



**Asia-Pacific  
Economic Cooperation**

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**2017/SOM2/HRDWG/004**

Agenda Item: 7.3

## **HRDWG Strategic Plan 2017-2020**

Purpose: Consideration  
Submitted by: HRDWG Lead Shepherd



**42<sup>nd</sup> Human Resources Development Working  
Group Meeting  
Ha Noi, Viet Nam  
14 May 2017**

# Strategic Plan 2017-2020

## Asia Pacific Economic Cooperation (APEC) Human Resources Development Working Group (HRDWG)

### I. Introduction

First established in 1990, HRDWG has played an important role in building the region's human capacity. The goal of human resources development in APEC is to promote the well-being of all people and achieve sustainable and inclusive economic growth in the region.

In this context, HRDWG pursues actions under the guidance of APEC Leaders, HRD Ministers, and Education Ministers. Primarily, HRDWG exerts utmost effort to achieve the aims of APEC Leaders' priorities, and recommendations from Independent

Assessment, especially for Regional Economic Integration (REI), Inclusive Growth, Ease of doing business, Digital economy, and Services in the short term and long term. In 2012 and 2013, the APEC Economic Leaders' Declaration introduced a new Framework of Connectivity to their other goal statements citing postsecondary cross-border education as a major part of the connectivity agenda. As a result, the APEC Economic Leaders' Declaration in 2014 endorsed "APEC Connectivity Blueprint 2015-2025" to promote physical, institutional and people-to-people connectivity. The APEC Economic Leaders' Meetings held in 2015 and 2016 also acknowledged the importance of human resources development for deepening regional economic integration and building a connected community. In this regard, the 2017 APEC continues to strive to stimulate balanced and mutual growth of Asia-Pacific region in the digital age with the overarching theme "Creating New Dynamism, Fostering a Shared Future".

With these goals in mind, HRDWG works to make APEC Leaders' visions a reality, using this strategic plan as our road map.

### **APEC's Mission Statement:**

"APEC is the premier Asia-Pacific economic forum. Our primary goal is to support sustainable economic growth and prosperity in the Asia-Pacific region. We are united in our drive to build a dynamic and harmonious Asia-Pacific community by championing free and open trade and investment, promoting and accelerating regional economic integration, encouraging economic and technical cooperation, enhancing human security, and facilitating a favorable and sustainable business environment. Our initiatives turn policy goals into concrete results and agreements into tangible benefits."

## II. Mission Statement

The HRDWG's mission is to share knowledge, experience, and skills to strengthen human resource development and promote sustainable economic growth. A streamlined and focused set of objectives guide the three HRDWG networks in achieving the HRDWG mission:

- Develop 21<sup>st</sup> Century Knowledge and skills For All
- Integrate HRD into the Global Economy
- Address the Social Dimensions of Globalization

## III. Objectives

HRDWG has made significant progress in activities that facilitate the development of the APEC region's human resources through capacity building, education, and labor and social protection. In particular, these activities have been focused on:

- Strengthening the link among the 3 Networks (CBN, EDNET, LSPN) and other fora
- Gathering and strengthening internal capacity and resources of HRD to work for REI, Inclusive Growth, Ease of doing business, Digital economy, and services
- Building and strengthening HRDWG's self-sustainable support system
- Making HRDWG a cross-cutting working group in APEC and expanding the collaboration outside of APEC
- Providing people in the Asia-Pacific region with 21st Century competencies and skills, including soft skills, through education and training
- Promoting human resources development by strengthening markets and building organizational capacity in public, private and not-for-profit sectors
- Fostering strong and flexible labor markets and strengthening social protection and safety nets

## IV. Critical Success Factors (also called Key Performance Indicators/deliverables) & Prioritized Implementation Schedule

In order to respond to priority areas in the Human Resources Development, HRDWG has developed the HRDWG Strategic Plan 2017-2020 to achieve its mission. HRDWG will work on the five overarching priority areas, which are critical success factors (also called key performance indicators/deliverables) with the following prioritized implementation schedule and these are:

1. Convening and holding of HRDWG Meetings, during the following economies' year of APEC: Viet Nam (2017), Papua New Guinea (2018), Chile (2019) and **Malaysia** (2020).
2. Drafting, Endorsement and Submission of HRDWG Documents to SOM Steering Committee on ECOTECH (SCE).

3. Implementation of Follow-up actions to APEC Economic Leaders' and Ministers' Declarations and Mandates such as projects, workshops, forums, guidelines, toolkits, programs, researches, and so forth.
4. Continuous Implementation of the HRDWG Initiated Projects.
5. Other areas of work such as Review of HRDWG Independent Assessment (IA, 2014), Preparation of HRDWG Independent Assessment (IA, 2018), and Structural Reforms in Human Capacity Development in cooperation with APEC Economic Committee (EC).

| Prioritized Activities                             | OBJECTIVES   | START DATE | COMPLETION DATE | LEAD ECONOMY     | LEAD & CROSS FORA        | KEY PERFORMANCE INDICATORS/ OUTPUTS  |
|--|--|------------|-----------------|------------------|--------------------------|--|
| <b>1.<br/>Convention of<br/>HRDWG<br/>Meetings</b> | 1.1. Hold HRDWG Meetings to facilitate the forum's activities to mainstream human resources development within and beyond APEC | 2017       | 2017            | Viet Nam         | HRDWG Lead Shepherd (LS) | <ul style="list-style-type: none"> <li>● Hold annual HRDWG Plenary and Technical meetings, which include Network meetings to strengthen the forum's discussion and activities</li> </ul>   |
|  |  | 2018       | 2018            | Papua New Guinea | HRDWG Lead Shepherd (LS) | <ul style="list-style-type: none"> <li>● Hold HRDWG Lead Shepherd's Advisory Committee (LSAC) meetings and tele/video conference as required to facilitate and make the forum's plans, agendas and programs for upcoming event</li> </ul>  |
|  |  | 2019       | 2019            | Chile            | HRDWG Lead Shepherd (LS) | <ul style="list-style-type: none"> <li>● Invite guests and representatives of international organizations to the HRDWG related meetings (i.e. APRU, ASEAN Secretariat, PECC, PIF, ABAC, APEC Policy Support Unit, ATCWG, CTI, EC, EPWG, GOFD, HWG, MOI, SMEWG, PPSTI, PPWE, TWG, ABD, OECD, SEAMEO, UNESCO, UNICEF, ILO, World Bank, etc.) and facilitate cross-fora cooperation in the sphere of human capacity building, skills, education, supply chains, labour and employment issues</li> </ul> |
|  |  | 2020       | 2020            | Malaysia         | HRDWG Lead Shepherd (LS) |  |

|  |  |      |      |                  |                   |  |
|--|--|------|------|------------------|-------------------|--|
|  | 1.2. Convene Sectoral Ministerial Meetings and High Level Policy Dialogues (HLPD) to support APEC's mission        | 2017 | 2017 | Viet Nam         | HRDWG (CBN, LSPN) | <ul style="list-style-type: none"> <li>● Convene “the High Level Policy Dialogue on Human Resources Development in the Digital Age (HLPD on HRD in the Digital Age)” in Ha Noi, Viet Nam on 15 May 2017</li> <li>● Produce expected outcomes such as APEC Framework on Human Resources Development in the Digital Age and recommend actions on Strengthening and Enhancing Social Protection towards Social Inclusion in APEC</li> </ul> |
|  |  | 2018 | 2018 | TBC              | HRDWG (CBN, LSPN) | <ul style="list-style-type: none"> <li>● Prepare “the 7th APEC Human Resources Development Ministerial Meeting (HRDMM)”, which is planned to be held in 2018</li> </ul>  |
|  |  | 2020 | 2020 | TBC              | HRDWG (EDNET)     | <ul style="list-style-type: none"> <li>● Prepare “the 7th APEC Education Ministerial Meeting (AEMM)”, which is planned to be held in 2020</li> </ul>   |
| <b>2.<br/>Drafting,<br/>Endorsement,<br/>and<br/>Submission of<br/>HRDWG<br/>Documents</b> | 2.1. Draft and endorse HRDWG Documents within the forum and submit them to SOM Steering Committee on ECOTECH (SCE) | 2017 | 2020 | All 21 economies | HRDWG             | <ul style="list-style-type: none"> <li>● Draft and endorse annual HRDWG Work Plans, Strategic Plan 2017-2020, revised Terms of Reference, and annual HRDWG Report within the forum</li> </ul>  |

|  |   |      |      |                  |                   |  |
|--|---|------|------|------------------|-------------------|--|
|  |   |      |      |                  |                   | <ul style="list-style-type: none"> <li>● Draft, endorse and submit the abovementioned documents to the SCE</li> </ul>  |
| <b>3.</b><br><b>Follow-up actions of Leaders' and Ministers' Mandates</b><br><b>(i.e. Projects, Workshops, Forums, Guidelines, Toolkits, Programs, Researches, etc.)</b> | 3.1. Undertake follow-up actions from APEC Leaders' and Ministers' mandate                  | 2017 | 2020 | All 21 economies | HRDWG             | <ul style="list-style-type: none"> <li>● Prioritize Human Capital Development (2015, 2016), People-to-People Connectivity (2013, 2014) and the Promotion of Cross-Border Education (2012) as subjects of HRDWG activities</li> </ul>   |
|  | 3.2. Continue follow-up actions of the APEC Education Ministerial Meetings (AEMM)           | 2016 | 2020 | All 21 economies | HRDWG (EDNET)     | <ul style="list-style-type: none"> <li>● Promote and Encourage Submission of projects with their focus on the 6th AEMM (2016) general theme, which is "An Inclusive and Quality Education" and three sub themes, which are 'Competencies', 'Innovation' and 'Employability'</li> <li>● Develop 'APEC Education Strategy Action Plan' and update and disseminate 'Baseline Report on Current Status of Education in Asia-Pacific Region'</li> </ul> |
|  | 3.3. Continue implementation of the Joint Ministerial Statement of the APEC Human Resources | 2014 | 2018 | All 21 economies | HRDWG (CBN, LSPN) | <ul style="list-style-type: none"> <li>● Pursue and review "APEC HRD Action Plan 2015-2018 on Promoting Quality Employment and Strengthening People-to-People Connectivity through HRD"</li> </ul>   |

## Development Ministerial Meetings (HRDMM)

|      |      |                |                   |   |
|------|------|----------------|-------------------|---|
|      |      |                |                   | as recognized in the 6 <sup>th</sup> HRDMM (2014)   |
| 2017 | 2017 | Viet Nam       | HRDWG (CBN, LSPN) | ● Convene a ‘Workshop on the role of Labour Market Information to Human Resource Development in the Digital Age’ (11 May 2017 in Ha Noi, Viet Nam)  |
| 2017 | 2017 | Russia         | HRDWG (LSPN)      | ● Implement ‘Building a culture of prevention on OSH in APEC economies’ Project (12 April 2017 in Sochi, Russia)  |
| 2016 | 2017 | Australia      | HRDWG (LSPN)      | ● Convene a ‘Workshop on improving quality employment opportunities for women’ (6-7 March 2017 in Bangkok, Thailand)  |
| 2016 | 2017 | Australia      | HRDWG (LSPN)      | ● Convene a ‘Labour Mobility Workshop’ (18-19 February 2017 in Nha Trang, Viet Nam) and compose a ‘Project Advisory Team’ to draft ‘APEC Labour Mobility Framework’   |
| 2017 | 2018 | Chinese Taipei | HRDWG (CBN)       | ● Implement ‘APEC Skills Development Capacity Building Alliance (Project ASD-CBA): Promoting capacity building on skills development aiming to enhance people-to-people, institute-to-institute and project-to-project connectivity. A series of events include: 1) World Youth |



|   |      |      |                  |                          |   |
|---|------|------|------------------|--------------------------|---|
| 3.4. Develop work programs aimed at achieving the goals of High Level Policy Dialogues (HLPD) | 2017 | 2020 | All 21 economies | HRDWG (CBN, EDNET, LSPN) | Skills Day Workshop; 2) Seed Trainer Upskilling Program; 3) Competency Application and Talent Development Symposium   |
|   |      |      |                  |                          | <ul style="list-style-type: none"> <li>● Develop work programs identifying and developing 21<sup>st</sup> century skills that are aligned with global education, training, and best practices that increase people's employability, mobility, productivity, and ability to respond to labour market demands, which were emphasized in the HLPD on Human Capacity Building (2015)</li> <li>● Develop work programs prioritizing development of 21<sup>st</sup> century science, technology and innovators, enhancement of students and researcher mobility, STEM and Cross border education, and cooperation in higher education as stated on the HLPD on Science and Technology in Higher Education (2015)</li> </ul> |
|   | 2016 | 2017 | Russia           | HRDWG (LSPN)             | <ul style="list-style-type: none"> <li>● Conduct a 'Study on APEC Member Economies Experiences in Raising the Retirement Age'</li> </ul>  |
|   | 2016 | 2017 | Russia           | HRDWG (LSPN)             | <ul style="list-style-type: none"> <li>● Conduct a 'Study on APEC Member Economies Experiences in</li> </ul>  |

|  |      |         |                 |                 |  |
|--|------|---------|-----------------|-----------------|--|
| 3.5. Implement projects under the direction of “APEC Services Competitiveness Roadmap Implementation Plan 2016-2025” to facilitate the mobility of skilled labour and professionals and to ensure the quality of skills and competencies those meet the market needs |      |         |                 |                 | Providing Long-Term Public Care for Senior Citizens’   |
|  | 2017 | 2017    | Chinese Taipei  | HRDWG (EDNET)   | ● Implement a project, ‘Advancing Career Development of Athletes in the APEC Region’   |
|  | 2016 | 2017    | Australia       | HRDWG (LSPN)    | ● Develop a ‘Policy Framework for Labour Mobility in the APEC Region’  |
|  | 2017 | 2018    | Australia       | HRDWG (CBN)     | ● Conduct consultation and develop the concept for an ‘Integrated Referencing Framework for Skills Recognition and Mobility in TVET’   |
|  | 2017 | 2018    | Peru            | HRDWG (CBN)     | ● Implement ‘APEC Knowledge Network on Best Practices for Employability Soft-skills Development’ project   |
|  | 2016 | 2017/18 | Australia; Peru | HRDWG(CBN); TWG | ● Develop an ‘APEC Occupational Standards Framework’ for adoption by APEC to identify the core skills required of industry in priority sectors, initially through a Test in the Travel, Tourism and Hospitality Industry |
|  | 2016 | 2017    | Chinese Taipei  | HRDWG (EDNET)   | ● Conduct a project ‘Skills Training in Industry-Academia Collaboration in CTE: Best Practices and Implementation in the Engineering, Hospitality and Innovative Entrepreneurship Fields’, with a three-day workshop     |

|   |  |      |          |                 |               |   |
|---|--|------|----------|-----------------|---------------|---|
|   |  |      |          |                 |               | (25-27 April 2017 in Taipei, Chinese Taipei)  |
|   |  | 2017 | 2017     | U.S.            | HRDWG (CBN)   | ● Implement Project DARE (Data Analytics Raising Employment)—An Employer Driven mobility in TVET                                  |
|   |  | 2015 | 2017     | U.S.            | HRDWG (EDNET) | ● Implement ‘Global Competencies and Economic Integration’ Project  |
| <b>4. Continue Implementation of HRDWG-initiated Projects</b> | 4.1. Continue efforts on enhancing cross-border education and mobility of students, researchers, and education providers | 2017 | 2018     | Australia       | HRDWG (EDNET) | ● Development of ‘APEC Guiding Principles for Research Integrity’ under project Phase Two   |
|   |  | 2016 | 2017     | China           | HRDWG (EDNET) | ● Hold ‘Workshops for APEC Economies: PISA, TALIS, and Reforms in Basic Education’ in 2017  |
|   |  | 2016 | 2017     | Japan; Thailand | HRDWG (EDNET) | ● Produce ‘Textbook Development for Energy Efficiency, Energy Security and Energy Resiliency’                                     |
|   |  | 2015 | On-going | Australia       | HRDWG (EDNET) | ● Grant ‘APEC Women in Research Fellowships’ as established under APEC Scholarship and Internships Initiative (2015)              |
|   |  | 2005 | On-going | Korea           | HRDWG (EDNET) | ● Implement ‘APEC Future Education Consortium: Focusing on APEC Network of ICT Model Schools for Future Education (AFEC)’ Project |
|   |  | 2004 | On-going | Korea           | HRDWG (EDNET) | ● Implement ‘APEC Learning Community for Shared Prosperity (ALCom)’ Project   |
|   |  |      |          |                 |               |   |

|  |              |                  |                  |               |  |
|--|--------------|------------------|------------------|---------------|--|
| 4.2. Continue efforts on enhancing cooperation in higher education   | 2017         | TBC              | Australia        | HRDWG (EDNET) | ● Propose and Implement ‘APEC Cross-Border Higher Education Data Collection’ Project   |
|  | 2016         | 2017             | Australia        | HRDWG (EDNET) | ● Implement ‘APEC Quality Assurance in Online Education’ Project   |
|  | 2016         | 2017             | China            | HRDWG (EDNET) | ● Conduct a ‘Research on Mutual Recognition of Credits among Universities in the APEC Region’  |
|  | 2014<br>2015 | On-going<br>2020 | China            | HRDWG (EDNET) | ● Employ utilization of platforms such as the APEC Higher Education Research Center (AHERC) and APEC Education Research Network (AERN) |
| 4.3. Promote Science, Technology, Engineering and Math (STEM) education to cultivate human resources and individual talents for innovation | 2017         | 2018             | Russia           | HRDWG (EDNET) | ● Implement ‘The Open Environment for Math Education in APEC Schools—Phase 2’ Project  |
| 4.4. Promote and assure the transparency, quality and accessibility of primary, secondary, and general education and life-long learning    | 2017         | 2020             | All 21 economies | HRDWG         | ● Propose and Implement relative projects  |
| 4.5. Implement capacity building projects on specific policy themes and service delivery issues, including training programs               | 2006         | On-going         | Korea            | HRDWG (EDNET) | ● Implement ‘APEC e-Learning Training Program (AeLT)’ Project  |

|                  |  |      |      |                  |                          |  |
|------------------|--|------|------|------------------|--------------------------|--|
| <b>5. Others</b> | 5.1. Implement recommendations from Independent Assessment (IA, 2014) and prepare the upcoming IA (to be conducted in 2018)        | 2014 | 2017 | All 21 economies | HRDWG Lead Shepherd (LS) | <ul style="list-style-type: none"> <li>● Implement the following seven (7) recommendations from the IA (2014):</li> <li>1) Improve the process for developing high-quality, high-priority Concept Notes.</li> <li>2) Ensure that HRDWG objectives align with all APEC mission and priority statements.</li> <li>3) The Lead Shepherd should consider additional, low-cost opportunities to develop future HRDWG leaders.</li> <li>4) Structure meetings to maximize time dedicated to substantive discussion.</li> <li>5) Refine selection criteria and desired skill sets for the Lead Shepherd.</li> <li>6) Take evaluation seriously at all levels, including project planning and implementation.</li> <li>7) Demonstrate continued commitment to gender equality in all HRDWG activities and projects.</li> </ul> |
|                  | 5.2. Draft and Endorse APEC Economic Policy Report (AEPR) 2017 on Structural Reforms in Human Capacity Development” in cooperation | 2017 | 2017 | All 21 economies | HRDWG Lead Shepherd (LS) | <ul style="list-style-type: none"> <li>● Draft and Endorse APEC Economic Policy Report (AEPR) by August 2017, which is focused on Structural Reforms in Human Capacity Development as the</li> </ul>   |

|  |                                   |  |
|--|-----------------------------------|--|
|  | with APEC Economic Committee (EC) | Economic Committee (EC)'s flagship annual report featuring structural reforms undertaken both regionally and within member economies |
|--|-----------------------------------|--|

For detailed information about projects, please refer to

**Annex 1.** APEC HRD Action Plan 2015-2018 on Promoting Quality Employment and Strengthening People-to-People Connectivity through HRD (2014/HRDMM/017)

**Annex 2.** HRDWG Work Plan 2017 (To be added after endorsement of an updated version in May 2017)

## V. HRDWG Project Development and Ranking

In HRDWG Terms of Reference (TOR), Article VI. mentions about HRDWG Strategic Operations with its focus on APEC Projects. HRDWG operations are undertaken mainly via APEC project, which are primary means of sharing knowledge and skills in promoting human resources development. Usually, HRDWG projects identify and share the following issues:

- Policies and planning priorities to support HRD objectives
- Research-based HRD practices with empirical evidence of outcomes
- Relevant statistics on HRD topics
- Training to support implementation of policies and promising practices

Since HRDWG is composed of three networks in relation to Capacity Building (CBN), Education (EDNET), and Labour and Social Protection Network (LSPN), the HRDWG should ensure effective and efficient development and evaluation of projects. In this regard, project development and ranking are critical processes in the forum. The HRDWG TOR directs the forum to take the following steps:

- Propose a series of projects that build findings cumulatively from project to project to create a significant knowledge base to inform policy and practice addressing HRDWG priorities
- Approve projects with broad member support and encourage projects with paired member oversight
- Design and implement projects to add maximum value in using project resources
- Coordinate projects and activities with others where significant improvements in efficiency or effectiveness are likely to result and in accordance with APEC rules and guidelines
- Publicize HRDWG to expand awareness of HRDWG activities, results, and products throughout the APEC region
- Evaluate projects by implementing guidelines for evaluation and reporting of APEC projects

HRDWG prioritizes APEC Leaders' and Ministers' directives to undertake the forum's activities through their declarations and joint statements. To respond to their mandates, HRDWG develop Work Plans in regards to HRD as well as Cross-fora issues, including cross-border education, labour mobility, quality employment, which will strengthen regional economic connectivity, fostering sustainable, creative and inclusive growth, supporting micro, small and medium firms. HRDWG will continue its commitment to ensure high quality project design, preparation, implementation and monitoring processes and respond to Independent Assessment (IA) to align its vision and mission with APEC's mission statement.

## VI. Review of Strategic Plan

The HRDWG will prepare a progress report on the implementation of this Plan when updating the strategic plan in 2020.

## **Annex 1. APEC HRD Action Plan 2015-2018 on Promoting Quality Employment and Strengthening People-to-People Connectivity through HRD (2014/HRDMM/017)**

### **APEC Human Resources Development Ministerial Meeting September 5-6, 2014, Ha Noi, Viet Nam**

#### **Action Plan (2015-2018)**

#### **Promoting quality employment and strengthening people-to-people connectivity through HRD**

We, the Ministers responsible for human resource development from APEC economies and Heads of Delegations to the APEC Human Resources Development (HRD) Ministerial Meeting on September 5-6, 2014 in Ha Noi, Viet Nam, recognize that the Human Resources Development Working Group (HRDWG) aims to fulfill the goals and reflect the themes set forth by the Bogor Goals APEC Growth Strategy as outlined in the 2010 Yokohama Vision and the 2013 Leaders' Bali Declaration.

The core mission of the HRDWG is to share knowledge, experience, and skills to strengthen HRD. To that end, the HRDWG pursues greater connectivity to meet current needs while looking ahead to marshal purposeful partnerships for sustainable and inclusive economic growth, recognizing the urgency of region-wide partnerships across APEC member economies to create decent, productive and quality jobs with social protection for a skilled workforce. In pursuing the actions within the plan, all economies will work to enhance the participation of women in the economy.

#### **I. Strategic Approaches**

Priority areas should include recognizing the increasing need for collaboration in people-to-people connectivity and quality employment, drawing on the diversity within APEC and harnessing the strengths of individual APEC economies. The HRDWG strives to implement this Action Plan by

- Taking further steps toward creating and expanding economic opportunities for our stakeholders and addressing issues that threaten and undermine inclusive economic growth such as gender discrimination, income inequality, informality, and restrictive/limited access to education and training opportunities.
- Playing an important role in coordinating information sharing, transparency, and capacity building, and holding policy dialogues and workshops between and among APEC economies and key stakeholders.
- Encouraging efforts to strengthen partnerships involving government, private sector, non-governmental organizations, education and training institutions and multilateral institutions to fortify and expand HRD infrastructure and capacity.
- Ensuring that the needs of the most vulnerable groups in society such as youth, women, migrants and people with disabilities are addressed through inclusive design, implementation, monitoring, and evaluation of HRD initiatives.
- Deepening the HRD capacity of developing economies to compete on a level playing field in the global marketplace.
- Promoting the importance of gender equity and other social justice issues within HRD.
- Encouraging youth employability by addressing the school to work transition as well as improving the quality of education.



## II. Priority Areas and Actions

### APEC HRDWG 2015-2018 Action Plan

We call on the HRDWG to consolidate resources and take concrete actions to fulfill priorities in pursuit of the Joint Ministerial Statement. The priority areas and actions are to work together to enhance connectivity, serving as the primary basis for the HRDWG to establish its annual work plans during the next four years.

#### **A. Supporting inclusive and sustainable growth to address the social dimensions of globalization, including equality and needs of vulnerable groups**

Priority areas should include quality job opportunities through employment--oriented growth, active labour market policies, equal access to training and public employment services within member economies, joint protocols for safety and health, and improved social protection policies.

To help APEC economies in the promotion of an inclusive and sustainable growth and enact the necessary social protection policies and measures in an environment of peace and prosperity, the HRDWG's actions should include:

- Promoting higher quality and productivity jobs through greater labour force participation and cost effective labour market programs.
- An ongoing focus on the impacts on employment due to economic integration, restructuring, industrial transformation, trade fluctuations and inequality, including harnessing the new job opportunities emerging from new sectors, professions, and technology.
- Promoting the sustainability of social protection measures and systems.
- Pursuing better labour market policies and pension reform to help address the ageing population process, youth bulge, and other demographic challenges.
- Enhancing the role of women in the workforce by identifying, developing and promoting successful workplace strategies and programs that address gender--specific societal and health challenges adversely affecting their participation in the labour market.
- Improving labour market policies and programs to take advantage of of the youth bulge.
- Developing policies that protect other vulnerable groups, such as people with disabilities, migrants, unskilled workers and long--term unemployed.
- Supporting measures for accessibility of social protection services where appropriate to cover workers in the informal sectors and migrant workers.
- Supporting measures to transition workers from the informal to the formal economy.
- Promoting collaborative research through the APEC Secretariat Policy Support Unit (PSU) and through universities and research institutes around the APEC region which host APEC Study Centers (ASCs) to examine regional trends and challenges related to safe workplaces to identify potential initiatives and best practices for collective and individual action by APEC member economies.
- Encouraging youth employability policies to enable young people to obtain productive jobs with upward earnings prospects.
- Continuing the sharing of experiences and best practices on public employment services and effective labour market information systems."
- Fostering the improvement of access to higher level and technical education.

#### **B. Enhancing human resource quality to meet supply chain demands**

## **APEC HRDWG2015-2018 Action Plan**

Priority areas should focus on the development of employment and skills strategies linked to the needs of industry and supply chains.

The HRDWG's actions should include:

- Developing of adaptability skills and youth employability in driving a new period of growth.
- Working with governments to enhance the quality of education and facilitating greater access, in order to improve youth employability.
- Developing the skills of trainers and managers to equip them to better lead a 21<sup>st</sup>-century workforce
- Continuing the collaboration among governments, VET providers and industries in ensuring that skills and professions meet labour market requirements through the development of a capacity building plan.
- Promoting mobility and skills development of workers to encourage economic equality and prosperity throughout the region.
- Advocating for policies that ensure the development of the right skills for the right jobs and creating a skilled workforce that matches labour supply and demand.

### **C. Facilitating mobility of labor and skills development**

Priority areas should include skills mapping and development, addressing skills shortages and mismatches, improving recognition of qualifications and competencies and the enhancement of cross--border labour mobility while recognizing the importance of social protection.

To help APEC economies to manage their labour markets efficiently and drive economic growth, the HRDWG's actions should include:

- Enhancing skills mapping cooperation to identify current and future needs and potentials in the region, including building on the APEC "Skills Mapping Project".
- Identifying opportunities for improving recognition of qualifications, competencies and training systems to facilitate skills mobility to enhance human resource quality and develop skills that better meet global supply chain demands.
- Taking into account of the experiences and lessons learnt from other international fora where APEC Economies may participate (i.e. Union of South American Nations -- UNASUR, South Common Market - MERCOSUR, Andres Bello Agreement, Pacific Alliance, among others) to obtain information that helps improve recognition of qualifications and educational systems.
- Coordinating of the capacity strengthening training and re--training systems in order to develop improved employment opportunities and deliver the needed workforce to generate and promote sustainable growth as well as guarantee of safety for international workers.
- Encouraging the establishment of Public Private Partnership for capacity building and collaborative efforts between various sectors in nurturing skilled employees for available jobs while fostering continuing education, lifelong learning and skills improvements.

## **APEC HRDWG2015-2018 Action Plan**

- Supporting a long-term, regional, and sector-based framework of cooperation on facilitating mobility of professionals, researchers and skilled workers to promote workforce development, including building on the APEC "Strengthening Mobility of Professional Engineers Project".

### **III. Follow-up Mechanisms**

We authorize the HRDWG to take the lead in monitoring implementation, regular evaluation and vigilantly report on the progress completed on this in the HRDWG's annual meeting. We encourage the sustained monitoring and periodic assessment of effectiveness of participation and actions of APEC member economies through surveys, consultations, recording and reporting mechanisms. For this point, it would be useful to get indicators that would allow economies to have a better understanding and supervision of the progress made.

We instruct the HRDWG to work with Small and Medium Enterprises Working Group, Policy Partnership on Women and the Economy and other substructures and fora in APEC, including ABAC, to ensure coordination for effective expeditious Action Plan implementation and identification of specific goals on which the sub-networks under HRDWG collaborate. The HRDWG should draw on the findings of previous projects and the experience of relevant international and regional organizations to ensure enhanced resource use, effectiveness and efficiency of its cooperation and capacity building activities.

We encourage projects that support the APEC Leaders' Growth Strategy of sustainable, inclusive and balanced economic and social development. Recognizing that high inequality threatens to stall future progress against poverty by attenuating growth prospects and to help APEC economies identify and develop flexible and responsive inclusive economic growth policies we urge the HRDWG to address the impediments of inequality by promoting greater social dialogue among member economies, academics, international organizations, private sector experts and worker organizations.

We urge economies active participation in the priority areas of this Action Plan. We call on APEC members to establish regional training centers, conduct high level dialogues on human capital development and form networks and public private partnerships with the goal of building capacity in such areas as vocational training, improved workplace safety. We encourage economies to establish and promote partnerships with the private sector to advance human resource development throughout the Asia Pacific region. We urge the HRD to take all necessary measures to support these efforts.

The HRDWG is to produce a report on the performance of this Action Plan for presentation in the next Ministerial Meeting for assessment.

**Annex 2. HRDWG Work Plan 2017 (to be added after endorsement of an updated version in May)**