

ANNEX 10

INDEPENDENT ASSESSMENT OF THE ECOTECH IMPLEMENTATION OF APEC WORKING GROUPS AND SOM TASKFORCES: SMALL AND MEDIUM ENTERPRISES WORKING GROUP (SMEWG)

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or SMEWG	Proposed timeline to implement the recommendation by SCE or SMEWG	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SCE				
<p>Recommendation to SCE1. The funding and approval process for APEC projects should be reviewed. The project guidelines provide a sound set of principles to guide project development, however, the standard project cycle time, of 12-18 months compromises the design of good in-depth projects of quality. The current budgetary and funding process that establishes separate APEC funds with budgets from year to year may limit such developments, but the introduction of a facility for multi-year projects is welcome. Whilst I recognise that this may lay outside the terms of reference for SCE (and more within responsibility of BMC), APEC should consider ways in which longer term projects could be established across all member economies on key economic themes such as innovation and technology-based SMEs.</p>	<p>APEC Secretariat The need for APEC to support longer-term, more strategic and better coordinated capacity building projects has previously been identified. BMC has formally approving a pilot phase of multi-year projects allowing for longer term, strategic projects of 3- 5 years in duration and valued at up to \$500,000. MYP are defined as single capacity building initiatives broken down into inter-related phases.</p> <p>SCE Members Recommended actions already in trial by way of MYP</p> <p>SME had one MYP approved and one teed up for submission next year</p> <p>The current funding process is still useful for short term projects that may only apply to a particular theme or event in time that may not necessarily need the longevity.</p>	In process by the BMC/PMU.	N/A	Yes
<p>Recommendation to SCE2. Although I recognize again that the evaluation process lies within the responsibility of BMC, the quality assessment framework (QAF) is front-loaded. SCE may wish to examine ways in which a selection of highly ranked projects could be probably evaluated and lessons learned. Although APEC does provide lessons</p>	<p>APEC Secretariat At BMC3, a paper on conducting longer term evaluations of APEC projects was endorsed by members and approved by SOM. The evaluation exercise is scheduled to commence in mid 2012.</p> <p>SCE Members Recommended actions are already agreed through the</p>	In process by the BMC/PMU.	N/A	Yes

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or SMEWG	Proposed timeline to implement the recommendation by SCE or SMEWG	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SCE				
<p>from previous assessments, these focus on areas such as communication and administration of projects. A more systematic evaluation of outcomes could enable identification of ‘good practice’ projects.</p>	<p>proposed longer term evaluations of APEC projects. Though longer term evaluations as noted by the Secretariat applies in some cases, in other cases long term evaluations for projects would not be necessary. It would really depend on what project it is and what goals it has. It also would then have to incorporate long-term goals into the model to have something to actually evaluate in the long term. SCE to encourage BMC to modify the Project Proposal template to include an M&E plan to include long-term objectives, which could be measured through long-term evaluation.</p>			
<p>Recommendation to SCE3. APEC has a large number of working and sub-groups and there is some danger of duplication of effort on some key APEC themes, but there are also opportunities for closer working and integration of such groups especially through joint projects. For example, between SMEWG, GFPN, HRDWG and EPG, although there are exceptions such as the Women’s Entrepreneurship Summit meetings. Such integration and project developments may require greater guidance and facilitation by SCE.</p>	<p>APEC Secretariat The Secretariat aims to strengthen its internal processes to enable PDs to discuss project concepts at an early stage of the project cycle to assess potential areas of convergence, and prevent overlap and duplication.</p> <p>SCE Members SME should think creatively in the project planning phase and reach out to sub-fora who may also have equities in proposed projects. SCE/BMC members may consider policies which would encourage greater cross-for a project submission.</p> <p>Interested in an update to the SCE on how the internal Secretariat processes are working.</p>	<p>APEC Secretariat to take note</p>	<p>Ongoing</p>	<p>Yes</p>
<p>Recommendation to SCE4. Projects are currently developed in somewhat of an evidence vacuum. Although the APEC statistics portal is a valuable addition, it is not</p>	<p>SCE Members Another approach could be to have a listing of projects by theme to keep track of what has been done for each theme, whether it’s for women, green growth,</p>	<p>SMEWG to coordinate with PSU/PMU to examine the feasibility of a database or</p>	<p>SCE2 2012</p>	<p>Yes</p>

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or SMEWG	Proposed timeline to implement the recommendation by SCE or SMEWG	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SCE				
<p>currently achieving its potential as a tool for member economies; SCE could examine the development of methodology that allows the collection of SME statistics. There are challenges to the collection of such statistics across the 21 diverse economies of APEC and because of differences in the importance and definitions of micro, small and medium-sized enterprises across these member economies. However, these challenges could be addressed by the development of an appropriate framework or methodology. One approach may be to establish an APEC SME observatory alongside the APEC statistics portal.</p>	<p>youth, etc.</p> <p>This suggestion shows that working groups may want to collect data that are of particular importance to them. Therefore, it is suggested that APEC develop a database whereby data of significance to the various working groups are placed. The working groups will be responsible for collecting the data that they considered to be significant.</p> <p>We would be interested in the views of PSU/PMU, and the possibly of a the preparation of a paper for discussion</p>	<p>alternatives.</p>		
<p>Recommendation to SCE5. APEC is a unique international organisation and has made strong progress in achieving its primary goal of sustainable economic growth. Links seem to exist with the World Bank and as an affiliate of their Global Learning Development Network, but scope exists to strengthen and develop relationships with other international bodies such as the OECD and more independent bodies such as the Global Economic Forum.</p>	<p>SCE Members Recommendation open for discussion at SCE2. It would be good to get a readout of what APEC's current relationship is with other international fora, and the usefulness of the relationships.</p>	<p>Project proponents are encouraged to collaborate with external fora in the development and implementation of projects.</p>	<p>SCE2 2012</p>	<p>Yes</p>

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or SMEWG	Proposed timeline to implement the recommendation by SCE or SMEWG	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SMEWG				
<p>Recommendation to SMEWG 1. The current six priorities, of the current Strategic Plan, should be reduced along the lines developed in the 32nd SMEWG meeting at Big Sky, Montana, where two main themes provided the focus for discussion. The development of two to three overarching priorities will enable the focus of activities, the development of projects and the identification of outcomes that will benefit SMEs; collapsing priorities to the following three areas: Improving Business Environment; Market Access and Internationalisation and Building Management Capabilities may be considered.</p>		As per the recommendation	SCE2 2012	Yes
<p>Recommendation to SMEWG 2. Many projects have been focused on sharing knowledge and experience with indirect outcomes for SMEs. A greater focus on projects that directly impact on SMEs would improve the nature of outcomes of projects. This could be through greater participation of SMEs directly in events, such as workshops and exhibitions. It is difficult to assess the effectiveness of projects and programmes when many outcomes are of an indirect nature. The sharing of practice and experience will always have a role, but the direct involvement of SMEs and integration of private sector business organizations, including ABAC, will assist the achievement of greater direct impacts on SMEs with longer lasting impacts.</p>	<p>SCE Members There should be a repository/portal of projects, say in a database – thematic repository or database would be good record keeping to know what’s been done and what’s in the system. It should be easy to use. <i>[APEC Secretariat Note: an improved project database is currently under development]</i></p>	As per the recommendation	SCE2 2012	Yes

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or SMEWG	Proposed timeline to implement the recommendation by SCE or SMEWG	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SMEWG				
<p>This focus could be reflected in the KPIs developed for the next Strategic Plan. Similarly, there is limited value in reporting 'gaps'. There may be more value in having deeper and longer projects on a limited focus rather than trying to develop projects that cover a wide range of priorities and themes.</p>				
<p>Recommendation to SMEWG 3. Some projects have limited member participation (through for example 'travel eligible' economies). A focus on a smaller number of priorities and the development of deeper and multi-year projects should encourage more economy participation in projects and hence impacts and effectiveness across the APEC region.</p>	<p>APEC Secretariat The Secretariat encourages more emphasis to be placed on participant selection to ensure that the capacity building outcomes of the APEC projects are achieved and can be tracked more effectively.</p>	As per the recommendation	SCE2 2012	Yes
<p>Recommendation to SMEWG 4. The twice yearly plenary meetings rely on the role and effectiveness of the Chair and support from the APEC Secretariat. The agenda is inevitably large and could benefit from greater focusing of key or 'starred' items for discussion and non-starred items for information. The break-out sessions at the 32nd meeting served a useful purpose for focusing discussion and identifying priorities that can be taken forward inter-sessionally.</p>		As per the recommendation	SCE2 2012	Yes
<p>Recommendation to SMEWG 5. The development of links with other APEC fora, especially with ABAC, but also with GFPN, HRDWG, and EPG is welcome and</p>	<p>SCE Members SME should think creatively in the project planning phase and reach out to sub-fora that may also have equities in proposed projects. SCE/BMC members</p>	As per the recommendation	SCE2 2012	Yes

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or SMEWG	Proposed timeline to implement the recommendation by SCE or SMEWG	Agreement on the suggested action (Yes/No)
RECOMMENDATIONS TO SMEWG				
<p>should be intensified where possible. If joint projects could be developed, for example with the HRDWG and with EPG this would help to strengthen the quality of projects, their outcomes and their impacts.</p>	<p>may consider policies which would encourage greater cross-fora project submission.</p> <p>The suggestion is that joint projects among related working groups be developed. The advent of multi-year projects is APEC's recognition that joint projects are important. APEC should continue to implement more multi-year projects that bring together related fora.</p>			