

CAPACITY BUILDING NETWORK (CBN) ROADMAP 2022-2025

Background / Rationale

The unprecedented impact of the COVID-19 pandemic across the APEC economies calls for key policy reforms in education, labor market and human resources development.¹ The COVID-19 pandemic has abruptly forced many economies to adopt and face the Fourth Industrial Revolution (4IR) which brings technological transformation, disruptions, digitization and digitalization, new work practices, increasing productivity, job displacement, creation of new jobs and the requirement for new knowledge and skills.²

Given this, capacity building is an important tool in responding to labour market changes. The United Nations defines capacity building *as the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.*³ Furthermore, an essential ingredient in capacity-building is transformation that is generated and sustained over time from within, the kind that goes beyond performing tasks to changing mindsets and attitudes.

In APEC, the Human Resources Development Working Group (HRDWG) plays a critical role in the capacity building initiatives of the Asia-Pacific community. In particular, the Capacity Building Network (CBN), which is focused on skills development, human resource management and vocational training, responds through cross-cutting collaboration to facilitate 21st century talent, enhance employability and provide quality and decent employment across economies. It has to ensure that economies are able to respond to the skills and human resources requirements of industry to support post-pandemic recovery.

While there is already the draft HRDWG Strategic Plan 2021-2025 and the annual HRDWG Work Plan, a focused Roadmap is needed for the CBN to ensure that its initiatives and programs support the HRDWG, as well as complement the work of EDNET and LSPN.

The mission of the CBN Roadmap for 2022-2025 is to facilitate knowledge sharing, skills development, human resource management, and vocational training programs and services that contribute towards post-pandemic recovery and a more resilient and inclusive Asia-Pacific Community.

The Roadmap is anchored on the HRDWG Strategic Plan 2021-2025 and is supportive of the HRDWG mission of “sharing knowledge, experience, and skills to strengthen human resource development and promote sustainable economic growth.” It is also in sync with the Putrajaya Vision 2040, specifically on the two pillars on Innovation and Digitalization, and Strong, Balanced, Secure, Sustainable and Inclusive Growth. Further, the roadmap is relevant to the APEC Framework on Human Resources Development in the Digital Age and the APEC Services Competitiveness Roadmap (ASCR) Implementation Plan 2016-2025 by ensuring the quality of skills and competencies meet the supply chain demands of the region.

Likewise, the CBN Roadmap and Action Plan is well-aligned with the HRDWG Detroit Non-Binding Principles and Recommendations for Equality and Inclusion in Education, Training, and Employment, as well as with the HRDWG Arequipa Goals. This highlights and substantiates CBN’s commitment to pursuing equality and inclusion, especially for people with disabilities, and promoting full and high-quality employment through skills development.

¹ COVID-19 Crisis Deepens Contraction in the APEC Region: Report https://www.apec.org/Press/News-Releases/2020/0706_ARTA

² APEC Regional Trends Analysis - New Virus, Old Challenges and Rebuilding a Better Asia-Pacific; APEC amid COVID-19: Navigating Risks and Opportunities. <https://www.apec.org/Publications/2020/11/APEC-Regional-Trends-Analysis---November-2020>

³ United Nations. *Capability Building*. <https://www.un.org/en/academic-impact/capacity-building>

The CBN Roadmap 2022-2025 has four (4) Strategic Directions which shall be the overarching themes of the Network, namely:

1. Foster an environment for the cultivation of a **new mindset** towards capacity building.
2. Encourage economies to prioritize strengthening the **digital capacity** of their constituents through formal and informal means.
3. Undertake efforts to **reskill and upskill** workers in response to post-pandemic economic recovery.
4. **Restyle** capacity building initiatives to take into consideration new or updated systems, processes, and procedures.

To achieve these strategic directions, there are specific strategies outlined in the Roadmap for economies to undertake. These include strengthening industry involvement, advocating digitalization activities, strengthening institutional mechanisms and policies, ensuring inclusivity, developing more research/studies, and promoting mutual recognition of skills and lifelong learning. Due to the cross-cutting nature of some strategies, these goals impact multiple strategic directions.

All CBN member economies will identify specific initiatives and projects to be linked to the identified strategies of the Roadmap.

To ensure the attainment of the vision and strategic directions of the Roadmap, the following foundations must be in place:

1. An active and engaged CBN member economies and APEC Secretariat
2. Close collaboration with other relevant APEC groups such as the Policy Partnership on Women and the Economy, APEC Business Advisory Council, Digital Economy Steering Group, among others
3. Ensuring the Roadmap's alignment to taskings by APEC Leaders and Ministers, as well as HRD and Education Ministers

Putrajaya Vision 2040

An open, dynamic, resilient and peaceful Asia-Pacific community by 2040, for the prosperity of all our people and future generations.

Innovation and Digitalization

Strong, Balanced, Secure, Sustainable and Inclusive Growth

HRDWG Goal

To promote the well-being of all people and achieve sustainable and inclusive economic growth in the region.

Capacity Building Network Roadmap 2021-2025

Mission Statement

CBN facilitates knowledge sharing, skills development, human resource management, and vocational training programs and services that contribute towards post-pandemic economic recovery and a more resilient and inclusive Asia-Pacific community

Strategic Directions

1

Foster an environment for the cultivation of a **new mindset** towards capacity building.

2

Encourage economies to prioritize strengthening the **digital capacity** of their constituents through formal and informal means.

3

Undertake efforts to **reskill and upskill** workers in response to post-pandemic economic recovery.

4

Restyle capacity building initiatives to take into consideration new or updated systems, processes, and procedures.

Proposed Strategies

1. **Adapt** to the new normal setup that revolves around education and work from home setting¹⁴ *(Russia)*
2. **Promote** global standards for world-class competencies¹²⁴ *(Australia, Philippines)*
3. **Advance** human resource management and skills development training focusing on pandemic recovery¹³⁴ *(China)*
4. **Support** the development of knowledge management system on capacity building best practices and studies/researches, including on lifelong learning¹²³⁴
5. **Extend** vocational training programs to vulnerable sectors, including PWDs¹²³⁴ *(Korea)*
6. **Advocate** the digitalization of assessment and certification methods²⁴
7. **Pursue** greater industry involvement and alignment in all capacity building activities²⁴ *(Australia)*
8. **Strengthen** institution to institution vocational training system³⁴ *(Chinese Taipei)*
9. **Support** flexible and responsive TVET systems that deliver professional, new, and just-in-time skills to upskill and reskill workers, including microcredentialing³⁴ *(Australia, Thailand)*
10. **Encourage** benchmarking and referencing of skills to support labour capacity and mobility, as appropriate, in accordance with the domestic context.⁴

Foundation

1. HRDWG Strategic Plan 2021-2025
2. Active & engaged CBN member economies and APEC Secretariat
3. Close collaboration with relevant APEC groups (PPWE, ABAC, Digital Economy Steering Group, etc.)
4. Alignment to taskings by APEC Leaders and Ministers, as well as HRD and Education Ministers

HRDWG CAPACITY BUILDING NETWORK (CBN) ACTION PLAN 2023-2025

“To contribute to post-pandemic economic recovery and a more resilient and inclusive Asia-Pacific community through skills development and capacity building”

STRATEGIES	ACTIVITIES <i>(to be identified by economies)</i>	LEAD ECONOMY	TIME FRAME
Strategic direction 1: Foster an environment for the cultivation of a <u>new mindset</u> towards capacity building			
(i) Promote sharing of best practices and benchmarking activities through regional fora, conferences, etc.	<ul style="list-style-type: none"> Integrating Sustainability Practices in Technical Vocational Education and Training (TVET) 	Philippines	2023-2025
	<ul style="list-style-type: none"> Facilitating the exchange of best practices and policy experiences to explore the opportunities and challenges presented by emerging issues, such as digital caregiving services, while collaboratively brainstorming strategies to bridge digital divides. 	Chinese Taipei	2023
	<ul style="list-style-type: none"> Integrating the public-private cooperation and cross-sector collaboration experience of creating gender-sensitive training programs into a Toolkit and conducting a workshop to share best practices. 	Chinese Taipei	2023-2024
(ii) Conduct regional studies / research	<ul style="list-style-type: none"> Collaborative research and impact assessment on the challenges and opportunities of digitalisation on skills development, to support inclusive and equitable policy measures for institutional capacity development of TVET systems 		
(iii) Improve labor market information systems	<ul style="list-style-type: none"> Exchange of good practices in skills forecasting to promote industry-demand-driven training programs 		
	<ul style="list-style-type: none"> Explore good public-private cooperation models in the aspect of LMI 		
Strategic direction 2: Strengthen the <u>digital capacity</u> of the economies through formal and informal means			
(i) Advocate the use of Fourth Industrial Revolution (4IR) and emerging technologies in the	<ul style="list-style-type: none"> Sharing innovative practices in strengthening institutional capacity of TVET systems to be agile and flexible to any future disruptions, 		

STRATEGIES	ACTIVITIES <i>(to be identified by economies)</i>	LEAD ECONOMY	TIME FRAME
implementation of capacity-building programs	structural reforms, and shifting demographics to address the needs of underserved populations including youth, women, and persons with disabilities (PWDs)		
	<ul style="list-style-type: none"> Sharing best practices for effective online training for critical employability skills to tackle 4IR challenges by fostering the exchange of methodologies and practices in effective online training and verified and transferable approaches through innovative digital training programs and cutting-edge practices in online employability training, particularly for groups with untapped economic potential, particularly people with disabilities. 	Peru	2025
(ii) Promote the digitalization of skills assessment and certification by using new technologies	<ul style="list-style-type: none"> Establish technical qualification information system and digital assessment environment 		
Strategic direction 3: Undertake efforts to <u>reskill and upskill</u> workers in response to post-pandemic economic recovery			
(i) Integrate 21 st century skills / digital skills in training curricula	<ul style="list-style-type: none"> Regional policy dialogue to exchange effective strategies or good practices in infusing 21st century skills in training curricula 		
(ii) Improve digital competencies of trainers	<ul style="list-style-type: none"> Conduct upskilling programs for TVET trainers on advanced and emerging digital technologies to improve their digital competencies 		
(iii) Facilitate lifelong vocational skills training	<ul style="list-style-type: none"> Collaborative research and forum on lifelong vocational skills training system, to build a network for knowledge sharing among APEC economies on lifelong vocational skills training. 	China	2025
(iv) Foster green skills development	<ul style="list-style-type: none"> Conduct APEC Green Skills Vocational workshops to display both the tangible and intangible achievements and best practices in green vocational skills development 	China	2024
Strategic direction 4: <u>Restyle</u> capacity building initiatives to take into consideration new or updated systems, processes, and procedures			
(i) Support flexible and responsive TVET systems, including micro-credentialing	<ul style="list-style-type: none"> Joint activities/discussions to come up with a common understanding of micro-credentials, including its quality assurance, to support 		

STRATEGIES	ACTIVITIES <i>(to be identified by economies)</i>	LEAD ECONOMY	TIME FRAME
	mutual recognition of skills and mobility of workers within the region		
(ii) Improve access of vocational training programs for vulnerable populations, including women, persons with disabilities (PWDs), indigenous peoples as appropriate	<ul style="list-style-type: none"> Proposing an inclusive talent strategy for the green economy: reducing the digital divide among women, PWDs, and promoting inclusive access to AI vocational training programs for women, PWDs, and groups with untapped economic potential during the green transition. 	Chinese Taipei	2024-2025
	<ul style="list-style-type: none"> Explore innovative approaches or share best practices on adapting skills development programs to support the skill-building needs of people with disabilities in remote or non-traditional work settings. 		
(iii) Pursue greater industry involvement and alignment in all capacity building initiatives	<ul style="list-style-type: none"> Regional policy dialogue on multi-stakeholder partnerships (government, training institutions, industry, etc) to address skills needs for the future of work in a dynamic and holistic manner 		
	<ul style="list-style-type: none"> Promoting dialogue to enhance cooperation, understanding, and collaboration among relevant stakeholders to provide recommendations on labor policies and practices on green technology. 	Chinese Taipei	2024-2025
(iv) Pursue mutual recognition of skills among economies	<ul style="list-style-type: none"> Research on mutual recognition through recognition of prior learning based on qualification frameworks and occupational standards 		