



**Asia-Pacific
Economic Cooperation**

**Independent Assessment of the Emergency
Preparedness Working Group (EPWG)
Final Report**

**Senior Officials' Meeting (SOM) Steering Committee on
Economic and Technical Cooperation (SCE)**

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Contents

Abbreviation	3
Executive Summary	4
1.1 Summary of Recommendations	4
2 Independent Assessment	7
2.1 Background	7
2.2 Objective	7
2.3 Terms of Reference	7
2.4 Approach and Deliverable	8
3 Background	9
3.1 History	9
3.2 Goals and Objectives	9
3.3 Internal Structure	10
4 Communications	13
4.1 EPWG Meetings	13
4.2 Electronic Communications	14
4.3 Website	14
4.4 External Communications and Coordination	16
5 Projects and Initiatives	18
5.1 Project Proposal Timeframe	18
5.2 Project Analysis	19
6 Survey	20
6.1 Overview	20
6.2 Level of Engagement	20
6.3 Level of Effectiveness	21
6.4 Strategic Direction	23
6.5 Gender	24
6.6 Collaboration	25
6.7 Administration	26
7 Next Steps	28

Abbreviation

ABAC	APEC Business Advisory Council
AIMP	APEC Information Management Portal
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of South East Asian Nations
BMC	Budget and Management Committee
CTTF	Counter-Terrorism Task Force
ECOTECH	Economic and Technical Cooperation
EWG	Energy Working Group
GFPN	Gender Focal Point Network
HTF	Health Task Force
HWG	Health Working Group
HFA	Hyogo Framework of Action
ICT	Information and Communication Technology
IST/ISTWG	Industrial Science and Technology Working Group
LS	Lead Shepherd
LSAC	Lead Shepherd Advisory Committee
MTWP	Medium Term Work Plan
NGO	Non-Government Organizations
PD	APEC Secretariat Programme Director
SCE SOM	Steering Committee on ECOTECH
SME/SMEWG	Small and Medium Enterprises Working Group
SOM	Senior Officials' Meeting
TFEP	Taskforce on Emergency Preparedness
TOR	Terms of Reference
TWG	Tourism Working Group
VTFEP	Virtual Task Force for Emergency Preparedness
WG	Working Group

Executive Summary

Although the Asia-Pacific region currently generates 25% of the world's GDP, it has suffered 42 % of global economic losses caused by recent disasters. The Asia Pacific region also accommodates 61% of the world's population but currently accounts for 86% of the world's disaster-affected population.¹ Natural disasters in the region may increase in severity and frequency in coming years through climate change. Responses to these and other emergencies may require coordinated trans-national action.

Following the Indian Ocean tsunami in late 2004, APEC Senior Officials examined more effective ways to facilitate disaster preparedness in APEC economies, and more efficient ways to coordinate regional responses. The eventual outcome was the formation of the Emergency Preparedness Working Group (EPWG) in 2010.

To date, the EPWG has focused on the following objectives:

- **Education** – to advance research and share knowledge and best practices so that APEC economies can better address natural disasters and emergencies
- **Better collaboration** – to foster increased cooperation/communication between member economies, between businesses and communities, and between public and private enterprises
- **Economic Resilience** – to mitigate economic losses as a result of natural disasters/emergencies in the Asia Pacific region

EPWG commissioned an independent assessment² to evaluate its efficacy in providing focused economic and technical assistance to its member economies and to identify recommendations to improve its strategies and delivery. The four-phase, six-month assessment has aimed to:

- Evaluate the efficacy of EPWG management and leadership, especially progress on APEC ECOTECH priorities, gender considerations, and contribution to the Bogor Goals
- Explore ways to strengthen the EPWG's strategic priorities and future work
- Recommend ways to facilitate collaboration between member economies, APEC fora and related non-APEC parties, especially the private sector
- Assess the impact of EPWG programs and activities on emergency preparedness

1.1 Summary of Recommendations

SCE 1: Encourage greater inclusion of emergency preparedness into APEC working groups' TOR and long-term work plans/strategies; EPWG can support and advise as needed

SCE 2: Explore alternative funding sources and advice for APEC projects to decrease economies' reliance on APEC funding

SCE 3: Develop performance guidelines for EPWG projects to ensure that funding is well-utilised, goals are met, and results showcased.

¹ "Protecting Development Gains- Reducing Disaster Vulnerability and Building Resilience in Asia and the Pacific. The Asia- Pacific Disaster Report. UNESCAP and UNISDR. 2010

As APEC member economy membership is different than the Asia-Pacific region, it has the following figures: 40% of world population, 55% of global GDP and 43% of world trade .

² It should be noted that this independent assessment was taken at a particular point in time from 2007 to early 2011, with available information.

SCE 4: Install a more prescriptive monitoring and reporting system for APEC work

SCE 5: Discuss ways to measure how APEC for a incorporate gender considerations, the Hyogo Framework of Action (HFA), and contribute to the Bogor goals

EPWG 1: Define EPWG Chair (s)' role and selection process

- Define and make known the role and working arrangements of the EPWG Chair(s)
- Develop a selection process that is fair, transparent, consistent, and based on consensus
- Ensure a reasonable period of transition between the incumbent and new Chair(s)
- Stagger EPWG Co-Chair terms to enable an experienced economy to serve with an inexperienced one
- Promote EPWG Chair(s) diversity in geography, developmental levels and gender considerations

EPWG 2: Define EPWG Steering Committee role, and encourage greater activity

- Determine if the EPWG's Steering Committee Chair is needed, and if so, determine its role and responsibilities
- Develop a selection process for the EPWG Steering Committee Chair that is fair, transparent, consistent, and based on consensus
- Encourage greater engagement of Steering Committee, including by assessing projects, by providing feedback to the relevant economies, and by providing training on the use of the Quality Assessment Framework (QAF)
- Standardised the Steering Committee members' term- it should run on a staggered, rotational basis
- Cap the number of Steering Committee members, based on such factors as geographical, development, and gender diversity
- Consider creating a separate email list for the Co-Chairs and the Steering Committee

EPWG 3: Improve EPWG's administrative resources and processes

- Explore how EPWG Program Directors can be provided with more administrative resources
- Notify EPWG member economies in advance of administrative changes or plans
- Discuss ways which allow the EPWG Steering Committee to take a greater lead in EPWG work and activity

EPWG 4: Encourage greater and wider EPWG member participation

- Explore ways to attract EPWG economies to attend and actively participate in meetings
- Distribute electronically meeting minutes and other documents as quickly as possible
- See how the APEC Information Management Portal (AIMP) can be utilized more effectively for communications and information sharing
- Schedule periodic meetings with the APEC Communications and Public Affairs Unit on latest resources to promote greater and more engaged communications
- Ensure that economies absent from meetings be kept abreast of proceedings and developments, perhaps uploaded through the EPWG website, as well as the normal AIMP

EPWG 5: Optimize EPWG website

- Decide the purpose and application of both EPWG website and APEC EPWG webpage
- Harmonize information that is posted on both websites
- Install a plan for maintenance and periodic updates of the EPWG website, including meetings and contact lists of member economies and APEC Secretariat Program Director
- Consider mutual links from EPWG website to other APEC for a, and related non-APEC bodies
- Review which and where downloadable internal and external documents and publications should be stored; determine the appropriate security measures
- Decide the purpose, application, and management of the EPWG newsletter

EPWG 6: Promote greater and more regular communications within APEC for a and related non-APEC bodies, especially the private sector

- Seek greater input on emergency preparedness (e.g. presentations and discussions) by international organizations, private sector bodies and other APEC for a in EPWG meetings and activities.
- Consider EPWG attendance and presentations at the meetings of other APEC fora and non-APEC bodies, as well as formal feedback at EPWG meetings
- Establish ongoing and mutual communications with relevant APEC for a, distributing updated information to EPWG member economies
- Examine ways to promote the EPWG within member economies, APEC for a and wider non-APEC community
- Consider which Working Groups to collaborate on relevant projects

EPWG 7: Discuss ways for more and faster project feedback and review

- Explore ways to get faster EPWG member economy feed-back
- Discuss how EPWG can give more time for project proposal discussion and review

EPWG 8: Assess EPWG work in incorporating gender considerations, the Hyogo Framework of Action (HFA), and contribute to the Bogor goals; discuss with SCE

- Consider more in-depth discussion and review of project proposals, including on whether projects support the Bogor Goals and gender through the QAF criteria and Steering Committee project assessment phase
- Explore ways to achieve a better gender balance in EPWG leadership – for example, the balance at EPWG meetings could be tracked and participation by more women encouraged if necessary
- Consider further collaboration with the Gender Focal Network, or future Policy Partnership for Women in the Economy³

³ The Gender Focal Point Network will be merged and will be known as the PolicyPartnership for Women in the Economy.

2 Independent Assessment

2.1 Background

In their 2006 Statement, Ministers endorsed the recommendations of the SOM Steering Committee on ECOTECH (SCE) review of APEC Fora, recognizing that these improvements will ensure more focused economic and technical cooperation and bring a more strategic perspective to APEC's capacity building and technical assistance. Ministers instructed SCE to continue efforts to improve the operations and programs of working groups, task forces and networks to ensure ECOTECH activities are targeted, effective and efficient to make the best use of scarce resources in 2007 and beyond.

In achieving this purpose, the Budget and Management Committee (BMC) approved the 2010 SCE project proposal on the independent assessment of EPWG. This independent assessment has to address EPWG's wide range of needs to strengthen its work process. The recommendations of the assessment are expected to be presented at SCE3 2011.⁴

2.2 Objective

To evaluate the effectiveness and strategy of the Emergency Preparedness Working Group in providing focused economic and technical cooperation to its member economies; to identify and prioritize recommendations based on set criteria and input.

2.3 Terms of Reference

The Terms of Reference (TOR) of the assessment, as set out below, are intended to address a wide range of issues and identify opportunities for the EPWG to strengthen its work processes:

- Review EPWG meetings, projects and activities; assess the outcomes of these activities and how they support the main objectives/goals of EPWG and APEC; assess the impact of the EPWG work program "on the ground" in APEC member economies
- Evaluate whether EPWG is operating effectively and efficiently; whether the group's Terms of Reference and operation should be changed so that it can better respond to the APEC ECOTECH priorities, contribute to the achievement of the APEC goals as well as ensure that there is a clear improvement in upgrading the group's status from a taskforce to a working group
- Identify ways to strengthen EPWG's strategic priorities and direction for future works, in particular how to strengthen the nexus between emergency preparedness and trade to avoid duplicating the work of other organisations and APEC for a
- Provide recommendations on how the forum can better focus and more efficiently and effectively manage its tasks and assure that its capacity building activities are providing benefits according to the Leaders' and Ministers' priorities
- Identify ways to develop synergies among the work of EPWG and various relevant APEC fora

⁴ There will be a steering committee meeting and a Senior Disaster Management Officials Forum. However, the next formal EPWG meeting will be SOM1 2012 in Russia.

- Identify EPWG opportunities and provide recommendations for greater collaboration with non-APEC parties, including the private sector, civil society and other international organizations; identify ways for EPWG to tap resources for programs; opportunities to profile and share programs or projects
- Explore how EPWG can better take into account the APEC commitment to give gender greater consideration
- Finalize an array of recommendations on the above-mentioned areas. Recommendations are to be provided in two lists: the first list entailing the (no more than) 5 decision points for consideration by SCE to provide further instruction to the group, and the second list covering those recommended actions that can be further discussed for implementation by the group itself

2.4 Approach and Deliverable

This assessment involves four key stages of work:

- **Data Collection** - This includes a desktop analysis of documents and activities related to APEC and Emergency Preparedness obtained from the APEC website and APEC team. The aim is to gain a broad understanding of the memberships, structures, priorities, operation and management processes, projects, outputs and linkages. Past meetings and documents, such as reports, agendas, proposals, summary reports, project evaluation, and participant list from the Taskforce on Emergency Preparedness (TFEP), EPWG, and Senior Disaster Management Officials/CEO's Forum are also examined.

Past independent assessment reports for other APEC for a are also reviewed, including the Counter-Terrorism Task Force (CTTF), Transportation Working Group (TPTWG). Additional information not available on the APEC website, such as the QAF assessments were requested.

- **Participatory Observation** - This was done in the EPWG meeting in Washington, DC (2011). It introduced the start of the project, the approach, programme, and deliverable. EPWG was observed in action; with an aim of understanding the communications and decision-making process, group dynamics, and priorities. The time also allowed some on-site, informal interviews with member economies, including Co-Chairs and APEC Secretariat team.
- **Survey**- Surveys were sent out to member economies by email for further input and evaluation. They included qualitative and quantitative measures. The surveys were designed to protect confidentiality, require minimal work and time, and allow for additional input.
- **Analysis and Report Writing** - The information collected was evaluated and reviewed. The process, results, and recommendations will be provided in two stages. The first draft was delivered in June, 2011. Feedback was collected and incorporated from the member economies and APEC Secretariat team. The final report will be delivered in August, 2011, in time for the next APEC meeting in September, 2011.

3 Background

3.1 History

Although the Asia-Pacific region currently generates 25% of the world's GDP, it has suffered 42 % of global economic losses caused by recent disasters. The Asia Pacific region also accommodates 61% of the world's population but currently accounts for 86% of the world's disaster-affected population.⁵ Natural disasters in the region may increase in severity and frequency in coming years through climate change. Responses to these and other emergencies may require coordinated trans-national action.

Following the Indian Ocean tsunami in late 2004, APEC Senior Officials responded to a call by the SOM Chair to examine ways to establish a more effective mechanism to coordinate/facilitate emergency and disaster preparedness and response within APEC. An APEC Task Force for Emergency Preparedness (TFEP) was established by Senior Officials in 2005 to coordinate and facilitate emergency and disaster preparedness within APEC, following its brief stint and success as a Virtual Task Force in 1998.

In March 2008, APEC Senior Officials extended the TFEP's mandate to the end of 2009, and endorsed the Task Force's Terms of Reference. In February 2010, recognizing the continued importance of TFEP's work, the Senior Officials Steering Committee on Economic and Technical Cooperation (SCE) elevated the TFEP to permanent Emergency Preparedness Working Group (EPWG). The upgrade took effect in May 2011 following SCE's approval of the Terms of Reference.

3.2 Goals and Objectives

The goals and objectives from the initial and Virtual Task Force for Emergency Preparedness (VTFEP) and subsequent EPWG Terms of Reference are:

TOR for VTFEP	TOR for EPWG
To improve coordination and enhance intra-APEC cooperation and integration of best practice emergency and natural disaster preparedness and response efforts in APEC.	To improve coordination and enhance intra-APEC cooperation and integration of best practice emergency and natural disaster preparedness efforts in APEC, <i>including by fostering research and collaboration, sharing knowledge, lessons learnt and best practices in the field of emergency management to better protect business, trade and economic growth and communities in the Asia-Pacific region from disruptions related to emergencies and natural disasters.</i>
To build capacity in the region to mitigate, prepare for and respond appropriately to emergencies and natural	To build capacity in the region so that APEC member economies can better mitigate, prepare for, respond to and recover from emergencies and natural disasters, <i>including by building business and community resilience and fostering private-public partnerships to protect business, trade and</i>

⁵ "Protecting Development Gains- Reducing Disaster Vulnerability and Building Resilience in Asia and the Pacific. The Asia- Pacific Disaster Report. UNESCAP and UNISDR. 2010

As APEC member economy membership is different than the Asia-Pacific region, it has the following figures: 40% of world population, 55% of global GDP and 43% of world trade .

disasters.	<i>economic growth and communities from disruption.</i>
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The main goals and objectives of the EPWG has remained the same since it started as a virtual taskforce seven years ago. EPWG has expanded and elaborated its goals and objectives, targeting on the types of actions and activities necessary to reach the goals. The first phase of the goal is ‘what must be done’, while the second part is ‘how it can be done’. In particular, the EPWG objectives highlight:

- **Education** – to advance research and share knowledge and best practices so that APEC economies can better address natural disasters and emergencies
- **Better collaboration** – to foster increased cooperation/communication between member economies, between businesses and communities, and between public and private enterprises.
- **Economic Resilience** – to mitigate economic losses as a result of natural disasters/emergencies in the Asia Pacific region

[The Hyogo Framework of Action \(HFA\)](#), in particular, has been a guiding influence. HFA emphasized the importance of disaster risk reduction (DRR) as a central issue for development policies. It was adopted by 168 Governments at the World Conference on Disaster Reduction in Japan, 2005.

The HFA aims to have a “substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries”. EPWG has been deemed to have a comparative advantage in the implementation of the economic aspects of HFA. This was also mentioned in the survey responses to be discussed later. Through its projects, such as its Disaster Risk Education at Schools, EPWG has actively promoted HFA’s implementation in the region.

3.3 Internal Structure

3.3.1 Co-Chairs

The EPWG is composed of 21 economies, co-chaired by Australia and Indonesia. From the TOR, the role of the Chair (s) is as follows:

- Coordinate and Chair the meetings
- Report to Senior Officials and SCE on work plans, activities and issues
- Oversee EPWG work plans and activities
- Ensure EPWG fulfils its instructions, including delivering quality project proposals and defined outcomes
- Act as Spokesperson for EPWG

Australia and Indonesia have been co-chairs since it was formed in 2005 as Virtual Task Force for Emergency Preparedness (VTFEP). In March 2008, Australia and Indonesia were reappointed as co-chairs. In February 2010, when the TFEF was elevated to EPWG, Australia and Indonesia were appointed co-chairs. Their tenure will expire at the end of 2011. There was brief discussion in the last meeting in Washington, DC (2011) on succession arrangements in the context of the EPWG Terms of Reference.

According to the TOR, “The EPWG will select a Chair(s) for a two-year term (calendar years), on a rotation basis. A member economy should not serve more than one term as EPWG Chair unless otherwise agreed by EPWG members, and no member economy should serve more than two consecutive two-year terms.”

However, with the status upgrade, Australia and Indonesia have been Co-Chairs for seven years, a much longer duration. This succession should be planned carefully or else leave a gap in leadership and knowledge.

EPWG 1: Define EPWG Chair (s)’ role and selection process

- Define and make known the role and working arrangements of the EPWG Chair(s)
- Develop a selection process that is fair, transparent, consistent, and based on consensus
- Ensure a reasonable period of transition between the incumbent and new Chair(s)
- Stagger EPWG Co-Chair terms to enable an experienced economy to serve with an inexperienced one
- Promote EPWG Chair(s) diversity in geography, developmental levels and gender considerations

3.3.2 Steering Committee

The Steering Committee is composed of the following eight economies: Canada, China, Chinese Taipei, Japan, Peru, Singapore, The United States, and Viet Nam. Chinese Taipei is the Chair of the Steering Committee, though TOR does not mention a Chair. Membership has no limit, is voluntary, and reviewed at regular intervals not exceeding two years.

The Steering Committee are expected to be actively involved in EPWG matters, with the TOR specifically stating their responsibility as:

- Assist the EPWG and Chair (s) on mandate and work plans
- Assess EPWG projects using the Qualitative Assessment Framework in accordance to APEC guidelines⁶

The level of engagement and responsibility for the Steering Committee vary by economy. From the meeting and interaction, and survey response, it does not seem that the Steering Committee is too different than general EPWG member economies. Their size also covers many of the EPWG’s general membership. The nine economies represent almost half of EPWG’s total membership, not including the Co-Chairs. Although the main role of the Steering Committee is to encourage project delivery and success, the latest project communications do not mention the Steering Committee.

EPWG 2: Define EPWG Steering Committee role, and encourage greater activity

- Determine if the EPWG’s Steering Committee Chair is needed, and if so, determine its role and responsibilities
- Develop a selection process for the EPWG Steering Committee Chair that is fair, transparent, consistent, and based on consensus

⁶ Project assessment using QAF are reviewed in the Projects and Initiatives Section.

- Encourage greater engagement of Steering Committee, including by assessing projects, by providing feedback to the relevant economies, and by providing training on the use of the Quality Assessment Framework (QAF)
- Standardised the Steering Committee members' term- it should run on a staggered, rotational basis
- Cap the number of Steering Committee members, based on such factors as geographical, development, and gender diversity
- Consider creating a separate email list for the Co-Chairs and the Steering Committee

3.3.3 APEC Secretariat

The APEC Secretariat provides support services to all APEC fora in the following ways:

- **Project Management Unit (PMU)**- manage the Secretariat Project Assessment Panel (SPAP) which reports to the BMC on the outcomes of project assessments. Their role and further support is discussed in the Project and Initiatives section
- **Communications and Public Affairs Unit (CPAU)** - supports APEC for a in website, press release, publication, and other related outreach. Their role and greater collaboration is discussed further in the Communications section
- **Program Directors (PDs)** and their team- The PD connects EPWG within the APEC for a, especially the higher level, such as SCE, BMC, and SOM. Often, and it is the case with the EPWG PD, they are responsible for other APEC for a. The PD aims to support EPWG and EPWG member economies in management, administration, and communications, among other things. EPWG Chair (s) and their member economy teams are expected to share in some of this responsibility.

Since 2007, there have been four different PDs, a larger turnover, especially compared to the EPWG Chairs, whom have remained constant. Within the EPWG TOR, the PD is only mentioned with assisting in all EPWG communications, including email and website, where necessary. However, depending on the Chair (s), the workload and type of the PD can alter, as there is some overlap. The administrative burden on the PD is high, and can affect the efficiency of activity.

EPWG 3: Improve EPWG's administrative resources and processes

- Explore how EPWG Program Directors can be provided with more administrative resources
- Notify EPWG member economies in advance of administrative changes or plans
- Discuss ways which allow the EPWG Steering Committee to take a greater lead in EPWG work and activity

4 Communications

4.1 EPWG Meetings

4.1.1 Overview

From the TOR, EPWG meetings are to be held at least once a year. As such, there have been 5 face-to-face meetings held with the following level of attendance:

Year	Host Economy	Economies
2007	Australia	13
2008	Peru	8
2009	Viet Nam	15
2010	Japan	17
2011	USA	13

The meetings usually last one full day. It covers the year's priorities; previous year's outcomes; upcoming activities and proposal concepts; and other administrative/logistical business. There is a mix of verbal and PowerPoint presentation, and general discussion. The latest meeting in Washington, DC (2011) was observed for the following:

- Meeting lasted half-day, with one break; finished early
- Economies had assigned seating
- Agenda and supporting documents were distributed in advance
- Individual economies discussed their respective finalized, current, and proposed projects; some prepared a power point
- APEC Secretariat went through project management and key developments
- Some attendance from APEC sub-for a, listening in the back
- No known attendance of private organizations or outside groups (aside from independent consultant)
- Questions and discussion were minimal
- Not all economies spoke; limited number spoke more often

4.1.2 Attendance

As EPWG is a fairly new group and do not meet as often as other groups, the annual meetings are critical for economies to come together to build relationships and unite on the work plans and activities. Meeting attendance reveals the following characteristics:

- Economies on average have 1-2 representatives
- Host countries naturally bring many more participants- Australia had 10 in 2007; Peru had 11 in 2008; Viet Nam had 3 in 2009; Japan had 3 in 2010; and USA had 8 in 2011
- On average, economies have attended 3 out of 5 meetings; Steering Committee members and Co-Chairs have at higher attendance rate of about 4 meetings

- On average, there around 40 participants, though the last two meetings have numbered around 30
- Economies on average have 1-2 representatives
- Australia, as Co-Chair has had full participation in 5 meetings
- Hong Kong, China has attended 0 meetings.

4.2 Electronic Communications

The TOR states that communication should be done electronically, whenever possible. It remains the primary means for economies to communicate with each other and the APEC Secretariat. Electronic communications seems minimal, and mostly sent by the APEC Secretariat. The contact email list on the APEC EPWG website did not match the email list serve used by the APEC Secretariat.

EPWG 4: Encourage greater and wider EPWG member participation

- Explore ways to attract EPWG economies to attend and actively participate in meetings
- Distribute electronically meeting minutes and other documents as quickly as possible
- See how the APEC Information Management Portal (AIMP) can be utilized more effectively for communications and information sharing
- Schedule periodic meetings with the APEC Communications and Public Affairs Unit on latest resources to promote greater and more engaged communications
- Ensure that economies absent from meetings be kept abreast of proceedings and developments, perhaps uploaded through the EPWG website, as well as the normal AIMP

4.3 Website

There are two websites for EPWG. The first one is the standard SCE sub-for a webpage on the APEC website. It is intended for both public and economy use. There is an introduction, followed by separate tabs on achievements, current activities, contacts, news and events. The site had the following documents and publications to download:

Documents	Publications
APEC Framework for Capacity Building Initiatives on Emergency Preparedness	Public-Private Partnerships and Disaster Resilience (2010)
Outcomes of the Emergency Management CEO's Forum in Peru (2008)	Guidelines and best practices for post-disaster damage and loss assessment (2009)
APEC stock take of best practice and capacity building (2008)	Outcomes Report of APEC Emergency Management CEOs' Forum (2009)
APEC Principles on Disaster Response and Cooperation (2008)	3rd APEC Emergency Management CEO Forum, Proceedings (2009)
	Dialogue among APEC Economies, Business

UN Hyogo Framework for Action (2005-2015)	Community, Key International and Regional Partners on Emergency Preparedness (2008)
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Documents are seen as working papers, while publications are the results of projects or activities. Aside from the first two publications in 2008 and 2009, the latest three were professionally designed and formatted. However, there seems to be more overlap between the two categories. For example, the both 2008 and 2009 Outcomes for the Emergency Management CEO's Forum cover similar events, and were professionally-designed. Yet, there are stored in separate places and categories.

There were two related APEC news pieces from February 2009 and September 2008. The one event piece was the past Washington, DC (2011) meeting. Other APEC for a groups had more and more updated news pieces.

There are two other links to other international organization sites: UN International Strategy for Disaster Reduction and UNISDR Prevention Web.

There are three links to other APEC sub for a: Emerging Infections Network, Human Resource Development, and Climate Centre. However, these respective web pages do not have links back to EPWG.

EPWG also maintains a [separate satellite site](#). This requires a username and password. It is assumed that this website is targeted at member-economies. Compared to other APEC for a satellite websites, the EPWG website is easy-to-use, visually-friendly, and pretty comprehensive. It includes more downloadable documents about plans (Strategy, Working Plan, TOR) and activities (from 2007). However not every listed previous activity is available yet. There is an inaugural newsletter, and supporting newsletter subscription service, though their status and activity level are unknown. It is understood that this is a new website and is in working progress. The recommendations take this into account.

Both websites provide a good source for the public and EPWG member economies to seek information about the group and about emergency preparedness. Both websites would benefit from more updates and comprehensive information, especially in supporting its objective of sharing information and fostering research and collaboration. Their links and connections within the APEC for a and non-APEC parties diverge:

APEC For a Links	
EPWG Main APEC website	EPWG Satellite website
APEC Emerging Infections Network	APEC Gender Focal Point Network
Human Resources Development Working Group's Education Network Knowledge Bank Wiki on Disaster Risk Reduction	APEC Health Working Group
	APEC SME Crisis Management Centre
APEC Climate Centre	APEC Climate Centre

For international organizations, the two websites differed as well. Both had a link to UNISDR, though the main site was specific to the prevention web, while the satellite site had the overall site.

International Organizations' Links	
EPWG Main APEC website	EPWG Satellite website

International Organizations' Links	
EPWG Main APEC website	EPWG Satellite website
UN International Strategy for Disaster Reduction	ASEAN
UNISDR Prevention Web	UNISDR
	Pacific Disaster Centre

EPWG 5: Optimize EPWG website

- Decide the purpose and application of both EPWG website and APEC EPWG webpage
- Harmonize information that is posted on both websites
- Install a plan for maintenance and periodic updates of the EPWG website, including meetings and contact lists of member economies and APEC Secretariat Program Director
- Consider mutual links from EPWG website to other APEC for a, and related non-APEC bodies
- Review which⁷ and where downloadable internal and external documents and publications should be stored; determine the appropriate security measures
- Decide the purpose, application, and management of the EPWG newsletter

4.4 External Communications and Coordination

4.4.1 Meetings

A key objective in EPWG is to “improve coordination and enhance intra-APEC cooperation”, and “foster private-public partnerships”. To this end, EPWG has collaborated and shared information with various APEC for a members.

EPWG has invited various related public and private organizations to their meetings and activities such as:

- **2009** - WHO, Asian Disaster Preparedness Center, APEC Climate Change Center, UNISDR, UNCRD, TransPacific Partners, Donahue Associates, Alexandria Group
- **2008** - Oxfam, International Federation of the Red Cross/Red Crescent, Office for the Coordination of Humanitarian Affairs – OCHA, Sistema Nacional De Gestion De Riesgos (Ecuador), United Nations Centre for Regional Development (UNCRD/UNDESA)
- **2007** - International Federation of the Red Cross, Pacific Disaster Center, World Bank, World Food Programme, UNISDR

Both 2010 and 2011 meetings did not include attendance by other private and public organizations. Only the 2009 meeting included attendance by private organizations.

4.4.2 APEC for a Activities

From the 2011 DC meeting, the independent consultant observed that there was some attendance by other APEC for a members, but on an informal basis. From literature reviews and APEC websites, a sample of APEC for a emergency preparedness connection and related activities are listed below.⁸

APEC For a	EPWG Connection	Related EPWG Activities and Plans
Telecommunications & Information Working Group (TELWG)	Importance of efficient international and domestic communications for emergency response and recovery, as well as for normal economic and social functioning.	<ul style="list-style-type: none"> • APEC Strategy and Guide for Establishing the Disaster Warning System utilizing ICTs • Training programs for computer emergency response teams and disaster recovery/contingency planning
Energy Working Group (EWG)	Preparedness for mitigating the impact of, and responding to, emergencies that affect the security of energy supply	<ul style="list-style-type: none"> • Earthquake Response Initiative • Real-Time Emergency Information Sharing System • Energy emergency preparedness plans • Earthquake Response Cooperation Program for Energy Supply Systems⁷
Tourism Working Group (TWG)	Ensure that tourists and the tourism industry are prepared against emergency	<ul style="list-style-type: none"> • Best practice and guidelines for managing disasters affecting tourist destinations
Health Working Group (HWG)	Public health emergency preparedness	<ul style="list-style-type: none"> • Training course on public health emergency preparedness
Small and Medium Enterprises Working Group	Ensure that small and medium businesses have emergency preparedness and can continue to support trade.	<ul style="list-style-type: none"> • Tsunami Recovery: Vocational Training and Consultancy for MSME (Micro, Small and Medium Enterprises) • Development emergency preparedness checklist and guide for SMEs
Industrial Science and Technology Working Group (ISTWG)	Gain widespread access to, and increase in, knowledge about industrial science and technology related to emergency preparedness	<ul style="list-style-type: none"> • APEC Climate Centre for Climate Information Services to Society • APEC Research Centre for Typhoon and Society • High-Performance Emergency Responder Mechanism • APEC Cooperation for Earthquake Simulation • APEC Emerging Infectious Diseases • Collaborative Research in Disaster Prevention • Health impacts of forest fires • New technology to control disease outbreak
Gender Focal Network (GFN)	Ensure integration of gender perspective in disaster management strategies, policies and programmes	<ul style="list-style-type: none"> • Strategies to help women on emergency preparedness and disaster risk reduction

SCE 1: Encourage greater inclusion of emergency preparedness into APEC working groups' TOR and long-term work plans/strategies; EPWG can support and advise as needed

⁸ There are also other working groups with EPWG linkages, such as Transportation Working Group, particularly the Maritime Security Group, and Counter-Terrorism Task Force.

EPWG 6: Promote greater and more regular communications within APEC for a and related non-APEC bodies, especially the private sector

- Seek greater input on emergency preparedness (e.g. presentations and discussions) by international organizations, private sector bodies and other APEC for a in EPWG meetings and activities.
- Consider EPWG attendance and presentations at the meetings of other APEC fora and non-APEC bodies, as well as formal feedback at EPWG meetings
- Establish ongoing and mutual communications with relevant APEC for a, distributing updated information to EPWG member economies
- Examine ways to promote the EPWG within member economies, APEC for a and wider non-APEC community
- Consider which Working Groups to collaborate on relevant projects

5 Projects and Initiatives

5.1 Project Proposal Timeframe

While there were likely to be previous discussion and preparation for project proposals, the actual timeframe for submission seem tight for both the APEC Secretariat PD and EPWG members. The below is an example timeframe based on the recent project proposal communication. Project Sponsors have two weeks to submit their final proposal. This is based on the schedule defined by the Project Management Unit for all APEC for a, with some discretion by the PD. Once it is submitted, the PD is expected to circulate it within the same day. EPWG members then have less than a week to respond to the project proposal.

It is understood that it might be difficult to give further lead time, but a longer lead time might allow greater economy participation and higher quality comments. Using the independent assessment survey as an example, out of the 8 participating economies, 4 economies missed a similar two week deadline. Likewise, there was a one week interval from the time the survey was sent to the APEC Secretariat PD to the date the survey as distributed to EPWG members. A longer lead time was also discussed in the survey responses from EPWG.

Action	Responsible Party	Date	Time
Notification Email Sent	APEC Secretariat PD	May 24, 26	0
Deadline for the project proponent to submit the full proposal to EPWG Chairs and the APEC Secretariat	Project Proponent-Member Economy	June 9	2 weeks
APEC Secretariat will circulate the draft full proposal to EPWG members for comments/approval, and request the co-sponsors to complete the QAF template	APEC Secretariat PD	June 9	0

(Quality Assessment Framework (QAF))			
Deadline for comments from EPWG members and QAFs from co-sponsors.	EPWG members	June 14	>1 week (3 working days)

EPWG 7: Discuss ways for more and faster project feedback and review

- Explore ways to get faster EPWG member economy feed-back
- Discuss how EPWG can give more time for project proposal discussion and review

5.2 Project Analysis

As of May, 2011, there were 13 EPWG projects identified within the Project Database component of the AIMP. The projects and their summary factors are listed in the Appendix. They reveal the following characteristics:

- All 13 projects were seminars, workshops or conferences
- 10 out of 13 of the projects had 100% of their requested funds approved
- Average cost of a project is USD 200K, highest cost was USD 261K, lowest cost was USD 125K
- Average requested funds was USD100K, highest requested amount was USD 197K, lowest amount was USD 41K
- Average requested amount was a little over half of the total costs

Economies	Proposed	Co-sponsored
Australia	3	7
Brunei Darussalam		
Canada		
Chile		1
China	2	2
Hong Kong, China		
Indonesia		7
Japan		1
Malaysia		
Mexico		
New Zealand		4
Papa New Guinea		
Peru	1	6
Philippines		
Russia Federation	1	1
Singapore		2
Chinese Taipei	2	6
Republic of Korea		2
Thailand	2	2
USA	2	4
Viet Nam		

The below list shows the split of economy project proposals and co-sponsorships:

- All met the minimum of three proposing and co-sponsoring Economies
- Australia leads with 3 project proposals
- 14 economies have not submitted project proposal
- 7 economies have not co-sponsored projects

- Australia and Indonesia as Co-Chairs are tied with the highest (7) project co-sponsorships
- An average of 3 economies co-sponsor projects
- All economies who have proposed projects have also co-sponsored projects
- All but one Steering Group member have Co-sponsored projects. This is noted in relation to the role of the Steering Group in assessing EPWG projects.

SCE 2: Explore alternative funding sources and advice for APEC projects to decrease economies' reliance on APEC funding

SCE 3: Develop performance guidelines for EPWG projects to ensure that funding is well-utilised, goals are met, and results showcased.

SCE 4: Install a more prescriptive monitoring and reporting system for APEC projects and activities

6 Survey

6.1 Overview

As part of the EPWG independent assessment TOR, a survey was conducted across APEC member economies for extensive consultation on EPWG. The survey was sent via email from the APEC Secretariat Program Director. Two reminder emails were sent out, one by the APEC Secretariat Program Director, and other by the consultant. The survey contained 28 questions and was designed to be easily marked on a five point scale, 1 as low, 5 as high. There was also room for economies to fill out more detailed responses or comments.

8 out of 21 economies returned their surveys. This is a slightly above average response rate for EPWG and for surveys in general. The average economies responder has been involved with EPWG for almost 3 years. Slightly over half of the responders were male. The responses are broken into the seven main sections and summarized below.

6.2 Level of Engagement

Economies who responded to the survey naturally reflect a higher level of engagement in EPWG. 5 out of 8 of the economies were Co-Chairs or in the Steering Committee.

- Average reported engagement level was 3.75, ranging from 2-5
- Engagement level was reflected in the participation in projects and meetings. Those with high engagement level had participated in more meetings and projects
- Project implementation is low. Most reported 0-1 projects implemented. Three economies reported 2-3 projects implemented
- Project proposals and co-sponsorships had a greater range of responses and correlates with the Projects and Initiatives section. Economies who proposed or co-sponsored projects did so in high numbers, about 5, while economies who didn't were in the 0-1 range.
- All the economies who were active in projects and programs were able to list the recent ones they were involved in

6.3 Level of Effectiveness

The level of effectiveness for EPWG has been rated fairly high, averaging 4, with two economies giving it the highest mark of 5. Capacity building was also ranked highly at 4, with three economies giving it a 5 mark. Other specific effectiveness areas scored lower. Taking a strategic approach to determine priorities for cooperation scored the lowest at 3.375 average. This will be discussed in greater detail in the Strategic Direction section.

Specific Effectiveness	Score
To build capacity in the region to better mitigate, prepare for and respond appropriately to emergencies and natural disasters	4
To improve coordination and enhance intra-APEC cooperation and integration of best practices of emergencies and natural disaster preparedness and response efforts	3.625
To enhance public private partnerships	3.5
To foster research and collaboration, share knowledge, lessons learnt and best practices in the field of emergency management	3.875
To take a primarily strategic and efficient approach to determine priorities for cooperation	3.375
To develop and implement initiatives in accordance with annually reviewed work plans	3.75

6.3.1 Core Areas

The strongest areas that economies gave EPWG were in:

- **Share Best Practices** (5 economies)

“...enable Economies to share best practices and to learn from the experiences of others”

“...very effective in organizing various experience sharing workshops on Disaster Risk Reduction, Emergency Preparedness and Response, and Business and Community Resilience.”

- **Build Local Capacity** (5 economies)

“...supporting capacity building to strengthen the ability of Economies to better manage emergencies”

“Capacity building on variety demands of disaster management such like recovery experience sharing, risk vulnerability assessment, flood management and seismic safety”

“Implementing a variety of well-attended workshops to build capacity ... is a strong area for the EPWG”

- **Building Connections Among Members** (2 economies)

“... valuable forum for building and strengthening connections between officials engaged in emergency management in member economies.”

Among the least effective areas written were:

- **Fostering Research** (2 economies)

“More emphasis is need on collaborative research or fostering linkages between researchers in APEC Economies to support achieving APEC emergency management objectives.”

“...mapping hazard and assessing risk and vulnerability.”

- **Greater Collaboration, with PPP and APEC For a** (5 economies)

“Identify and coordinate cross issues with other APEC Fora and explore practical opportunities for further collaboration and engagement across Fora.”

“Outreach to, and engagement with the business sector can continue to be strengthened, building upon the principles and outcomes of the EPWG *Workshop on Public-Private Partnerships and Disaster Resilience*”

“There are also not many avenues for APEC member economies to share their respective disaster management capabilities and systems amongst each other.”

6.3.2 Suggestions for Improvement

Economies had the following suggestions for improvement:

- **Enhance Cross-for a APEC Cooperation** (3 economies) - This was further discussed in the Communications section.

“Should enhance networking, cooperation and collaboration with another APEC For a”

“To enhance the cross-fora collaboration in APEC for an in-depth participation”

- **Update Agreed Priorities** (3 economies)

“Update the Stocktaking exercise to reconfirm previous or identify new gaps and priorities for EPWG activities and discussions.”

“Finalize an implementation plan for the Strategy for Disaster Risk Reduction and Emergency Preparedness and Response in the Asia Pacific Region: 2009 to 2015... The plan should also draw upon a review of the EPWG’s 2008 Stock take of Capacity Building Needs ... It would be helpful if this implementation plan included a section on monitoring and evaluation to guide the EPWG in assessing the impacts of its activities.”

- **Terms of Reference** (1 economy)

“Revise the terms of reference to reflect that the Group addresses the full spectrum of emergency management (prevention/mitigation; preparedness; response; and recovery)... In line with the above, change the name of the group to the Emergency Management Working Group.”

- **Administrative Improvements** - A few economies had suggestions for improving the efficiency of EPWG inner workings and administration. Some of the suggestions are also discussed further in other sections, such as the Background and Communications section, with recommendations provided accordingly.

“rotate the member countries in taking up the appointment of Co-Chairmen for a fixed term.”

“Circulate materials and presentations of the experience sharing workshops to member economies who were unable to join the workshops

“Less emphasis on project review and approval and more on policy-based discussions”

Four economies did not have additional comments. The others highlighted the value EPWG brought in “emergencies/disaster management and strengthen regional cooperation”.

“Engagement in EPWG activities provides...opportunities to both share and learn from other member economies about their emergency preparedness approaches and practices. This knowledge contributes to the assessment and improvement of our own approaches and practices.”

However, there was also emphasis on a forward looking approach in EPWG’s role and its member economies:

- “...looking for ways to leverage our involvement and to obtain greater benefit.”
- “EPWG has to carefully find out the niche market to deliver valuable activities”.

6.4 Strategic Direction

Economies are satisfied with the strategic direction of EPWG and its TOR in meeting APEC goals and priorities. Both scored 4.125, among the highest averages in the survey. However, the TOR rankings had a higher range; one economy gave it a 2, while three economies gave it a 5 score.

One of APEC’s aim is to meet its core “Bogor Goals” of free and open trade and investment in the Asia-Pacific by 2010 for industrialised economies and 2020 for developing economies. There are Three Pillars to support this:

- **Trade and Investment Liberalisation**- aimed at reducing tariff and non-tariff barriers to trade and investment
- **Business Facilitation**- focusing on reducing the costs of business transactions, improving access to trade information and aligning policy and business strategies
- **Economic and Technical Cooperation (ECOTECH)**- aimed at providing training and cooperation to build capacities in all APEC Member Economies to take advantage of global trade and the New Economy.

The last two pillars have the greatest relevance to EPWG. Building capacity in emergency preparedness against natural hazards and disaster risk will help to facilitate growth, and free and open trade. Reducing or eliminating disruptions to trade and investment from disasters have significant positive economic impact. As such, a question was asked on EPWG’s contribution towards the achievement of the APEC Bogor goals. Economies gave it an average score of 4. They also wrote suggestions on improving capacity building activities to achieve the Bogor goals. Two economies had no suggestions.

- **PPP (3 economies)**- Economies emphasized greater collaboration with the private sector and business community. This matches EPWG objectives and are in line with the collaboration section, with recommendations provided accordingly.

“Greater focus is needed on the business and economic dimension of emergency management, including public-private partnerships...Recent efforts have placed more emphasis on these elements, but additional work is required.”

“Natural disasters have become one of significant factors influencing the business continuity of APEC SMEs...therefore it is suggested that the SME Working Group and EPWG should jointly cooperate...”

“Sustained EPWG implementation of a variety of workshops to build both public and private emergency management capacity.”

- **Targeted Projects**- A couple economies had some specific ideas on project undertakings.

“...there are clear benefits to undertaking preventative / mitigative measures, particularly to business and community... Given the advantages of prevention / mitigations, more emphasis is warranted in this area.”

6.5 Gender

APEC aims to give gender greater consideration in its work and process. This is seen in the [Gender Focal Point Network](#) and “Framework for the Integration of Women in APEC”.

For EPWG specifically, disasters and emergencies impact differently on men and women, both in the immediate aftermath and in longer term recovery and reconstruction phases. Women are more likely to be vulnerable to natural hazards and disaster risk, and often have the least resources for emergency preparedness.

Gender has also been tracked in previous meetings (2008-2010), averaging a 27% female participation rate. This could be higher; especially given the importance gender has within APEC and EPWG. Gender was not tracked in the last Washington, DC (2011) meeting.

The independent assessment TOR also asks to explore gender considerations. As such, gender was an optional response for the survey responder. 3 responders were female, 4 male, and 1 non-response.

A question was asked on how well gender is considered into EPWG activities and plans. The response diverged:

<p><i>“To our knowledge, the EPWG has not done any specific work on gender and emergency / disaster management”</i></p>	<p><i>“Conventionally, gender issues have always been highlighted by all EPWG or TFEP workshops”</i></p>
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While each response was carefully weighted with buffer words (italics), the bolder words (any, always) make it acute. It is likely that gender is somewhere in the middle, and can certainly increase. Economies ranked gender considerations in EPWG to be 3.75, a bit lower than other scores, but not among the lowest. As for suggestions for improvement, 3 economies had no comment, while 2 economies mention greater collaboration with the Gender Focal Network. The Gender Focal Network does mention EPWG on its webpage with a link to the EPWG website. EPWG’s webpage, however, does not reciprocate. Other suggestions involve project development and consideration, as well as EPWG leadership and wider scope inclusion:

“...developing APEC-wide guidelines or best practices for integrating gender into emergency / disaster management.”

“...include a section outlining consideration of issues relating to gender equality in all future project proposals.”

“the inclusion of people with disabilities, as well as access and functional needs, in emergency preparedness. Examples of such needs include people without vehicles, people with medical conditions, non-English speaking people, etc. In addition to gender issues,

information-sharing on preparing to meet these varied needs in an emergency might also be considered for future EPWG activities.

“Amend the TOR to reflect the current gender balance of the Chair AND Deputy Chair position”

SCE 5: Discuss ways to measure how APEC for a incorporate gender considerations, the Hyogo Framework of Action (HFA), and contribute to the Bogor goals

EPWG 8: Assess EPWG work in incorporating gender considerations, the Hyogo Framework of Action (HFA), and contribute to the Bogor goals; discuss with SCE

- Consider more in-depth discussion and review of project proposals, including on whether projects support the Bogor Goals and gender through the QAF criteria and Steering Committee project assessment phase
- Explore ways to achieve a better gender balance in EPWG leadership – for example, the balance at EPWG meetings could be tracked and participation by more women encouraged if necessary
- Consider further collaboration with the Gender Focal Network, or future Policy Partnership for Women in the Economy⁹

6.6 Collaboration

The level of collaboration was rated within EPWG, the APEC For a and to the wider non-APEC, public/private sector community. Collaboration within EPWG was rated the highest at 4.25. It is also the highest average score in the survey, reflecting a high working relationship within EPWG. The other two types of collaboration had the same average score of 3.375.

To further EPWG collaboration among its members, economies had the following suggestions:

- **Cross- Participation in Meetings and Activities** (5 economies) - Many economies throughout the survey spoke of greater and ongoing knowledge in APEC for a and non-APEC organizations activities to explore collaboration opportunities. PPP were again mentioned to encourage further action. Specific organizations such as ASEAN, ARF, and UNISDR were mentioned as relevant non-APEC organizations.

“Conduct cross-fora meetings during SOM meetings....”

“...to further pursue the Public-Private Partnership concept and to explore opportunities to strengthen engagement and collaboration with regional and international organizations.

“considering further defining and developing these synergies and collaborations with non-APEC parties (e.g., identifying specific activities to undertake with non-APEC parties to meet EPWG priorities and expected outcomes) in the EPWG’s strategic documents”

- **Senior Disaster Management Officials’ Forum** (2 economies) - This was also mentioned elsewhere in the survey by economies for its value. EPWG should discuss the success behind Senior Disaster Management Officials’ Forum and how it can be replicated and continued.

⁹ The Gender Focal Point Network will be merged and will be known as the Policy Partnership for Women in the Economy.

“...good platform for member economies to engage and discuss potential ideas and projects for collaboration in the area of disaster management. Perhaps to consider organising it twice per year for more frequent dialogue and networking opportunities.”

“...bring together heads of disaster and emergency management... Ways to better connect information and dialogue outcomes from these Forums to broader EPWG strategy and action could be explored.”

“...particularly useful forum for senior officials to network and to establish and maintain linkages with counterparts.”

- **Wider EPWG member Participation** (2 economies)

“...more encouragement is welcome to invite other members to apply EPWG projects. Or joint projects proposed by two or more economies is another approach to draw more active collaboration in EPWG.”

“Make more use of lead Economy or group of Economies to advance development of specific documents or initiatives.”

“Advanced discussion between Economies on project concepts, would allow for earlier gauging of interest, identification of sponsors and co-sponsors, and solicitation of input for and collaboration on the development of the Concept Note.”

6.7 Administration

Economies believed EPWG is effective and efficient in managing its tasks. It had an average score of 4. They believed EPWG was less effective in promoting its work, with an average score of 3.75. In fact, in the final comments sections, economies stressed the importance of promoting EPWG’s work and tasks.

“More work could be done to promote the work of the EPWG, particularly among other APEC sub-fora. Economies should also be promoting the EPWG and its work within their own national organizations.”

“Further developing the EPWG website, participating in the regional and global platform meetings...and other online sites and tools to share information on EPWG activities could help to further promote the EPWG and its tasks and work.”

Five economies had suggestions to improve effectiveness and efficiency. Three economies had no comments.

- **Greater Economy Responsibility** (3 economies)- Recommendations were provided in the Background section of APEC Structure.

“Greater use could be made of the Steering Committee members to carry forward work to be completed between EWPG meetings, as well as undertaking the planning for such meetings.”

“To have regular working group level meetings with higher attendance by member economies.”

“All of the EPWG tasks should be known by all member economies, not only by focal point agencies but more importantly by implementing agencies.”

- **Sharing updated information more often** (4 economies) - This has been reiterated throughout the survey and also discussed in the communications section. Specific

tools, such as the EPWG website have been repeatedly mentioned.
Recommendations have been previously provided accordingly.

“...establishing, maintaining and periodically circulating an official EPWG membership document and distribution list could be useful.

“Once developed, the EPWG’s implementation plan could be posted and maintained on the group’s website for all members to see. Responsible parties for implementing activities could be reflected there, as well as periodic activity status updates.”

“Update TOR to reflect the 2011 “Revised guidelines for Lead Shepherd/Chair and Deputy Leader or Shepherd/ Chair of APEC working Groups and SOM Task Forces” and ensure all EPWG members are aware of the revised duties.’

7 Next Steps

Overall, EPWG has been effective in meeting its objectives in increasing education on addressing natural disasters and emergency preparedness; fostering better collaboration among member economies and related groups; and improving economic resilience in the APEC region. The areas of improvement involve EPWG internal administration for its Chair (s), Steering Committee, and APEC PD. It needs to find ways to be increase engagement at meetings, projects, and communications among its member economies. It can also assess how its work can better incorporate gender considerations, the Hyogo Framework of Action, and contribute to the Bogor goals. Its areas of opportunities include increase collaboration within the APEC for a, related non-APEC bodies, especially the private sector, and with its member economies.

The results of the Impendent Assessment is expected to be discussed at SCE3 2011. This is intended to serve as a starting point for ongoing discussions in evaluating EPWG efficacy, and ensuring optimize contribution and value.