Financial Information	Total Cost of Proposal (US\$)	Amount being sought from APEC Central Fund (US\$)	
Project Start Date		Project End Date	
Project Abstract			
Signature of Project Overseer			Date
Signature of Committee Chair/WG Lead Shepherd			Date

FORMAT FOR PROJECTS SEEKING APEC FUNDING

This format should be completed with reference to the Criteria for Assessment of APEC Projects on which it is based.

Please note that items followed by an asterisk () fall within the category of criteria which relate to “APEC values” in the Criteria of Assessment.*

A. PROJECT DESIGN

Please provide in point form or as succinctly as possible:

PROJECT

01. Name of project.
02. Name of the working group or committee taking responsibility for the project and the dissemination of its results.

OBJECTIVES

03. The objectives/justification of the project.
04. How, briefly, this project responds to the priorities set by APEC Leaders and Ministers, as evidenced by parts of the APEC Action Agenda including Action Program, work plan, vision statement, and policy statement that relate to this project. (*)
05. For applications under the TILF Special Account: How briefly this project contributes to APEC Trade and Investment Liberalisation and Facilitation (e.g. relevance to specific parts of the Oaska Action Agenda).

LINKAGES

06. The kinds of institutions in member economies intended to benefit from the results of the project. Highlight the direct benefits to the institutions, the types of businesses in member economies which will benefit from the results of the project and what the direct benefits are.
07. How the participation of the business/private sector and non- governmental institutions has been sought or will be sought. Illustrate how the business/private sector are involved in the planning and delivery of the project and whether any other APEC form have been consulted (*)
08. How this project will add “APEC value” (as to the potential benefits of implementing projects) in the context of other work that might have been done elsewhere in the same field. (*)
09. An indication of how the project might contribute to related projects or activities in APEC or elsewhere.
10. Describe the deliverables of the project and demonstrate how it will meet the needs of the targeted beneficiaries.

METHODOLOGY

11. A concise description of the project’s methodology.
12. A concise description of the project by component, with its associated outputs clearly specified.
13. A timetable for the accomplishment of each component in (12)
14. The number of APEC member economies that will participate in this project. Please indicate the names of member economies participating in each component of the project as set out in (12). (*)

BUDGET

15. An itemized budget for the project, including provision for any publication and dissemination of project results, in the prescribed format. Applications under the Operational Account should use the format at Enclosure 1. Applications under the TILF Special Account should use the format at Enclosure 2. The budget should illustrate the assumptions adopted (e.g. unit costs) for the computations.
16. A time table for the drawdown of APEC funding requested for the project, including details of any advance payment or installment payment requested and justifications for such requests.
17. Details of any request for waiver or exception from the normal APEC financial rules with justifications.

DISSEMINATION OF PROJECT OUTPUT

18. A plan for the publication and dissemination of the results of the project, including:
 - a. The nature of the target audience, and, based on that audience:
 - b. the form and content,
 - c. format (e.g. hard copies, floppy discs, internet uploading),
 - d. number of copies for the publication, and
 - e. accessibility of results for the targeted audience.
 - f. A publicity plan for:
 - i. briefing the general or specialist media about key components of the project and
 - ii. the promotion of sales or other dissemination of the final product.
 - g. A budget for publication and dissemination, to form part of the itemized budget.

ASSESSMENT OF PROJECT

19. How the project proponent will assess whether he has met the criteria for APEC projects and how he will measure the impact of the project on expected beneficiaries.

B. UNDERTAKING BY THE WORKING GROUP/COMMITTEE

The (name of Working Group/Committee) undertakes that, working closely with the APEC Secretariat, due care has been taken that:

1. The line items for the APEC-funded parts of the budget for this project are within SOM-approved guidelines.
2. The costs for line items for APEC-funded parts of the budget of this project are justifiable.

and, with regard to the dissemination of results from the project, due care will be taken that:

1. Comprehensive quality control and professional editing, including factual precision and thoroughness, to ensure that the publication or other dissemination media will be understood by and useful/beneficial to the target audience, will be undertaken before submission of the publication to the printer or the APEC Secretariat.
2. Any output will be consistent with APEC’s publication policy.

The project has been reviewed, approved and prioritized by my Committee/Working Group before it is submitted to the BMC for review.

SIGNATURE

NAME OF LEAD SHEPHERD OR CHAIR (Please print)

DATE AND PLACE

**APEC OPERATIONAL ACCOUNT
ITEMIZED BUDGET FOR FINANCIAL YEAR _____⁴**

Items			APEC Funding (USD)	Self Financing (USD)
<i>Direct Labour</i>	No. of Hours	Rate		
- Speaker's Honorarium				
- Consultant (including Researcher) Fees				
- Consultant's Secretary Cost				
<i>Travel</i>				
- Per Diem (including accommodation and "additional payment")				
- Airfare				
- Inter-city Transport				
	No. of Copies	Unit cost		
<i>Publication of report (including distribution)</i>				
<i>Photocopying</i>				
<i>Communications (Phone/ Fax/ Mail/ Courier)</i>				
<i>Total</i>				

⁴ If project straddles more than one year, please indicate only the amount of funds required for the financial year in question.

**APEC TILF SPECIAL ACCOUNT :
ITEMIZED BUDGET FOR FINANCIAL YEAR _____¹**

(Please tick ✓.)

This project

- a. is a seminar, symposium or short-term training course
- b. is a survey or analysis and research project
- c. is neither a nor b above but involves the provision of equipment

Items			APEC Funding (USD)	Self Financing (USD)
<i>Direct Labour</i>	No. of Hours	Rate		
- Speaker's Honorarium				
- Translator's Fees				
- Short-term clerical and secretarial staff remuneration				
- Consultant (including Researcher) Fees				
- Consultant's Secretary Cost				
<i>Travel</i>				
- Per Diem (incl. accommodation and "additional payment")				
- Airfare				
- Inter-city Transport				

¹ If project straddles more than one year, please indicate only the amount of funds required for the financial year in question.

	No. of Copies	Unit cost
<i>Publication of report (including distribution)</i>		
<i>Equipment / Materials (pl. describe briefly what is required and why)</i>		
<i>Photocopying</i>		
<i>Communications (Phone/ Fax/ Mail/ Courier)</i>		
<i>Hosting (pl. briefly describe, e.g., conference room rental, stationery)</i>		
<i>Total</i>		

APEC PROGRESS REPORT FORM

BASIC INFORMATION	
Date of report :	
Number and name of project :	
Name of Committee or Working Group :	
Project Overseer (name and title, postal and e-mail addresses, tel & fax nos.): <u> M </u> <u> F </u> (IE: INCLUDE SEX, SO THAT DATA CAN BE COLLECTED AT A LATER DATE ON INVOLVEMENT OF WOMEN AS PROJECT LEADERS)	
Brief description of beneficiaries and benefits, linkages with other fora/private sector, contribution to priorities laid down by Leaders or Ministers and TILF objectives and whether the anticipated results have been achieved:	
<i>Brief description of how the project is consistent with and builds on the Framework for the Integration of Women in APEC.</i>	
Brief description of planned project outputs:	
Planned phases of project, including publication/dissemination, with dates of each phase, and any variance from the original schedule:	
Funding sources and amounts:	
(a) APEC Central Fund (Financial Year 19____) : USD _____	
(b) Self Financing :	Contribution (in USD): Cash and in kind (please describe briefly, e.g., equipment, labour)
Contributing Economy(ies)	
STATUS/PROGRESS AND PROBLEMS	
Current status of project:	
Variance from proposed plan including revised dates and additions/deletion of activities:	
Progress since last report :	
Problems encountered/action taken:	
If project completed indicate results, number of participants (<i>indicate number of men and women</i>), feedback, etc.	

Notes:

All Committee and Working Group projects, irrespective of their source of funding, should be reported to BMC. Please mark "N.A." if any item is not applicable.

Name of Project should be identical with the name stated in the project proposal.

Remember to include gender specific data and reflect gender considerations *in* your narrative report.

This progress report form may be found in Annex B of the APEC Guide for Financial Procedures. July 1998

EVALUATION REPORT ON APEC PROJECTS

BASIC INFORMATION		
Date of report :		
Name and number of project :		
Brief description of project outputs (number of participants at workshop; number of economies covered by survey, and deliverables, where applicable) :		
LESSONS LEARNED AND/OR FURTHER WORK		
Originally planned completion date of project :		
Actual completion date of project :		
APEC projects are assessed by four categories of criteria. (Please refer to the “Criteria for Assessment of APEC Projects”.) Has the project met the following as originally planned: (Please tick either box and comment where appropriate)		
	If yes, please explain how	If not, please explain why
APEC Values		
Project Design		
Dissemination of Project Results		
Budget		
If your committee or working group has used other additional criteria to evaluate this project, please briefly describe the criteria and how the project is rated against these criteria:		
Did the project meet the needs of the targeted beneficiaries, identify direct and indirect beneficiaries and to member economies and any follow-up?		

<p>To what extent the project has reached the targeted clientele, any assessment of client satisfaction in terms of accessibility, competence of service delivery, usefulness of information and contribution to trade facilitation and business performance?</p>
<p>Does the project complement or overlap with the work of others, was the project the most cost-effective in achieving the targeted goals, has the Committee/Working Group clearly defined and agreed upon targeted clients, the impacts to be achieved and the means of achieving them?</p>
<p>How will the project, especially for database projects, maintain sustainable benefits over the longer term?</p>
<p>Overall, has the project achieved its intended results in terms of beneficial effects in member economies? (Please circle one)</p> <p>Yes / No</p> <p>If no, why?</p>
<p>Are there any lessons learned and/or future work arising from this project? If so, please describe them briefly.</p>
<p>The Small Group comments</p>
<p>Lead Shepherds/Chairs comments</p>
<p>Secretariat comments.</p>

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July 1999

Project Evaluation Questionnaire

Annex A: Guidebook on APEC Financial Procedures

Questionnaire for APEC Projects which are in the category of seminar, symposium or short-term training course

Project Code:
Project Title:

Your evaluation of the project will assist the assessment by the APEC fora. Your responses to the following questions are appreciated.

Those who are speakers, panelists, etc. should fill your comments in Part A. Those who are participants, trainees, etc. should fill your comments in Part B. The Questionnaires should be sent to the Project Overseers.

N.B The Project Overseers should collate all questionnaires, and send them together with the list of all the participants to Small Group.

Part A. Summarize Project's Purpose and Expected Results

(For Speakers & Panelists)

Name:
Agency/Economy:
Signature:
a. What activities did you attend? <input type="checkbox"/> Training <input type="checkbox"/> Conference <input type="checkbox"/> Seminar/Symposium <input type="checkbox"/> Other (pls. specify)
Duration:
Project start date:
Project end date:
b. What were your roles before, during, and after the activity?
c. Do you think the project achieved its objectives? What were the project's results/achievements?
d. Were the attendees the most appropriate target group?
e. What is your assessment of the overall effectiveness of the project?
f. Any other suggestions:

Part B Assess the Results

(For Participants & Trainees)

Name:
Agency/Economy:
Signature:
a. How have you or your economy benefited from the project?
b. What new skills, knowledge, or value have you gained?
c. What, if any, changes do you plan to pursue in your home economy as a result of the project?
d. What needs to be done next? How should the project be built upon?
e. Is there any plan to link the project's outcomes to subsequent collective actions by fora or individual actions by economies?
f. Please use the same scale to rate the project on an overall basis.
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">[5] (Good)</div> <div style="text-align: center;">[4]</div> <div style="text-align: center;">[3]</div> <div style="text-align: center;">[2]</div> <div style="text-align: center;">[1] (Poor)</div> </div>
a. What is your assessment of the overall effectiveness of the project?
b. Was the project content: (Check One)
Just Right _____ Too Detailed _____ Not Detailed Enough _____
c. Please provide any additional comments. How to improve the project, if any?

Criteria for Assessment of APEC Projects

Annex B: Guidebook on APEC Financial Procedures

(Approved by SOM in October 1995)

There are four categories of criteria proposed for project assessment. These relate to (a) APEC values, (b) project design, (c) dissemination of project results, and (d) budget.

Each of the following criteria is normative: the operative word throughout is "should", not "must". Accordingly, the BMC/SOM decision relating to compliance with each criterion will, necessarily, be affected by the situation in each project. In this sense, many of these criteria should be understood to include the words "as appropriate" in recognition of the fact that there will always be cases which do not fit with otherwise sensible and desirable general criteria.

A. APEC values

These are criteria which only SOM and its committees, the BMC, are qualified to decide on the basis of their understanding of the wishes of APEC's Leaders and Ministers.

APEC projects should:

1. be a direct response to the priorities of the Leaders and Ministers, set out in their declarations, particularly the Bogor Declaration.
2. be approved by a working group or committee, consistent with the vision statements, policy statements and work programs, as amended, of that working group or committee.
3. have the active participation of a large number of APEC members.
4. encourage participation from the business/private sector and non-governmental institutions.
5. add specific APEC value in those cases in which similar work has already been done in the same area in other contexts.
6. (for ecotech projects) be highly focused and results-oriented; support one or more of the six priorities listed in the 1996 Manila Declaration on Ecotech; avoid duplication with other APEC projects; and have explicit objectives, milestones and performance criteria (as elaborated in the Guidance on Strengthening Management of APEC Ecotech Activities approved by SOM in June 1998 and attached as Annex C).

B. Project Design

This category differs from that on APEC values in that anyone familiar with the requirements of a project in any circumstances would be likely to agree that a project proposal met or did not meet the criteria.

Projects should have:

1. a statement of the objectives and justification of the project.
2. an identification of the kinds of institution in member economies intended to benefit from the results of the project.
3. a brief description of project methodology.
4. a sequence of components, if more than one, with associated outputs.
5. a properly itemized budget.
6. a timetable for the accomplishment of each component.
7. a timetable for the draw down of APEC funding.
8. an indication that the project's planning has taken cognizance of the possible contribution of the project to related projects or meetings in APEC or elsewhere.
9. an indication of the working group or committee responsible for the particular project and the dissemination of its results.

C. Dissemination of Project Results

These criteria on publication, publicity for, and dissemination of the project's results are grouped separately to underline the fact that information is only useful if it reaches those who can use it.

1. Each project should have a budgeted plan for the publication and dissemination of results in a manner appropriate to the project. This plan should:
 - i. indicate the target audience for the report on the planned results of the project and, based on that target audience,
 - a. the form (for example : completion report, conference proceedings, manual, case studies, scholarly papers, database situation report);
 - b. the format (hard copy, electronic and/or video); and
 - c. the number of copies to be prepared.
 - ii. commit to quality control and professional editing to ensure that it will be understood by the target audience before the submission to the printer of the APEC Secretariat.
 - iii. be consistent with APEC's publication policy.
2. Each plan for publication and dissemination should be accompanied by a publicity plan for briefing the general or specialist media about key components for the project and, especially, the promotion of sales or other dissemination of the final product. A publicity plan should be cognizant of the particular needs of any member economy.

D. Budget

1. The APEC funded part of the project should be within SOM-approved guidelines.
2. Costs for particular line items should be justifiable.

**Comparison of Allowable Expenses under
the Operational Account and TILF Special Account**

The allowable expenses under the Operational Account and the TILF Special Account are tabulated below, with those which are allowable under the TILF Special Account *only* shaded for easy comparison.

	<i>A. Seminars, symposia and short-term technical training courses</i>	<i>B. Survey, analysis and research projects</i>	<i>C. Provision of equipment for APEC projects</i>
Direct labour	Honoraria for speakers Remuneration for translators of seminar materials, short-term clerical and secretarial staff employed for the event Writing fees (for teaching materials etc.)	Researcher and consultant fees Fees for translation, interpretation etc. Writing fees (for manuscripts etc.)	
Equipment	Purchase or rental (whichever is cheaper) of equipment (inclusive of freight, installation and servicing for the duration of the event)	Purchase of books and documents for research (inclusive of postage or courier) Purchase or rental (whichever is cheaper) of materials / equipment for survey, analysis and research (inclusive of freight, installation and servicing for the duration of project)	Purchase or rental (whichever is cheaper) of equipment for TILF projects other than Categories A or B
Travel	For speakers : airfare (economy class normally, but business class for flights of or over 9 hours), inter-city travel, accommodation, per diem and incidental expenses For trainees : airfare (economy class), inter-city travel, accommodation, per diem, and incidental expenses	For researchers on project related travel : airfare (economy class normally, but business class for flights of or over 9 hours), inter-city travel, accommodation, per diem and incidental expenses	

	<i>A. Seminars, symposia and short-term technical training courses</i>	<i>B. Survey, analysis and research projects</i>	<i>C. Provision of equipment for APEC projects</i>
Publication	Printing and related costs (inclusive of proof-reading and distribution) of materials or documents arising from seminars and symposia	Printing and related costs (inclusive of proof-reading and distribution) of materials or documents arising from research, survey or analysis	
Communications	Fax, telephone, mail and courier related to event	Fax, telephone, mail and courier costs arising from the project	
Others	Teaching and training materials in seminars Hosting cost (inclusive of conference room rental, conference support and organizing, stationery) Photocopying costs	Hosting cost (inclusive of conference room rental, conference support and organizing, stationery) Photocopying costs	

May 1996

APPENDIX B

GENERAL PROJECT MANAGEMENT FORMS

STEP #1

[PROJECT TITLE]

I. PURPOSE/JUSTIFICATION & OBJECTIVES

What is the overall purpose of the project?

What specific objectives will your project accomplish? [State how the project will take into account the different roles of women and men. If your project specifically addresses issues of income or population differences, you should list a separate objective.]

Objective 1:

Objective 2:

How does the project support HRD/ APEC priorities? How does this project implement and advance the Framework for the Integration of Women in APEC? How does this effort build upon other efforts?

II. ACTIVITIES/ PROJECT METHODOLOGY

What project activities are needed to reach your objectives?

What will be your outputs and deliverables and by what dates will you complete each?

Description of Outputs/ Deliverables	Completion Date
<i>(Use "tab" key to add another row)</i>	

How are you ensuring that this project's design and products will be of high quality? (e.g., expert consulting, peer review, customer input, pretest, pilot study, literature review, studying model programs.) How are you ensuring that the project's design and products will benefit both women and men?

III. EXPECTED RESULTS

What are the results you expect to attain?

How are you going to measure the usefulness and value of these results? What data on participation or attendance (by men and women) will you collect? How will you assess the impact of your project? How will you measure whether or not you have achieved your objectives? Have you integrated gender sensitive indicators?

IV. PARTICIPATION AND COOPERATION

Which APEC members support the project?

- 1.
- 2.
- 3.

Note: To be considered an APEC project, you must have the support of at least three APEC partners, although it is suggested that you have the expressed interest of at least half of the members.

Which other partners (e.g., universities, consultants, women’s organizations, community organizations, employers, women’s business associations, labor, other agencies) are needed?

How will you involve project members? What is your plan for communicating with project members (e.g., weekly updates, monthly conference calls)?

V. COMMUNICATION

Which methods of communication (e.g., presentations, newsletters, Web pages, seminars, journal articles, brochures, news articles, letters, videos) **will you use?** How will you address the communications needs of specific target groups? For example, some groups such as micro-business owners, may require different communication channels than large business associations.

To which audiences (e.g., APEC partners, journals, policymakers, funding agents, universities, participants, associations, news/ media, researchers) **will you send project information?**

Discuss your communication plan:

VI. REQUIRED RESOURCES/ BUDGET

Labor

(A) How many people will you need to work on the project full-time?

(B) What is the average cost per day to employ these people? (include “loaded rate” if applicable)

(C) How many days, at full-time, will the project take to complete?

(D) How much will consultants cost (include fees, honoraria, and support costs such as secretarial work)

(1) TOTAL LABOR = (multiply) $A \times B \times C \times D =$ [AxBxCxD]

Other Resources and Cost

(D) How much will the necessary equipment (computers, phones/faxes, copier) cost?

(E) How much will you need for travel costs (hotel, airfare, car)?

(F) How much will you need for communications and dissemination (printing, desktop, editing; media/video; website development; etc.)?

(G) How much will office space (or other overhead) cost?

(H) How much will you spend on meeting rooms (room rental, meals, staff, signage, etc.) copies, phone calls, and postage?

(2) TOTAL OTHER COSTS = $D + E + F + G + H =$ [D+E+F+G+H]

Estimated Expenditures: LABOR + OTHER = (1) + (2) =

[1 + 2]

Estimated Finances Requested from APEC (and timeline, if appropriate)=

[1 + 2]

STEP #2

WORK PLAN AND PROGRESS REPORT

[PROJECT TITLE]

<i>Plan</i>				<i>Status</i>			
Activities/Tasks and Expected Results	Staff Responsible	Sched. Start Date	Sched. End Date	Are You on Sched. ?	Are You within Budget?	Is the activity of Quality ?	Solutions to Problems Identified and Next Steps
							<i>Use "tab" key to add a row</i>

Summary of overall progress to date:

COMMUNICATION COORDINATION CHART

[PROJECT TITLE]

[Mark or highlight the best method of communication for each partner, i.e., if s/he prefers phone versus e-mail]

Name (Partner/ Staff)	Organization/ Position	Mailing Address	Telephone/ Fax Numbers	E-mail Address	Participating in/ Assignments
					<i>Use "tab" key to add a row</i>

Summary of overall communication to date:

Budget Item	Rate/ Fee	Activities and Time-line												Total	
		Activity 1				Activity 2				Activity 3					
		Task 1		Task 2		Task 3		Task 4		Task 5		Task 6			
		<i>Jan. 1</i>		<i>Feb. 15</i>		<i>Mar. 1</i>		<i>Apr. 1</i>		<i>May 1</i>		<i>Jun. 15</i>			
Labor Costs		Time	Cost	Time	Cost	Time	Cost	Time	Cost	Time	Cost	Time	Cost		
Direct Project Staff															
▪ Project Director															
▪ Staff Member 1															
▪ Staff Member 2															
▪ Secretary															
▪ Editor															
▪ Other staff															
Experts and Consultants															
▪ Expert 1															
▪ Consultant 1															
LINE A: Subtotal for Labor Costs															
Other Costs															
▪ Travel for direct staff, experts, and consultants															
▪ Per Diem															
▪ Airfare															
▪ Accommodation															

Budget Item	Rate/ Fee	Activities and Time-line											Total
		Activity 1				Activity 2				Activity 3			
		Task 1		Task 2		Task 3		Task 4		Task 5	Task 6		
		<i>Jan. 1</i>		<i>Feb. 15</i>		<i>Mar. 1</i>		<i>Apr. 1</i>		<i>May 1</i>	<i>Jun. 15</i>		
▪ Local Transportation													
Postage													
Phone/fax													
Photocopying													
Meeting Expenses													
▪ Room Rental													
▪ Equipment Rental													
Other													
LINE B: Subtotal for Other Costs													
Fees, Administrative Costs, and Overhead													
Fees													
Administrative Costs													
Overhead													
LINE C: Subtotal for Fees, Admin. Costs, & Overhead:													
OVERALL TOTAL: (Add lines A, B, and C)													

STEP #3

[PROJECT NAME & NUMBER]

[Date of Report]

I. PROJECT SUMMARY

What did you do? (e.g., training, conference, seminar, symposium, manual, experiment/study, brochure, article)

Planned start date of project:

Planned end date of project:

Actual start date of project:

Actual end date of project:

Final Cost =

Total APEC Contribution =

What were the project's purposes and objectives?

What were the project's main or important activities?

What products (e.g., manual, book, video) **did you produce?**

How many participated? *Women* *Men*

II. RESULTS

Describe to what extent the project met objectives in...

Participation

Which APEC members participated in the project? How *many men and how many women* participated? What percentage of people who were invited actually attended or participated? Was participation consistent? How did your project address possible inequalities of participation by gender, income, and other characteristics?

Quality

What was the quality of the product/service? How satisfied was the target audience? Was the event or product well organized and understood? Were there formal, external recognition and evaluation of products (e.g., peer review)? Was there any assessment of client satisfaction in terms of accessibility, competence of service delivery, usefulness of information and contribution to trade facilitation and business performance?

Impact

What is the short-term impact and what may be the long-term impact of the project (i.e., future results)? In the short term, what new skills or knowledge were developed? Did the project meet the needs of the targeted beneficiaries, identify direct and indirect beneficiaries and to member economies? How does the short-term impact relate to the HRDWG priorities and APEC Values? Were there any unanticipated outcomes, positive or negative? What was learned about gender considerations in this project? For long-term impact, describe any changes in the policies, work force, organizational/ management operations, or infrastructure. What follow-up activities are planned to measure the long-term impact? How will the project, especially for database projects, maintain sustainable benefits over the longer term?

Efficiency

Was the project cost-effective? How does the cost of your project (and results) compare with the cost of similar projects? Did the project complement the work of others?

APEC projects are assessed by 6 categories of criteria. (Please refer to the "Criteria for Assessment of APEC Projects" in Appendix B.)

Has the project met the following as originally planned: (Please tick either box and comment where appropriate)

Please see listed sections for greater detail.

APEC Values

Framework for the Integration of

Women in APEC

yes no

(see Results: Impact)

Project Design

yes no

(see Implementation Critique)

Dissemination of Project Results

yes no

(see Communication of Results)

Budget

yes no

(see Implementation Critique)

Overall, has the project achieved its intended results in terms of beneficial effects in member economies?

(Please circle one) Yes / No

If no, why?

III. COMMUNICATION OF RESULTS

Describe your communication of results, including information about techniques you used or special considerations. For example, did you use easily translated, nontechnical language, graphics (charts, diagrams, or videos), before-and-after comparisons, or participants' ratings?

Which methods of communication (e.g., presentations, journal articles, newsletters, seminars, Web pages, brochures, news articles, letters, videos, press conferences, mailings) **did you use?**

How many people and which audiences (e.g., APEC partners, journals, policymakers, funding agents, universities, participants, associations, news media, researchers, ministries, and schools) **received project information?**

Discuss the effectiveness of your communication. Give examples and any information learned when communicating about the project (e.g., other projects being done in this area, how the project might be implemented in another way).

IV. IMPLEMENTATION CRITIQUE

Did you stay within your budget, work plan, time-line? If there were deviations, what were they? How did you adjust in response?

If you encountered unexpected problems of any kind, what were they and how were they resolved? Was your communication effective?

V. NEXT STEPS

Do you have suggestions for improving participation, implementation, strengthening results, or holding down costs?

What needs to be done next? How should the project be built upon? Has the Committee/Working Group clearly defined and agreed upon targeted clients, the impacts to be achieved and the means of achieving them?

What follow-up activities have you planned? (E.g., what is your plan for later assessment of long-term impact?)

Small Group comments
Lead Shepherds/Chairs comments
Secretariat comments

APPENDIX C

SAMPLE EXEMPLARY PROJECTS

FACESHEET for projects seeking APEC funding

This is an application for funding under the Operational Account) please tick one
 TILF Special Account) box only

Project No. (to be filled in by Secretariat)	IST 02/97	Date received by Secretariat	21/11/96
Name of Committee/Working Group: Industrial Science and Technology Working Group			
Title of Project: APEC Experts Meeting on Gender in Science and Technology			
Proposing APEC Member: Canada, Indonesia, Korea, and the Philippines			
Project Overseer : Name, Title and Organization Simon McInnes Director, International S & T Policy International Business Branch Industry Canada			
Postal Address:		235 Queen Street Ottawa, Ontario Canada K1A 0H5	Tel No.:1-613-952-0853 Fax No :1-613-952-5381 e-mail : mcinnes.simon@ic.gc.ca
Financial Information	Total Cost of Proposal (US\$) \$51,000	Amount being sought from APEC Central Fund (US\$) 40,000	
Project Start Date March 1997		Project End Date November 1997	
Project Purpose To sponsor a two day meeting of statisticians, along with science, technology, gender and policy specialists from APEC member economies, with invited international experts from other jurisdictions, to: identify the critical statistics necessary to understand the underlying participation rates of women and men in scientific and technological education and careers; examine systematic approaches and coordination methods for ensuring the comparable collection of gender-disaggregated data on science and technology; identify potential data sources that will permit the examination of the differential impact of technical change on men and women's lives; and, to discuss policy actions that help remove barriers to women's participation in science, technology, and engineering education and careers.			
Signature of Project Overseer		Date	
Signature of Committee Chair/WG Lead Shepherd		Date	

FORMAT FOR PROJECTS SEEKING APEC FUNDING

This format should be completed with reference to the Criteria for Assessment of APEC Projects on which it is based.

Please note that items followed by an asterisk () fall within the category of criteria which relate to "APEC values" in the Criteria of Assessment.*

A. PROJECT DESIGN

Please provide in point form or as succinctly as possible:

PROJECT

01. Name of project. APEC Experts Meeting on Gender in Science and Technology
 02. Name of the working group or committee taking responsibility for the project and the dissemination of its results. Industrial Science and Technology Working Group
-

OBJECTIVES

03. The objectives/justification of the project. This project addresses the participation of men and women in science and technology education and careers. Science and technology are the drivers of the knowledge-based economy, and women and men can equally contribute to knowledge use and expansion. Finding ways to reach a better understanding of men and women's participation, i.e. gathering accurate microeconomic and demographic gender disaggregated data, will benefit planning and policy making in all APEC member economies.

The seminar will include an examination of such questions as:

--improving the gathering of data on male and female participation rates in scientific, technological, and engineering education from primary to post-secondary institutions

--working with governments, universities, and national professional associations (of scientists, technologists, technicians, medical practitioners, and engineers) to gather gender disaggregated data on science and technology career patterns in governments, universities and business

--strengthening the coordination and consistency at national and international levels in the collection of gender-disaggregated data in science and technology

--strengthening the capacity of governments in gathering gender-disaggregated data

--discuss policy options to strengthen the capacity of women to participate in science and technology education and careers

04. How, briefly, this project responds to the priorities set by APEC Leaders and Ministers, as evidenced by parts of the APEC Action Agenda including Action Program, work plan, vision statement, and policy statement that relate to this project.
(*)

--the 1991 Seoul Declaration to enhance the positive gains resulting from increasing economic interdependence, including encouraging the flow of goods, services, capital, and technology;

--the 1993 Blake Island Economic Vision of people in APEC sharing the benefits of sustainable economic growth through higher incomes, high skilled and paying jobs, increased education and training, and technology flows;

--the APEC Osaka Action Agenda which identified the need for increased technical cooperation, and training programs;

--increasing the supply and enhancing the quality of scientists and educators/trainers, and supports other aspects of the 21 sub-programs of the HRDWG Action Program;

--the 1995 Action Program of the ISTWG that called for improving flows of technological information and technology, and improving researcher and engineer exchange and human resources development; and

--other Action Programs of other APEC for a where gender has significant policy consequences (e.g. Fisheries, Energy, Transportation, SMEs, Economic Committee).

05. For applications under the TILF Special Account: How briefly this project contributes to APEC Trade and Investment Liberalisation and Facilitation (e.g. relevance to specific parts of the Osaka Action Agenda).

LINKAGES

05. The kinds of institutions in member economies intended to benefit from the results of the project. Highlight the direct benefits to the institutions, the types of businesses in member economies which will benefit from the results of the project and what the direct benefits are.

Institutions that will benefit from this project include member economy statistical agencies, university demography experts, science and technology policy planners, education and training policy experts and professionals, professional and scientific associations, and women's institutes.

06. How the participation of the business/private sector and non- governmental institutions has been sought or will be sought. Illustrate how the business/private sector are involved in the planning and delivery of the project and whether any other APEC fora have been consulted (*)

National gender disaggregated data gathering will be of interest to professional and scientific associations, university associations, chambers of commerce, financial institutions and venture financing persons, and professional women's entrepreneurs associations. We will be approaching appropriate government and non-government agencies to seek their participation and support.

08. How this project will add "APEC value" (as to the potential benefits of implementing projects) in the context of other work that might have been done elsewhere in the same field. (*)

This project will build on the informal ministerial discussion that took place at the 2nd APEC Ministers' Conference on Regional S&T Cooperation, on gender and S&T, where ministers expressed interest in understanding more about the data challenges that must be met if economies are to make better use of available talent, both male and female, to fuel the growing knowledge-based economy. The project will benefit member economies, and particularly will be of use to the HRD and SME fora in APEC.

09. An indication of how the project might contribute to related projects or activities in APEC or elsewhere.

The project will contribute to: SME work on women entrepreneurs; HRD work on training and manpower issues; Environment Ministers' call for increased science and technology to manage environmental sustainability; and Fisheries projects on harvesting and marketing of marine products.

10. Describe the deliverables of the project and demonstrate how they will meet the needs of the targeted beneficiaries.

METHODOLOGY

11. A concise description of the project's methodology.

The schedule of the proposed seminar is attached. The topics are fundamental to a better understanding of gathering and using gender disaggregated data.

12. A concise description of the project by component, with its associated outputs clearly specified.

As the attached schedule of the seminar illustrates, each topic will involve the preparation of papers by lead speakers or panelists and the preparation of a final report, including a summary, the papers, and rapporteurs reports.

13. A timetable for the accomplishment of each component in (12)

The seminar is planned for late September or early October 1997 in Manila, following the 13th meeting of the ISTWG in Singapore.

14. The number of APEC member economies that will participate in this project. Please indicate the names of member economies participating in each component of the project as set out in (12). (*)

Within APEC, this project is led by Canada, with the partnership of Indonesia, Korea, and the Philippines. We anticipate that most member economies will wish to ensure that they are represented at the seminar.

BUDGET

15. An itemized budget for the project, including provision for any publication and dissemination of project results, in the prescribed format. Applications under the Operational Account should use the format at Enclosure 1. Applications under the TILF Special Account should use the format at Enclosure 2. The budget should illustrate the assumptions adopted (e.g. unit costs) for the computations.
16. A time table for the drawdown of APEC funding requested for the project, including details of any advance payment or installment payment requested and justifications for such requests.

Drawdown of APEC funding is requested as follows:

July 1997 \$40,000

17. Details of any request for waiver or exception from the normal APEC financial rules with justifications.

DISSEMINATION OF PROJECT OUTPUT

18. A plan for the publication and dissemination of the results of the project, including:
 - a. The nature of the target audience, and, based on that audience: Target audience is government policy makers, NGOs, universities, leading women scientists, engineers and technologists.
 - b. the form and content, The content will be the final versions of papers presented at the conference, summary report, and rapporteurs reports.
 - c. format (e.g. hard copies, floppy discs, internet uploading), The format will be desktop publishing, and electronic publishing in 2 web sites.
 - d. number of copies for the publication, and 250 for member economies (see (e)(ii) below
 - e. accessibility of results for the targeted audience.
 - i. Economic and women's issues journalists from each member economy's leading newspapers or trade journals will be advised of the outcome of the conference. Brief communiques will publicize the seminar and the outcome.
 - ii. A limited number of hard copies will be made available to conference participants, sponsoring organizations, national libraries, ministries and departments of S&T, MFA, and Industry of APEC members. The use of web sites will ensure a broad dissemination of the results to the APEC academic and business communities.
 - f. A publicity plan for:

- i. briefing the general or specialist media about key components of the project and
 - ii. the promotion of sales or other dissemination of the final product.
- g. A budget for publication and dissemination, to form part of the itemized budget.
-

ASSESSMENT OF PROJECT

19. How the project proponent will assess whether he has met the criteria for APEC projects and how he will measure the impact of the project on expected beneficiaries.

B. UNDERTAKING BY THE WORKING GROUP/COMMITTEE

The (name of Working Group/Committee) undertakes that, working closely with the APEC Secretariat, due care has been taken that:

1. The line items for the APEC-funded parts of the budget for this project are within SOM-approved guidelines.
2. The costs for line items for APEC-funded parts of the budget of this project are justifiable.

and, with regard to the dissemination of results from the project, due care will be taken that:

1. Comprehensive quality control and professional editing, including factual precision and thoroughness, to ensure that the publication or other dissemination media will be understood by and useful/beneficial to the target audience, will be undertaken before submission of the publication to the printer or the APEC Secretariat.
2. Any output will be consistent with APEC’s publication policy.

The project has been reviewed, approved and prioritized by my Committee/Working Group before it is submitted to the BMC for review.

SIGNATURE

NAME OF LEAD SHEPHERD OR CHAIR (Please print)

DATE AND PLACE

Enclosure 1

APEC OPERATIONAL ACCOUNT ITEMIZED BUDGET FOR FINANCIAL YEAR _____⁵

Items			APEC Funding (USD)	Self Financing (USD)
<i>Direct Labour</i>	No. of Hours	Rate		
- Speaker's Honorarium	25 hours per speaker = 75 hours	40	3,000	
- Consultant (including Researcher) Fees				
- Consultant's Secretary Cost				
<i>Travel</i>				
- Per Diem (including accommodation and "additional payment")	4 days x 3 persons		4,000	2,000
- Airfare	3 persons x 6,000		12,000	6,000
- Inter-city Transport			2,000	
	No. of Copies	Unit cost		
<i>Publication of report (including distribution)</i>	100 copies per member plus editing and website placement		13,000	2,000
<i>Photocopying</i>			3,000	
<i>Communications (Phone/ Fax/ Mail/ Courier)</i>			3,000	
<i>Total</i>			40,000	11,000

⁵ If project straddles more than one year, please indicate only the amount of funds required for the financial year in question.

Enclosure 2

**APEC TILF SPECIAL ACCOUNT :
ITEMIZED BUDGET FOR FINANCIAL YEAR _____¹**

(Please tick ✓.)

This project

- a. is a seminar, symposium or short-term training course
- b. is a survey or analysis and research project
- c. is neither a nor b above but involves the provision of equipment

Items	APEC Funding (USD)	Self Financing (USD)
<i>Direct Labour</i>	No. of Hours	Rate
- Speaker's Honorarium		
- Translator's Fees		
- Short-term clerical and secretarial staff remuneration		
- Consultant (including Researcher) Fees		
- Consultant's Secretary Cost		
<i>Travel</i>		
- Per Diem (incl. accommodation and "additional payment")		
- Airfare		
- Inter-city Transport		

¹ If project straddles more than one year, please indicate only the amount of funds required for the financial year in question.

	No. of Copies	Unit cost
<i>Publication of report</i> (including distribution)		
<i>Equipment / Materials</i> (pl. describe briefly what is required and why)		
<i>Photocopying</i>		
<i>Communications</i> (Phone/ Fax/ Mail/ Courier)		
<i>Hosting</i> (pl. briefly describe, e.g., conference room rental, stationery)		
<i>Total</i>		

EXPERTS MEETING ON GENDER IN SCIENCE, INDUSTRIAL SCIENCE, AND TECHNOLOGY

Draft Program

Day 1

Opening Remarks

Plenary 1: Why are we here

Review of the policy issues that make gender specific information necessary to their development and monitoring.

Working Session 1: Sectoral Analysis

Discussion of policy issues and identification of data needs in:

Education and educational institutions

What do enrollment figures tell us?

What about the staff in these institutions, by rank and gender?

R&D Activities

What is the distribution of women by discipline?

What percentage of senior posts are held by women?

Industry (especially the knowledge producing industries)

Do we have the labour force data by industry?

What are the competitiveness issues?

Government, including the health sector

Plenary 2: What do we know?

Review of the data sources and data gaps and examples of the benefits of international comparability of data.

Working Session 2: Data gaps and how to overcome them

Statistical Agencies

Do labour force surveys measure exit and entry by gender?

What series carry a gender variable?

Policy ministries

What cannot be done because the gender data are missing?

Which agencies should produce the data?

Professional Associations

Are memberships classified by gender?

Are there statistics on salary by age and gender?

International organizations

What is being done by other organizations, such as the OECD and the European Commission?

Day 2

Plenary 3: Forecasts and Outcomes

A presentation on forecasts and targets for policies and ways of measuring outcomes of policies

Working Session 3: The Future of Gender?

Barriers and incentives to the production of gender data

Are firms willing or unable to provide gender data?

Are there employment equity programs that encourage the measurement of gender as a variable?

Production and trade in a global economy – technological change

Is the impact of technological change different for men and women?

What are the consequences for competitiveness?

What policy actions can be undertaken by key stakeholders in the economy?

The global information infrastructure (GII) for the global information economy (GIS)

Networks for women – how they work?

What is the impact of networks on removal of gender barriers?

Plenary/Panel

Review of findings and proposals for future work

Closing Remarks

APPENDIX D

GUIDE TO GENDER-BASED ANALYSIS

Elements from the Guide to Gender-based analysis have been integrated into this project management guide. TO FIND THE COMPLETE APEC GUIDE TO INTEGRATING THE FRAMEWORK FOR WOMEN GO TO <http://www.apecsec.org.sg/workgroupgender/html>

APPENDIX E

HRDWG's STRATEGIC and MEDIUM TERM PRIORITIES

APEC MANILA DECLARATION

January 1997

**THE PRIORITIES OF THE HRD OF APEC
FROM THE DECLARATION ON HUMAN RESOURCES DEVELOPMENT FRAMEWORK**

- 1) Provision of a quality basic education for all;
- 2) Analysis of the regional labor market to allow sound forecasting of trends and needs in human resources development;
- 3) Increasing the supply and enhancing the quality of managers, entrepreneurs, and educators/trainers in areas of the economy central to fostering economic growth and development. Such areas include training in small- and medium- sized enterprises in entrepreneurship and in the management of sustainable growth incorporating economic and environmental consideration;
- 4) Reducing skills deficiencies and unemployment by designing industrial and other training programs for applications at all stages of a person's working life;
- 5) Increasing the quality of curricula, teaching methods, and instructional materials relating to the education and training of managers and other workers;
- 6) Increasing the opportunities throughout the region for people who seek to gain skills required for the economic growth and development of member economies and the region as a whole;
- 7) Preparing organizations and individuals to remain productive in the face of rapid economic and technological changes in member economies, the Asia-Pacific region and the global economy; and
- 8) Cooperation in education and training among member economies will promote human resources development toward the liberalization and facilitation of trade and investment in the region. Increased international mobility of qualified persons for HRD activities will also enhance economic growth.

This statement also notes the recent call by Leaders for attention to issues of participation by women and young people, stating: "...activities will be developed... with due attention to gender issues and cross-cultural communication and understanding."

**THE MEDIUM TERM STRATEGIC PRIORITIES
OF THE HRDWG**

This statement reaffirms the role of HRD in furthering the APEC Goals of trade liberalization and facilitation and the basic principles stated in the HRD Action Program and reinforced in recent statements by APEC members and leaders:

1. *The people of the Asia Pacific are the most important resource in economic growth and development, one of whose goals is to enhance the quality of life and well-being of the people in the region.*
2. *The development and protection of human resources contribute to the attainment of such fundamental values as the alleviation of poverty, full employment, universal access to primary, secondary, and vocational education and the full participation of all groups in the process of economic growth and development.*
3. *Human resources development requires cooperative action by public, and business/private sectors, educational and training institutions*
4. *In designing regional approaches to human resources development, attention must be given to*

the diversity of experiences and situations in the region.

This statement also notes the recent call by Leaders for the attention to issues of participation by women and young people, both groups can potentially contribute to and benefit from human resources development policies and programs in a significant way.

For the medium term, the HRD Working Group will focus on activities that further the following priorities with the objective of preparing the people of the Asia Pacific community for the 21st century.

1. Providing quality basic education, with a focus on increasing access by all groups to basic education and increasing levels of educational attainment for the population as a whole.
2. Improving labour market information and analysis to support flexible and efficient labour markets that contribute to economic growth and trade and investment in the region.
3. Enhancing the skills of managers, entrepreneurs, and educators/trainers in key sectors; supporting the training needs of small-and-medium-sized enterprises (SMEs) and the management of sustainable growth and development.
4. Promoting and developing lifelong learning as a means both to meet rapidly changing skill needs in the economy as well as individual needs for adjustment and upgrading of education, vocational training, professional and technical skills, and management development.
5. Increasing quality of curricula, teaching methods, and instructional materials in education, training, and skills development at all levels, with a particular focus on preparing for the transition to the 21st Century (i.e., from basic education through vocational and technical skills training to professional and executive development for management of change).
6. Facilitating mobility of qualified persons to help meet skill shortages by developing means for mutual recognition of skills and qualifications, and to increase opportunities for people to gain the skills required for economic growth and development of member economies and the region as a whole.
7. Enhancing the quality, productivity, efficiency, and equitable development of the labour forces and work places in member economies.
8. Strengthening cooperation in education and training to support trade and investment liberalization and facilitation.

DECLARATION ON AN ASIA-PACIFIC ECONOMIC COOPERATION FRAMEWORK FOR STRENGTHENING ECONOMIC COOPERATION AND DEVELOPMENT

Manila, November 1996

We, the Ministers of Australia, Brunei Darussalam, Canada, Chile, the People's Republic of China, Hong Kong, Indonesia, Japan, the Republic of Korea, Malaysia, Mexico, New Zealand, Papua New Guinea, the Republic of the Philippines, Singapore, Chinese Taipei, Thailand, and the United States of America, meeting in Manila from 22-23 November 1996,

1. Recalling the vision articulated by the Leaders on Blake Island of an Asia Pacific community built upon the growing interdependence and cooperation in the region;
2. Heeding the call made by the Leaders in Bogor for APEC to lead the way in intensifying development cooperation in the region;
3. Building on the essential elements of economic and technical cooperation contained in the Osaka

Action Agenda, as one of the three pillars on which to deepen the spirit of community in the Asia-Pacific;

4. Acknowledging that economic and technical cooperation and trade and investment liberalization and facilitation are mutually complementary and supportive;

5. Recognizing the need for a new framework of economic cooperation and development which will provide greater focus and coherence in the growing number of regional programs and activities in the economic and technical cooperation areas;

6. Conscious of APEC's achievements in the area of economic and technical cooperation since its foundation;

To this end, Ministers jointly resolve to:

Adopt the following Framework for Strengthening Economic Cooperation and Development to guide member economies in the implementation of Part II of the Osaka Action Agenda, entitled Economic and Technical Cooperation.

I. GOALS

We agree that the goals of economic and technical cooperation and development in APEC are:

- to attain sustainable growth and equitable development in the Asia-Pacific region;
- to reduce economic disparities among APEC economies;
- to improve the economic and social well-being of the people; and
- to deepen the spirit of community in the Asia Pacific.

II. GUIDING PRINCIPLES

1. In line with APEC's fundamental principles, we will pursue economic cooperation

and development in the region on the basis of:

- **mutual respect and equality** including respect for diversity and the different situations of members, focusing on member economies' strengths;
- **mutual benefit and assistance**, with a firm commitment to making genuine contributions toward the goals of sustainable growth and equitable development and reducing disparities in the region, based on the APEC member economies' diverse and complementary capabilities;
- **constructive and genuine partnership**, creating opportunities for mutually beneficial exchange between and among industrialized and developing economies, thus promoting the development and dynamism of the economies in the region. This will include a working partnership with the private/business sector, other pertinent institutions, and the community in general, to ensure that

cooperation is consistent with market principles. This partnership will engender cooperative undertakings toward the efficient allocation of resources and reduction of economic disparities within an increasingly integrated Asia Pacific community; and

- **consensus building**, in line with the consultative, consensual approach nurtured through the development of APEC, while respecting the autonomy of each economy through their voluntary participation.

2. We emphasize the need to jointly undertake economic and technical cooperation activities that will promote the full participation of all men and women in the benefits of economic growth. In pursuing these activities, we shall be guided by our responsibility in making economic growth consistent with environmental quality.

III. CHARACTER OF APEC ECONOMIC & TECHNICAL COOPERATION

1. To achieve our goals, we agree that economic and technical cooperation in APEC must be goal-oriented with explicit objectives, milestones, and performance criteria.

2. Considering the increasing role of the private/business sectors in APEC, we encourage them not only to participate but also initiate economic and technical cooperation activities in line with APEC goals. Thus, economic and technical activities can combine government actions, private sector projects and joint public-private activities with the public sector playing a direct or indirect role in creating and enabling environment for private sector initiative.

3. To help build a growing sense of community and promote a spirit of enterprise that leads our people to work with and learn from each other in a cooperative spirit, economic and technical cooperation activities should draw on voluntary contributions commensurate with member economies' capabilities and generate direct and broadly shared benefits among APEC member economies to reduce economic disparities in the region.

IV. ORGANIZING THEMES AND PRIORITIES

1. To achieve sustainable growth and equitable development, and benefit from the move towards free and open trade and investment, and to promote the welfare of economies of the region, we give priority to joint cooperative activities which:

- **Develop Human Capital**, the region's main asset in economic development, to broaden the benefits of economic growth, deepen the basis for sustainable growth, and strengthen social cohesion domestically and regionally;
- **Develop Stable, Safe and Efficient Capital Markets** to promote capital flows that generate real economic returns, to mobilise domestic savings through broad, deep capital and financial markets, as discussed by the Finance Ministers Meeting and to enhance the environment for private investment in infrastructure;
- **Strengthen Economic Infrastructure** to eliminate bottlenecks to economic growth, especially in such areas as telecommunications, transportation, and energy in order to further

integrate members into the regional economy, and the region into the global economy;

- **Harness Technologies for the Future** to ensure that APEC joint activities promote the flow and expand the capacities of its members to absorb existing industrial science and technology as well as develop new technologies for the future, thus promoting a free flow of information and technology;
- **Safeguard the Quality of Life Through Environmentally Sound Growth** by promoting sound policies and practices, taking into account concerns about sustainable development.
- **Develop and Strengthen the Dynamism of Small and Medium Enterprises** so that they may respond more efficiently and effectively to market developments in a more open and liberal economic development.

2. We will support new themes that may emerge in the cooperation process that are consistent with the goals and guiding principles defined in this framework.

3. In consonance with the goals, principles, and themes laid out in this Declaration, we hereby urge Working Groups and other relevant APEC fora to coordinate with each other and integrate their work on cross-cutting issues to achieve focused outcomes and demonstrate breakthroughs in advancing the goals of APEC, in the light of Part II of the Osaka Action Agenda and the themes mentioned in paragraph 1 of this section.

4. We are confident that, by giving further coherence and direction to our economic and technical cooperation, we will contribute substantially to the goal of a prosperous Asia Pacific community as we move towards the 21st century.

APPENDIX F

SUGGESTIONS FOR FURTHER READINGS

- Ahmed, V. & Bamberger, M. 1989. *Monitoring and Evaluating Development Projects: The South Asian Experience*. Seminar Report Series. Washington, D.C.: World Bank, Economic Development Institute.
- APEC Secretariat. *Guidebook on APEC Financial Procedures*.
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- Rossi, P. H. & Freeman, H.E. 1993. *Evaluation: A Systematic Approach*. 5th Edition. Beverly Hills, Calif.: Sage.
- Staub, W. 1990. The Development and Evolution of Project Benefit Monitoring and Evaluation in Projects Financed by the Asian Development Bank. In INTAN, *Monitoring and Evaluation of Development Projects: The East Asian Experience*. Kuala Lumpur.

Status of Women Canada. (1997). *Gender-Based Analysis: A Guide for Policy-Making*. Ottawa, Ontario.⁶

Valadez, J. & Bamberger, M. (Eds.) 1994. *Monitoring and Evaluating Social Programs in Developing Countries: A Handbook for Policymakers, Managers, and Researchers*. EDI Development Series. World Bank, Washington, D.C.

Woroniuk, B., Thomas, H, & Schalkwyk, J. (1997). *Gender: The Concept, Its Meaning and Uses, A Think Piece*. Swedish International Development Cooperation Agency (Sida), Stockholm.

Yin, R. 1984. *Case Study Research: Design and Methods*. Beverly Hills, Calif.: Sage.

USEFUL WEBSITES:

World Bank – Gender Net. <http://www.worldbank.org/gender/index.htm>. Section of “Sharing Knowledge and Experiences on Ways to Achieve Gender Equality” <http://www.worldbank.org/gender/know/proj.htm>.

United Nations Development Programme - <http://www.undp.org/gender/> Information on UNDP initiatives that demonstrate practical application of gender mainstreaming in programs and institutional processes.

⁶ Status of Women Canada; 360 Albert St, Suite 700; Ottawa, Ontario; K1A 1C3; (613) 947-8477



Management Tools *for* the HRDWG Guide: Strengthening Project Management and Performance

Instructions

These “Management Tools” are forms for you to fill out and use during your project. The Tools will help you to design, manage, and assess the results of your project. There is a Tool for each of these elements: design, manage, and assess. These three elements also match the three Steps for Strengthening Project Management (outlined on page 3 of your Guide). When using these Tools, make sure to:

- 1) Fill out the forms *as you go along*. Filling the forms out after the project is over will not benefit you, your project, or your supporters.
- 2) Use the *computer disk* that came with these Tools and Microsoft Word or Word Perfect programs to fill out the Tools.
- 3) Review the corresponding parts of *the HRDWG Guide*, as listed below, before filling out the forms. The page numbers noted refer you to the relevant pages within the Guide.

These “Tools” are here to help you design and manage your project successfully and efficiently.

Tool #1, Design the Project

(This Tool may be submitted as a brief proposal to request funding.)

Section I: Purpose & Objectives (p. 7)

Write out your *purpose*, a general statement about your goals and pair your purpose with *objectives*, more specific goals that you expect to attain.

Section II: Activities (p. 10)

Decide your *activities*, the actions you will undertake to achieve your objectives.



Section III: Expected Results (p. 11)

Declare your *outcomes*, the actual, expected results of and changes that will be caused by your project.

Section IV: Project Participation and Cooperation (p. 12)

Identify and contact APEC, business, university and other possible partners.

Section V: Communication (p. 12)

Decide how and to whom you will communicate about your project.

Section VI: Required Resources (p. 13)

List out the *resources* you will need and estimate costs in a *budget*.

Tool #2, Managing Project Quality

Section I: Work Plan (p. 19)

Use this list to plan out your project, to *monitor your progress* and to write your progress reports. Post the chart and update it frequently.

Section II: Communication Coordination Chart (p. 29)

Use this list of partner information to *communicate* with partners regularly and efficiently. Make sure all necessary staff has access to the list.

Tool #3, Assess the Project and Communicate the Findings

(This Tool may be used as a foundation for your final report or executive summary.)

Section I: Project Summary (p. 37)

Give readers a summary of your project's design including its *purpose*, objectives and expected *results*.

Section II: Results (p. 38)

Summarize the *important results* and findings of your project.

Section III: Communication of Results (p. 40)

Effectively communicate the results to your partners and others.

Section IV: Implementation Critique (p. 43)

Evaluate how the project was managed. Note changes you would make if you ran the project again.

Section V: Next Steps (p. 44)

What is the next step? What follow-up projects should be done?

MANAGEMENT TOOLS:

STEP #1

[PROJECT TITLE]

I. PURPOSE & OBJECTIVES

What is the overall purpose of the project?

What specific objectives will your project accomplish? *[State how the project incorporates gender considerations. If your project specifically addresses issues of income or population differences, you should list a separate objective.]*

Objective 1:

Objective 2:

How does the project support HRD/ APEC priorities? How does this effort build upon other efforts?

II. ACTIVITIES

What project activities are needed to reach your objectives?

What will be your outputs and deliverables and by what dates will you complete each?

Description of Outputs/ Deliverables	Completion Date
<i>(Use "tab" key to add another row)</i>	

How are you ensuring that this project's design and products will be of high quality? (e.g., expert consulting, peer review, customer input, pretest, pilot study, literature review, studying model programs.)

III. EXPECTED RESULTS

What are the results you expect to attain?

How are you going to measure the usefulness and value of these results? What data on participation or attendance (by men and women) will you collect? How will you assess the impact of your project? How will you measure whether or not you have achieved your objectives?

IV. PARTICIPATION AND COOPERATION

Which APEC members support the project?

- 1.
- 2.
- 3.

Note: To be considered an APEC project, you must have the support of at least three APEC partners, although it is better to have the expressed interest of at least half of the members.

Which other partners (e.g., universities, consultants, community organizations, employers, other agencies) **are needed?**

How will you involve project members? What is your plan for communicating with project members (e.g., weekly updates, monthly conference calls)?

V. COMMUNICATION

Which methods of communication (e.g., presentations, newsletters, Web pages, seminars, journal articles, brochures, news articles, letters, videos) **will you use?**

To which audiences (e.g., APEC partners, journals, policymakers, funding agents, universities, participants, associations, news/ media, researchers) **will you send project information?**

Discuss your communication plan:

VI. REQUIRED RESOURCES

Labor

(A)	How many people will you need to work on the project full-time?	
(B)	What is the average cost per day to employ these people? (include "loaded rate" if applicable)	
(C)	How many days, at full-time, will the project take to complete?	
(1)	TOTAL LABOR = (multiply) $A \times B \times C =$	$[A \times B \times C]$

Other Resources and Cost

(D)	How much will the necessary equipment (computers, phones/faxes, copier) cost?	
(E)	How much will you need for travel costs (hotel, airfare, car)?	
(F)	How much will office space (or other overhead) cost?	
(G)	How much will you spend on copies, phone calls, and postage?	
(H)	If you use consultants, how much will they cost?	
(2)	TOTAL OTHER COSTS = $D + E + F + G + H =$	$[D + E + F + G + H]$

Estimated Expenditures: LABOR + OTHER = (1) + (2) =

[1 + 2]

Estimated Finances Requested from APEC (and timeline, if appropriate)=

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MANAGEMENT TOOLS:

STEP #2

APEC PROGRESS REPORT FORM

BASIC INFORMATION		
Date of report :		
Number and name of project :		
Name of Committee or Working Group :		
Project Overseer (name and title, postal and e-mail addresses, tel & fax nos.):		
Brief description of beneficiaries and benefits, linkages with other fora/private sector, contribution to priorities laid down by Leaders or Ministers and TILF objectives and whether the anticipated results have been achieved:		
Brief description of planned project outputs:		
Planned phases of project, including publication/dissemination, with dates of each phase, and any variance from the original schedule:		
Funding sources and amounts: (a) APEC Central Fund (Financial Year 19____) : USD _____ (b) Self Financing : <table style="width: 100%; margin-left: 20px;"> <tr> <td style="width: 50%; text-align: center;">Contributing Economy(ies)</td> <td style="width: 50%; text-align: center;">Contribution (in USD): Cash and in kind (please describe briefly, e.g., equipment, labour)</td> </tr> </table>	Contributing Economy(ies)	Contribution (in USD): Cash and in kind (please describe briefly, e.g., equipment, labour)
Contributing Economy(ies)	Contribution (in USD): Cash and in kind (please describe briefly, e.g., equipment, labour)	
STATUS/PROGRESS AND PROBLEMS		
Current status of project:		
Variance from proposed plan including revised dates and additions/deletion of activities:		
Progress since last report :		
Problems encountered/action taken:		
If project completed indicate results, number of participants, feedback, etc.		

Notes:

All Committee and Working Group projects, irrespective of their source of funding, should be reported to BMC. Please mark "N.A." if any item is not applicable.

Name of Project should be identical with the name stated in the project proposal.

This progress report form may be found in Annex B of the APEC Guide for Financial Procedures.

July 1998

MANAGEMENT TOOLS: STEP #3

[PROJECT NAME & NUMBER]

[Date of Report]

I. PROJECT SUMMARY

What did you do? (e.g., training, conference, seminar, symposium, manual, experiment/study, brochure, article)

Planned start date of project:

Planned end date of project:

Actual start date of project:

Actual end date of project:

Final Cost =

Total APEC Contribution =

What were the project's purposes and objectives?

What were the project's main or important activities?

What products (e.g., manual, book, video) **did you produce?**

II. RESULTS

Describe to what extent the project met objectives in...

Participation

Which APEC members participated in the project? How many people participated? What percentage of people who were invited actually attended or participated? Was participation consistent? Did substantial numbers of both men and women participate? How did your project address possible inequalities of participation by gender, income, and other characteristics?

Quality

What was the quality of the product/service? How satisfied were the customers? Was the event or product well organized and understood by the customers? Were there formal, external recognition and evaluation of products (e.g., peer review)? Was there any assessment of client satisfaction in terms of accessibility, competence of service delivery, usefulness of information and contribution to trade facilitation and business performance?

Impact

What is the short-term impact and what may be the long-term impact of the project (i.e., future results)? In the short term, what new skills or knowledge were developed? Did the project meet the needs of the targeted beneficiaries, identify direct and indirect beneficiaries and to member economies? How does the short-term impact relate to the HRDWG priorities and APEC Values? Were there any unanticipated outcomes, positive or negative? What was learned about gender considerations in this project? For long-term impact, describe any changes in the policies, work force, organizational/ management operations, or infrastructure. What follow-up activities are planned to measure the long-term impact? How will the project, especially for database projects, maintain sustainable benefits over the longer term?

Efficiency

Was the project cost-effective? How does the cost of your project (and results) compare with the cost of similar projects? Did the project complement or overlap with the work of others?

APEC projects are assessed by four categories of criteria. (Please refer to the "Criteria for Assessment of APEC Projects" in Appendix B.) Has the project met the following as originally planned: (Please tick either box and comment where appropriate)

Please see listed sections for greater detail.

APEC Values	<input type="checkbox"/> yes <input type="checkbox"/> no	<i>(see Results: Impact)</i>
Project Design	<input type="checkbox"/> yes <input type="checkbox"/> no	<i>(see Implementation Critique)</i>
Dissemination of Project Results	<input type="checkbox"/> yes <input type="checkbox"/> no	<i>(see Communication of Results)</i>
Budget	<input type="checkbox"/> yes <input type="checkbox"/> no	<i>(see Implementation Critique)</i>

Overall, has the project achieved its intended results in terms of beneficial effects in member economies?

(Please circle one) Yes / No

If no, why?

III. COMMUNICATION OF RESULTS

Describe your communication of results, including information about techniques you used or special considerations. For example, did you use easily translated, nontechnical language, graphics (charts, diagrams, or videos), before-and-after comparisons, or participants' ratings?

Which methods of communication (e.g., presentations, journal articles, newsletters, seminars, Web pages, brochures, news articles, letters, videos, press conferences, mailings) **did you use?**

How many people and which audiences (e.g., APEC partners, journals, policymakers, funding agents, universities, participants, associations, news media, researchers, ministries, and schools) **received project information?**

Discuss the effectiveness of your communication. Give examples and any information learned when communicating about the project (e.g., other projects being done in this area, how the project might be implemented in another way).

IV. IMPLEMENTATION CRITIQUE

Did you stay within your budget, work plan, time-line? If there were deviations, what were they? How did you adjust in response?

If you encountered unexpected problems of any kind, what were they and how were they resolved? Was your communication effective?

V. NEXT STEPS

Do you have suggestions for improving implementation, strengthening results, or holding down costs?

What needs to be done next? How should the project be built upon? Has the Committee/Working Group clearly defined and agreed upon targeted clients, the impacts to be achieved and the means of achieving them?

What follow-up activities have you planned? (E.g., what is your plan for later assessment of long-term impact?)

Small Group comments
Lead Shepherds/Chairs comments
Secretariat comments

GLOSSARY

Activities – Activities are the tasks or steps that you need to take to complete your project (e.g., for a training session: hiring a trainer, finding a location to host the event, and sending out invitations).

Cooperation – Cooperation is a partnership made with any person or organization of people who may be able to increase the program's quality, effectiveness, efficiency, or participation, who will be involved with your program, and/or who may have an interest in the outcomes.

Efficiency – Efficiency refers to the costs of the program relative to its benefits.

Expected Results – The expected outcomes are the results you expect to achieve through your project (e.g., if you were training a person on the computer, the expected outcome would be an increase in her/his computer skills).

Impact – Impact describes how people, institutions, or policies are affected by your project. The impact answers the question: what changed as a result of your project?

Objectives – Objectives are the specific goals of your program; the objectives are more specific than the purpose.

Participation – Participation refers to the number of people who participated in the event or project (e.g., the number of staff who regularly attended a training session) or the number of people who received the product (e.g., the number of people who received a computer skills guide).

Partner – A partner is any organization, individual, or group of people who may be able to increase the project's quality, effectiveness, efficiency, or participation, who will be involved with your program, and/or who may have an interest in the outcomes.

Project – Project refers to all of the activities linked together under a common purpose.

Purpose – The purpose is the most significant, global goal of your program.

Results – Results are the outcomes of your project (e.g., increased skills).

Quality – The quality of your project refers to how well your project was done (e.g., if you held seminar for staff to learn how to use a new computer program, did the staff understand the seminar, find it valuable, and use the skills they learned in the seminar?).