

**APEC HUMAN RESOURCES DEVELOPMENT WORKING GROUP
CAPACITY BUILDING NETWORK**

TERMS OF REFERENCE

For the term of 2026-2029

Article I: Mission and Priorities

The Capacity Building Network (CBN) focuses on skills development, human resources management, and vocational training. It seeks cross-cutting collaboration among APEC economies to facilitate 21st century talent, enhance employability and promote high quality and full employment, ensuring member economies' effective responses to the current and evolving developments on the skills and training needs of the labor market.

The CBN priorities are guided by and aligned with the principles outlined in the guiding documents of the APEC Human Resources Development Working Group (HRDWG), such as the Putrajaya Vision 2040 and other key documents.

The CBN shall also promote economic growth by strengthening linkages between policy development, industry engagement, and workforce adaptability to future-of-work challenges.

CBN recognizes the complementary missions and priorities shared with the Education Network (EDNET), particularly in Vocational and Technical Education, and may engage in cross-cutting project work and policy exchange on education systems with respect to skills development and secondary-tertiary vocational education pathways.

Article II: Governance, Membership and Leadership

The CBN operates under the direction and technical guidance of the HRDWG and reports to the HRDWG Lead Shepherd.

Membership and Quorum

Members of the CBN comprise all 21 APEC member economies, represented by government officials appointed by member economies.

A quorum for CBN meetings requires participation from at least 14 economies. Decisions shall be made by consensus and can only be made when quorum is met, in line with APEC's non-binding, voluntary, and cooperative principles.

Member economies may invite relevant stakeholders to CBN meetings and project activities upon unanimous agreement of all member economies.

CBN Leadership

The CBN is led by a Network Coordinator and supported by one Co-Chair from the host economy.

- The CBN Coordinator is nominated by member economies and approved by consensus, serving up to two consecutive two-year terms. The term limit can be modified by consensus among member economies.
- Each economy is invited to nominate one candidate as a Coordinator.
- The CBN Co-Chair is nominated by the host economy of the year, serving a one-year term. The Co-Chair shall assist the CBN coordinator in managing and coordinating the programs and activities of the CBN
- When the Coordinator resigns or is otherwise unable to complete their term, the Co-Chair will assume the role until the end of the Coordinator's term.

Key Responsibilities of CBN Coordinator

- Coordinates activities pertaining to policy and programmatic development and cooperation across participating economies
- Provides technical guidance on project development
- Represents and speaks on behalf of the CBN
- Prepares and chairs the annual CBN meeting in collaboration with the Co-Chair
- Ensures broad participation of members to meet quorum
- Engages other APEC and non-APEC stakeholders in CBN meetings and activities
- Reports to the Lead Shepherd and submits reports as requested
- Promotes best practices sharing and cross-fora collaboration within APEC, as well as with relevant international or regional organizations.
- Monitors the progress of the CBN Action Plan and evaluates progress against strategic outcomes.
- Supports the development and endorsement of concept notes, project proposals, and project completion reports aligned with CBN priorities.
- Facilitates regular consultations with stakeholders to promote wide participation and ensure responsiveness to labor market priorities.
- Submits an annual progress report, including lessons learned and recommendations, to the APEC HRDWG.

Nomination Criteria for the CBN Coordinator

- Official endorsement from relevant ministries of the APEC member economy
- Demonstrated expertise relevant to CBN's mission and focus areas
- Proven leadership and executive experience in domestic or international labor and employment policies
- Strong commitment to APEC's goals, mission, and values
- Strong facilitation skills especially in multilateral settings

- Access to institutional support and resources from their home economy to effectively fulfill coordination responsibilities.

Member economies are encouraged to consider measures to ensure wide and full participation by all members when nominating candidates.

Article III: Meeting Arrangements

The CBN should convene at least one annual meeting in the host economy in conjunction with the HRDWG Plenary Meeting. Additional technical meetings may be organized virtually or in-person as needed throughout the year.

Meetings may include thematic sessions, roundtables, or workshops designed to facilitate focused dialogue on emerging priorities on skills development and capacity building. Meeting agendas shall be developed by the Coordinator in consultation with the Co-chair and member economies and in coordination with the HRDWG Secretariat to ensure alignment with broader HRDWG goals.

Under the leadership of the HRDWG Lead Shepherd, the CBN contributes to the APEC Human Resources Development Ministerial Meeting when convened by the host economy.

The CBN shall also conduct a mid-term and end-term review of its Action Plan, reporting progress, challenges, good practices and lessons learned and recommendations to the HRDWG Plenary to ensure effective monitoring and alignment with APEC's broader strategic outcomes.