The Concept Note and the Project Proposal:

guidance about revisions made in 2019.

Updated versions of the APEC Project Concept Note and Project Proposal templates will apply from Project Session 1, 2019. While the changes are not extensive, it is important that you understand what the changes mean for the planning and design of your project, whether you are an experienced PO, or whether you are new to APEC Projects. Updated versions of the Monitoring Report and Completion Report will also apply to projects selected from 2019. Please note that projects selected in 2018 and earlier still use the preceding versions of the Concept Note, Project Proposal, Monitoring Report and Completion Report templates. These earlier version can be found in the PO Toolkit on [www.apec.org](http://www.apec.org).

**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. |

**So what will be different in 2019?**

The key changes are happening in the following parts of the Concept Note and Project Proposal. Some of these parts are common to both forms:

1. Project Summary (Concept Note and Project Proposal)
2. Objective (Concept Note and Project Proposal)
3. Outputs (Project Proposal)
4. Outcomes (Project Proposal)
5. Monitoring and Evaluation (Project Proposal)

More detail now follows.

**1. Project Summary (Concept Note and Project Proposal)**

The Project Summary is a vital part of the Concept Note and Project Proposal. It gives the reader a clear and brief description of your project. It can make an important first impression to the person who is scoring or reviewing your Concept Note. This part of the templates has been revised with an updated standard approach. You are asked to state the issue that your project will examine or address, and briefly outline the things the project will do in terms of description, the locations involved, the timing involved and the key people or organisations involved. You are restricted to 150 words.

The new Project Summary format, and an example response:

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| Project summary:  *In 150 words -*   * What is the issue that you will address or examine in your project? * Outline the key things your project will do, in terms of what, where, when and with whom.   *(Summary must be no longer than the box provided. Cover sheet must fit on one page)* | Secure and efficient movement of air-travellers for business and tourism is vital to economic growth in all APEC economies, as stated under the 2017 APEC Airport Facilitation Initiative (AFI). This project will be implemented under the Airport Partnership of the AFI. Supported with consultancy, the project will first link a group of pilot airports with experts from across APEC to identify industry-leading practices in facilitating travel and strengthened secure/efficient processing of travelers (Pilot Airport Review). Pilot airports will include highly-developed airports as best practice cases as well as less-developed airports. Second, a capacity building workshop will be held in Singapore (July 2018) to assess and share the outcomes of the pilot; develop a Models Paper; and agree a dissemination plan across APEC. The needs of developing economies and gender-related issues will be focal points for this workshop. Security authorities, airlines and retail sector groups will be engaged throughout the project. |

**2. The Objective (Concept Note and Project Proposal)**

The Objective of your project is the overarching goal, purpose, or intention, of your project. Historically, many POs have identified project objectives which are very similar to the project’s outcomes. Be careful to avoid describing objectives which are actually outcomes, as they are different concepts! You can have multiple objectives but you should be realistic.

It is best to have a clear and concise objective which is supported by a small set of well-defined outcomes. While you are not required to identify your project outcomes in the Concept Note, you should have a clear sense of your intended outcomes at the concept stage. Outcomes must be identified in your Project Proposal.

The new Objective question, with an example response:

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| Objective: State the overall objective of the project in 100 words or less. The objective is the overarching goal of your project, for example, “Our objective is to build the capacity of project participants through workshop and research to better support the X Roadmap, and produce recommendations as a basis for further collaboration to address the APEC-wide issue of…”  In the Project Proposal, you will be required to identify a set of measurable project-level  outcomes, which if collectively achieved, define whether the project has met the objective stated here. You can identify more than one objective, but avoid confusing the *objective* or goal of the project with the project’s *outcomes*.  Promoting quality airport infrastructure through the APEC Airport Facilitation Initiative is key strategic medium-term goal of the Travel Working Group. Consistent with the working group’s Strategic Plan, the objective of the project  is to identify, compile and promote a set of industry-leading practices, through an analysis of current approaches  and a capacity-building workshop in July 2018, which will influence the development of secure and efficient airports across APEC. |

**3. Outputs (Project Proposal)**

Outputs are essentially the key activities within your project. Outputs are the things that need to happen to make your outputs happen, and are typically activities like workshops and seminars and products like research and outcome reporting.

The new outputs question, with a sample response:

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| **Outputs: Using a numbered list in chronological sequence, identify the key products or services that will happen during the implementation of your project in support of the outcomes. This may include workshops, reports, analytical inputs, 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.**   1. **Pilot Airport Review**    1. Select and contract consultant (January -March 2018) - includes drafting ToR, APEC Secretariat approvals and issuing of US$9,000 contract.    2. Select pilot airports (8 planned), engage 3 experts, and commence review of practices (March 2018 – July 2018)    3. Review results analyzed and draft Models Paper to be presented at the Workshop 2. **2-day Workshop and Models Paper** (Singapore, Equator Hotel, 17 September 2018)    1. 33 participants (including 11 travel-eligible and 3 experts) – add an description of target participants    2. Workshop Plan:    3. Review pilot outcomes    4. Finalise Models Paper (for APEC Publication)    5. Agree post-workshop dissemination plan 3. **Summary Report** (25 pages) will be presented to the Travel Working Group    1. Summary of discussions and presentations    2. Circulation for endorsement October 2018 |

**4. Outcomes (Project Proposal)**

The outcomes that your project generates are the changes, impacts or benefits that you plan to flow from the delivery of your outputs. Outcomes happen as a consequence of your project, so they are best expressed in the *past tense*, for example, ‘practice guidelines *implemented*’ or ‘enhanced policies *adopted*’. Your project outcomes must support your stated project objective(s). It is best to place 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. Avoid outcomes which are too high level as it may be hard to demonstrate a direct to link to your project.

Each outcome must be accompanied by at least one indicator, which you use to assess whether or not you have achieved the outcome. Don’t rely solely on indicators which just record the physical aspects of outputs, like simply counting the people attending a workshop. Alternatively, you could measure the *degree* to which participants knowledge levels were increased as a result of your workshop. 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 workshop. You could also undertake research to understand the ‘state-of-play’ before your project, such as doing a survey, 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. If that is the case, you need to make this clear in the Project Proposal and Completion Report, and you need to explain how you will continue to 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.

The new Outcomes question, with an example response:

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| **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]*   1. Industry-leading practices in facilitating travel in APEC are identified and compiled. 2. Industry-leading practices in secure and efficient processing of passengers in APEC are identified and compiled. 3. Workshop participants’ knowledge of industry leading practices in secure and efficient movement of air-travellers is established. 4. A Models Paper, supported by an agreed dissemination plan, is established. |

**5. Monitoring and Evaluation (Project Proposal)**

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. Although you provide a Monitoring Report once-yearly to the Secretariat, 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). To do this, you apply the outcome indicators. You should develop tailored indicators that are specific to your project, but many APEC projects will use similar indicators. Please contact the Project Management Unit ([PMU@apec.org](mailto:PMU@apec.org)) if you would like support in developing indicators.

The new Monitoring and Evaluation question, with an example response:

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| **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 overall objective of the project. Describe the measures or indicators will you use to monitor the progress of your project, and evaluate if it has delivered all the outcomes.**   * **Describe the measures/indicators you will use to measure your project’s outputs (e.g. event participation rates, speakers engaged, recommendations made, reports distributed, etc.)** * **Describe the measures/indicators you will use to assess if you have achieved your outcomes (e.g. quantitative and qualitative measures of impact, evidence of change, stakeholder feedback, etc. Tip: consider surveying participants at start *and* end of project to measure the scale of impact)** * **How will gender impacts be measured? Ensure you collect sex-disaggregated data.** * **How will you collect your data (e.g. surveys, meetings, interviews, peer review, records review)? *[½ page]***   Monitoring and Evaluation Plan: the PO will be responsible for the monitoring and evaluation of the project, supported by the project consultant. PO will provide an annual Monitoring Report on the date specified by the Project Management Unit and will also provide informal updates to the Program Director on a 2-monthly basis. Surveys will be undertaken using Survey Monkey or other e-format and attendance lists will be collated using the APEC Attendance List (in the PO Toolkit on [www.apec.org](http://www.apec.org))   |  |  | | --- | --- | | **Outputs** | **Indicators** | | * Pilot Airport Review | * Contract executed by March 2018 * No. of experts engaged * No. of pilot airports selected * Review completed by July 2018 * Draft Models Paper produced | | * Workshop | * No. attending * No. of travel eligible attending * No. of women / men * Models Paper finalised and Dissemination plan completed | | * Summary Report | * No. of pages * Endorsed by Travel Working Group |  |  |  | | --- | --- | | **Outcomes** | **Indicators** | | * Best practices in facilitating travel in APEC are identified and compiled. * Best practices in secure and efficient processing of passengers in APEC are identified and compiled. | * Pilot Airport Review completed, with a total of 15 better practice proposals for a) travel facilitation and b) secure and efficient processing of passengers   *A desktop review of existing airport practice reviews will be*  *undertaken by the PO to establish a baseline. The PO will address gender perspectives as well as constraints faced by developing economy airports* | | * Workshop participants’ knowledge of industry-leading practices   in secure and efficient movement of air-travellers is established. | * 85% of participants report substantial knowledge increase\* * 33% or higher participation from developing APEC economies * 40% or higher participation from women   *\*Participants will be surveyed before and after the workshop. The*  *APEC Project Evaluation Survey template will be adapted.* | | * A Models Paper, supported by an agreed dissemination plan, is established. | * Models Paper with 10 recommendations produced * Models Paper is published as an APEC Publication * Dissemination Plan agreed with 5 key action areas * 20% of APEC airports commit to one or more practice recommendations from Models Paper 6-24 months following the project\*   *\*Post project indicator: PO to report in WG plenary and via the APEC Longer-Term Evaluation of APEC Projects)* | |

**Any questions please contact the APEC Secretariat Project Management Unit (PMU) at:** [**PMU@apec.org**](mailto:PMU@apec.org)