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Report on the Independent Assessment of HWG

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**Asia-Pacific
Economic Cooperation**

Independent Assessment of the APEC Health Working Group

**Report to the APEC SOM Steering Committee
on Economic and Technical Cooperation**

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1. Glossary

ADB	Asian Development Bank
ABAC	APEC Business Advisory Council
APEC	Asia Pacific Economic Cooperation
ASEAN	Association of South East Asian Nations
ATCWG	Agricultural Technical Cooperation Working Group
BMC	Budget and Management Committee
CTI	Committee on Trade and Investment
CTTF	Counter-Terrorism Task Force
ECOTECH	Economic and Technical Cooperation
EINet	Emerging Infectious Diseases Network
EPWG	Emergency Preparedness Working Group
EWG	Energy Working Group
FWG	Fisheries Working Group
H1N1	Swine Influenza
H5N1	Avian Influenza
HRDWG	Human Resources Development Working Group
HTF	Health Task Force
HWG	Health Working Group
ISTWG	Industrial Science and Technology Working Group
LSIF	Life Sciences Innovation Forum
MRCWG	Marine Resource Conservation Working Group
MTWP	Medium Term Work Plan
NGO	Non-Government Organizations
PMU	Project Management Unit
QAF	Quality Assessment Monitoring and Evaluation Framework
SARS	Severe Acute Respiratory Syndrome
SCE	Steering Committee on ECOTECH
SMEWG	Small and Medium Enterprises Working Group
SOM	Senior Officials Meeting
TOR	Terms of Reference
TELWG	Telecommunications & Information Working Group
TILF	Trade and Investment Liberalization and Facilitation
TFEP	Taskforce for Emergency Preparedness
TPTWG	Transportation Working Group
TWG	Tourism Working Group
UN	United Nations
WHO	World Health Organization

2. Executive Summary

The emergence of regional and global health epidemics, in particular the Severe Acute Respiratory Syndrome (SARS) outbreak in 2003 and avian influenza (H5N1) in 2004, highlighted the impact that threats to public health can have on a broad range of sectors including agriculture, trade, tourism, transportation and business. In October 2003 the Asia Pacific Economic Cooperation (APEC) established the Health Task Force (HTF) to address health-related threats to economies' trade and security, focusing mainly on emerging infectious diseases, including naturally occurring and man-made diseases. In 2007, the HTF was transformed into the Health Working Group (HWG) as a result of a review of the APEC fora.

Since 2006, the HTF and subsequently the HWG have focused on the following areas as priorities:

- Preparedness for and response to public health threats, including avian and human pandemic influenza and vector borne diseases;
- Combating the spread of HIV/AIDS in the APEC region; and
- Improving health outcomes through advances in health information technology.

This independent assessment of the HWG was commissioned to improve its operations and ensure activities are targeted, effective, efficient and responsive to the current work priorities of APEC and contributing to the achievement of its Bogor Goals.

The assessment was intended to address a wide range of issues and identify opportunities for the HWG to strengthen its work processes. The following areas formed the structure that was used to develop the research questions and inform the analysis, and the sections of this report essentially follow a format that reflects these areas:

- Outputs
- Outcomes
- Impact "on the ground"
- Strategic Direction
- Management and Administration
- Collaboration

The assessment involved four key pieces of work: desktop analysis of APEC and HWG documents, including additional four recent independent assessment reports for other APEC fora; participatory observation at the HWG meeting in June 2010; data collection through interviews and survey questionnaires; and data analysis of results which were subsequently compiled into this report.

The key findings from the independent assessment of the HWG:

- The HWG is perceived as a highly relevant forum that is meeting the needs of member economies. It is well attended and a balance of economies is taking an active participatory role in its activities.
- The HWG is effectively implementing a broad range of activities and projects that reflect its priorities and objectives as set out in its Terms of Reference and in response to its mandate as directed by APEC Leaders.
- Collaboration and integration of HWG activities is recognized as being limited, but there have been recent moves to refocus on this area of activity, as outlined in the draft annual work plan for 2010.
- Activities and projects are generally meeting an exceptionally high standard of quality, although improvement could be made around the areas of enhancing trade and investment liberalization and facilitation goals and multilateral participation. There is also a recognized need to move away from discrete time-limited and individual-economy-centric projects to more innovative, long-term, strategic and regionally focused projects.
- Secretarial and technical support needs to be strengthened as APEC moves through a period of significant change to ensure that the HWG continues to function effectively.
- The increasing number of costly projects is making it difficult to secure funds in an increasingly competitive market and there is a need for projects to seek alternative funding sources.
- Administration processes need to be strengthened to ensure that outcomes of HWG activities are communicated in a timely manner.
- There is an increasing level of overlap in mandate and activity with other APEC subfora, in areas such as human security, but particularly with the Life Sciences Innovation Forum (LSIF).

Hence the last recommendation of the assessment was for the Steering Committee on Economic and Technical Cooperation (SCE) to undertake a consultation process to determine whether an amalgamation or restructure of these two subfora is more appropriate, in order to consolidate their mandate, streamline secretarial support, remove barriers to collaboration, and improve access to support and funding for HWG activities. A summary of the recommendations follows.

2.1. Summary of Recommendations

2.1.1. Recommendations for SCE Consideration

- SCE1: Initiate a project to develop performance measures and guidelines for routine assessment of the effectiveness of APEC fora in delivering substantive outcomes and impacts on member economies and across the region as a result of their activities. [P13]
- SCE2: Develop more appropriate funding arrangements that support long term strategic projects instead of discrete, time-limited projects. [P15]
- SCE3: In consultation with the HWG and other subfora, the SCE and BMC continue to identify ways to improve secretarial and technical support, to ensure that changes to processes are supportive of APEC goals, and will enable them to respond to changes in APEC processes in an efficient manner. [P19]
- SCE4: Strengthen formal reporting processes across all APEC fora on current and proposed projects and activities. [P20]
- SCE5: Undertake a comprehensive consultation process to assess the merits of an amalgamation or restructure of the HWG and the LSIF, taking into account the benefits and challenges identified by this assessment, to address existing efficiency issues and the current duplication of mandates. [P21]

2.1.2. Recommendations for HWG Consideration

The recommendations for the HWG have been categorized according to issues or work practices that they affect.

Strategic Direction

- HWG2: Progress the proposed review of priority areas to ensure that the directions of the HWG are strategic and responsive to current health challenges experienced by the region. [P8]
- HWG3: Develop project proposals that specifically address the new output objective identified in the 2010 Annual Work Plan. [P8]
- HWG14: Develop longer term, more collaborative and strategically cross cutting projects that address multiple barriers to development. [p15]
- HWG15: Further explore opportunities to complement work being undertaken by other international health agencies to address the spread of HIV/AIDS in the region. [P15]
- HWG16: Ensure new priorities examine and address the links between health, trade and economic development and cooperation in line with APEC priorities, Bogor Goals, and the MTWP. [P16]
- HWG17: In future, whenever a draft work plan containing the strategic priorities and directions of the HWG is being developed, a copy or copies of the document should be provided to other stakeholders, including international organizations and other APEC fora such as the LSIF, for their expert opinion and input before the document is finalized. [P16]

Collaboration

- HWG1: Foster and encourage greater attendance and participation of observers and stakeholders as guests at meetings to improve collaboration and integration of HWG activities. [P7]
- HWG4: Consider suggestion to develop a public health exchange program between APEC economies that build on APEC goals. [P8]
- HWG23: APEC funded workshops should continue to remain open to representatives from the private sector, as and when appropriate to enhance collaboration and capacity building activities. [P19]
- HWG24: Increase cross-sector, APEC fora and stakeholder participation in future policy dialogue sessions to maximize collaboration. [P19]
- HWG25: Transform suggestions for improving collaboration into explicit actions. [P20]

Gender Equality

- HWG18: Amend the TOR to reflect the current gender balance of the Chair and Deputy Chair positions as a commitment to gender equality. [P17]
- HWG19: Invite the Gender Focal Point Network to a future meeting to raise awareness of gender considerations and establish an ongoing collaborative relationship with this forum. [P17]
- HWG20: Include a section outlining consideration of issues relating to gender equality in all future project proposals. [P17]
- HWG21: Explore APEC economies' policies and regulations on health related gender equality issues and create a policy and strategic direction for the HWG. [P17]

Administration and Management

- HWG22: Update TOR to reflect the 2010 'Revised Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and SOM Task Forces' and ensure all HWG members are aware of the revised duties. [P18]

Project Management

- HWG5: Consider the QAF criteria and identified areas of weakness when developing project proposals to strengthen future projects and their alignment with APEC's priorities and the Bogor Goals. [P10]
- HWG6: Increase use of alternate funding sources to decrease reliance on APEC project funding. [P11]
- HWG7: Ensure that final reports are completed and approved for publication for each project in a timely manner. [P12]
- HWG12: All future project reports should contain a summary of the outcomes of the project and, if relevant, a list of recommendations for future consideration. [P13]
- HWG13: Include in annual work plans, a set of targets and objectives which can be used to measure the effectiveness of activities in contributing to the MTWP. [P13]

Communication

- HWG8: Ensure that status of projects is updated regularly on the APEC project database and final reports are published on the website in a timely manner. [P12]
- HWG9: Ensure all relevant references to the HWG are updated on the APEC website to reflect its current format as a working group and not task force and that all relevant documents are uploaded to the website in a timely manner. [P12]
- HWG10: Publish project reports on HWG website as well as APEC site to maximize public access and promotion of HWG activities. [P12]
- HWG11: Ensure all work plans and other relevant documents are published on the website in a timely manner and that all links to corresponding documents are operational. [P12]

3. Introduction

3.1. Background

In 2006, the Senior Officials Meeting (SOM) Steering Committee on Economic and Technical Cooperation (SCE) undertook a review of the Asia-Pacific Economic Cooperation (APEC) fora which identified three groups and task forces to undergo independent assessments in 2007. The purpose of these reviews is to strengthen the prioritization and effective implementation of economic and technical cooperation and bring a more strategic perspective to APEC's capacity building and technical assistance.

In recognition of the importance of the ongoing program of independent assessments to ensure APEC fora are strategic and effective, Ministers instructed further fora review and streamlining by the SCE. Accordingly, the Budget and Management Committee (BMC) approved the SCE project proposal for the independent assessment of the HWG in 2010.

3.2. Aim

This independent assessment of the Health Working Group (HWG) is intended to improve its operations and ensure activities are targeted, effective, efficient and responsive to APEC's current work priorities and contributing to the achievement of the Bogor Goals.

3.3. Objectives

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 HWG to strengthen its work processes:

- Review HWG meetings, projects and activities and assess their outcomes.
- Evaluate how these activities are supporting the main objectives of the HWG and APEC.
- Explore how HWG can better take into account the APEC commitment to give gender greater consideration.
- Assess the impact of the HWG work program 'on the ground' in APEC member economies.
- Identify ways to develop synergies among the work of HWG and various relevant APEC fora.
- Identify the HWG opportunities for greater collaboration with non-APEC parties, including the private sector, civil society and other international organizations.
- Identify ways for the HWG to tap resources for programs; opportunities to profile and share programs or projects.
- Identify ways to strengthen the HWG strategic priorities and direction for future works.
- Evaluate whether the HWG is operating effectively or whether its Terms of Reference should be changed to better respond to its priorities and APEC goals.
- 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.
- Include recommendations from relevant business, non-government organizations (NGO) and/or academic representatives, who attend meetings of the HWG, on how best to encourage and leverage private sector partnerships and engage non-member multilateral organizations.

4. Methodology

4.1. Approach

The budget for the assessment was restricted and the timeframe limited to a six month period, so the scope of the assessment was also accordingly limited. The TOR was considered and the issues to be examined were categorized into the following areas to provide structure for research questions and analysis, and the sections of this report will essentially follow a format that reflects these areas:

- Outputs
- Outcomes
- Impact "on the ground"
- Strategic Direction
- Management and Administration
- Collaboration

4.2. Research Method

The assessment involved four key pieces of work.

Desktop analysis of documents relating to the HWG, and APEC more broadly was undertaken at commencement of the project. This involved review of both the APEC and HWG websites to gain a background understanding of the memberships, structures, priorities, operation and management processes, projects, outputs and linkages. Additional HWG documents that were reviewed included meeting reports, project reports, project evaluations and attendance lists.

Four recent independent assessment reports for other APEC fora were also reviewed, including the Counter-Terrorism Task Force (CTTF), Energy Working Group (EWG), Human Resources Development Working Group (HRDWG), and Transportation Working Group (TPTWG).

Participatory observation was limited to the single HWG meeting scheduled during the project period, which was held in Sapporo, Japan on the 1-2 June 2010. The purpose of the assessment was explained at this meeting, questions from delegates answered, and encouragement provided for all economies and delegates to contribute during the process.

Data collection was undertaken using two formats: firstly a series of informal interviews was held with participants and relevant stakeholders during the abovementioned meeting period, and secondly a short survey questionnaire (included in Appendix 1) was disseminated electronically immediately prior to, and in hard copy at the meeting, for completion by delegates before the 18 June 2010.

Interviews were held with representatives from seven of the 16 economies in attendance at the meeting (representing 44% of economies in attendance or 33% of the total 21 member economies), and additional informal conversations were held at break periods with several other economies in attendance. Survey questionnaires were received from six of the economies (representing 29% of the economies in attendance at the meeting or 24% of the total 21 member economies), three of which had not been interviewed. Overall, formal input was received from ten of the economies, which calculates to a participation rate of 62.5% of the economies present at the meeting, or 47.6% of the total 21 member economies.

Informal interviews were also conducted with several other stakeholders including representatives from the private and academic sectors, Life Science Innovation Forum (LSIF), APEC Secretariat, and other Independent Assessors who were attending other APEC meetings in Sapporo, to gain an insight into external perceptions of the effectiveness of the HWG.

The survey questionnaire asked respondents to provide a subjective indication of the HWG's effectiveness for each of the research question areas, according to a ranking ranging from very low to very high. This ranking was subsequently provided a corresponding score from one to five, and a mean score was calculated to provide an overall quantitative measurement. Where respondents indicated that they were undecided, their response was not given a score.

Data analysis of all information collected through the above stages was subsequently analyzed and compiled into a draft report, which was circulated for comment prior to finalization. This final report incorporates the comments and feedback received, as outlined in Appendix 7.

5. Health Working Group

5.1. Position within APEC Structure

APEC was formed in 1989 to enhance economic growth and strengthen community in the Asia-Pacific region. In 1994, the Bogor Goals for free and open trade and investment in the Asia-Pacific, by 2010 for developed and industrialized economies and 2020 for developing economies, were adopted by APEC Leaders. The following year, the Osaka Action Agenda was developed to inform implementation of the goals. There are three key areas which are the focus of APEC activities to meet these goals:

- Trade and investment liberalization.
- Business facilitation.
- Economic and technical cooperation.

This action plan has to a large extent informed the current structure of APEC, reflecting the areas of action identified. The current structure is a hierarchical one divided into Policy and Working Levels. The policy level contains meetings of APEC Leaders, Ministers, Senior Officials and an Advisory Council which provide leadership and direction to the Working Level.

The Working Level consists of four high level committees under which a plethora of working groups, task forces and industry dialogue groups operate. The majority of these subfora are over sighted by the Committee on Trade and Investment (CTI) and the SCE.

The CTI is the coordinating body for all activities associated with APEC's activities around trade and investment liberalization and facilitation (TILF), over sighting nine subfora and three industry dialogue groups. This work is supported by ECOTECH initiatives, aimed at building capacity in member economies to assist them in undertaking TILF activities. The SCE engages in ECOTECH activities to attain sustainable growth and equitable development across economies, to improve overall economic and social wellbeing. The SCE oversights 12 working groups and four special task groups that carry out work in specific sectors, including the HWG.

In 2010, a new TOR for the SCE was endorsed by the SOM. The following work mandate areas are relevant to the HWG operations:

- Coordinate and supervise the HWG and provide policy guidance on the ECOTECH agenda.
- Assess and direct realignment of work plans of the HWG with the APEC-wide medium-term ECOTECH priorities and annual objectives as outlined in the ECOTECH framework.
- Approve and rank all ECOTECH-related project proposals (including those from the HWG) ahead of presentation to the BMC.
- Evaluate the progress of the HWG in implementing and achieving APEC's ECOTECH priorities.
- Compile progress and evaluation reports of the HWG for review and report to SOM.
- Review the role and operations of the HWG, with a view to making recommendations to the SOM on establishing, merging, disbanding or reorienting this body.

In addition, SOM endorsed a new Framework to Guide ECOTECH Activities, in which five areas have been identified as medium-term priorities:

- Regional economic integration.
- Addressing social dimension of globalization (inclusive growth).
- Safeguarding the quality of life through sustainable growth.
- Structural reform.
- Human security.

5.2. History

The emergence of regional and global health epidemics, in particular the Severe Acute Respiratory Syndrome (SARS) outbreak in 2003 and avian influenza (H5N1) in 2004, highlighted the impact that threats to public health can have on a broad range of sectors including agriculture, trade, tourism, transportation and business. In October 2003 APEC established the Health Task Force (HTF) to address health-related threats to economies' trade and security, focusing mainly on emerging infectious diseases, including naturally occurring and man-made diseases.

In 2007, the HTF was transformed into the HWG as a result of the SCE review of the APEC fora. During its first meeting in Lima in February 2008, a new TOR and Medium Term Work Plan (MTWP) were approved (see Appendices 2 and 3).

To date, the HWG has met officially five times in its current format as a working group: twice in 2008; twice in 2009; and once so far in 2010.

5.3. Demographics

Attendance lists were provided for the last four of these meetings for analysis. While in some instances the information in registration sheets was incomplete, this was supplemented by analysis of the meeting Summary Reports. In addition, a recent quorum check undertaken by the Secretariat was analyzed. It can therefore be observed from the information collated that:

- Over two-thirds of economies have attended most meetings of the HWG.
- The HWG meeting quorum at every meeting.
- Attendance has remained relatively consistent.
- In terms of gender representation, females form the majority of delegates.
- The health sector has provided the majority of delegates in most meetings, followed by Foreign Affairs. Other sectors have been present sporadically at various meetings, including economics and agriculture.
- Few guests and observers attend meetings, and when there are guests present these appear to be as invited speakers.

Table 1: Participation rates of HWG since Aug 2008

Meet Dates	Economies Present #	Economy Delegates & Guests Present *						Invited Speakers ^	
	Total No.	Total No.	Males No. (%)	Females No. (%)	Health Sector No. (%)	Foreign Affairs No. (%)	Other Sectors Present	International Organizations	APEC Fora
Aug 2008	17	27	17 (63)	10 (37)	22 (81)	1 (4)	Agriculture	WHO	LSIF, ATCWG, TFEP
Feb 2009	17	38	15 (39)	23 (61)	26 (68)	6 (16)	Economic	UNAIDS, WHO	LSIF, TFEP
Aug 2009	15	33	11 (33)	20 (61)	16 (48)	9 (27)	Economic	ASEAN, EINet, WHO	LSIF
Jun 2010	16	39	19 (49)	20 (51)	32 (82)	6 (15)	N/A	WHO	LSIF

Sources = # Quorum Check; * Attendance Lists; ^ Summary Reports

This indicates that the HWG is well attended by economies. Gender representation is not an issue, and even tends to be a female dominated forum.

It also indicates that the HWG is a technical sector-oriented forum. However, participation does appear to be limited to members as there are few external stakeholders presently attending the meetings. This situation needs to improve as a strategy to improve collaboration and integration and is therefore discussed further in the section reviewing HWG collaboration, later in the report.

Recommendation:

HWG1: *Foster and encourage greater attendance and participation of observers and stakeholders as guests at meetings to improve collaboration and integration of HWG activities.*

6. Independent Assessment

6.1. Outputs

In order to gain some insight into the focus and extent of HWG activities, an assessment of the outputs of the HWG was conducted.

6.1.1. Work Plans

Since 2006, the HTF and subsequently the HWG have focused on the following areas as priorities:

- Preparedness for and response to public health threats, including avian and human pandemic influenza and vector borne diseases;
- Combating the spread of HIV/AIDS in the APEC region; and
- Improving health outcomes through advances in health information technology.

These areas have been highlighted in each of the annual work plans since 2006, with the level of activity assigned to each area fluctuating according to the activities and projects being progressed. These plans were designed primarily to meet SCE reporting requirements and, until 2010, have therefore focused primarily on project deliverables, rather than setting strategic directions, and have merely incorporated a list of current, completed and proposed projects.

The annual work plan for 2010 outlines a more strategic approach. While it too provides a section reporting on the projects that continue to address the three priority areas, it also takes up some of the directions outlined in the 2008 endorsed MTWP to commit to broader and longer-term multi-sectoral cooperation and coordination. The 2010 work plan aims to increase activities with outside organizations and identify cross cutting issues and explain how they will be coordinated across APEC fora.

The 2010 work plan outlines three output objectives to:

- Strengthen communication, coordination, and collaboration among public health and community sectors within and between APEC economies.
- Strengthen economies' responses to public health threats, including avian and human pandemic influenza, HIV/AIDS, and vector- borne diseases;
- Improve health outcomes through advances in health information technology.

Discussion at the HWG meeting in June 2010 also indicated that further work is planned in the near future to review the three priority areas to ensure that the future focus of the HWG is strategic and responsive to current issues and needs of member economies and the region.

Recommendation:

HWG2: *Progress the proposed review of priority areas to ensure that the directions of the HWG are strategic and responsive to current health challenges experienced by the region.*

6.1.2. Projects and Activities

An assessment of the projects and activities implemented by the HTF and HWG was undertaken according to the information available on the APEC project database. The comprehensive tabulation of these results is available in Appendix 4. The projects proposed and approved by the HWG meeting in June 2010 that are awaiting approval for funding from APEC are similarly tabulated in Appendix 5.

Priority Areas

In relation to the three priority areas identified in the HTF and HWG work plans to date, the following results were obtained:

- Over the four years between 2004 and 2007, the HTF implemented 14 projects, a rate of **3.5 projects per year**: nine (64.3%) projects relating to preparedness for and response to public health threats; two (14.3%) projects relating to HIV/AIDS; and three (21.3%) projects relating to e-health.
- Over the two years between 2008 and 2009, the HWG has implemented 11 projects, a rate of **5.5 projects per year**: five (45.5%) projects relating to preparedness for and response to public health threats; two (18%) projects relating to HIV/AIDS; and four (36.5%) projects relating to e-health.
- In the June 2010 meeting, a further **nine projects** were endorsed by the HWG. This number is expected to rise for the year given there is another meeting scheduled in September. Of these nine projects, three (33.3%) projects relate to preparedness for and response to public health threats, three (33.3%) projects relate to HIV/AIDS, and three (33.3%) projects relate to e-health.

The higher output rate of projects and activities since the transition from the HTF to the HWG corroborates the comments provided in interviews and reiterated in one of the surveys: that *“the HWG, since taking over from the HTF has done a tremendous job in implementing the Medium Term Work Plan as per its Terms of Reference.”*

Significantly, the proportion of the activities relating to preparedness for and response to public health threats has decreased with a corresponding higher proportion of projects relating to HIV/AIDS and e-health, indicating that the HWG has indeed commenced advancement of issues beyond the initial priorities for which the HTF was set up to address. This trend is continuing in the projects proposed for 2010.

As yet, there have been no proposed projects specifically addressing the new output objective identified in the 2010 work plan: to strengthen communication, coordination, and collaboration among public health and community sectors within and between APEC economies; although it could be argued that this is a built in feature of the projects as a recognized APEC priority.

Recommendation:

HWG3: *Develop project proposals that specifically address the new output objective identified in the 2010 Annual Work Plan.*

One suggested strategy to initiate public health collaboration across economies, which was raised by a survey respondent for consideration, was the development of an exchange program to enable participants to learn how health problems in other economies are solved or learn about programs being implemented in other economies that are relevant to global health issues. This suggestion needs to be considered in light of other public health exchange programs, for example the World Health Organization (WHO) Fellowship Program, to ensure that programs build on APEC goals to promote trade, investment and economic development and are not duplicating other programs.

Recommendation:

HWG4: *Consider suggestion to develop a public health exchange program between APEC economies that build on APEC goals.*

Reach

In terms of reach, Appendix 6 tabulates the number of economies that have been involved as lead or co-sponsors in the 25 projects undertaken by the HTF and HWG since 2004, and those proposed in 2010 that are awaiting approval from APEC.

It shows:

- All economies have been involved in at least one project to date and a maximum of 13 projects, calculating out to an average of five projects, either directly in its implementation or as a co-sponsor.
- If all the projects proposed in 2010 are approved, this will increase the maximum of projects that one economy will have been involved in to 18, and will produce an average rate of involvement in projects by economies to 7.
- In the projects implemented to date, six (29%) economies have been involved in only one project; seven (33%) economies have been involved in 2-5 projects; four (19%) economies have been involved in 6-10 projects; and four (19%) economies have been involved in more than 10 projects.
- Should all the proposed projects for 2010 be approved, this will increase the rate of involvement such that only three (14%) economies will have been involved in a single project; nine (43%) will have been involved in 2-5 projects; two (10%) economies will have been involved in 6-10 projects; four (19%) economies will have been involved in 11-15 projects; and three (14%) will have been involved in 16-20 projects.
- Of the 21 member economies, nine economies (43%) have taken a lead in at least one project undertaken to date, of which: two (22%) economies have led one project; three (33%) economies have led two projects; three economies (33%) have led between 3-5 projects; and one (11%) economy has led more than five projects.
- If all the projects proposed in 2010 are approved, this will increase the number of lead economies to 11 (52%) of which: two (18%) economies will have led one project; three (27%) economies will have led two projects; five economies (46%) have led between 3-5 projects; and one (9%) economy will have led more than five projects.

These data reflect a high participation rate, especially when the *modus operandi* of volunteerism is taken into account. It also indicates a fairly even distribution of participation in projects across the economies.

Quality

An assessment of the quality of HWG projects was conducted from the Quality Assessment Monitoring and Evaluation Framework (QAF) assessments provided by the APEC Secretariat. These forms were completed by selected economies as part of the assessment and ranking process of proposed projects when they are submitted to the BMC for support and funding from APEC.

The best total score that could be achieved is 51, if all 17 criteria are scored with the highest possible rating of three (a score that is supposed to be given rarely for exceptional projects that represent best practice). If two is the standard score given for satisfactory projects, it would be expected that a majority of projects would achieve a rating of around 34. It should be noted that criteria that are not applicable are not allocated a score, automatically decreasing their overall rating. The average scores and percentage of the possible total score for each HWG project undertaken to date are collated in the table below.

Four projects were rated below 34 with the lowest rating 31, and seven were rated higher than 34 with the highest rated at 41. While the guidelines for completing these forms aim to ensure this process is as objective as possible, it should be noted that this is ultimately a subjective process and caution should be taken when using these as substantive results. Nevertheless, a high proportion (64%) of the projects was rated in the exceptional best practice category.

From the areas that received a lower rating and/or accompanying comments, it was concluded that the areas where project proposals could be improved, listed in ranking of frequency with the most common weakness listed first, included the need to:

- Contribute to enhancing TILF in the APEC region.
- Include active participation from the private sector, or the international funding institutions, or non-governmental institutions and other APEC fora.
- Include risk management planning.
- Include gender equality considerations.

- Plan to ensure benefits will be sustainable.
- Ensure timeframes are achievable.
- Plan for widespread dissemination of results.

Table 2: QAF Scores of HWG Projects

HWG Activities	Project No.	Average Score
Training Course for Rapid Response Team (RRT) on Human Highly Pathogenic Avian Influenza (HPAI) Containment	HTF 01/2008A	31.0
Enhanced APEC Health Communications: Collaborative Preparedness in Asia Pacific	HTF 02/2008A	41.0
Development of an Information platform for Avian Influenza (AI) community Management and Engagement	HTF 04/2008A	36.0
APEC Workshop for the Control Practice of Dengue Fever	HTF 05/2008A	38.0
HIV As An Episodic Disability - Implications for Workplace Policies and Practices in APEC Economies	HTF 06/2008A	37.0
Capacity Building Seminar on Social Management Policies for Migrants to Prevent the Transmission of HIV/AIDS	HTF 07/2008A	37.3
One World, One Health - Moving from Concept to Practice Through Risk Communications	HTF 08/2008A	35.5
Annual APEC e-Health Seminar (APEC e-Health Technical Forum)	HTF 09/2008A	37.7
APEC Conference for the Surveillance, Treatment, Laboratory Diagnosis and Vaccine Development of Enteroviruses	HTF 1/2009A	33.0
Leveraging Advances in Health IT to Prevent and Combat the Spread of Avian Influenza and other Infectious Diseases	HTF 02/2009A	34.0
APEC Emerging Infectious Disease Network (EINet): Expert Roundtable Series on Hot Topics in Emerging Infectious Diseases	HTF 04/2009A	32.0

While the assessment noted that QAF scores from APEC working groups would no longer be taken into account during the APEC Secretariat's Project Assessment Panel's consideration, this process provided a means of evaluating the quality of project proposals. Weaknesses that were consistently identified in project and lessons learned through this process, should continue to be considered by project proponents to ensure an ongoing quality improvement process for future projects.

Recommendations:

HWG5: *Consider the areas of weakness consistently identified in previous project proposals through the QAF process, when developing future proposals to strengthen future projects and their alignment with APEC's priorities and the Bogor Goals.*

Costs

An analysis of the costings (all in USD) of the projects was also conducted. Of the 14 projects implemented under the auspice of the HTF, the findings can be summarized as follows.

- The total cost of the projects was 2,086,162; **ranging from 75,350 to 400,000; and averaging 149,012.**
- Five (36%) projects cost under 100,000; six (43%) cost between 100,000 and 200,000; and three (21%) cost over 200,000.
- One project was self funded.
- For the 13 projects that requested APEC support, the level of APEC funding requested totaled **902,003, 45.3%** of the project costs; ranged from 20,000 to 153,050, or proportionally from 7.5% to 94.4% of the project costs; and **averaged 64,429** per project.
- Two projects did not receive the full amount requested, both of which were asking for more than 50% of the project costs, so that only 881,347 was provided out of APEC funds.
- Of the 13 projects that requested APEC support, six (43%) requested less than 50% of the total costs and seven (57%) requested more than 50% of the total costs.

Of the 11 HWG projects, the analysis revealed the following:

- The total cost of the projects was 1,520,541; **ranging from 78,620 to 216,400; and averaging 138,231.**
- Two (18%) projects cost under 100,000; seven (64%) cost between 100,000 and 200,000; and two (18%) cost over 200,000.
- No projects were self funded.
- The level of APEC funding support requested totaled **830,546, 54.6%** of the total project costs; ranged from 43,600 to 106,581, or proportionally from 34.7% to 83.3% of the total cost; and **averaged 75,504** per project.

- All projects received the amount of funding requested from APEC.
- Four (36%) requested less than 50% of the total costs and seven (64%) requested 50% or more of the total costs.

For the nine projects proposed so far in 2010:

- The total cost of the projects is estimated at 16,571,438; **ranges from 95,300 to 15,298,400; and averages 1,841,271.**
- Two (22%) projects will cost under 100,000; five (55.5%) will cost between 100,000 and 200,000; one (11%) will cost between 200,000 and 1,000,000; and one (11%) will cost over 15 million.
- Two projects will be self funded; significantly these are the two most expensive projects.
- For the 7 projects that requested APEC support, the level of APEC funding requested totals **649,703, 74.4%** of the total estimated project costs; ranges from 51,980 to 159,000, or proportionally from 42.1% to 100% of the project costs; and **averages 72,189** per project.
- Of the 7 projects that requested APEC support, one (14%) requested less than 50% of the total costs and six (86%) requested 50% or more of the total costs.

This analysis suggests that projects are becoming more costly over time, with those projects that are requesting funding support from APEC also requesting a higher proportion of costs to be paid. This has implications for potential approval of future projects, with an increased risk that projects will not be supported, if demand for APEC funds increases and the allocation process becomes more competitive. This highlights the need to examine and seek possible alternative funding sources through increased partnerships with the private sector and other international and regional organizations, which is discussed further in the section of the report concerning collaboration, or through encouragement of member economies to fund projects domestically.

Recommendation:

HWG6: Increase use of alternate funding sources to decrease reliance on APEC project funding.

6.1.3. Publications

Of concern when analyzing the HWG activities, was the low number of reports that are available on the APEC Publication Database outlining the results and outcomes of the projects. Of the 14 projects undertaken by the HTF, only one (7%) has a final report available on the APEC publications website. The HWG has a higher success rate, with five (45%) of the 11 projects producing a final report that is available on the website.

Therefore an analysis of the other SCE working groups' publications was performed to determine a comparative publication rate. The following table summarizes the results.

Table 3: Rate of Publications across SCE Working Groups

Working Group	ATCWG	EPWG	EWG	FWG	HWG	HRDWG	ISTWG	MRCWG	SMEWG	TWG	TELWG	TPTWG
Years Published	2003-2010	2008-2010	1995-2010	1995-2009	2007-2010	1995-2010	1998-2010	1995-2009	1997-2009	1995-2010	1993-2008	1994-2010
No. of Reports	28	3	125	24	6	53	9	22	51	26	50	22
Average per Year	3.5	1	7.8	1.6	1.5	3.3	0.7	1.5	3.9	1.6	3.1	1.3

This analysis shows that the HTF/HWG has had a limited number of publications, but also within a comparatively limited number of years of operation in comparison to many of the well established working groups. Once the number of reports is calculated against the years of publication, the maximum rate of publication is 7.8, the average rate is 2.6, and the minimum rate is identified at 0.7 reports per year. Although this places the HTF/HWG in a much more positive perspective, it does still fall within the lower percentile.

However, the status of projects also needs to be taken into account. While the HWG has produced five reports from 11 projects, the project database indicates that some of the projects are still in the implementation phase, explaining the lack of final reports for these projects. This situation was confirmed by reports from previous meetings and observations of the meeting in Sapporo, when it was

acknowledged that several projects had received extensions as a result of the recent influenza pandemics and global financial crisis.

Recommendation:

HWG7: *Ensure that final reports are completed and approved for publication for each project in a timely manner.*

Yet there are final reports available on the APEC Publications Database for some of these apparently still ongoing projects, raising questions about the accuracy of the indicated status of the projects, especially as one of the HTF projects is also still indicated as being in the implementation stage despite being well past its projected closing date.

Recommendation:

HWG8: *Ensure that status of projects is updated regularly on the APEC project database and final reports are published on the website in a timely manner.*

6.1.4. Websites

APEC Website

Information about the HWG can be found on the APEC website in various places, specifically the following sections: SCE Working Groups, [Health] Ministerial Statements, APEC Project Database, APEC Publications Database, and the APEC Meeting Document Database.

However, the reference to the HWG is inconsistent and in the majority of cases out-of-date, in that the APEC website still primarily refers to the working group as the HTF. Additionally, not all reports have been uploaded to the website databases e.g. meeting summary report from August 2009 meeting.

Recommendation:

HWG9: *Ensure all relevant references to the HWG are updated on the APEC website to reflect its current format as a working group and not task force and that all relevant documents are uploaded to the website in a timely manner.*

HWG Website

The APEC website provides a link to a separate HWG website: www.apechwg.org/. This website provides information about: current news items; upcoming events; history of the working group; a summary of its vision and three priority areas; work plans; TOR; project summaries; Health Ministerial Meetings; other APEC meetings that are relevant to the HWG including the LSIF, Task Force for Emergency Preparedness (TFEP) and APEC Business Advisory Council (ABAC); member economies; and links to relevant websites.

Interestingly, while summaries of project are available on the HWG website, the reports are not included. Not all links on the website currently work either e.g. the link to the 2009 Work Plan. Nor has the website been updated with a link to the 2010 Annual Work Plan.

Recommendation:

HWG10: *Publish project reports on HWG website as well as APEC site to maximize public access and promotion of HWG activities.*

HWG11: *Ensure all work plans and other relevant documents are published on the website in a timely manner and that all links to corresponding documents are operational.*

6.2. Outcomes

Measuring the outcomes and impact of the HWG in such a limited assessment is a major challenge. During the interviews with delegates, frequent reference was made to the lack of performance measures that would enable objective evaluation of the effectiveness of its work. Review of other independent assessments of APEC fora indicate that the HWG is not alone in facing this challenge.

There are two types of performance benchmarks that need to be considered. One type is a set of performance benchmarks common to all fora that would be used for periodic independent assessments. These performance benchmarks would facilitate the conduct of objective evaluation of a forum's work and a more consistent evaluation across fora.

The other types are performance benchmarks specific to individual fora that correspond to the

mandates on which the fora are established. They would be useful not only to assist independent assessments of the effectiveness of fora but also to assist fora to formulate their action plans and measure progress in implementing the action plans. These performance measures should therefore be used to measure not only short term outputs, but longer term impacts and outcomes.

It was noted that the SCE is currently considering how to improve the accountability and communications of APEC fora. It would be timely to incorporate development of performance benchmarks into this process.

Recommendation:

SCE1: *Initiate a project to develop performance measures and guidelines for routine assessment of the effectiveness of APEC fora in delivering substantive outcomes and impacts on member economies and across the region as a result of their activities.*

Delegates pointed out that the only measurement of effectiveness presently conducted by the HWG, if and when it is done, is an assessment of individual project or activity objectives as part of the project final report. This was confirmed by a review of the six available project reports, which was conducted to determine their reference, or otherwise, to project outcomes. Due to the seminar/symposium nature of the majority of HWG activities, it was not surprising that the majority of project reports were publications of the collated conference materials.

Three (50%) of the reports contained a section outlining the outcomes of the projects and/or a list of recommendations to inform future direction. Outcomes referred to in these reports included: development and dissemination of training aids and materials, development of policy and procedure guidelines to assist economies in their responses to public health threats, sharing of information, and improving communication and cooperation between member economies. These stated outcomes are directly related to the TOR of the HWG as they reflect capacity building outcomes.

Recommendation:

HWG12: *All future project reports should contain a summary of the outcomes of the project and, if relevant, a list of recommendations for future consideration.*

HWG13: *Include in annual work plans, a set of targets and objectives which can be used to measure the effectiveness of activities in contributing to the MTWP.*

In the absence of substantive performance measures, a subjective assessment of success against the TOR and work plans of the HWG was therefore used to provide an indicative assessment. The TOR provides a framework within which the HWG must operate to achieve outcomes against a set of objectives. The work plans of the HWG essentially drive the focus and areas of work undertaken and hence influence the outcomes that are likely to be achieved in these areas.

6.2.1. Terms of Reference

The TOR sets out six objectives which the HWG is tasked to achieve. Survey respondents were asked to rate the effectiveness of the HWG in meeting these objectives and to provide reasoning for their answers. The quantitative mean score was calculated for responses against each individual objective as outlined below:

- To enhance economies' capacity to minimize health-related threats scored **3.8**, ranking the perceived effectiveness as **high**.
- To enhance APEC cooperation and integration of health-related efforts across relevant APEC sectors and fora scored **3.0**, ranking the perceived effectiveness as **medium**.
- To implement explicit priorities of Leaders and Ministers and to inform Leaders of emerging and re-emerging health threats scored **4.0**, ranking the perceived effectiveness as **high**.
- To take a primarily strategic and efficient approach to determining priorities for cooperation scored **3.2**, ranking the perceived effectiveness as **medium**.
- To develop and implement initiatives in accordance with annually reviewed work plans scored **3.5**, ranking the perceived effectiveness as **medium-high**.
- To encourage and facilitate collaboration between health and other relevant sectors scored **3.0**, ranking the perceived effectiveness as **medium**.

These results indicate that the HWG is effective at implementing initiatives, particularly around capacity building and preparedness against public health threats. This result is supported by the activity and project analysis discussed previously.

The medium ranking uniformly resulting against objectives relating to collaboration and integration of health related activities, which could be interpreted as indicating a general level of satisfaction, also indicates that levels of satisfaction are lower than would be expected for a group that is reportedly considered very relevant and is well attended, as previously discussed. This is a concern when considered in combination with the accompanying comments in the surveys and remarks made during interviews. These results indicate that there is a lack of regional progress and outcomes, particularly in the areas of HIV/AIDS and e-health technologies, and limited collaboration and number of regionally-focused projects being implemented.

The newly focused 2010 Annual Work Plan will hopefully focus activities in these areas to overcome the existing deficiencies in related outcomes in the near future, as discussed previously in this report.

6.2.2. Work Plan Priority Areas

The survey questionnaire also asked participants to rate the effectiveness of the HWG in producing outcomes, and to comment on the areas where it was most and least effective, in order to determine the extent of outcomes and whether they were occurring in areas reflective of the priority areas identified in the work plans. The quantitative mean score calculated for this question was **3.3**, ranking the perceived effectiveness as **medium-high**.

Enhancing preparedness for and response to public health threats, including avian and human pandemic influenza and vector borne diseases is the area respondents believe the HWG has been most effective in achieving outcomes. A key initiative in this regard referred to by several respondents has been the development of the *APEC Guidelines for Functioning Economies in Times of Pandemic*. The Guidelines developed under the HWG provide a model to assist economies to develop systems to facilitate the functioning of APEC economies in the event of a pandemic. This document, and the technical support, training and associated capacity building activities to implement the Guidelines, have been especially beneficial for the developing economies.

Additionally, this work has been useful for raising the political and cross-sectoral profile of priority health issues and pandemics, and has contributed to more "regional" thinking about these issues. APEC members have recognized that to prepare for, respond to, and recover from a significant global human influenza pandemic requires an integrated, intergovernmental, multi-sector, multi-phase approach. As highlighted during interviews, the format and *modus operandi* of the HWG has also assisted members to develop and strengthen regional networks that have enabled more timely and comprehensive responses to recent pandemic threats, in particular the recent 2009 swine influenza (H1N1) outbreak. These networks are perhaps one of the most valuable aspects of the HWG.

The responses and feedback on other areas of effective outcomes produced by the HWG was inconsistent, and is likely to be the reason for any equivocation that resulted in the overall moderate rating, given the indicated high level of satisfaction with outcomes in the area of preparedness.

The next most popular response was in relation to the support and funding provided for technical and scientific projects and activities undertaken by individual economies, particularly for the developing economies. While conducting projects is not a priority area outlined in the work plans, they are the mechanism for achieving outcomes against the goals of the HWG and are therefore relevant to the assessment of effectiveness. It was well recognized that continuing support for these projects is essential to build capacity within those less developed economies and will ultimately contribute to strengthening the health sector regionally.

However, there were also a significant number of concerns expressed in relation to the value that these activities have while limited to individual economies. The often limited funds available and frequently one-off nature of the projects also creates challenges for ensuring that benefits will be sustainable. Even if projects continue to target individual developing economies as a capacity building strategy, the community development philosophy requires longer-term more multidimensional approaches to ensure sustainability. Projects therefore should also not be limited to providing mechanisms for sharing information and building knowledge, but should address other barriers to development such as access to resources and health management system development.

It was noted that the BMC is now working with the assistance of a consultant to develop the procedural guidelines for multi-year projects. This work also needs to take funding mechanisms into account.

Recommendation:

SCE2: *Develop more appropriate funding arrangements that support long term strategic projects instead of discrete, time-limited projects.*

HWG14: *Develop longer term, more collaborative and strategically cross cutting projects that address multiple barriers to development.*

Feedback concerning the effectiveness of outcomes relating to improving regional capacity to address HIV/AIDS was also inconsistent. Where specific projects had focused on addressing HIV/AIDS in the workplace, an area not dealt with comprehensively by other international health agencies and therefore an area where APEC could fill an existing gap, outcomes were perceived as more effective. However feedback indicated that outcomes relating to the broader area of preventing spread of HIV/AIDS within the region have been less than desirable. This is an area that needs to be addressed given the 2009 Leaders Statement which reaffirmed commitment to addressing the spread of HIV/AIDS and related diseases such as Tuberculosis.

Recommendation:

HWG15: *Further explore opportunities to complement work being undertaken by other international health agencies to address the spread of HIV/AIDS in the region.*

Similarly, perceived effectiveness of outcomes in the areas of advances in health information and communication technologies and e-health were also in dispute. Observation at the HWG in June 2010, and comments made by delegates indicate this difference of opinion depends on the level of involvement of the economies in the projects and activities relating to this area of work. It appears that this work is limited to a relatively small number of economies, and that while they recognize and understand the tremendous value in this area of work, many of the economies not actively involved are yet to fully comprehend the nature or value of the work or are frustrated by the lack of advances in this area more broadly across the region. This is an area of focus that would clearly benefit from longer term, more collaborative and strategically cross cutting projects, as highlighted in the discussion above.

6.3. Impact

In the questionnaire, economy representatives were asked to provide an assessment of the level of impact that HWG programs, projects and activities has had on their respective economy over the last three years. The average score across the economies that returned completed questionnaires was **2.7** ranking the perceived effectiveness as **low-medium**. However, this score should not be used in isolation to determine the effectiveness of the impact the HWG has “on the ground”.

The questionnaire also asked respondents to indicate how many HWG programs, projects and activities have been implemented in their economy. Of the six responding economies, three indicated they had not implemented any projects or activities, one had implemented one project, and two had implemented five or more activities. Not surprisingly, the two economies that have implemented numerous programs, projects and activities gave higher rankings to the HWG impact than those that had not or had only implemented limited projects, explaining the low average score. It is therefore difficult to draw anything conclusive from the ranking based on such a limited response rate.

However, if the level of participation and involvement is an indicator of the level of impact that the HWG is producing as the above results would suggest, then the analyses discussed earlier of the levels of project support and involvement and meeting attendance rates may be a useful. This is based on the assumption that members would not continue to actively participate in a forum or program that was not of benefit. As already indicated there is a reasonably high and balanced level of participation in the HWG meetings and its activities. While this may indicate that the HWG is effectively having an impact “on the ground”, there clearly needs to be more research conducted in this area to draw any substantive conclusions, as already highlighted in the recommendations.

6.4. Strategic Direction

While previous sections of the assessment have examined the output of the HWG according to the APEC priorities and subsequent directions outlined in the TOR and work plans, this section looks at the satisfaction of members in regards to the relevance of the focus areas in meeting their needs.

There was an overwhelming support of the relevance of the HWG expressed by economies during interviews and informal discussions held during the HWG meeting in Sapporo. According to participants, recent public health threats have added significant value and justification to the direction

of the HWG. Numerous comments indicated that this valued position is not applicable to all other APEC fora, some of which were perceived to have lost their relevance, particularly some of the working groups that have been established for many years. While it was not within the scope of this assessment to explore which of the fora were no longer perceived as relevant, these comments are indicative of the perceived effectiveness and relevance of the HWG. This sentiment was also supported by the survey responses.

The survey questionnaire firstly asked respondents to indicate their satisfaction with the strategic priorities and directions of the HWG. The quantitative mean score calculated for this question was **3.5**, ranking the perceived effectiveness as **medium-high**. Secondly, respondents were asked to rate the relevance of the TOR of the HWG to its priorities and APEC goals. The quantitative mean score calculated for this question was **3.7**, ranking the perceived effectiveness as **medium-high**. These results indicate that members are relatively satisfied that the TOR reflects the APEC goals and that the subsequent priority areas and strategic directions of the HWG indicated in work plans are indeed relevant.

The key reason provided for the level of (dis)satisfaction of respondents was recognition of the need to enhance cross sector work and APEC fora engagement. Although the TOR and MTWP recognize that health challenges have an impact across a broad range of sectors, including agriculture, trade, tourism, transportation and business, there has been a tendency for the HWG to focus on the health perspective rather than on the interface between health and economic issues.

It is therefore not surprising that a moderate response was received in response to the subsequent survey question concerning the effectiveness and efficiency of the HWG in assuring that its capacity building activities are contributing to the achievement of the APEC Bogor Goals. The quantitative mean score calculated for this question was **3.2**, ranking the perceived effectiveness as **medium**.

While considerable efforts have been made in the last two years to remedy this, and the 2010 Annual Work Plan focuses on this area, the group needs to continue to strengthen its focus on the nexus of health and economic development and security in the region in line with APEC goals.

Recommendation:

HWG16: *Ensure new priorities examine and address the links between health, trade and economic development and cooperation in line with APEC priorities, Bogor Goals, and the MTWP.*

Another issue raised in survey responses and frequently during interviews and discussions at the HWG meeting in Sapporo, was in relation to the imperative that the work of the HWG does not duplicate the work of the WHO or other health bodies. Many of the economies expressed concern that it has not always been clear that APEC is the most appropriate forum for particular HWG projects. Also of concern is the increasing duplication with one of the CTI managed subfora, as the LSIF's mission expands, and the limited discussion of how to synergize these efforts. Building and strengthening relationships with international health bodies and other APEC fora will help to ensure that HWG projects and activities are not duplicative but rather are complementary, clearly defined and have a clear link to APEC objectives.

Recommendation:

HWG17: *In future, whenever a draft work plan containing the strategic priorities and directions of the HWG is being developed, a copy or copies of the document should be provided to other stakeholders, including international organizations and other APEC fora such as the LSIF, for their expert opinion and input before the document is finalized.*

6.5. Gender Consideration

One of APEC's goals is to increase gender consideration in all of its programs and activities and has established the Gender Focal Point Network to coordinate efforts. Respondents were therefore asked how they would rate the level of consideration given by the HWG to gender issues. The quantitative mean score calculated for this question was **3.3**, ranking the perceived effectiveness as **medium-high**.

This perception was also reflected in responses during interviews. Most members believe that the HWG is responsive to gender considerations, and is gender inclusive in its membership and

management. This was certainly corroborated in the analysis of the meeting attendees outlined previously. In relation to the management of the HWG, analysis of the Chair and Deputy Chair indicated that these positions have been gender balanced since 2007. It may be that this has been coincidental, as it is not a written requirement according to the HWG TOR, unlike the geographical balance that is specifically stated. Specifying gender balance in the roles of Chair and Deputy Chair would indicate a commitment to the APEC goal to “further the role of women in the APEC process”, as directed by APEC Leaders in 1998. Given the current positive gender balance of women in the HWG, this is also unlikely to be unduly restrictive on the HWG and nominations for these positions.

Recommendation:

HWG18: *Amend the TOR to reflect the current gender balance of the Chair and Deputy Chair positions as a commitment to gender equality.*

Several additional suggestions were provided by survey respondents to improve gender consideration in the context of the work of the HWG and to broaden consideration of gender issues in project development that it would be worthwhile for the HWG to consider.

Recommendations:

HWG19: *Invite the Gender Focal Point Network to a future meeting to raise awareness of gender considerations and establish an ongoing collaborative relationship with this forum.*

HWG20: *Include a section outlining consideration of issues relating to gender equality in all future project proposals.*

HWG21: *Explore APEC economies’ policies and regulations on health related gender equality issues and create a policy and strategic direction for the HWG.*

6.6. Management and Administration

So far, this report has examined the outputs, outcomes and directions of HWG activities. The next sections explore how the HWG performs its business. To this end, the assessment questionnaire asked respondents to rate the effectiveness and efficiency of the HWG in managing its tasks. The quantitative mean score calculated for this question was **3.7**, ranking the perceived effectiveness as **medium-high**.

As outlined in the TOR, the HWG is led by the Chair and supported by the Deputy Chair, according to the Guidelines set out in the SCE Chair’s Report of April 2007. The term of office for both positions is a minimum of two years, with a staggering of terms to ensure continuity of leadership.

Unlike some other subfora such as the LSIF, the HWG does not have any permanent technical support staff, and relies on the support staff within the Office of the Chair. In practical terms, this requires a significant commitment of time, support personnel and expense for the economy with the responsibility for chairing the working group during the term of office. Several delegates commented on the efficiency of the HWG being dependent on the leadership of the Chair and support from the Office of the Chair, and the potential fluctuations of effectiveness as a consequence.

The ability of the HWG in managing its tasks is to a large extent also reliant on strong support and advice from the APEC Secretariat, which provides support through three main avenues:

- Program Director and Assistants assigned to the HWG with responsibility for coordinating correspondence between APEC fora, and providing secretarial support at meetings;
- Project Management Unit (PMU), which manages the project assessment process and reports to the BMC on outcomes of the assessment; and
- Communications and Public Affairs Unit, which provides support services such as document templates, website development, media relations and so forth.

Unlike the Chairing arrangements, the responsibilities of the APEC Secretariat are not set out in the HWG TOR, and several comments were made by delegates that there is often confusion regarding the separation and assignment of responsibilities. While the TOR does refer to the *Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and SOM Task Forces*, it is unclear how familiar HWG members are of this document, and even more importantly the revisions to this document that were endorsed by the SCE at the June 2010 meeting, a meeting which incidentally was held concurrently with the HWG meeting.

Recommendation:

HWG22: *Update TOR to reflect the 2010 'Revised Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and SOM Task Forces' and ensure all HWG members are aware of the revised duties.*

As seconded staff from APEC economies, most APEC Secretariat staff also have a term of two to three years. Their responsibilities are also usually divided across a number of APEC subfora, so support can be inconsistent depending on competing workloads. Evidence available through other subfora reviews suggests that either staffing levels are inadequate to meet the workload required to provide adequate support to the fora, or that staff who are engaged to provide such support demonstrate inconsistent capacity to fulfill the workload requirements across the various fora. This was corroborated by comments received in survey responses indicating Secretariat support “has presented some challenges in the last two years” for the HWG.

Ideally, it would be advantageous for Secretariat staff to have technical expertise in the area of the working group they are responsible for supporting. However, practically this is not likely to be possible, given that staff usually have responsibility for more than one fora and would therefore be required to possess more than one area of technical expertise, or that the Secretariat would need to have enough staff that each fora could have an individual staff member with relevant technical expertise providing their support. Appointments based on merit, in relation to administration and management experience, rather than secondments would therefore be advantageous, or at the very least, secondees should be required to meet a certain level of capacity in these areas prior to secondment.

Alternatively, assignment of Secretariat staff could take into account the technical expertise of existing staff and where these skills match the fora they are assigned accordingly. In addition, the level of staff members' capacity, and the complexity of support required for the respective fora needs to be assessed prior to allocation of workload to ensure that the capacity of the staff member is not exceeded and that the fora will be adequately supported.

Another major challenge expressed by interviewees and survey respondents has been in relation to defining and articulating the processes of the group, to assist the management of HWG activities and increase members understanding of APEC processes. These efforts were exemplified in the recent development of mechanisms for the HWG to consider and action recommendations resulting from project and activity reports and feedback mechanisms to inform future priorities, documented in the Summary Report and attachments from the August 2009 meeting.

However, there have been frequent changes to APEC processes over the last 12 months, some of which have occurred at short notice, rendering management of HWG activities more challenging. The subsequent frustration of delegates was also observed at the June 2010 HWG meeting, particularly in relation to changes to the PMU and BMC project assessment processes.

Some concerns were expressed by some interviewees that some of the changes are not necessarily advantageous. There was a perception, rightly or wrongly, that the process changes place an emphasis on priority of projects, at the expense of quality which is considered after projects have potentially been eliminated based on priority. While it was not in the scope of this assessment to evaluate the business management processes, this does highlight the need to consult with subfora representatives prior to and during the change process.

Such extensive process change also requires additional support and technical assistance to enable the subfora to respond to and implement required changes in an efficient manner, and to ensure that projects are of high quality and eligible to secure funding support. Feedback and observations indicate that insufficient support and guidance has been provided to the HWG to deal with these process changes.

With the implementation of the new ECOTECH Framework, the role of the Executive Director and the Program Directors has been strengthened with a view to assisting subfora in implementing leaders' and ministerial directives. These enhanced measures should help subfora to respond to changes in APEC processes.

The SCE is also needing to respond to and implement relevant findings and recommendations for quality improvement across its subfora as a result of the ongoing independent assessments, and this situation that will bring further change that needs to be managed effectively. To this end, the BMC

could be invited to consider how future changes to APEC processes could be effected in a more effective and supportive manner, including prior and thorough consultation with subfora, as well as providing adequate guidance and support to subfora in implementing the changes.

Recommendation:

SCE3: *In consultation with the HWG and other subfora, the SCE and BMC continue to identify ways to improve secretarial and technical support, to ensure that changes to processes are supportive of APEC goals, and will enable them to respond to changes in APEC processes in an efficient manner.*

6.7. Collaboration

Acknowledgement was frequently made during interviews and meeting discussions of the HWG attempts to collaborate with other APEC fora, relevant sectors and international organizations. As already highlighted previously in this report, invited guests attend HWG meetings, although they are limited in number.

Delegates confirmed that meetings with the United Nations (UN) System Wide Coordinator, UNAIDS, Asian Development Bank (ADB), World Health Organization (WHO), the WHO Western Pacific Regional Office, and Association of South East Asian Nations (ASEAN) have assisted the HWG to keep apprised of international developments and latest information in relation to the challenges of HIV/AIDS in the region, global pandemic preparedness including the 2009 H1N1 pandemic, and the impact of the global financial crisis on health systems in the region; and assist them in forming an evidence base for recommended areas of action. Project reports also indicate that sector stakeholders and international organization representatives attend, or are involved in, various individual APEC funded HWG projects. Survey respondents indicated that this could be increased, particularly in terms of the private sector.

Recommendation:

HWG23: *APEC funded workshops should continue to remain open to representatives from the private sector, as and when appropriate to enhance collaboration and capacity building activities.*

One strategy that the HWG has recently implemented to improve inter-sectoral collaboration is to convene an “annual policy dialogue” on a topical health issue. The first of these was held following the August 2009 HWG meeting on the impact of the global financial crisis on the health sector. The second is scheduled in September 2010 to discuss issues relating to vector borne diseases. Feedback received during the June 2010 on the first dialogue session was extremely positive. However, examination of the report from the dialogue found that only two guest speakers were present, one from an international funding organization and one representative of the LSIF. While the reasons for such poor external participation are unclear and may not be reflective of efforts of the HWG to improve collaboration, this nevertheless confirms a limited cross-sectoral participation to date.

Recommendation:

HWG24: *Increase cross-sector, APEC fora and stakeholder participation in future policy dialogue sessions to maximize collaboration.*

Despite attempts from the HWG to increase external participation and collaboration, delegates frequently expressed frustration that despite invitations from the HWG for representatives of various groups and organizations to attend meetings and collaborate on projects, many of the invitations have not been taken up. Interviewees also expressed significant concerns that collaborative partnerships with the other APEC fora and relevant organizations to synergize efforts have been limited and are yet to happen in any meaningful way.

Several potential reasons for this are provided, although these should not be viewed as substantive, and will vary in degree across stakeholders:

- Lack of proactive follow up of invitations by the HWG;
- APEC fora meetings scheduled at the same time or too far apart, which provide a barrier to attendance;
- Siloed structure of APEC fora and subfora; and
- Level of value attributed to attendance by external stakeholders, particularly given the short term project based approach of the HWG.

While there is collaboration, and expressed intent to collaborate more broadly, from stakeholders including ASEAN and other APEC fora, occurring at the higher levels of APEC it appears this is yet to occur comprehensively at the working level.

Several suggestions were put forward by survey respondents to address this issue including:

- continuing to proactively invite relevant stakeholders to meetings to share information;
- circulating information or projects related to health that are discussed in other fora or sub-fora;
- convening sessions of relevant APEC fora concurrently;
- including a representative from other fora and/or organizations as specified members of the HWG, similar to the observer status currently awarded to ASEAN;
- inviting stakeholders to attend APEC funded functions and project activities;
- actively consulting and discussing project proposals with stakeholders prior to submission; and
- engaging more meaningfully on existing work of mutual interest and exploring further opportunities to work collaboratively.

Recommendations:

HWG25: Transform suggestions for improving collaboration into explicit actions.

While valuable suggestions, most tend to reflect the already stated implicit commitments and directions for collaboration outlined in documents such as the TOR and MTWP. The challenge appears to be determining mechanisms or overcoming barriers that will move this implicit commitment to collaboration to an explicit *modus operandi*.

Structural barriers, such as the siloed APEC structure and challenges associated with meeting schedules, were posed by a number of delegates as a major cause of this challenge for the HWG. Review of other APEC fora assessments revealed that the HWG is not alone in facing this challenge and that structural and procedural issues are also evident barriers for other working groups. Lack of knowledge of potential cross linkages is a major barrier that was identified during this assessment, especially across the TILF and ECOTECH silos.

While it was acknowledged that process and communication mechanism reforms are underway and mechanisms for cross-reporting exist such as the project database and the document database, which includes all fora annual work plans and the ECOTECH and SCE reports, these mechanisms rely on individuals seeking out the information, a scenario that is not ideal in times of busy competing priorities and in consideration of the volunteerism ethic of APEC. Additionally, there is the SCE *Committee of the Whole* meeting (which all Chairs/Lead Shepherds are supposed to attend and make presentation on their annual work plans), but this limits information flow upwards from the fora to the SCE and does not necessarily translate into communication flow between and down to members of the subfora, unless meeting agendas and active Chairs/Lead Shepherds ensure this is the case.

Recommendation:

SCE4: Strengthen formal reporting processes across all APEC fora on current and proposed projects and activities.

Any such processes would need to be mindful of the resulting workloads generated and that this does not impose a significant increase in workload for subfora Chairs/Lead Shepherds and project overseers.

Of particular concern is the previously mentioned recognized need to synergize the priorities and activities between the HWG and the LSIF. While representatives of the LSIF have attended HWG meetings, substantive working arrangements have yet to be established. This has not only been repeatedly referred to by delegates during this independent assessment in both interviews and survey responses, but also by LSIF delegates and in documentation such as the Summary Report of the 2009 HWG policy dialogue.

Review of the LSIF Strategic Plan revealed that the mandate of the LSIF from APEC Leaders is: “addressing the challenges of **risk detection and prevention**, treatment and cure of the **communicable and life-style diseases** which afflict the people of the region” in order to “be more effective with our investment at every stage of the health care process, including **primary prevention against disease risks** and **focusing on most vulnerable populations**.”

This is a direct overlap with the mandate of the HWG to “plan and prepare for **health-related threats** to economies, trade and security, focusing mainly on **naturally-occurring and intentionally caused health threats** in the APEC region” in order to “**reduce the impact** of health-related threats to economies, trade and security by strengthening the regional capacity, with **emphasis on developing economies**, to plan, prepare for and respond to **public health emergencies** and address current **public health challenges**.”

It has also been noted during this assessment, that the LSIF has been more successful in forming meaningful working partnerships and collaboration with the international and private sectors and in seeking external funding to undertake this research and to develop innovations in its priority areas, areas for which the HWG has a mandate. These are areas that have already been highlighted in this report as a challenge for the HWG.

Other subfora reviews have highlighted potential overlap between APEC fora in relation to work pertaining to human security, an area for which both the HWG and the LSIF are also involved. A survey of member economies following the SOM meeting in February 2010, seeking comment on the existing APEC structure, including potential streamlining of subfora, indicates that it is timely to review opportunities to decrease duplication across APEC subfora and maximize opportunities to synergize, maximize collaboration opportunities with external stakeholders and experts, and maximize access to private sector funding.

While it is not within the scope of this assessment to determine whether, and if so – how, this amalgamation of the two fora would be structured, initial investigation and inquiries suggested that the most likely possibility would be to situate the HWG as an expert group over sighted by the LSIF in much the same way as the LSIF Planning Group has been developed.

The benefits to be gained by such an amalgamation between the HWG and the LSIF would include:

- Consolidation of their mandates and activities.
- Removal of current structural barriers to collaboration and cross-sectoral participation.
- Streamlining of secretarial and management processes and costs.
- Improving access to alternate funding sources for HWG activities.

There were however, some drawbacks to this arrangement that were noted during the assessment of the HWG:

- While the HWG has a high attendance rate and has always maintained quorum, this is not the case for the LSIF which according to the recent Quorum Check referred to earlier in this report has not had a quorum since 2008, so amalgamation of the HWG with the LSIF could potentially be detrimental to the HWG.
- The LSIF is a tripartite forum, unlike the HWG which is primarily a government representative body, so the appropriateness of LSIF over sighting the HWG may be problematic.
- While there are significant areas of overlap in the respective mandates of these groups, there are areas of distinction in the mandates such as the capacity building function of the HWG, which could potentially be disrupted in an amalgamation.

Nevertheless, the significant duplication between these two fora remains and the merits of a merger or restructure of these two fora need to be further explored to overcome this inefficiency.

This will require a comprehensive consultation process involving the SCE, CTI, HWG and the LSIF to determine whether the suggested structure for the amalgamated fora is appropriate and determine where the fora would subsequently be best situated within the APEC organizational structure. Additionally, this consultation process should include an assessment of the impact of potential further consolidation of subfora with similar or overlapping mandates.

Recommendation:

SCE5: *Undertake a comprehensive consultation process to assess the merits of an amalgamation or restructure of the HWG and the LSIF, taking into account the benefits and challenges identified by this assessment, to address existing efficiency issues and the current duplication of mandates.*

7. Conclusions

While no substantive performance measures are currently in place to measure the effectiveness and efficiency of the HWG, the independent assessment has found levels of satisfaction with the work of

the forum to be within a medium to high ranking. The following provides a summary of findings from the independent assessment of the HWG:

- The HWG is perceived as a highly relevant forum that is meeting the needs of member economies. It is well attended and a balance of economies is taking an active participatory role in its activities.
- The HWG is effectively implementing a broad range of activities and projects that reflect its priorities and objectives as set out in its TOR and in response to its mandate as directed by APEC Leaders.
- Collaboration and integration of HWG activities is recognized as being limited, but there have been recent moves to refocus on this area of activity, as outlined in the draft annual work plan for 2010.
- Activities and projects are generally meeting an exceptionally high standard of quality, although improvement could be made around the areas of enhancing TILF goals and multilateral participation. There is also a recognized need to move away from discrete time-limited and individual-economy-centric projects to more innovative, long-term, strategic and regionally focused projects.
- Secretarial and technical support needs to be strengthened as APEC moves through a period of significant change to ensure that the HWG continues to function effectively.
- The increasing number of costly projects is making it difficult to secure funds in an increasingly competitive market and there is a need for projects to seek alternative funding sources.
- Administration processes need to be strengthened to ensure that outcomes of HWG activities are communicated in a timely manner.
- There is an increasing level of overlap in mandate and activity with other APEC subfora, in areas such as human security, but particularly with the LSIF.

Hence the last recommendation of the assessment was for the SCE to undertake a consultation process to determine whether an amalgamation or restructure of these two subfora is more appropriate, in order to consolidate their mandate, streamline secretarial support, remove barriers to collaboration, and improve access to support and funding for HWG activities.

8. Appendix 1: Survey Invitation and Questionnaire

Survey Invitation

Independent Assessment of the APEC Health Working Group

The purpose of this survey, and review of the Asia Pacific Economic Cooperation (APEC) Health Working Group (HWG), aims to strengthen the prioritization and effective implementation of economic and technical cooperation through APEC fora and bring a more strategic perspective to APEC's capacity building and technical assistance.

In 2006, The Senior Officials' Meeting (SOM) Steering Committee on ECOTECH (SCE) undertook a fora review which identified three groups and task forces to undergo independent assessments in 2007. In recognition of the importance of the ongoing program of independent assessments to ensure APEC fora are strategic and effective, Ministers instructed further fora review and streamlining by the SCE, in 2007. Accordingly, the Budget and Management Committee approved the SCE project proposal for the independent assessment of the HWG in 2010.

This assessment is expected to produce an array of recommendations for consideration by the SCE and by the HWG itself to strengthen its work process. This survey has been designed to gather information that can inform those recommendations. I therefore invite you to be part of this evaluation. It specifically explores questions relating to HWG:

1. Outcomes
2. Impact "on the ground"
3. Strategic Direction
4. Collaboration
5. Administration

The information you provide will be treated **anonymously** and **in confidence** by the independent assessor, Ms Leanne Coombe, for the purpose of this evaluation only. Any information that can identify individuals will not be shared with any other person, except the assessor.

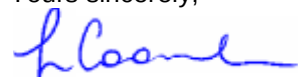
The preliminary results of the assessment will be distributed to all who participate in the survey and there will be an opportunity to provide feedback. The final outcomes of the assessment will be presented at the SCE3 meeting in September 2010.

The survey can be completed electronically and submitted directly by email, no later than **Friday 18 June 2010**.

If you have any queries in relation to the assessment or the survey of the HWG, please feel free to contact Ms Leanne Coombe at leanne_coombe@yahoo.com.au, who will respond as soon as possible, or by phone during Australian business hours on +61 4 8855 1500.

Thank you in advance for your time taken to participate in this survey.

Yours sincerely,



Leanne Coombe

Survey Questionnaire

1. Survey Respondent:

Name	
Position	
Organization	
Economy	
Email	
Telephone	

2. Outcomes of HWG Activity:

2.1 How would you rate the effectiveness of the HWG in producing outcomes?
(Please tick the most appropriate option)

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

2.2 In what areas is the HWG achieving the most outcomes?

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2.3 In what areas is the HWG achieving the least outcomes?

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2.4 How would you rate the effectiveness of the HWG in meeting each of the following objectives?

2.4.1 To enhance economies' capacity to minimize health-related threats.

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

2.4.2 To enhance APEC cooperation and integration of health-related efforts across relevant APEC sectors and fora.

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

2.4.3 To implement explicit priorities of Leaders and Ministers and to inform Leaders of emerging and re-emerging health threats.

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

2.4.4 To take a primarily strategic and efficient approach to determining priorities for cooperation.

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

2.4.5 To develop and implement initiatives in accordance with annually reviewed work plans.

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

2.4.6 To encourage and facilitate collaboration between health and other relevant sectors.

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

2.4.7 Please provide reasons for your answers.

3. Impact of HWG Activity:

Please answer the following questions in relation to the HWG programs, projects and activities over the last three (3) years.

3.1 How many HWG programs, projects and activities have been implemented in your economy?

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5+

3.2 Please list the programs, projects and activities implemented in your economy.

3.3 How would you rate the level of impact that the HWG activity has had in your economy?

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

3.4 Do you have any evidence to support the level of impact of HWG activity? Please provide details.

4. HWG Strategic Direction

4.1 How would you rate your satisfaction with the strategic priorities and directions of the HWG?

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

4.2 Please suggest ways to improve the strategic priorities and directions of the HWG for the future.

4.3 How would you rate the relevance of the Terms of Reference of the HWG to its priorities and APEC goals?

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

4.4 Please suggest ways to improve the responsiveness of the HWG to its priorities and APEC goals.

4.5 How would you rate your satisfaction with the level given by the HWG to gender considerations?

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

4.6 Please suggest ways to improve the level of consideration given by the HWG to gender issues and implications on policy and strategic direction.

5. HWG Collaboration:

5.1 Please suggest ways to develop synergies and improve collaboration with other APEC fora.

5.2 Please suggest ways to develop synergies and improve collaboration with non-APEC parties, including the private sector, civil society and other international organizations.

5.3 Please suggest ways for the HWG to access additional resources and opportunities to share programs or projects.

6. HWG Administration:

6.1 How would you rate the effectiveness and efficiency of the HWG in managing its tasks?

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

6.2 Please suggest ways to improve the management of HWG tasks.

6.3 How would you rate the effectiveness and efficiency of the HWG in assuring that its capacity building activities are contributing to the achievement of the APEC Bogor goals?

☐ Very Low ☐ Low ☐ Medium ☐ High ☐ Very High ☐ Undecided

6.4 Please suggest ways to improve capacity building activities so that they contribute to the achievement of the APEC Bogor goals.

7. Other Comments

7.1 Please provide any other comments you have about the HWG.

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Thank you for your participation

9. Appendix 2: HWG Terms of Reference

Mandate

The mandate of the Health Working Group is to plan and prepare for health-related threats to economies, trade and security, focusing mainly on naturally-occurring and intentionally caused health threats in the APEC region.

Goal

The goal of the HWG is to reduce the impact of health-related threats to economies, trade and security by strengthening the regional capacity, with emphasis on developing economies, to plan, prepare for and respond to public health emergencies and address current public health challenges.

Objectives

- To enhance economies' capacity to minimize health-related threats.
- To enhance APEC cooperation and integration of health-related efforts across relevant APEC sectors and fora.
- To implement explicit priorities of Leaders and Ministers and to inform Leaders of emerging and re-emerging health threats.
- To take a primarily strategic and efficient approach to determining priorities for cooperation.
- To develop and implement initiatives in accordance with annually reviewed work plans.
- To encourage and facilitate collaboration between health and other relevant sectors.

Membership

- Economies will designate their own members.
- Economies are encouraged to have at least one member from the health sector. Ideally, each economy would have at least two members - one from health and another from the trade, finance, economic, or foreign affairs sector. This will enhance collaboration between health and other relevant sectors.
- According to the topics of the HWG's discussion, each economy may wish to invite "advisors" to attend the HWG's meeting and activities.
- The HWG will invite as observers, representatives from relevant international organizations, with linkages with the identified priorities of the HWG to participate in its meetings and activities. This invitation and representation will be decided on a consensus basis by HWG members and will be in accordance with APEC Guidelines on this matter.
- The HWG will invite to its meetings ASEAN counterparts, as observers, as directed in the APEC-ASEAN Closer Cooperation Initiative Plan of Action (August 2007). Official ASEAN observership to APEC has already been granted.

Chairing and Internal Organization Arrangements

- Chairing duties will follow the Guidelines for Lead Shepherd / Chair and Deputy Lead Shepherd / Chair of APEC Working Groups and SOM Taskforces (Attachment I of the SCE Chair's Report, SCE II Meeting, April 2007).
- The Chair and the Vice Chair will be selected and endorsed by HWG members by consensus, taking geographic balance into account. Any exception will require the approval of HWG members.
- The term of the Chair will be for a minimum of 2 years. A Chair can seek one additional term, with a maximum of two consecutive two-year terms, upon endorsement of the HWG members.
- The Vice Chair will also hold a two year term, which will be staggered with the Chair's term (e.g. Chair 2008-2009, Vice-Chair 2009-2010) to ensure some continuity of leadership for the HWG.
- If a Chair or a Vice Chair is unable to continue his/her duties, a new Chair or a Vice Chair will be selected, preferably from the same economy.
- Ad hoc working groups to be established if/as needed.

Meeting Arrangements

- The HWG meetings will take place twice a year and will be aligned with the SOM to ensure maximum cross-sectoral collaboration with other APEC fora. The first meeting will help ensure that the HWG is able to set a strategic focus for the year; and the second meeting will allow it to report on progress made to Ministers and Leaders.
- Other meetings may be held, based on needs, emergencies, or when issues cannot be solved via electronic communications and the APEC Collaboration Site. Such meetings can also be aligned with other meetings in the region and will be convened based on consensus of the economies.

Reporting Requirements

- The HWG will report directly to the Steering Committee for ECOTECH and will regularly report to Senior Officials on emerging health-related issues of importance, as appropriate, throughout the APEC year.

Communications and Outreach

- Official letter or official E-Mail or fax transmission desirable.
- Use of website/s, e.g., APEC Secretariat website, APEC Information Management Portal and HWG website.
- The HWG will work closely with the APEC Secretariat to develop communications materials and/or develop modalities of communication in order to share and disseminate key learnings from the HWG with other organizations or other interested parties.

Modalities for Cooperation

- The HWG will operate on the principles of voluntarism, consensus-building and open dialogue.
- Activities would be determined based on a primary goal of improving public health and welfare, in terms of preparedness and response to health threats within economic, trade and resource contexts.
- Collaboration with other APEC fora and relevant international organizations.
- The HWG will work closely with other APEC fora to develop linkages and better understanding of the health impacts on other economic sectors.
- The HWG will work closely with the Life Science Innovation Forum (LSIF) in particular to ensure strong linkages between the work of the two groups. HWG will work with the APEC host economy to hold the HWG and LSIF meetings close together to ensure synergy of efforts.
- The HWG will work closely and collaboratively with relevant international organizations, to ensure better regional planning; sharing of information and lessons learned and ensure non-duplication of efforts.

HWG Projects

- The priority, management and evaluation of projects will be considered by the HWG against Leaders and Ministers directives, and the projects adherence to APEC guidelines and procedures.
- To ensure complementarities and to avoid duplication with projects undertaken by the other relevant APEC fora, project proposals will be made available to those fora by the Chair.
- The Project Evaluation Team, consisting of the HWG members, will assess project proposals to ensure appropriate quality control for those proposals submitted for consideration by SCE as per the current APEC guidelines. The projects will be ranked according to the SCE guidelines.
- Self-funded projects and activities of individual economies that meet the directives and guidelines above are encouraged.

Ministerial Meetings

- The HWG will follow the APEC guidelines on Ministerial meetings.
- The decision to hold a Ministerial Meeting will be based on a recommendation from the HWG that an emerging health issue demands Ministerial attention or will help advance strategic interests.
- The HWG will follow the SCE recommendation that the Ministerial meetings are well thought out in terms of format and substance of discussion, and planned well in advance to maximize Ministerial participation and substantive outcomes.

Review Clause

- The HWG will be subject to a review every four years.
- The review will be based on achievements against stated objectives and outputs, as well as consideration whether the group should continue to operate.
- According to the schedule of independent assessments, the first review will be in 2010.
- The TOR will be an evergreen document, reviewed annually ahead of the first SCE meeting of the APEC year.

10. Appendix 3: HWG Medium Term Work Plan

The Health Working Group will continue to identify opportunities to improve health security and prosperity in the region. In order to achieve this, the new HWG should take a leadership and coordinating role, as the expert group on health issues in APEC. Any activities that will be carried out through a new HWG should continue to relate to APEC core areas, particularly economic and technical cooperation.

The HWG could consider the following recommended areas of engagement:

- To further examine and address the links between health, trade and economic development and cooperation.
- To continue to strengthen APEC member economies capacity to respond to public health emergencies and emerging public health issues.
- To commit to broader and longer-term multi-sectoral cooperation and coordination between health experts and other sectoral experts.

The HWG should focus on a limited number of areas which could produce tangible results under the two-year terms of the Chair, as well as respond to specific Leaders directives. As a Working Group, it will be important to continue to identify areas of cooperation and capacity building that can be achieved, or substantially initiated, within this timeframe to ensure continued productivity and relevance of the HWG's work plan.

The APEC Health Ministers recommended in June 2007 that future work in APEC builds from the immediate emergency management of current health threats to maintaining systems and strategies that will be able to respond, while ensuring that we continue to invest and build our technical and structural responses to address future threats to health security.

Based on the results of the "HTF Report on the Implementation of the APEC Action Plan on the Prevention and Response to Avian and Influenza Pandemics", the HWG will continue to work on key elements of the Plan. Priority areas that have been identified are:

- Continuity of business and essential services through a deepened engagement of the private sector remains a key priority for ongoing work. This is an area that has been identified as critical to maintaining economic and social stability during a pandemic and other health emergencies;
- The momentum behind the multi-sectoral cooperation and collaboration must be maintained;
- The need for coordinated, consistent and culturally relevant risk communication approaches and information has been highlighted;
- Address agriculture and trade issues through enhanced collaboration with other APEC fora, particularly with the agriculture technical cooperation working group and APEC business advisory council; and
- Coordinated regional response to avian and human pandemic influenza by developing consistent approaches with international and regional organizations and civil society groups and ensuring non-duplication of efforts, is seen as important to ensuring an effective response.

APEC Ministers and Leaders also noted with concern the spread of HIV/AIDS, which requires a multi-sectoral approach and response. Enhanced cooperation within APEC and movement towards the goal of universal access to HIV/AIDS prevention, treatment, care and support by 2010 was called for.

Other potential priorities which have only begun to be addressed, and where there is merit to continue this work in APEC might include:

- Broader and longer-term coordination, especially between animal and human health experts, to reduce the risk of the emergence of other zoonotic diseases;
- Where applicable, improving awareness of and capacity to implement international regulations and recommendations, as outlined in the APEC health ministers' statement, 2007;
- Improving awareness of and capacity to implement international regulations and recommendations, such as the international health regulations, as outlined in the APEC health ministers statement, 2007;
- Improving cooperation and capacity of economies to promote international trade and the continued movement of people and goods, as appropriate, in the event of a health emergency;
- Business continuity and the maintenance of basic infrastructure and services during a public health emergency;
- Enhancing human resources and information communication related to health emergencies;
- Building a regular communication network mechanism for exchanging up-to-date information on

- health-related issues;
- Building our current infrastructure to address all events that could threaten health security (APEC HMM Statement);
- Strengthening public health capacity: members could collaborate to strengthen regional and domestic capacities for public health surveillance and response as well as epidemic preparedness in an effort to minimize morbidity, mortality and economic loss;
- Assessing the economic impacts of non-communicable diseases/lifestyle diseases, as appropriate;
- Examining the links between health, the environment and economic development by examining the economic impact of emerging and re-emerging zoonotic diseases, pollution and water quality as a result of changes in the environment.

The HWG will also function as a gateway to technical experts and also as a central policy “think tank”, which will center on inter-sectoral policy coherence and communications. An initial broad goal is to enhance and strengthen networking for a better response to regional health threats, including sharing relevant information in an effective and timely manner. In order to put this into effect, the HWG proposes to hold a policy panel with other APEC fora to discuss issues from their perspectives at one of the HWG meetings each year. The policy think tanks could examine the following topics:

- A policy forum on business continuity and maintenance of basic infrastructure (with invitations to ABAC; SMEWG; TFEP etc)
- A policy forum on the economic impacts of non-communicable diseases (LSIF; WHO; ABAC etc)
- A policy forum on vector-borne diseases (ATCWG; TFEP etc)

The final decision on the policy forum topics will be taken after the Terms of Reference and the work plan have been agreed to ensure that the topics meet the objectives of the HWG.

11. Appendix 4: HTF and HWG Activities

Project	Priority Area	Project No.	Year	Type	Total Cost (USD)	Requested Funding (USD)	Approved APEC Funding (USD)	Lead Economy	Co Sponsors (No.)	Indicated Status	Report on APEC Website	Included On HWG Website
HTF Activities												
Situation Assessment: Influenza Surveillance, and Pandemic Planning and Preparedness	Preparedness	HTF 01/2004	2004	Survey	90,500	37,500	37,500	USA	5	Closed		
Enhancing Influenza Surveillance, and Pandemic Planning and Preparedness	Preparedness	HTF 01/2005	2005	Training	223,900	153,050	141,050	USA	5	Closed		
APEC e-Health Initiative	E-Health	HTF 03/2005	2005	Seminar	400,000	30,000	30,000	Korea	3	Closed		
APEC Workshop on HIV/AIDS Management in the Workplace	HIV/AIDS	HTF 05/2005	2005	Workshop	118,000	63,000	63,000	Thailand	2	Closed		
Enhanced APEC Health Communications: Collaborative Preparedness in Asia Pacific	E-Health	HTF 01/2006	2006	Videoconferences	286,496	82,989	82,989	USA	2	Closed		*
Functioning Economies in Times of Pandemic	Preparedness	HTF 01/2006A	2006	Policy Symposium	118,760	57,500	57,500	Australia	2	Closed		*
Pandemic Preparedness Communications Workshop	Preparedness	HTF 02/2006	2006	Workshop	75,350	37,950	37,950	Canada	4	Closed		*
APEC Symposium on Emerging Infectious Diseases	Preparedness	HTF 02/2006A	2006	Policy Symposium	140,000	80,000	80,000	China	3	Closed		*
APEC e-Health Action Project	E-Health	HTF 03/2006	2006	Seminar	90,000	20,000	20,000	Korea	3	Closed		*
APEC Capacity Building Seminar on Avian Influenza	Preparedness	HTF 03/2006A	2006	Seminar	103,496	97,012	88,356	Japan	4	Closed		
Implementation of APEC Action Plan on the Prevention and Response to Avian and Influenza Pandemics: Progress review and building capacity for future work	Preparedness	HTF 01/2007A	2007	Workshop	98,060	74,752	74,752	Vietnam	5	Closed	2007	*
Public-private partnership for poultry industry standards and improved veterinary infrastructure to combat Highly Pathogenic Avian Influenza (HPAI)	Preparedness	HTF 01/2007S	2007	Seminar	95,000	0	0	USA	5	Implement		*
Pandemic Risk Communications: Building Capacity in International Media and Stakeholder Relations	Preparedness	HTF 02/2007A	2007	Workshop	131,250	59,350	59,350	Canada	2	Closed		*
APEC Training for Program Managers on TB/HIV	HIV/AIDS	HTF 03/2007A	2007	Training	115,350	108,900	108,900	Thailand	2	Closed		*

Project	Priority Area	Project No.	Year	Type	Total Cost (USD)	Requested Funding (USD)	Approved APEC Funding (USD)	Lead Economy	Co Sponsors (No.)	Indicated Status	Report on APEC Website	Included On HWG Website
HWG Activities												
Training Course for Rapid Response Team (RRT) on Human Highly Pathogenic Avian Influenza (HPAI) Containment	Preparedness	HTF 01/2008A	2008	Training	216,400	106,550	106,550	China	4	Closed	2009	*
Enhanced APEC Health Communications: Collaborative Preparedness in Asia Pacific	E-Health	HTF 02/2008A	2008	Videoconferences	209,910	96,910	96,910	USA	3	Closed		*
Development of an Information platform for Avian Influenza (AI) community Management and Engagement	Preparedness	HTF 04/2008A	2008	Website	120,000	100,000	100,000	China	4	Implement	2010	*
APEC Workshop for the Control Practice of Dengue Fever	Preparedness	HTF 05/2008A	2008	Workshop	78,620	43,600	43,600	Chinese Taipei	4	Closed		*
HIV As An Episodic Disability - Implications for Workplace Policies and Practices in APEC Economies	HIV/AIDS	HTF 06/2008A	2008	Training	119,150	57,525	57,525	Canada	3	Closed		*
Capacity Building Seminar on Social Management Policies for Migrants to Prevent the Transmission of HIV/AIDS	HIV/AIDS	HTF 07/2008A	2008	Seminar	128,750	98,650	98,650	Vietnam	2	Closed	2008	*
One World, One Health - Moving from Concept to Practice Through Risk Communications	Preparedness	HTF 08/2008A	2008	Workshop	132,350	69,040	69,040	Canada	2	Closed		*
Annual APEC e-Health Seminar (APEC e-Health Technical Forum)	E-Health	HTF 09/2008A	2008	Seminar	96,800	49,000	49,000	Korea	6	Closed		*
APEC Conference for the Surveillance, Treatment, Laboratory Diagnosis and Vaccine Development of Enteroviruses	Preparedness	HTF 1/2009A	2009	Conference	151,980	52,690	52,690	Chinese Taipei	2	Implement	2010	*
Leveraging Advances in Health IT to Prevent and Combat the Spread of Avian Influenza and other Infectious Diseases	E-Health	HTF 02/2009A	2009	Seminar	166,581	106,581	106,581	USA	4	Implement	2010	*
APEC Emerging Infectious Disease Network (EINet): Expert Roundtable Series on Hot Topics in Emerging Infectious Diseases	E-Health	HTF 04/2009A	2009	Videoconferences	100,000	50,000	50,000	USA	3	Implement		*

12. Appendix 5: Proposed Projects Awaiting APEC Approval

Project	Priority Area	Type	Total Cost (USD)	Requested Funding (USD)	Lead Economy	Co Sponsors (No.)
APEC e-Health Community Seminar	E-Health	Seminar	115,640	64,640	Korea	4
Capacity Building Project in Prevention and Control of Communicable Disease	Preparedness	Training	98,000	98,000	China	4
APEC capacity building Workshop on vaccination against avian influenza	Preparedness	Workshop	130,488	108,238	Vietnam	5
Health Promotion Training for APEC Members	HIV/AIDS	Training	130,000	108,000	Singapore	4
Enhancing Hospital Safety and Responding to Public Health Emergencies by Applying RFID	E-Health	Conference	95,300	59,845	Chinese Taipei	4
APEC Conference on Harm Reduction Approach to HIV/AIDS Control	HIV/AIDS	Conference	123,610	51,980	Chinese Taipei	4
Pilot Health Promotion InfoHub Project	E-Health	Website	180,000	159,000	Singapore	3
Medical Issues of Radiation Accidents and Catastrophes	Preparedness	Symposium	400,000	0	Russian Federation	0
Complex approach to the development of the Program for combating the spread of HIV/AIDS in APEC region	HIV/AIDS	Symposium & Research	15,298,400	0	Russian Federation	2

13. Appendix 6: No. of Economies Involved in Projects

Economy	Lead (Additional Projects Proposed in 2010)	Co-Sponsor (Additional Projects Proposed in 2010)	Total No. of Projects (Total If Approved in 2010)
Australia	1	7	8
Brunei Darussalam		4	4
Canada	4	9 (3)	13 (16)
Chile		1	1
Chinese Taipei	2 (2)	11 (3)	13 (18)
Hong Kong, China		1	1
Indonesia		2 (2)	2 (4)
Japan	1	1	2
Malaysia		2	2
Mexico		1 (1)	1 (2)
New Zealand		1 (1)	1 (2)
Papua New Guinea		1	1
People's Republic of China	3 (1)	7 (2)	10 (13)
Peru		4	4
Republic of Korea	3 (1)	4 (5)	7 (13)
Russian Federation	(2)	1	1 (3)
Singapore	(2)	4 (2)	4 (8)
Thailand	2	9 (6)	11 (17)
Republic of the Philippines		2 (2)	2 (4)
The United States	7	5 (1)	12 (13)
Viet Nam	2 (1)	6 (2)	8 (11)

14. Appendix 7: List of Changes Made

Section	Summary of Changes Made
1	Added EInet to Glossary
2	Inserted information about the HWG background and purpose
2.1	Included Summary of Recommendations as part of the Executive Summary
2.1.1	Amended SCE3 to reflect changes in section 6.6
2.1.1	Amended SCE5 to reflect changes in section 6.7
2.1.2	Amended HWG3 to reflect changes in section 6.1.2
2.1.2	Amended HWG4 to reflect changes in section 6.1.2
2.1.2	Amended HWG5 to reflect changes in section 6.1.2
2.1.2	Amended HWG21 to reflect changes in section 6.5
2.1.2	Amended HWG23 to reflect changes in section 6.7
4.2	Amended methodology to include reference to Appendix 7, which outlines changes made in response to feedback and comments from received SCE and HWG members on the draft report
5.3	Amended entire section and Table 1, to include additional information about attendance obtained from Meeting Summary Reports and a recent Quorum Check
6.1.1	Amended wording relating to 2010 'output objectives', to clarify that these are not 'new priority areas' as these have yet to be agreed and will be discussed at the September 2010 meeting
6.1.2	Amended wording and HWG3 to reflect above change in section 6.1.1
6.1.2	Added comments and amended HWG4 to indicate need to avoid duplicating other exchange programs, and that any programs developed should build on APEC goals
6.1.2	Reworded comments and HWG5 to clarify that the QAF scoring system is no longer used, but that consistent weaknesses in project proposals that were identified through this system, should continue to be considered to improve the quality of future projects
6.1.2	The range for the costs of projects was highlighted to draw attention to the fact that one of the proposed projects in 2010 will cost over \$15million.
6.1.2	Clarified sources of alternate funding
6.2	Added discussion of types of performance measures that need to be developed
6.2.1	Analysis of the scores was reworded to clarify that a medium rating is not necessarily a "low" rating, but it is "lower" than expected in light of positive attendance levels and support for the relevance of the group, indicating there are concerns with some aspects of the HWG activities
6.2.2	Comment was added highlighting the value of the regional networks created through the HWG
6.2.2	Work underway to develop procedural guidelines for multi-year projects was acknowledged and a comment added that this needed to include consideration of funding mechanisms.
6.5	Added comment on Leaders' directives for the gender equality within APEC and the impact that this could have on nominations to lead positions within the HWG if added as a requisite to the TOR
6.5	Amended HWG21 to reflect that this pertains to health related issues, in accordance with the HWG mandate
6.6	Added acknowledgement of changes to ECOTECH Framework and need to involve BMC in developing support mechanisms for sub fora
6.6	Added discussion of expertise required for Secretariat staff to fulfill workloads
6.6	Amended wording of SCE3 to include role of BMC
6.6	Added comment that appointments to Secretariat should be merit based, after clarifying appointment process with Secretariat
6.7	Amended HWG23 to specify aim and flexibility of inclusion of stakeholders in HWG workshops
6.7	Added comments about the need to consider impact of additional reporting requirements on workloads
6.7	Added discussion of the potential challenges that an amalgamation of the LSIF and HWG would encounter, and emphasized the need for a comprehensive consultation process to inform the most appropriate method for amalgamating or restructuring the two fora.
6.7	SCE5 was amended to rectify any perceived implication that an amalgamation was the sole intended outcome, and to clarify that it is the process required to assess the merit of potential alternative outcomes available to overcome the existing duplication of mandates between the HWG and the LSIF that is the basis of the recommendation