

## ANNEX 3

2013/SOM3/SCE/002

### SURVEY REPORT OF SCE FORA AND ECONOMIES

#### Improving ECOTECH in APEC

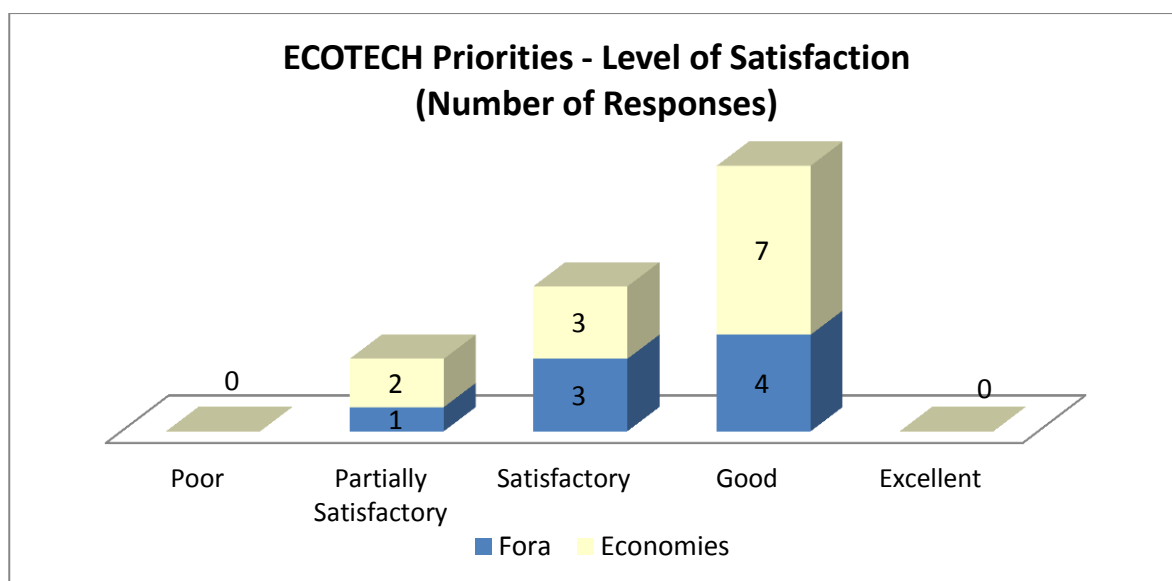
This review is based upon the responses to a survey commissioned by the SOM Steering Committee on Economic and Technical Cooperation (SCE) at its first meeting in 2013. All SCE fora and APEC economies were invited to complete the survey. Responses were received from eight fora (a response rate of 50 per cent) and 12 economies (a response rate of 57 per cent). Despite allowing more than four additional weeks to receive responses the response rate remained a little disappointing. With an overall response rate of 54 per cent it is difficult to claim the responses are fully representative of the views of APEC ECOTECH fora and economies.

The survey sought information about how APEC’s work on economic and technical cooperation (ECOTECH) could be improved and undertaken more efficiently. Questions focused on identifying what made ECOTECH capacity building activities more or less successful in general and in supporting APEC’s ECOTECH priorities; the effectiveness of cooperation between fora on cross-cutting issues; and SCE’s role and its communication with fora. The survey document is available as Attachment A to this report.

#### Achieving APEC’s Medium Term ECOTECH Priorities

Respondents were asked to rate how effective APEC was at delivering its ECOTECH priorities. Chart 1 indicates that most respondents thought APEC’s effectiveness was good. Both fora and economies expressed similar levels of satisfaction.

**Chart 1**



The survey also asked respondents to comment on APEC’s work on delivering the ECOTECH priorities over the last three years and identify more or less effective activities supporting the

delivery of those priorities. This section received fewer responses than other parts of the survey. The responses received tended to express broad views on APEC's effectiveness at meeting the ECOTECH priorities rather than consider specific activities.

#### Fora responses

Some fora thought that improved guidance on responsibilities to implement medium term ECOTECH priorities would be helpful. A couple of fora commented that achieving the medium term ECOTECH priorities could be improved if SCE offered greater encouragement to link work to leaders' priorities and capacity building that supported regional economic integration. A number of fora noted the desirability of more funding for ECOTECH projects.

#### Economy responses

Economies noted the need to increase investment in ECOTECH, including that it should be highlighted more in leaders' statements. The role ECOTECH plays in narrowing disparities among members and enhancing their sense of identity was noted. Building capacity was emphasised in order to elevate the level of participation and promote development, particularly given the challenges some developing economies face in meeting APEC's economic integration targets. One economy suggested that progress on ECOTECH was relatively weak compared to trade and investment liberalisation due to lack of clear objectives, rapid expansion of cooperation, over-extended and overlapping projects and inadequate and dispersed usage of funds. It was suggested that a greater consensus on the value and relevance of ECOTECH was needed.

Some comments suggested that APEC had too many ECOTECH priorities and not enough continuity. More work should be done on areas such as economic structural transformation and infrastructure development to elevate the level of practical cooperation. Some economies suggested that the developed members should be encouraged to increase investment in ECOTECH in both financial and human resources. The private sector should be welcomed to become more involved in supporting the ECOTECH priorities. One economy suggested that areas such as anti-corruption, mining and counter terrorism were not closely linked to APEC's main priorities and it was difficult to follow their activities.

#### Possible consideration by SCE:

- Can SCE offer more specific guidance to fora on what areas within the medium term priorities should be focused on?
- Should APEC have fewer medium term ECOTECH priorities?
- Should the medium term ECOTECH priorities be more focused and specific?

#### **Fora Cooperation on Cross-cutting Issues**

Fora and economies were asked how well SCE fora have cooperated on cross-cutting issues over the last three years, what were effective activities, what activities were less effective and was communication between SCE and fora on cross-cutting issues effective and if not how could it be improved.

### Fora Responses

In their responses fora noted that cooperation on cross-cutting issues had generally improved recently. The more effective activities identified included joint planning and implementation of projects; projects where fora had coordinated to work on different aspects of the same issue and developing joint plans with agreed divisions of labour. A common theme through the fora responses was that effective coordination comes through people, particularly Chairs/Lead Shepherds, in different fora building personal links with each other.

The difficulty in building those personal links was identified in many responses as being largely responsible for the situations where coordination was less effective. Many Chairs/Lead Shepherds find it hard to cover APEC work effectively and do not have support staff available to assist them. Some find their term of office too short to build the appropriate expertise or personal links with other fora. Links that are made are lost when the Chair/Lead Shepherd moves to a new position or ceases their leadership role. Some experience difficulty attending relevant meetings such as SCE-COW or policy dialogues due to funding shortages, especially for travel. Motivation was also listed as a factor for poor effectiveness with some Chairs/Lead Shepherds not feeling appreciated and receiving too much top down direction.

Many of the suggestions for improving communication between fora on cross-cutting issues pointed in the same direction. Numerous responses noted the desirability of Chairs/Lead Shepherds having an opportunity to meet together at least once each year to build links and canvass possible areas of cooperation. However the SCE-COW meeting did not provide that opportunity as it was too short and not structured to allow good dialogue. Given the problems some had finding funding to attend meetings some financial support would be welcome. Other suggestions included developing a formal means to facilitate cooperation between fora, perhaps through an ECOTECH website or establishing topic specific expert panels. It was suggested that more consideration should be given to how cooperation between SCE and CTI could be improved further.

### Economy responses

Many economies observed that cooperation on cross-cutting issues had been improving recently. The activities identified most commonly as being most effective were noted to be already identified in the Framework on Cross-cutting Issues. These included joint meetings of fora, cross-attendance at meetings and participation in policy dialogues. A number of economies supported establishing steering councils for specific issues, such as the Travel Facilitation Initiative. Some economies also mentioned APEC-funded multi-year-projects (MYPs) were, compared with short-term ones, more consistent. They were more effective since the eligibility of MYPs requires close cooperation and had a longer timeframe which encourages deeper and wider cooperation among fora. Other effective approaches included early identification of cross-cutting issues, such as when strategic plans or annual workplans were being prepared, developing multi-year work programs to build more consistent results and developing specific criteria and responsibility for joint work.

The less effective aspects of cooperation on cross-cutting issues identified by economies included the difficulty in knowing who to contact in fora, the high level of reliance placed on Chairs/Lead Shepherds to identify the issue and initiate contact, there being no mechanism for identifying cross-cutting issues, no “gatekeeper” role existing to identify projects that do not adequately address cross-cutting issues and that some APEC activities such as seminars that could coordinate cross-cutting issues are too one way with not enough discussion.

APEC's approach could be improved through establishing a SCE led mechanism to identify and promote synergies. Conference calls between relevant Chairs/Lead Shepherds could be facilitated. Fora should be encouraged to hold information exchanges, including through written summaries. More effort could be made to bring the tasking statement to the attention of fora. Fora should also be encouraged to involve ABAC more. In addition, some economies and fora suggested measures taken to strengthen the role of Program Directors, so as to better facilitate fora's work and ensure better communication.

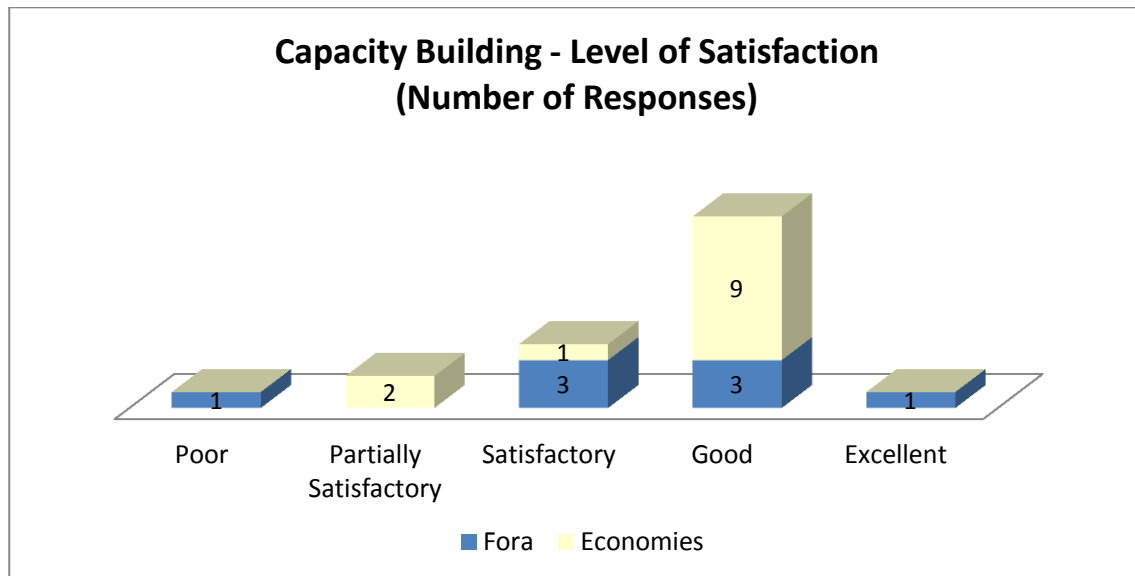
Possible consideration by SCE:

- Should the SCE work more proactively to identify and promote joint work on cross-cutting issues?
- Could rearranging the SCE-COW meeting help improve coordination of cross-cutting issues?
- Could the Secretariat be asked to do more to identify areas where greater coordination on cross-cutting issues was required?

### ECOTECH Capacity Building

Respondents were asked to rate the effectiveness of APEC's capacity building to support the ECOTECH priorities. Chart 2 indicates that most respondents thought APEC's capacity building was good or excellent. However the views of fora were more mixed than those of the economies.

**Chart 2**



Fora and economies were also asked to comment on how effective APEC was at delivering capacity building to support the ECOTECH priorities, what were effective activities, what activities were less effective and were there any capacity building activities undertaken by other organisations that APEC could learn from.

### Fora responses

Fora observed that the more effective capacity building activities tended to be demand driven, had clear aims and lead to concrete follow-up action. Some of the work being undertaken on structural reform under ANSSR was singled out as a good example of an effective approach. Many fora noted that involving the private sector in programs made them more effective and relevant. Collaboration with relevant international organisations had also led to good results. The importance of distinguishing between capacity building and information sharing was noted. Fora should be mindful of identifying approaches that had worked and sharing this information with other fora.

Less effective activities that had been observed within APEC included dialogues that did not work towards a substantive piece of action, where participants were mainly from the host economy, had no report or follow up or just involved sharing experience without identifying gaps, bottlenecks or working on how to improve the situation.

### Economy responses

In respect of conducting capacity building activities economies noted that programs that are targeted, practical, holistically planned, sector specific and issue specific are best. The structural reform work being undertaken through the ANSSR program was again noted as a good example. The importance of interactive workshops supported by required pre-reading or homework was emphasised. Increased effectiveness came from selecting the right participants, particularly officials who actually worked on the area being focused on and not inviting too many to participate. There should also be a focus on what participants would do with the knowledge they obtain through the program.

More broadly economies noted that effective capacity building activities for APEC will have clear links to leaders' and ministers' priorities and the funding criteria should more closely recognise those priorities. More consideration should be given to linking with international organisations as the primary delivery bodies for capacity building and more attention should be paid to seeking funding from those agencies and the private sector. Multi-year approaches should be encouraged. Programs that listed the activity itself as the deliverable rather than actual outputs or outcomes should be avoided. Programs with well-developed monitoring elements should be favoured. APEC fora webpages could be better utilised and updated to share information about capacity building activities. One economy suggested that guidelines for capacity building in APEC should be developed. This was echoed in another comment suggesting that an integrated systematic approach to ECOTECH capacity building in APEC should be established covering design, implementation and evaluation. One economy pointed out that capacity building work cannot be carried out effectively without adequate financial resources and suggested developed economies consider a higher proportion of self-funding in proposing capacity building projects. Some economies also suggested measures taken to strengthen the role of the APEC Secretariat and Program Directors in supporting fora to undertake more effective capacity building activities and getting the PSU more involved in improving the design and implementation of ECOTECH activities.

Many economies commented that programs that had no clear link to leaders' priorities, no clear outcomes or only focused on the experience of the economy hosting the activity were less effective. Activities that try to develop or apply a template approach were also identified as less effective. Some programs were too specific or technical, lacked monitoring mechanisms, were one-off or had too many participants. Effectiveness had been undermined where duplication across fora had occurred. Some methodologies were specifically identified as not useful especially

complex surveys and highly specific case studies. It was suggested that there should be more expectation that self-funded projects would be evaluated just as APEC funded ones were.

### Other organisations

Respondents were asked to suggest capacity building activities that were undertaken by other organisations that APEC could learn from. Not many specific programs were identified in the responses. Most commonly the work of the World Bank, ADB and UNCTAD were pointed to. Some specific programs mentioned included the OECD LEED program, ASEAN SME Policy Index, EU Framework Programs and the Japan International Cooperation Agency programs. Some survey responses suggested that greater cooperation on capacity building with some of these bodies may prove beneficial for APEC. Many of the programs listed above provide only limited public information about their criteria or standards for undertaking capacity building, however a brief summary of some selected resources and associated web links is at Attachment B for information.

### Possible consideration by SCE:

- A broad consensus appears to exist across both fora and economies on what constitutes more or less effective capacity building activities.
- APEC as an organisation contains among its members a great deal of experience in developing and applying effective capacity building.
- Should SCE ask experienced members to develop a brief guide or set of requirements for designing, implementing and monitoring APEC capacity building activities?
- If a guide is developed should proposed capacity building activities be measured against it when being considered for endorsement or project funding?
- Should the funding criteria give greater weight to capacity building activities?

### **SCE's Role**

Fora and economies were asked what action SCE could take to improve the delivery of APEC's ECOTECH priorities.

### Fora responses

Many fora expressed hope that the SCE would facilitate more coordination of fora, identification of synergies and appropriate division of labour on cross-cutting issues. Specific programs could be designed to assist fora deliver on high priority topics. The Secretariat could be asked to undertake regular strategic assessments of synergies. Each forum's annual workplan should be circulated to the other fora. The SCE could develop a plan to increase private sector involvement in ECOTECH activities, especially to support regional economic integration activities. An annual Chairs/Lead Shepherds meeting could be supported and funded and a system that aimed at motivating or showing appreciation to Chairs/Lead Shepherds could be developed. The SCE could identify a number of projects each year that stood out as role models and explain why they were good projects and share this with fora. Consideration could be given to sending a SCE representative to fora meetings on occasion.

### Economy responses

Economies suggested a broad range of actions that SCE could take to improve ECOTECH delivery. A few economies suggested that SCE should continue to focus on helping fora cooperate on cross-cutting issues but should also improve guidance on meeting the medium term priorities by providing more direct advice. Similarly the SCE could more directly task fora to work on identified priorities and encourage them to be more results oriented. Important or priority topics should be emphasised through holding seminars such as the ocean related issues seminar held at SOM1. The SCE could task the Secretariat to play a stronger role with fora and be a gatekeeper on projects, especially regarding the right forum undertaking projects and accurate rankings. To do so the role of Program Directors should be strengthened. More experienced economies within the SCE could help with the development of better concept notes. The content and results of past ECOTECH activities could be summarised and placed on the APEC website.

Other suggestions included engaging a third party to assess APEC capacity building and ensuring that capacity building activities benefit multiple economies. The need for earlier circulation of fora workplans was noted. One economy suggested that the SCE should operate more like CTI and the EC, with lower level representatives attending and a two year rotating Chair to allow for increased continuity and more detailed attention to topics.

#### Possible consideration by SCE:

- SCE members could consider providing more direct feedback to fora on their work plans.
- The timeliness of such feedback depends on submission and circulation of the work plans as early as possible in the year, which is affected by the timing of ISOM (and the finalisation of the incoming host's priorities), year-end rotation of fora Chairs/Lead Shepherds and how early in the year SCE1 is held.
- Could current practices be amended to initiate work plan preparation a little earlier?
- Should the Secretariat be tasked to undertake regular strategic assessments of synergies?
- Should the Secretariat be given a stronger role as a “gatekeeper” of project quality?
- Should SCE periodically identify and publicise examples of successful or effective ECOTECH activities?

### **Communication between SCE and Fora**

Economies and fora were asked to consider the way SCE and fora communicate with each other. Considering the existing methods of communication which include requiring fora workplans, letters from the Chair, the SCE-COW meeting, progress reports on the implementation of workplans and the annual Fora Report what were the more or less effective means of communication and how could communication be improved.

### Fora responses

A number of fora commented that requiring fora to develop annual work plans, as well as its implementation and evaluation is useful and effective. Likewise a number of fora thought letters from the SCE Chair were useful so long as they were timely and there was an understanding that sometimes more detailed consultation was required. Many fora voiced dissatisfaction with the

SCE-COW meeting including that there was not enough time for dialogue, the topics were too broad to be useful and it was difficult to attend for fora that do not meet at SOM1.

Other suggestions included that SCE should make a presentation to each fora setting out leaders' priorities and that there should be more focus on strategic plan development and quality. The need to ensure that decisions that affect fora are properly communicated was raised as well as a request that SCE seeks advice about the decisions it's making rather than just informing fora afterwards. Related to this was a request that SCE be mindful of the burden its decisions and requirements were placing on fora and being careful not to over burden them. It was suggested that the APEC website could be used more to assist communication and that Program Directors could be expected to do more to support fora report to SCE.

### Economy responses

From economies the most common comment was that fora workplans are necessary and a good requirement, as they help focus attention on leaders' priorities. While work plans have improved there is room for further improvement especially regarding alignment of fora work with leaders' and ministers' priorities. Economies suggested that SCE could provide firm feedback on the content of fora workplans including being more active at providing guidance on priorities. Many economies commented that reporting on the implementation of workplans was necessary and important but one economy suggested that reporting could be done less frequently to reduce the administrative burden on fora. Some economies suggested that the process of approving workplans should not take place in the SCE-COW meeting and could instead be done out of session or, if approved at the meeting, take the plans as read with no need for presentations on each one.

A couple of economies commented that the SCE-COW meeting was useful in its current format. A greater number of economies suggested that the meeting was a good concept but required amendment. Most said the meeting was too long, contained too much reporting, not enough discussion and too few Chairs/Lead Shepherds attending. Suggestions for improvement included focusing the meeting around structured discussions, possibly also in small groups, and holding an informal lunch for Chairs/Lead Shepherds and Senior Officials. One economy suggested that only one or the other of the SCE1 and SCE-COW meetings should be held each year but not both.

Other suggestions on communication suggested that letters from the SCE Chair are a useful tool, SCE should consider sending a representative to fora meetings to provide an update and point out synergies, that SCE could involve itself more with fora, do more joint work with them and encourage initiative in a bottom-up manner. A continued focus on the development of effective strategic plans was encouraged. One economy noted the importance of fora undergoing independent assessment but suggested they were only required every five years (currently they are generally done every four years). Another economy suggested that independent assessments were less effective due to them being conducted by external experts who may not be familiar with fora work, the reports seem to get little attention and not much follow-up occurs. It was suggested that the Secretariat should more actively convey messages to fora about leaders' and ministers' priorities.



**Possible consideration by SCE:**

- Should SCE send a representative to fora meetings to help convey leaders' priorities, provide an update and assist with coordination on cross-cutting issues?
- Should fora be required to provide feedback on the implementation of work plans less often?
- Should the SCE-COW meeting be reorganised to allow for less reporting and more discussion?
- Should SCE consider allocating/finding a source of funding to assist all Chairs/Lead Shepherds to attend the SCE-COW meeting?
- Should independent assessments of fora occur less frequently?

**Recommendations for Action:**

While other recommendations and decisions may flow from SCE's consideration of this report SCE should agree to:

1. Continue requiring fora to submit annual work plans before the SCE-COW meeting and reporting on implementation of the work plan later in the year through the Fora Report at SCE3.
2. Reduce the administrative burden placed on fora by not requiring an update on the implementation of fora work plans at SCE2.
3. Not require formal presentations on fora work plans at the SCE-COW meeting but allow an opportunity for SCE members to make comments, seek clarification from the Chairs/Lead Shepherds.
4. Reorganise the SCE-COW meeting to involve a Chairs/Lead Shepherds meeting in the morning, an informal lunch with Senior Officials and Chairs/Lead Shepherds and the SCE-COW meeting in the afternoon, having the meeting moderated around thematic discussions aimed at identifying directions, synergies and defining responsibilities.
5. Further tighten up the scheduling of SCE meetings by, when necessary, leaving the work such as adoption of work plans and independent assessments to be done intersessionally.
6. Give more priority to cross-cutting multi-year-work which aligns with APEC leaders' and Ministers' instructions. Convene more policy dialogues under SCE framework to discuss critical and cross-cutting issues.
7. Task the Secretariat to undertake a strategic assessment of synergies within the ECOTECH agenda after SOM1 and provide recommendations to SCE2 about gaps that may require SCE attention or direction.
8. Develop a brief set of APEC capacity building guidelines.
9. Task the Secretariat to identify a number of high quality or successful capacity building projects each year for communication with the APEC community.

10. Encourage fora to discuss with the APEC Policy Support Unit (PSU) opportunities where its policy research and analysis could strengthen their contributions to deepen regional economic integration (REI) and to achieve APEC Bogor Goals.

## Attachment A

### Review of the implementation of APEC ECOTECH activities for the SOM Steering Committee on Economic and Technical Cooperation

#### Survey for Lead Shepherds/Chairs of ECOTECH sub-fora and economy Senior Officials

At the request of the 2013 SCE Chair, this survey has been prepared to obtain feedback from SCE sub-fora and economies about how APEC's work on ECOTECH could be improved and undertaken more efficiently. Information received through the survey will be compiled into a report for SCE. With so much of the SCE's interaction with sub-fora being top-down direction, this survey aims to allow for bottom-up feedback and advice to SCE.

The information you provide in completing this survey will not be individually attributed to you in any report and will be treated in confidence. Please provide only one, consolidated, response from each fora and economy.

Once completed the survey should be returned to Andrew O'Sullivan in the APEC Secretariat by email at [aos@apec.org](mailto:aos@apec.org) by 21 March 2013.

On behalf of the 2013 SCE Chair, thank you in advance for your cooperation and taking the time to complete this survey. If you have any questions please direct them to Andrew O'Sullivan in the first instance.

For reference, a list of APEC SCE sub-fora and the medium term ECOTECH priorities are appended to the end of the survey.

Name	
Position	
Organisation	
Name of working group/ task force/policy partnership or economy	
Email address	

Note: When reviewing the effectiveness of APEC's ECOTECH work in the questions below you may consider the following points:

- How much has the ECOTECH activity contributed to the implementation of leaders' declarations?
- To what extent was the ECOTECH activity useful in achieving the goals of economic and technical cooperation and development in APEC, namely: to attain sustainable growth and equitable development; 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.
- What was the extent of learning (did participants actually learn from the activity) and how useful were the skills or knowledge learned at the activity (were participants able to use the information)?

### I. Achieving APEC's ECOTECH medium term priorities

For reference, APEC's ECOTECH medium term priorities for 2010 to 2015 are:

1. Regional economic integration
2. Addressing the social dimensions of globalisation (inclusive growth)
3. Safeguarding the quality of life through sustainable growth
4. Structural reform
5. Human security

How effective is APEC at delivering its ECOTECH priorities?

<b>Poor</b>	<b>Partially Satisfactory</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>

When thinking about APEC's work on delivering ECOTECH priorities over the last three years:

- a. What are the more effective activities you have observed or taken part in? What made them effective?

- b. What were the less effective activities you have observed or taken part in? Why were they less effective?

II. Cooperation among fora

When thinking about how well SCE sub-fora have cooperated on cross-cutting issues over the last three years:

- a. What were the more effective activities you have observed or taken part in? What made them effective?

- b. What were the less effective activities you have observed or taken part in? Why were they less effective?

Do you feel that there is effective communication between SCE sub-fora on cross-cutting issues? If not, how could communication be improved?

III. ECOTECH Capacity Building

How effective is APEC at capacity building to support ECOTECH priorities?

<b>Poor</b>	<b>Partially Satisfactory</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>

When thinking about ECOTECH capacity building activities undertaken through APEC over the last three years:

- a. What were the more effective activities you have observed or taken part in? What made them effective?

- b. What were the less effective activities you have observed or taken part in? Why were they less effective?

Are there any capacity building activities undertaken by other organisations that APEC could learn from? If so please give some details.

Overall how could APEC improve its delivery of ECOTECH capacity building?

#### IV. SCE's Role

What action could the SCE take to improve the delivery of APEC's ECOTECH priorities?

Considering the ways in which SCE communicates with sub-fora, including but not limited to:

- Requiring fora workplans
- Letters from the Chair
- The SCE-COW meeting
- Progress reports on the implementation of workplans
- The annual fora report

- a. Which of the ways that SCE communicates with sub-fora are more useful in focusing attention on the ECOTECH priorities set out by Leaders and Ministers? What makes them useful?

- b. Which of the ways that SCE communicates with sub-fora are less useful in focusing attention on the ECOTECH priorities set out by Leaders and Ministers? Please explain why.

Overall, how could SCE improve communication with sub-fora?

V. Any other comments or suggestions (you are invited to share any comments and suggestions on issues not included in the questions above)?

## **For Reference:**

### **List of SCE Fora**

ATCWG	Agricultural Technology Cooperation Working Group
ACTWG	Anti-Corruption and Transparency Experts Working Group
CTTF	Counter Terrorism Task Force
EWG	Energy Working Group
EPWG	Emergency Preparedness Working Group
EGILAT	Experts Group on Illegal Logging and Associated Trade
HWG	Health Working Group
HRDWG	Human Resources Development Working Group
MTF	Mining Task Force
OFWG	Ocean and Fisheries Working Group
PPSTI	Policy Partnership on Science, technology and Innovation
PPWE	Policy Partnership on Women and the Economy
SMEWG	Small and Medium Enterprises Working Group
TEL WG	Telecommunications and Information Working Group
TWG	Tourism Working Group
TPTWG	Transportation Working Group

### **Not strictly a SCE forum but extensively cooperates with SCE:**

HLPDAB	High Level Policy Dialogue on Agricultural Biotechnology
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**Attachment B****Selected International Organisation Capacity Building Programs****Asian Development Bank**

The link below highlights the key points and provides an overview of the ASDB's approach to capacity development:

<http://www.adb.org/themes/capacity-development/overview>

**World Bank**

The World Bank elucidates the four essential stages in any capacity building program cycle.

**Stage 1: Identification and needs assessment**

The development goal is articulated and the constraints to achieving it are identified. Risks that can result from factors outside the program are highlighted (i.e. financing risks).

**Stage 2: Program design**

The change process is devised in detail. The learning outcomes are determined along with the agents of change who will bring about the improvements in capacity factors (sociopolitical, policy-related, and organizational) relevant to the development goal. Activities are designed to deliver the learning outcomes, taking risks and uncertainties into consideration.

**Stage 3: Implementation and monitoring**

The learning outcomes and change in capacity factors aforementioned are periodically and assiduously reviewed, so that any necessary adjustments to the program can be made promptly.

**Stage 4: Completion and assessment**

The degree of achievement of the intended learning outcomes, related changes in targeted capacity indicators, and progress toward the development goal are assessed and presented. The assessment makes use of information from a chain of indicators to draw conclusions about the impact and utility of the capacity development program.

*For more detailed information, look at Part 3 of "[The Capacity Development Results Framework](#)." [Pages 22-42 of the report]*

**Inter-American Development Bank**

The link below highlights some of the Inter-American Development Bank's approach to development effectiveness and capacity building:

<http://www.iadb.org/en/topics/development-effectiveness/knowledge-and-capacity-building,1257.html>

**OECD (the LEED program)**

LEED is an OECD Action Programme designed to develop the local capacities of member countries. Through the following programs and activities, LEED attempts to accomplish its objective:

- Capacity development sessions, reviews, reports and seminars
- Dialogue with and exchange among practitioners
- Sharing policy experience with world regions

Additional details provided in the link below:

[http://www.oecd.org/cfe/leed/projects2013-14.htm#Building\\_Capacity](http://www.oecd.org/cfe/leed/projects2013-14.htm#Building_Capacity)

**United Nations Conference on Trade and Development**

The UNCTAD website reveals minimal information regarding their capacity building programs. The small section describing its capacity building is in the link below:

<http://unctad.org/en/Pages/Statistics/Statistics-Capacity-Building.aspx>

**United Nations Development Program**

A UNDP capacity building primer from 2009 is here:

[http://www.scor-int.org/CB\\_Summit/CDG\\_PrimerReport\\_final\\_web.pdf](http://www.scor-int.org/CB_Summit/CDG_PrimerReport_final_web.pdf)