

APEC SMALL AND MEDIUM ENTERPRISE WORKING GROUP (SMEWG) STRATEGIC PLAN 2009-2012

I. Introduction

The SMEWG Strategic Plan has been developed to provide focus for the work of the SMEWG from 2009 until 2012.

II. Vision

That Small and Medium Enterprises (SMEs) and Micro Enterprises (MEs) in the APEC region are able, individually and collectively, to reach their fullest potential and thus contribute to the achievement of APEC's wider economic prosperity and integration goals of:

- Promoting free and open trade and investment by 2010 for developed economies and by 2020 for developing economies; and
- Advancing economic and technical cooperation to achieve sustainable growth and equitable development. Such efforts also facilitate trade and investment in the Asia-Pacific region.

III. Mission

The SMEWG's mission is to provide support and guidance for APEC economies to:

- Develop policy, business and regulatory environments that foster the growth and development of SMEs and MEs.
- Build the management capabilities of all SMEs and MEs owners and managers.
- Strengthen the skills SMEs and MEs need to access international markets.
- Give special attention and support the creation and growth of youth, women and minority-owned SMEs and MEs.

IV. Strategic Approach

In fulfilling its vision and mission the SMEWG will:

- Serve as forum for economies to enhance the policy dialogue and to develop their capacity to assist in strengthening the development and internationalization of SMEs and MEs. [Policy Dialogue]
- Use the SMEWG Strategic Plan as a guide for the implementation of collective and individual actions by APEC economies. [Collective and Individual Actions]
- Encourage economies to address concerns related to internationalization of SMEs and MEs within APEC. [APEC Goal]
- Work closely with the private sector to develop a business environment friendly to SMEs and MEs. [Public-Private Partnership]

- Execute capacity building programs to enhance the ability of APEC economies to implement collective and individual actions. [Capacity Building]
- Employ Key Performance Indicators (KPIs) that are specific, measurable, achievable, relevant and time-bound. [Key Performance Indicators]

V. Agreed Priorities and Actions to Implement the Mission 2009-2012

The priorities and actions stated below will serve as the basis for SMEWG's annual work plans from 2009 until 2012:

A. Priority: Business Environment

Action: Enhance the legal and regulatory framework, including promotion of cost efficient, uncomplicated and transparent administrative procedures.

Action: Facilitate market access for SMEs and MEs.

B. Priority: Building Management Capability and Promoting Entrepreneurship

Action: Improve information and guidance available to business owners.

Action: Increase opportunities for business owners to learn new skills.

Action: Encourage more business start-ups.

C. Priority: Market Access and Internationalization

Action: Increase access to information on market opportunities.

Action: Enhance market development and promotion skills.

Action: Identify and work to address barriers to SMEs' and MEs' full participation in international trade/markets within the APEC region.

D. Priority: Innovation

Action: Identify factors to accelerate innovation, including awareness and utilization of Intellectual Property Rights (IPR).

Action: Promote innovation as a key competitive advantage for SMEs and MEs.

Action: Educate and facilitate SMEs' and MEs' awareness, adoption and dissemination of emerging technologies, including Information and Communication Technology (ICT).

E. Priority: Financing

Action: Increase awareness and availability of wide-ranging sources of financing, from microfinance to venture capital.

Action: Encourage banks and financial institutions to develop policies that assist SMEs and MEs to access appropriate finance on mutually acceptable terms.

F. Priority: Raise awareness of Sustainable Business Practices

Action: Empower SMEs and MEs to recognize the value of and take advantage of the business opportunities provided by sustainable business environment.

Action: To promote sharing of sustainable business practices that would improve SME and ME development and growth.

Cross-cutting theme within every Priority: Youth, Women and Minorities

Action: Support youth, women and minorities to start-up, develop and strengthen their own businesses.

Action: Promote the creation of entrepreneur networks for youth, women, and minorities business owners.

VI. Project Development and Selection

SMEWG project proposals to develop capacity building activities should focus on issues/topics that will enable member economies to achieve the priority goals and individual action items in this Strategic Plan. Project proposals that have a direct link to these priority goals and action items will be given higher status in the proposal ranking by the SMEWG.

VII. Monitoring and Evaluation**A. Priority: Business Environment**

Medium Term KPI(s): [To be agreed at first 2009 meeting of SMEWG]

Project KPI(s): [List any relevant outcomes or deliverables from current and proposed projects supported by SMEWG *e.g. the development, by 2011, of a guide to regulations that make it easier to do business in APEC economies based on material presented at the SMEWG sponsored APEC Ease of Doing Business Seminars*]

B. Priority: Building Management Capability and Entrepreneurship

Medium Term KPI(s): [To be agreed at next meeting of SMEWG]

Project KPI(s): [List any relevant outcomes or deliverables from current and proposed projects supported by SMEWG]

C. Priority: Market Access and Internationalization

Medium Term KPI(s): [To be agreed at next meeting of SMEWG]

Project KPI(s): [List any relevant outcomes or deliverables from current and proposed projects supported by SMEWG]

D. Priority: Innovation

Medium Term KPI(s): [To be agreed at next meeting of SMEWG]

Project KPI(s): [List any relevant outcomes or deliverables from current and proposed projects supported by SMEWG]

E. Priority: Financing

Medium Term KPI(s): [To be agreed at next meeting of SMEWG]

Project KPI(s): [List any relevant outcomes or deliverables from current and proposed projects supported by SMEWG]

F. Priority: Sustainable Business Practices

Medium Term KPI(s): [To be agreed at next meeting of SMEWG]

Project KPI(s): [List any relevant outcomes or deliverables from current and proposed projects supported by SMEWG]

Cross-cutting theme within every Priority: Youth, Women and Minorities

Medium Term KPI(s): [To be agreed at next meeting of SMEWG]

Project KPI(s): [List any relevant outcomes or deliverables from current and proposed projects supported by SMEWG]

VIII. Review of Strategic Plan

The SMEWG will prepare a progress report on the implementation of this Plan, and against the KPIs, for submission to APEC SME Ministers before the end of 2010.

A final review of the 2009-2012 Plan and a 2013-2016 Strategic Plan will be presented at the APEC SME Ministerial meetings before the end of 2012.

TIMEFRAMES IMPLICIT IN SMEWG STRATEGIC PLAN

Deliverables	Timeframe
Discussion of Strategic Plan at 27 th SMEWG meeting	25 th August 2008
Endorsement of Strategic Plan at the 15 th SMEMM 2008 meeting	29 th August 2008
Implementation of 2009-2012 Plan commences	30 th August 2008
Agreement on nature and methodology for medium term KPIs at 28 th SMEWG meeting	Early 2009
First year progress report discussed at 29 th meeting of SMEWG	Late 2009
Mid-term progress report to the SMEMM 2010 meeting	Late 2010
Third year progress report to 33 rd meeting of SMEWG	Late 2011
Final report on achievements under the 2009-2012 Strategic Plan at SMEMM 2012 meeting and endorsement of 2013-2016 Plan	Late 2012