

Terms of Reference of the Individual Action Plan for the enhancement of the ratio of women's representation in leadership

1. Overview

Greater inclusion of women will expand prosperity in the region and is an investment for the future. Women's active participation in the economy at all levels, including in decision-making, leadership and governance roles, will result in favorable business and economic environment, which are essential in addressing inclusive and sustainable growth objectives.

In this regard, in the APEC 2014 WEF Statement, all APEC economies are encouraged to work toward defining and establishing measurable and aspirational voluntary goals by each economy, including women's representation in leadership and decision making roles and positions in both public and private sectors, which economies could work toward achieving by the end of 2020.

Recognizing that increasing the participation of women in economic activities will serve as a catalyst to promote economic growth, Japan would like to put forward a proposal to encourage APEC economies to promote women's participation in the economy particularly focusing on leadership, decision making, and management, while taking into account the individual economic and social circumstances of each economy.

2. Objectives

- To develop the Individual Action Plan as a mechanism for measurable and aspirational voluntary goals of women's representation in leadership which economies could work toward by the end of 2020. In the IAP, each economy is encouraged to set a voluntary target based on their indicators and definitions.
- To report the progress to PPWE, WEF and APEC Ministers and Leaders in 2017 and 2021.
- Through these exercises, enhancement of women's participation in the economy particularly focusing on leadership, decision making, and management is expected.

3. Scope of the Project

This exercise assesses progress of ratio of women's representation in leadership in both the public and private sectors in each economy which is based on

their indicators and definitions, or equivalent to P-5 and above in the UN system (see <https://careers.un.org/lbw/home.aspx?viewtype=SC>). This exercise assesses progress from 2015 to 2020.

4. Methodology

- 1) Each economy will be asked to fill in a template which is attached to this TOR, consisting of the current ratio of women's representation in leadership in both the public and private sector, and the voluntary goals which each economy could work toward by the end of 2020.
 - 2) Each economy will submit the above mentioned filled-in template (both ratio of women's representation in leadership and its voluntary goals, as well as a brief plan of action of how the economy plans to achieve its voluntary goals) to Japan APEC Team and the APEC Secretariat in 2015. From 2016 on, each economy will submit the update of the ratio of women's representation in leadership by filling in the template to the Japan APEC Team and the APEC Secretariat each year. The results of compilation of the information from the templates will be shared to the economies and on the website of the APEC Secretariat.
 - 3) Japan APEC Team will develop Interim and Final Reports of the progress in cooperation with other economies and the APEC Secretariat in 2017 and 2021. These Reports will be shared to the economies and on the website of the APEC Secretariat.
- Draft of the Interim Report will be reported to PPWE and the APEC WEF in 2017 for consideration, and based on the instruction of WEF, the Interim Report will be finalized and submitted for endorsement to AMM in 2017.
Based on the findings and assessment of the Interim Report, each economy may review its voluntary goals, as well as its plan of action to achieve the goals, by filling in and submission of the template in 2018.
 - Draft of the Final Report will be reported to PPWE and the APEC WEF in 2021 for consideration, and based on the instruction of WEF, the Final Report will be finalized and submitted for endorsement to AMM in 2021. The result of AMM will be reported to the APEC Leaders at AELM in 2021. The APEC Leaders and

Ministers may consider future direction at that point.

5. Key Deliverables

The deliverables shall include, as mentioned above, Interim and Final Reports, as well as the compilation of templates which show progress of each economy each year.

6. Project Management / Administration

This initiative will be managed by Japan APEC Team in cooperation with other economies and the APEC Secretariat.

7. Timeline

Date	Tasks
2015-2020(each year)	Submit Template of the IAP to Japan APEC Team and the APEC Secretariat
By the WEF in 2017	Develop Interim Report and submit the draft to PPWE and the WEF
At the AMM in 2017	Submit Interim Report to the AMM
(In 2018)	(Review the voluntary goals and plan of action (if any))
By the WEF in 2021	Develop Final Report and submit the draft to PPWE and the WEF
At the AMM and AELM in 2021	Submit Final Report to the AMM, and report to the AELM

Template for the IAP

Economy:

<p>Ratio of women’s representation in leadership* in both the public and private sectors (* based on each economy’s indicators and definitions, or equivalent to P-5 and above of the UN; see https://careers.un.org/lbw/home.aspx?viewtype=SC)</p>	
<p>Voluntary goals of women’s representation in leadership in public and private sectors toward by the end of 2020 (%; total target of increasing the share of women in leadership positions which are based on each economy’s indicators and definitions, or equivalent to P-5 and above of the UN)</p>	
<p>Include a brief plan of action of how your economy plans to achieve your voluntary goals.</p>	

✓ *The voluntary goals will be reviewed by each economy in the process of developing Interim report.*