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**APEC Project Proposals:**

**Development Materials**

**January 2022**

**To be used with:**

**Guidebook on APEC Projects**

**(**[**http://www.apec.org/Projects/Forms-and-Resources.aspx**](http://www.apec.org/Projects/Forms-and-Resources.aspx)**)**

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| **Please note:**These materials provide a quick reference for Project Overseers (POs), forum members, APEC Secretariat staff and others interested in APEC project funding. This is a collection of resources that may assist in planning and writing a higher quality proposal. This package does not represent all guidelines, details or policies and may not be up-to-date with current guidelines. POs **must** follow the guidelines described in the most recent version of the [**Guidebook on APEC Projects**](http://www.apec.org/Projects/Forms-and-Resources.aspx).Always ensure you are using the correct version of the Project Proposal. It is usually edited and re-published in October each year. You will find the current version in the Guidebook on APEC Projects, and on the PO Toolkit webpage.POs who would like further support or information should contact their forum’s [Program Director (PD)](http://www.apec.org/ContactUs.aspx?t=Secretariat). The APEC Secretariat is available to assist with questions or challenges in the proposal development process. PDs, or a member of the Project Management Unit, may be able to assist you with more tailored and specific information. Download these and other resources from the APEC website: <http://apec.org/Projects/Forms-and-Resources.aspx>  |

**Model Proposals: some common features**

Model APEC proposals display some common features, regardless of which fora they have originated from, their funding source, or the proposing and co-sponsoring economies. Generally, model proposals:

* Are written in clear language with little technical jargon. Some readers may not be familiar with the field or issue.
* Provide a clear explanation of why the project is a priority for APEC.
* Show how the project is aligned with the eligibility criteria of the APEC funding source in question; and how the project supports the priorities of that funding source.
* Explain how the project will build capacity consistent with the *Capacity Building Goals, Objectives and Principles* of APEC.
* Establish a strong connection between the Outcomes planned for the project and the Objective of the project, and in turn, a connection between the Objective and relevant APEC priorities and goals. Your project must be aligned with your forum’s work plan/strategic plan. Objectives must be focused and targeted.
* Have clearly described Outputs, including a description of how they contribute to the project’s overall effectiveness. You can think of Outputs as the immediate results of the project’s work, or the activities that you do. They accrue during implementation.
* Establish a clear causal relationship between Outputs and Outcomes. Establish a clear alignment between the Outcomes and the project Objective.
* Map out the next steps that may be required after the completion of the project, to ensure that the project’s positive work is sustainable.
* Explore the gender implications of the project, discussing how the project impacts women, or in female dominant sectors, men. Set quantifiable indicators to measure the success of project in meeting gender inclusiveness goals.
* Provide a clear timeline of all the actions and activities that will happen in the project from beginning to completion.
* Take stock of the current situation in order to establish a baseline that can be used to monitor and evaluate the effectiveness of the project.
* Define clear and quantifiable indicators which can be used to measure the extent to which the project has delivered all the outputs and achieved all the planned outcomes; both as the project progresses, and at the end of the project.
* Outline the consultation and collaboration with other APEC fora and relevant external organizations. This collaboration should add value, reduce costs and expand the area of influence for the project.
* Explain, in concrete terms, how the project adds to work already completed and builds on previous findings and lessons learned.
* Explain the APEC “value-add”, or why APEC is the best organization to fund the project, rather than another organization.
* Present an accurate and considered budget that is compliant with APEC funding entitlements and restrictions.

**Background – the logic within your project**

Projects are a vital part of the APEC process. It is important that projects are both thoroughly planned and managed, to ensure they achieve their intended project outcomes and meet their overall objectives. Projects in APEC are based on a simple underlying ‘program logic’ that reflects a *causal chain* between the project’s outputs (or activities), the project’s outcomes, and the overall project objectives. These are all collectively resourced by the project’s budget. Stating the project outputs (e.g. a workshop, a best-practices guidebook, a summary report) can be a straightforward task. But defining a set of project level outcomes can be a more challenging task. POs should be careful to avoid confusing a project’s *outputs* with a project’s *outcomes* and further, care should be taken to avoid confusing the outcomes with the project’s *objective(s)*. The program logic in your project doesn’t need to be complex. Most projects are 1-2 years in duration with a small set of outcomes linked to 2-3 outputs.

To explain the causal chain, see below:

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| **OBJECTIVE** **The OBJECTIVE is the overarching goal, purpose, or intention, of your project.** You can have multiple objectives but you should be realistic. Be careful to avoid describe objectives which are actually outcomes. **OUTCOMES** **OUTCOMES are the changes, impacts or benefits that your project generates.** The outcomes are what happens when you successfully deliver your outputs as planned Outputs make outcomes happen, that is, they are linked by a causal relationship. Outcomes need to be measurable and must be attributable to your project. Your outcomes must align with, and support your project objective. The success of your project depends on whether you have achieved the planned outcomes and as a result, fulfilled the project objective.**OUTPUTS** **OUTPUTS are the activities undertaken within a project, or the products of a project, which are undertaken or created to achieve the outcomes.** Measuring outputs is usually straightforward: number of attendees at a workshop, services delivered on time, numbers of speakers, gender disaggregation; etc.**PROJECT BUDGET** The project budget describes the resource that support your project. |

**APEC Quality Criteria for Assessing APEC Projects**

APEC assesses project quality using five criteria. The following questions form the basis of the quality assessment and are useful to ask yourself while preparing your proposal and developing your design. For more information please refer to Appendix D of the Guidebook.

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| **Relevance** | This looks at WHY a project is proposed. Relevance considers the extent to which projects are needed and suited to achieving the priorities and objectives of the target group, the recipient member economies and APEC as a whole. APEC Committee work plans and sub-fora Working Group plans are an important reference point for what is relevant to a group’s priorities. * How valid is the objective of the project?
* Are the activities and outputs of the project consistent with the planned project outcomes?
* Are the activities and outputs of the project consistent with the project objective?
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| **Impact****(Project Level)** | This asks WHAT the project seeks to change. It includes possible impacts on key stakeholders and effectiveness in addressing APEC values such as gender equity. Impact will consider project risks and risk management, including the possible impact of external factors, such as changes in terms of trade or financial conditions. * What are the likely changes following from this project?
* What difference will the activity make to the target beneficiaries?
* Beyond the target group, who else is likely to benefit? Are there multiplier effects that can be gained from this project?
* What support exists for the project across APEC, taking into account the potential for multiple fora support to reinforce the benefits across a range of sectors and areas of work?
* What avenues will be used to communicate and promote the project results, not only to member economies but also stakeholders and desired partners?
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| **Effectiveness** | This examines HOW a project will take place, particularly how well a project might achieve its outcomes and reach the objective. * To what extent are the outcomes likely to be achieved and are they realistic?
* What is the APEC value-add? Why is this a good project for APEC?
* Based on the particular issue being addressed, is the proposed approach a sound way to achieve the outcomes, and have other alternative approaches been examined?
* Does the project take into account and or build on previous APEC activities with a similar objective?
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| **Sustainability****(Project level)** | This looks at whether the benefits of a project are **likely to continue** after the APEC project is completed. It has a longer term focus compared to other criterion. * What are the intended effects over the longer term?
* Does the project provide for methods to ensure benefits of a project will continue after the APEC project ceases?
* Is there evidence of engagement with key stakeholders?
* How does this project fit in with fora’s priorities and are follow-on projects planned?
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| **Efficiency** | Thisalso looks at HOW a project will take place, particularly measuring of the outputs (services, goods) in relation to the inputs (cost of resources). Efficiency considers if the project offers value for money and whether projects use the least costly resources allowed in order to achieve the desired results. * Do the activities appear to be cost-efficient?
* Do the activities comply with APEC project budget guidelines?
* Would alternative approaches deliver the same result for less cost?
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**APEC Project Proposal – Question by Question Tips**

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| The overall proposal including the title page and budget should be **14 pages or less**. Remember that the reviewer may not be familiar with your sector, so keep your language simple.The **Objective** and information in **questions 1, 2, 3, 6, 9, 11, and 12** can be taken or adapted from the **Concept Note**. You may make adjustments as required, including providing more detail, but your answers should essentially reflect what you proposed at the Concept Note stage. **You should not make substantive changes to the Concept Note responses, since your forum has already endorsed the project concept.** **Endorsement of the Project Proposal:** The Proposal **must be endorsed** by the relevant forum **before** it can be reviewed by the Secretariat against the Quality Indicators. Please submit your draft Project Proposal to your Program Director on or before the date identified for submission, so your Project Proposal can be circulated for endorsement, including reviews and co-endorsement by other fora where stipulated by the eligibility criteria of specific APEC project funding sources.  |

SECTION A: Project Relevance

*[Answers to questions 1–3 may be adapted from the Concept Note]*

1. a) Issues: What problems does the project seek to address? Does it have sustained benefits for more than one economy in the APEC region? *[Up to ½ page]*

**b) Alignment to APEC: Describe specific APEC priorities, goals, strategies and/ or statements that the project supports, and explain how the project will contribute to their achievement**. *[¼ page]*

**c) Alignment to Forum: How does the project align with your forum’s work plan/ strategic plan?***[¼ page]*

1. Eligibility and Fund Priorities: How does the project a) meet the eligibility criteria and b) support the funding priorities for the nominated Fund or Sub‑fund? *[¼ page]*

1. Capacity Building: How will the project build the capacity of APEC member economies. For ASF projects, please identify the APEC developing member economies that will benefit from this project. (Refer to capacity building goals, objectives and principles at Appendix K of the Guidebook.) *[Up to ½ page]*

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| For 1-3 above, combine your responses from the Relevance sections in your Concept Note here. This response should convince the reviewer that your project is vital to the interests of APEC economies. In your description of the problem (or opportunity) that needs to be addressed, ensure you have addressed:* What is the ‘problem’ or issue your project seeks to address, and how the problem/opportunity affects APEC economies and/or certain sectors.
* How does the project and its objectives align with APEC’s current priorities and goals?
* Mention specific APEC priority goals, leaders’ statements, ministerial statements, strategies, action plans, initiatives, etc.
* Cite any connection with previous or planned activities, in any work plan approved by Leaders, Ministers, and Committees.
* Describe the elements of your Committee/fora’s workplan that the project aligns with. Describe how and why your project is the obvious next step.
* An overview of how your project will improve conditions for these economies/sectors.
* The current status of the issue in APEC or in the broader international community.
* How the project will benefit multiple APEC economies beyond the proposing economy.
* How the project meets the eligibility criteria and the specific priorities of the nominated APEC funding source.
* How the project will build capacity. Capacity building is central to APEC Projects. When completed, your project should have improved the enabling environment for APEC economies to deliver against APEC’s agreed priorities and goals. Your project will do this by including well-designed activities which increase the capacity of participants, and their respective institutions, to play a positive contributory role within this enabling environment. Further information on capacity building in APEC can be found in the Guidebook. Note that all ASF projects must address capacity building, and benefit at least one developing APEC economy.
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SECTION B: Project Impact

1. **Outputs: Using a numbered list in chronological sequence, identify and describe the key products or services that will happen during the implementation of your Project in support of the Outcomes. This may include workshops, reports, analysis and research work, recommendations, best practice guidelines, action plans, websites etc. Be brief but describe key parameters, like purpose, duration, location, expected scope and scale, timelines etc.** *[½ to ¾ page]*

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| **Outputs** are essentially the key activities within your project. Outputs are the activities or products that you will deliver in order to achieve the outcomes, and overall Objective. They might include:* **Events:** workshops, seminars, conference (most effective events then achieve further outputs, such as creating tools, drafting recommendations, agreeing on an action plan etc., as below)
* **Written products:** a research paper, survey results, an analytical report, recommendations, a set of best practices, analytical frameworks, action plans

List the **Outputs** in the chronological order they will be delivered. Describe them with a short title and use that title consistently throughout the Project Proposal, using capitals (e.g. **I**nitial **P**roject **S**eminar). Describe them in detailed terms, and also describe any supporting activities. You may also describe the benefits that the Output is creating for participants/beneficiaries. Focus on benefits that can be directly attributed to your project.  |

1. **Outcomes: Using a numbered list, describe the specific impacts, changes or benefits that the Project is expected to deliver, which directly support the Project Objective (above). These include changes in policy, processes, or behaviour in the participating institutions, or in APEC more broadly. Be sure that each Outcome can be measured and is a direct result of the project.** *[½ to ¾ page]*

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| The outcomes that your project generates are the changes, impacts or benefits that your project will generate on completion. They must support your stated project Objective(s). Order your outcomes in a numbered list so they are clear. The outcomes must be dependent on your project, meaning that they occur because your project happened, not high level outcomes such as long term regional trends that cannot be directly linked to your project. Each outcome must be measurable, so ensure you list at least one indicator for each. The indicator will assist you to assess whether or not you have achieved the outcome. For example, if your outcome is increased knowledge amongst project participants on particular policy issues, the degree of knowledge gain could be measured through a post-event participant evaluation survey. Because your indicators measure change, or impact, it is vital that you understand the starting point or baseline before your project. You could, for example, survey levels of participant knowledge before the project event, and then again afterwards. You could also undertake research to understand the ‘state-of-play’ of an issue before your project, such as doing a survey of APEC economies or undertake desk research or other information gathering work. Once you understand the baseline situation, you can then describe what level of change your project is targeting. Your indicator can then be used to measure if this target has been reached or not. It is feasible that some project outcomes, or elements of project outcomes, occur after the formal completion of your project, such as instances of collaboration between APEC economies on certain issues or initiatives. If that is the case, you need to make this clear in the Project Proposal and Completion Report, and you should describe how you will monitor and evaluate that outcome after the end of the project. You can report back to the Secretariat after the project, or use the annual Longer-Term Evaluation of APEC Projects as an opportunity to report further progress. |

1. **Beneficiaries: Who are the direct project participants and users of the Outputs? Describe their qualifications, level of expertise, roles/level of responsibility, gender, economies represented, government departments, APEC fora involvement, etc. Explain how they will use and benefit from the project. Who else will benefit from the project and how?** *[½ to ¾ page]*

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| Describe in this section the Direct Beneficiaries and identify any Long-Term or Indirect Beneficiaries.**Direct Beneficiaries** are the people who will experience the project (e.g. workshop participants, policymakers using the tool created etc.) and use the outputs of the project (workshop, report, research results etc.) in an immediate way. Describe these participants in detail, to ensure that you are targeting people with relevant skills and opportunity to make the most of the opportunity: outline the skills, experience and role/positions that they should have, the kinds of organisations they may work for (public and private sector) etc **Long-Term or Indirect Beneficiaries**: Limit your focus on this group if they will benefit only after the project is over and/or only if next steps are followed. Conversely, highlight benefits to the general public or end consumers if the project plans to provide them with longer term benefits such as reduced prices, better product quality, etc. |

1. **Dissemination: Describe plans to disseminate all output documents/reports and other results of the project, including:**
* **Whether the document(s) and/or report(s) will be an APEC Publication**
* **The number, form and content of publications (Note: Electronic publication is preferred. APEC will not fund publications that are only presentation slides, or website maintenance)**
* **Channels of dissemination (identify any websites, including the APEC website, or social media)**
* **The target audience of each output document/report**
* **Any intention to sell outputs arising from this project** *[less than ½ page]*

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| **Publications** may include curricula, statistical studies, web content, CDs, electronic documents, hard-copy reports, etc. If you intend your publication to be published by APEC, state it clearly in this section. **All APEC publications must meet the relevant guidelines. Draft publications will be reviewed by the APEC Secretariat before publication. Ensure that draft publications do not require any further copy-editing once they are submitted to the Secretariat.** APEC does not support publication of PowerPoint slides. Electronic publication is strongly encouraged – if printed copies are necessary, justify why.The **target audiences** are those who will be directly using the disseminated results or outputs. Where applicable, mention their occupations, economies, industries, government departments, etc.Websites and databases can be effective tools but APEC does not support the ongoing maintenance and upkeep of **websites or databases**. If you are producing a website or database, clearly explain who will maintain it and how it will be sustained after APEC funding ends. |

1. **Gender: What steps will the project take to ensure the participation and engagement of both men and women in project activities? How do the project outcomes and the project objective benefit women? Please indicate the target percentages of female participants, and female speakers/experts, in the table below:** *[less than ½ page]*

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| **Targets** |
| Female Participants (%) |  |
| Female Speakers/Experts (%) |  |

**Referring to the *Guide on Gender Criteria for APEC Project Proposals* in the Guidebook on APEC Projects, please tick the pillar or pillars that this project supports, in promoting women’s economic empowerment:**

|  |  |
| --- | --- |
|  | **5 Pillars (you may tick more than one)** |
| 1 | Access to Capital and Assets |  |
| 2 | Access to Markets |  |
| 3 | Skills, Capacity Building, and Health |  |
| 4 | Leadership, Voice and Agency |  |
| 5 | Innovation and Technology |  |

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| Women’s full participation in economic activity is critical to the achievement of sustainable economic development in the region. **Opportunities to include gender perspectives** include: using gender analysis to design project methodologies and inputs (e.g. surveys); including women in the planning, management, allocation of resources and implementation of a project; taking steps to ensure equitable participation by men and women; making special efforts to disseminate project results to women; and using sex-disaggregated data for project assessments.Set female participation targets for participants and speakers. **Most projects should set a 50% female participation (and speaker) target.** However, some projects may focus on issues or industries with traditionally low female representation. In these cases, 50% may not be achievable, but at least 30% is required for critical mass – the point at which female perspectives can be represented. **If it is difficult to incorporate women into the project design** due to the type of economic sector covered by your project, consider incorporating a gender component through research or community outreach. Inexpensive examples could include inviting female students from a local university to observe project events, or adding a gender related survey question to research tasks. **Benefits of gender programming** can include: increasing the involvement of women in the economy and economic institutions; integrating women into global economic networks; strengthening small and medium sized enterprises; and reducing gender inequalities, including through education and training. Wherever possible, give baseline indicators. See **Appendix G**, Guide on Gender Criteria for APEC Project Proposals of the Guidebook on APEC Projects for further information. |

SECTION C: Project Effectiveness

1. Workplan: Produce a Workplan using the table below. Refer to the Outputs section and make sure you include:
* All outputs as Deliverables such as research work/survey, events, and project reports/publications *(Indicate their submission dates. Ensure the same names for outputs are used)*
* Other Deliverables such as agenda, participant/speaker lists, evaluation activities, etc.
* Procurement steps and contractor related milestones
* Engagement with other economies, organizations and/or working fora
* One Monitoring Report per calendar year and a Completion Report two months after the Project Completion Date *[1-2 pages. Answers can be adapted from the Concept Note]*
* Indicate if you intend to record any project event. Refer to the *APEC Project Event Recording Policy* at Annex N of the Guidebook.

|  |  |  |
| --- | --- | --- |
| **Timeline** | **Tasks** | **Deliverables** |
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| Reflecting the order that actions will be performed, describe each step of the project to form a realistic, comprehensive Work Plan. Use the table above to provide a framework for your Workplan. For each action addressed in the matrix please include:* **Specified dates or date-ranges to indicate the timing of actions**. The duration of each task should be realistic given the budget and project duration. Consider the following guidance when defining the duration of specific tasks:
	+ Event preparation including nomination process of participants should commence at least 8 weeks before event date
	+ Pre-event engagement of economies in survey activities or research activities generally take at least 4-8 weeks to finalize
	+ Secretariat payments processing times
	+ Procurement and contracting takes time – ensure you allow 6-8 weeks between the submission of minor contract Terms of Reference for Secretariat approval and the date that a contractor is required to start. RFP timelines can be lengthy and you should work with your PD as soon as possible.
* All the **Tasks** or actions (which might have sub-actions) which may include:
* Formation of Steering Committees
* Pre-workshop research or survey work
* Contracting
* Project planning such as organizing event logistics, nominating participants, inviting speakers
* Engaging fora, businesses etc.
* Monitoring/evaluation (to be described in detail in Q11)
* Drafting of reports, followed by circulation and endorsement by forum
* Details on involvement in the planning and implementation by:
* Various APEC economies
* Other APEC fora
* Other fora outside APEC: multilateral and regional institutions; sector specific institutions
* Business and industry
* Related **Deliverables** for that particular task. Most tasks have a deliverable of some sort. A Deliverable might be an Output, which is the key product or service the project will create, such as a workshop, a research study or a project report. A Deliverable may also be the result of minor tasks, such as workshop preparations, where the resulting deliverable would be an event agenda or a participant list.
	+ Be consistent in the naming of the Deliverables.
	+ Note – the final Deliverable should be the submission of an endorsed Completion Report to the Secretariat, generally within two months after all project activities and financial disbursements have been undertaken.
* Note that the Project **Start Date** may only begin after approval from the BMC, and not earlier.
 |

1. **Risks: What risks could impact project implementation and how will they be managed?**

*[⅛ to 1 page, depending on project nature/complexity]*

|  |  |  |
| --- | --- | --- |
| **No.** | **Risks** | **How will it be managed?** |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |

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| **Risks** and risk management strategies need to be described for the project as a whole, and sometimes for specific actions or stages. Explain these strategies in detail if your risks are significant or complicated.Some common risks (and possible management strategies) include:* **Low interest** in participation or in using results
	+ Possible risk management strategies: ongoing consultation with economies on speakers, strategies and agendas etc; clear communication and “marketing” strategy, survey of demand
* **Duplication** of work of other APEC fora or fora outside APEC
	+ Possible risk management strategies: close consultation with relevant fora; comprehensive research into similar projects; consultation with overseers of precursor projects
* **Difficulty achieving policy change** over the long-term,in target economies
	+ Possible risk management strategies: early and robust engagement of both supportive and oppositional stakeholders; appropriate selection of participants; creating tools/processes to support participants in policy change; follow-up steps to support economies
* **Delays** or untimely preparation
	+ Possible risk management strategies: ongoing consultation, adequate visa application time; early stakeholder/contractor engagement, early adoption of agenda; strict internal deadlines.
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1. Monitoring and Evaluation: The project’s success will be measured by the extent to which it has delivered all its planned Outcomes, in support of the Project Objective. Please use the matrix table below to indicate your project evaluation plans by specifying *what will be measured, which indicators will be used, what the target goals are, and how they will be evaluated and reported*.

\*\*Examples have been given in the fields below for your easy reference. Please amend according to your project requirements. % of speakers/participants, if mentioned, should be consistent with Section B.8. *[½ page]*

|  | **Evaluation Focus** | **Indicators** | **Target Goals** | **Evaluation Method** | **Reporting Method** |
| --- | --- | --- | --- | --- | --- |
| **Outputs**  | 1. Online training (synchronous and asynchronous)
 | 1. Contracted executed
 | 31 Dec 2022 | Certification by PO | Contract |
|  No. of participants (excl. speakers/experts) | 16 | Event Attendance List | Completion Report |
| 1. % of participating men/women (excl. speakers/experts)
 | 50/50 | Event Attendance List | Completion Report |
| 1. No. of speakers/experts engaged
 | 6 | Event Attendance List | Completion Report |
| 1. % of speakers/experts (men/women)
 | 50/50 | Event Attendance List | Completion Report |
| 1. No. of attending economies
 | 16 | Event Attendance List | Completion Report |
| 1. No. of travel eligible economies
 | 8 | Event Attendance List | Completion Report |
| 1. Content developed and deployed
 | 28 Feb 2021 | Certification by PO | Contract |
| 1. Workshop (case studies)
 | 1. No. of participants (excl. speakers/ experts)
 | 16 | Event Attendance List | Completion Report |
| 1. % of participating men/women (excl. speakers/experts)
 | 50/50 | Event Attendance List | Completion Report |
| 1. No. of speakers/experts engaged
 | 5 | Event Attendance List | Completion Report |
| 1. % of speakers/experts (men/women)
 | 50/50 | Event Attendance List | Completion Report |
| 1. No. of attending economies
 | 16 | Event Attendance List | Completion Report |
| 1. No. of travel eligible economies
 | 6 | Event Attendance List | Completion Report |
| 1. Content developed and deployed
 | 31 Oct 2022 | Certification by PO | Completion Report |
| 1. Project Report
 | 1. No. of pages
 | 3-5 | Certification by PO | Email to the Secretariat |
| 1. Submission to the Secretariat
 | 1 Nov 2022 | Submission to the Secretariat  | Email to the Secretariat |
| **Out-comes** | 1. Best practices in approving Bio therapeutics and Advanced Therapies
 | 1. Implementation of international best practices by economies
 | 2022 to 2023 | Tracking economies six months after event | Report to the Working Group |
| 1. Participants knowledge of industry-best practices and an understanding on innovative drug products
 | 1. % of participants report substantial knowledge increase
 | 75%  | Ex-ante and ex-post evaluations | Completion Report |
| 1. Developing APEC economies report substantial knowledge increase
 | 25% | Ex-ante and ex-post evaluations | Completion Report |
| 1. Women report substantial knowledge increase
 | 33% | Ex-ante and ex-post evaluations | Completion Report |
| 1. Recommendations on how to implement best practices in drug approvals
 | 1. No. of recommendations made
 | 10 | Included in the Project Report | Report to the Working GroupThe Longer-term Evaluation of APEC Projects (LTEAP) |
| **Others** |  |  |  |  |  |

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| In this section, identify indicators for your Outputs and Outcomes. You may refer to the **Indicator Matrix Table** above for examples that may be applicable to your project. **Monitoring and evaluation (M&E)** is central to project management. Monitoring is the process of ensuring that you are implementing your project according to plan: that is, you are delivering what you set out to do in your BMC-approved Project Proposal. You must always alert the Secretariat to any changes in your work plan, outputs, and outcomes or budget as early as possible. Such changes are called design amendments and must be approved. Evaluation is the process of assessing whether you were successful in achieving your outcomes and in turn, met the project’s objective(s). You should develop indicators that are specific to your project, but many APEC projects will use similar indicators. Most indicators can only be measured if you know the starting point or baseline. Indicate if you will have baseline information by the project start date. If you need to collect data, it is easily available and/or inexpensive to collect? Longer-term outcomes measure change over time, so identify long-term indicators and indicate if you will have baseline information on these at the project start date. Some projects use early project stages to collect this information. Include your gender targets in this section, so that you can measure the project’s impact on women (or men in female-dominated sectors). |

1. Linkages: Describe the involvement of other APEC fora, and other relevant organizations. Include:
* *Engagement:* How are you engaging other relevant groups within and outside APEC?
* *Previous work:* How does this project build on, and avoid duplication of, previous or ongoing APEC initiatives, or those of other organizations working in this area?
* *APEC’s comparative advantage:* Why is APEC the best sources of funds for this project?

 *[¼ to 1 page. Answers may be taken or adapted from the Concept Note]*

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| You need to describe the involvement of other APEC fora, particularly:* Engagement: Who will you engage and how will you engage them? Are they involved in the planning? Will they be invited to events or will they share in project results?
* Previous work: Refer to specific projects or initiatives, where possible. This will take some research, possibly through your APEC committee delegates, consulting other APEC fora, or using the APEC Project Database. Your forum PD may also be able to assist.

Examples of external stakeholders that might be engaged include WTO, WHO, OECD, ASEAN, ADB, trade associations, sectoral bodies, UN agencies, etc. You need to show that you are building off of this work, not duplicating. This will take some research. How can you bring these organisations into your project?Describe APEC’s comparative advantage: why this project is best undertaken by APEC, rather than by another institution or organisation. How much demonstrated interest is there from APEC economies in this project? Describe how you gauged this interest. You need to demonstrate that the project is of interest to a wide number and variety of APEC economies. |

SECTION D: Project Sustainability

1. **Sustainability: Describe how the project will continue to have impact after the APEC Funding is finished.**
* How will the Beneficiaries be supported to carry forward the results and lessons from the project?
* After the project completion, what are the possible next steps to build on its Outputs and Outcomes? How will you try to ensure these future actions will take place? How will next steps be tracked?
* How will progress on the Outcomes (Question 5) be measured? *[less than 1 page]*

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| After project completion, what are the possible next steps to build on its outputs and outcomes? If you determine that post-implementation actions are critical to sustainability, what do you need to build into this project to ensure these future actions take place? For any **possible next steps** mentioned, **it is *crucial* to describe the initiatives or actions that will lead to these steps, who will do them and how they will be paid for**. Describe how your project will initiate, support and/or track these actions. Possible next steps may include the following:* Maintenance or dissemination of any outputs such as reports, manuals, databases or resources
* Follow up workshops / symposiums / meetings
* Transfer of knowledge from participants to other colleagues in their home economies
* Creation of cooperative network or means of exchanging of ideas
* Adoption of best practices / recommendations
* Use of results or outcomes in future projects from your fora or APEC or non-APEC fora

Indications that sustainability is likely (and that the possible next steps described above will likely take place) may include: * Future funds and/or partnerships that will help carry project objectives forward, or maintain and update project outputs such as websites, databases and research after project completion
* Engagement of stakeholders: relationships developed that can carry project objectives forward
* Training modules and resources created and made available for wider use
* A highly replicable model or event with resources developed for those who wish to replicate it
* Participation of beneficiaries/stakeholders of appropriate levels, economies, fora, ministries, industries, etc.
* Ability to continue with little future financial input
* Inclusion of a stage where participants develop an action plan for future post-project steps
* Follow up with beneficiaries through tracer evaluations, progress updates or other post-implementation communication
* Demonstrated effectiveness of previous phases of the project.
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1. **Project Overseers: Who will manage the project? Note that the scope of the duty includes managing of contractors and specialists. Include brief profile(s) of the PO(s) and any other main point(s) of contact responsible for this project.** *[Less than ½ page]*

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| **Biographies** of the main points of contact should highlight their experience in the field, as well as demonstrate their interest in acting as “champion” for this project and its goals. If you intend to directly award a contract to an organization or individual, also provide information about your preferred contractor.  |

SECTION E: Project Efficiency

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| The tips below may provide some support, but you **must** consult the **Guidebook on APEC Projects** as you develop your budget. The Guidebook provides detailed information on APEC budget and payment matters, including those related to:* Labour costs and honoraria
* Contracts
* Eligibility and entitlements for travel expenses
* Publication and distribution costs
* Project event costs, hosting costs
* Surveys and research expenses
* Equipment, etc.

**When developing your budget:*** **Research!** Make sure you know the costs in the host venue, check flights online, etc.
* Make sure your **calculations are clear**, with units and costs indicated
* Your budget lines should match what you have described in proposal questions 1-14, and each item should correspond with an output in your workplan or monitoring & evaluation plan
* Add any assumptions in the Notes section to help the Secretariat understand how you decided on a figure
* **Do not adjust the budget template or add your own fields or lines**

Following are some expenses that are **not allowable** for APEC project funding. They also do not count when calculating self-funding requirements for TILF projects:* Travel expenses for POs
* Honoraria for government or international organisation officials
* Simultaneous interpretation, or translation of final outputs such as reports
* Meals, coffee and tea breaks
* Promotional items and gifts (such as banners, briefcases, souvenirs, flowers)
* Maintenance costs for websites, databases and other on-line resources (including servers). Development costs may be funded if the PO shows how maintenance costs will be met
* Conference registration fees
* Local transport costs, including for airport transfers, field trips, or sightseeing
* Simultaneous interpretation at project events
* Standard office equipment such as computers (including laptops), printers, and cameras

In some cases, waivers may be sought for APEC to cover non-allowable expenses, but strong justification is needed.You should ensure your project is as efficient as possible. Some **indications of efficiency** to keep in mind when designing your project include:* Holding seminars, workshops or symposiums on the margins of other APEC meetings or events to reduce travel, per diem and/or hosting costs
* Self-financing from supporters contributing to labour, facilities, travel and other budget areas
* Leveraging the results of previous APEC projects, work or findings, or those of other organizations
* Disseminating project outputs electronically, rather than publishing hard copies
* Making efficient use of consultant or clerical hours
* Employing consultants with experience and a good reputation working on similar projects
* Using workshop/symposium participants as presenters, enhancing participatory processes
* Providing capacity and resources for participants to return to their economies and organize similar events (e.g. training the trainers), or support for implementation of outputs (e.g. for best practices or recommendations) in APEC economies
* Demonstrating that reports, websites, research etc. will be used and updated so it remains relevant in the medium to long term
* Strategically choosing event locations that leverage local expertise and cuts travel expenses for participants or experts.
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1. **Budget: Complete the Itemized Budget and Budget Notes for the project in the template below. The Budget should include calculation assumptions (e.g., unit costs) and Self-funding contributions. Please consult the *Guidebook on APEC Projects* for eligible expenses.**

APEC Project Itemized Budget **Please consult the eligible expenses in the *Guidebook on APEC Projects***

| **All Figures in USD** | **# of Units** | **Unit Rate** | **APEC Funding** | **Self-funding** | **Notes**  |
| --- | --- | --- | --- | --- | --- |
| **Direct Labour** |
| Speaker’s honorarium (*government officials ineligible)* | (# of speakers) | * *Refer to* ***Honorarium Payment Schedule****, Appendix M of the Project Guidebook.*
* *Honorarium is* ***not allowable for*** *government officials or international organization official, PO, APEC-funded contractors or others already engaged on the project*
 |
| Short-term clerical fees(please provide details of scope of work and deliverables in Budget Note 1 - Direct Labour)   | (# of hours) | * *Tasks should be bundled and* ***contracted to a single contractor****, unless strong justification is provided for multiple contracts*
* ***Government institutions/employees*** *& international organisations cannot be contracted by APEC unless exceptional circumstances*
 |
| Contractor fees(contractors Secretary’s fees to be included in cost and packaged together) | (# of hours) |
| **Travel (Speaker, Experts, Researchers)** |
| *PO travel expenses are non-allowable* |
| Per diem (incl. accommodation and “75% additional payment”) | (# of persons and days) | * *Maximum of 6 experts / day, for days when they have a formal role*
* *Identify the meeting venue (city)*
* *Maximum allowed is 100% Current UN Per Diem Rate x No. of Official Event Days + 1 Arrival Day + One-Off 75% of the UN Per Diem Rate (E.g. 3 day event = 4.75 days, maximum)*
 |
| Airfare | (# of persons and trips) | * *Most direct and economical flight: provide route details, if known*
* *Business class travel only if origin airport to final destination airport exceeds12 hours*
* *Non-member participation: APEC Forum must approve.*
* *Non-allowable: Expenses for preferred airlines or transit stops for non-APEC or personal reasons*
 |
| **Travel for Participants (from travel-eligible economies only. Active participants only)** |
| *For events* ***in the margins of other APEC meetings****: NO airfares funded if attendees are normally funded by their own economy. Per Diems may be funded for project event days.* |
| Per diem (incl. accommodations and “75% additional payment”)  | (# of persons and days) | * *Per Diem rate is normally same as Speakers/Experts’ rate*
* *Up to 2 travelers from each travel-eligible economy only*
* *Local participants must reside outside venue city to qualify for Per Diem*
* *See “Travel” excerpts above for calculation*
 |
| Airfare (*restricted* *economy class)* | (# of persons and trips) | * *Only economy class travel, most direct and economical flight*
* *Up to 2 travelers from each travel-eligible economy only*
* *Provide a breakdown for each economy/region*
 |
| **Other items** |
| Publication/distribution of report | (# of copies) | * *Electronic publication is encouraged.*
 |
| Specialized equipment or materials (*please describe*) | (type, #, and # of days) | * *Not allowed: Standard equipment such as computers, laptops, photocopiers, printers, cameras or ongoing maintenance of project equipment / materials after the project*
* *Make sure there is no duplication of costs (e.g. is this item also covered under conference room package?)*
 |
| Photocopying  | (# of copies) | * *Detailed breakdown of costs is requested*
* *Costs must be reasonable*
 |
| Communications(telephone, fax, mail, courier) |  | * *Amount requested should be reasonable*
 |
| *Hosting (*provide breakdown, e.g., room rental, stationery)  | (units as appropriate) | * *There should be no hosting cost for research-based projects*
* *No meals (exception possible if hosting package is cheaper)*
 |
| **Total:** |  |  |  |  |

**Budget Note 1: Direct Labour - Provide information for APEC-funded positions, including a list of general duties, total hours per contracted tasks and who will be contracted, if known. (It is not acceptable to contract staff from your own organization or government employees.)**

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| Populate the tables below to help the reviewers understand:* The number of speakers/experts at events and proposed **Honorarium** rate
* What **specific tasks and duties** any contracted labour will be doing
* How many **hours** they will be contracted for and how they will use those hours
* How they will be engaged (tender, direct contract, etc)
* Who they are (if known) and how they are qualified to do this work

When **contracting** any consultants or staff, consult the Implementation section of the **Guidebook on APEC Projects**(Chapter 11). Note that it is not acceptable to contract staff from your own organization, government employees or employees of international organizations. |

1. **Honorarium – please refer to the Honorarium Payment Schedule at Appendix M of the Guidebook when proposing an honorarium rate for each Speaker/Expert:**

| **Please use one row for each Speaker/Expert you propose APEC to fund\*:** |
| --- |
| **No.** | **Indicate Role:**Speaker?Moderator?Panelist? | **Total time spent at the Project Event**(*in hours*) | **Proposed Honorarium Rate** | **Additional Information, if any** |
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*\*The roles/details of speakers/experts may be restructured according to final project requirements.*

1. **Contractors to be funded by APEC (Short-Term Clerical Staff, Event Logistics Provider, Consultant and Researcher) - Please use one table per Direct Labor item and list all relevant tasks to be performed by the Contractor(s). Please provide the number of work hours for each task.**

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| --- | --- | --- |
| **No.** | **Specific Tasks** | **No. of Hours** |
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| **Total:** |  |

**Budget Note 2: Waivers - Provide details of any requests for waivers from the normal APEC financial rules, with justifications in the ‘Notes’ column of the budget table, or below if the waiver requires a detailed explanation.**

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| Requests for **waivers** need to correspond with the budget. *Any exception* from APEC funding guidelines needs to be explained and justified under this section. These may include: * Exceptions from contract tendering requirements
* Simultaneous interpretation costs

If you are seeking flexibility on APEC contracting procedures, such as direct awarding of a contract, you need to clearly describe why you want this waiver. Also address the value-added to the project of this request and how will you ensure conflict of interest will be avoided.  |

*Develop your proposal in close cooperation with your forum’s* ***Program Director****. They can help with questions and provide support in developing your project design.*