2015/SOM2/HRDWG/EDNET/003

Agenda Item: 2.1

Terms of Reference of the Human Resources Development Working Group

Purpose: Consideration
Submitted by: EDNET Coordinator
ARTICLE I: BACKGROUND

The Human Resources Development Working Group (HRDWG) was established in 1990 and conducts work programs on developing human resources, touching on issues ranging from education to labor to capacity building. In addition, the HRDWG is responsible for building cultural awareness and gender equity. The HRDWG conducts its work program through its three networks: the Capacity Building Network (CBN); the Education Network (EDNET); and the Labor and Social Protection Network (LSPN).

The APEC Human Resources Development Working Group (HRDWG) derives its mandate from taskings by APEC Leaders and Ministers, as well as HRD and Education Ministers. Its key documents are:

- Declaration: A Human Resources Development Framework for the Asia-Pacific Economic Cooperation, Jakarta, 1994, that set out objectives, principles, and priorities for HRD and APEC.
- Osaka Action Agenda and Action Programme for Human Resources Development, 1995 that stated “human resources development in APEC is to promote the well-being of all people in the region through economic growth and development.”
- Declaration on an Asia-Pacific Economic Cooperation Framework for Strengthening Economic Cooperation and Development, Manila, 1996 (also known as the Ecotech Statement), identifies developing human capital as one of the six areas of economic and technical cooperation (Ecotech) in APEC.
- HRDWG Statement of Medium Term Strategic Priorities adopted in 1997 identifies eight medium term strategic priorities in the areas of basic education, labor market, training for executives and SMEs, mobility, labor force and workplace, and HRD for trade and investment liberalization and facilitation.
- 2006 APEC Senior Officials' Report on Economic and Technical Cooperation reaffirmed the pivotal role of human resources development for sustainable development and prosperity in the APEC region and encouraged the HRDWG to consider building on work already underway to describe research-based promising practices.
- 2012 APEC Education Ministerial Meeting directed all future HRDWG/EDNET work be guided by the 21st century realities of globalization, innovation, and cooperation to ensure sustainable, innovative, and inclusive growth, as part of the APEC Leaders’ Growth Strategy.
- People-to-People Connectivity and the Promotion of Cross-Border Education were adopted as priority working areas of HRDWG at both of APEC Leaders' Declaration 2012 and 2013.

This ToR implements these mandates through reforms that seek to improve the effectiveness HRDWG by:

- Clarifying and streamlining HRDWG mission and objectives.
- Strengthening the effectiveness and efficiency of Network operations and projects.
- Conducting regular reviews of HRDWG operations and outcomes to assess performance and results against HRDWG mission and objectives and propose improvements.
ARTICLE II: HRDWG Mission

The mission of the HRDWG is:

“Sharing knowledge, experience, and skills to strengthen human resource development and promote sustainable economic growth.”

While the HRDWG carries out its mission primarily with the intent of strengthening public sector interventions, the HRDWG recognizes that collaboration among government, academia and the private sector can improve effectiveness compared with government interventions, alone.

ARTICLE III: HRDWG OBJECTIVES

A streamlined and focused set of three objectives guide all three HRDWG Networks in achieving the HRDWG mission:

1. Develop 21st Century Knowledge and Skills for All
2. Integrate HRD into the Global Economy
3. Address the Social Dimensions of Globalization

The 21st Century economy offers unprecedented economic opportunities for students, workers, and managers to maximize the benefits of globalization and ICT through increased worker productivity and more efficient approaches to work organization. HRDWG projects address these opportunities through a balanced set of short- and medium-term objectives that offer immediate improvements and build cumulative benefits.

1. Develop 21st Century Knowledge and Skills for All. This objective responds to the knowledge and skill needs for workers and citizens to succeed in the knowledge-based economies that characterize the APEC region. Experts from research and the corporate sector urge focusing education and training systems to develop a combination of 21st Century academic and workplace skills. Thus, specific aims for the HRDWG in undertaking this objective are to:

- Teach 21st Century Academic Content with an emphasis on literacy, math/science; foreign language; cultural and global awareness; and economic, international trade, business and entrepreneurial literacy.
- Build 21st Century Skills including critical thinking and problem solving skills, communication skills, creativity and innovation skills, collaboration skills, and information technology, media literacy skills and Green Skills.
- Expand access to and effective use of information and communication technology to diminish the digital divide
- Develop and employ evidence-based interventions to effectively address 21st Century skills.

2. Integrate HRD into the Global Economy. This objective establishes the importance of sharing knowledge and skills across the APEC region. It includes education for enterprise (including business, trade, and entrepreneurial know-how), the international education of students attending institutions in different APEC economies, and the many forms of international online and distance learning. This objective will be a way to accomplish the APEC goal of shared prosperity harmonized with economic and non-economic value.

Specific aims for the HRDWG in undertaking this objective are to:

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1 These objectives were derived by applying three APEC-wide priorities as outlined in the 2006 APEC Senior Officials’ Report on ECOTEC (http://www.apec.org/content/apec/publications/all_publications/ecotech_sub-committee.html).

2 See for example the Beijing High-level meeting on Human Capacity Building, May 15-16, 2001 (http://www.apec.org/apec/apec_groups/other_apec_groups/human_capacity_building.html) and the Partnership for 21st Century Skills representing a number of leading international businesses and private sector nonprofit organization (http://www.21stcenturyskills.org/index.php).
Encourage the development of entrepreneurial skills in international trade participation.

Develop common understandings about qualifications, skills, and professional recognition in order to facilitate the mobility of students, workers, managers, and academics to enable them to be more competitive in the global skilled labor market.

Reduce barriers to the cross-border exchange of education and training.

Cooperate on the delivery of quality APEC-wide education and training.

Uphold and strengthen human values to balance the economic and non-economic goals of education and training including the fostering of personal development, civic education, and cultural identity within the APEC region.

3. Address the Social Dimension of Globalization. This objective recognizes that our interdependent world requires appropriate governmental supports to enable and support economies that address the social dimension of globalization. Aims of this objective include: strengthening economies to prevent long-term employment disruptions; using evidence to guide policy development; and, addressing human and environmental needs associated with economic development. Specific aims for the HRDWG in undertaking this objective are to:

- Foster economic development to enhance growth and employment creation and alleviate poverty
- Strengthen social safety nets
- Work toward environmentally sound and sustainable economic growth

ARTICLE IV: NETWORKS’ OBJECTIVES

There are three networks in HRDWG that are administered by this TOR. Their goals and objectives are:

CBN—To promote human resource development by building organizational capacity in government/public, private and not-for-profit sectors in strengthening markets by means of:

- The encouragement of management best practices in the APEC region, particularly in relation to the impact of globalization,
- Improved enterprise and sectoral responsiveness and performance, particularly in terms of the adoption of high-performance oriented managerial practices,
- The encouragement of sustainable systems and methods, in all aspects of economic activities, regardless of sector or size,
- Forward-looking governance practices, including the take-up of appropriate corporate social responsibility,
- Increased organizational efficiency, effectiveness and transparency in delivering services.

EDNET—To foster strong and vibrant learning systems across APEC member economies, promote education for all, and strengthen the role of education in promoting social, individual, economic and sustainable development.

LSPN—Labor and Social Protection Network (LSPN). To foster strong and flexible labor markets and strengthen social protection including social safety nets through evidence-based interventions, collaboration, technical co-operation and the provision of labor market and social protection information and analysis to address sustainable human resource development across APEC member economies.3

Specifically LSPN will focus on issues and support activities in the following areas:

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3 Addressing the social dimension of globalisation is one of the four APEC-wide ECOTECH priorities endorsed by Leaders and Ministers in 2003 http://www.apecssn.org/data/file/discussion.pdf
- Fostering economic development to enhance growth and employment creation and alleviate poverty through effective labor market policies, including such measures as enhancing productivity, labor force participation and skills development;4

- Maximizing the opportunities afforded by globalization through the development of improved workplace conditions and practices through the adoption of new technologies, effective labor-management relations, improved workplace health and safety practices and labor market adjustment measures to assist workers affected by globalization; and

- Building capacity to strengthen social protection and narrow socio-economic disparity in APEC member economies through the exchange of information on active labor market measures and on good practices and policy tools for better social safety net delivery, and by so doing enable all citizens and disadvantaged groups to have equal opportunities to share the benefits from economic growth.

ARTICLE V: HRDWG STRATEGIC PROJECT OPERATIONS

HRDWG projects, operated through the three HRDWG Networks, are the primary means for sharing knowledge and skills to promote human resource development. HRDWG projects should align with HRDWG objectives and be of a high enough quality to merit APEC Secretariat financial support from central funds.

HRDWG projects are carried out primarily through identifying and sharing:

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

HRDWG seeks to improve the efficiency and effectiveness of its projects and activities through the following reform steps:

1. 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. Networks are encouraged to:
   - Identify priority areas within the Networks to focus work.
   - Identify topics/activities that are recommended areas for future work in the priority area.
   - Sequence project topics within an area to build on the knowledge and skills of prior work.

2. Approve projects with broad member support and encourage projects with paired member oversight The Concept Note (CN) must be completed for every project submitted to HRDWG with the support at at least six member economies. The full proposals of endorsed and prioritized CNs must be reviewed for funding. HRDWG economies are encouraged to propose project oversight by pairing one or more developed APEC economies with one or more developing APEC economies. Members should give paired projects priority in the ranking over projects of otherwise equivalent ranking that are not paired.

3. Design and implement projects to add maximum value in using project resources. Networks are encouraged to:
   - Employ project measurement/evaluation instruments that collect comparable information across economies.

4 The 18th APEC MINISTERIAL MEETING, HA NOI, 2006 asked LSPN to focus on three emerging human resource issues – productivity, skill development and labor force participation. http://www.apec.org/apec/ministerial_statements/annual_ministerial/2006_18th_apec_ministerial.html
- Mine data and analyses collected by other international organizations on the same or similar topics.
- Use evidenced-based methodologies to identify policies and practices identified as promising or effective.
- Use ICT for project collaboration including piloting interactive WIKI technology.

4. 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. Project overseers should consider coordination with:

- Other networks within HRDWG;
- Other HRD-relevant fora within APEC including Gender, SME, and Science and Technology Fora; and

5. Publicize HRDWG to expand awareness of HRDWG activities, results, and products throughout the APEC region. Networks are encouraged to:

- Actively participate in the HRDWG website with home pages on the site for each of its three networks.
- Publicize project results through such means as press releases, conferences, and online areas including the HRDWG WIKI.

6. Evaluate projects by implementing guidelines for evaluation and reporting of APEC projects. Networks are encouraged to:

- Complete APEC project evaluation guidelines for all HRDWG projects.
- Ensure that all completed projects are evaluated and the information entered into the AIMPS database.
- The LS Shepherd working with the Network coordinators shall report biannually the collective accomplishments across projects in achieving HRDWG objectives or Network priorities.

ARTICLE VI: GENERAL ADMINISTRATION

Projects

1. **Funding**: Projects can be initiated with or without APEC funding. Funding can be accessed through three different APEC accounts: Trade and Investment Liberalization Fund (TILF), Operating Support (OS), or APEC Support Fund (ASF). An economy may self-fund a project, as well.

2. **Schedule and Duration**: The projects are implemented over two APEC financial years, starting with the year that a project is approved and ending on 31 December the following year. And all APEC funded projects are monitored twice a year and the monitoring reports are due for the projects on 1 August and 1 February each year, regardless of how long the project has been underway in line with the timeframes, budgets and methods presented in the project proposal.

3. **Accessibility**: Official documents regarding projects should be entered into the AIMPS database. These include descriptions of projects, their status, and project reports (progress reports and evaluations). Project products (e.g., academic papers, conference proceedings, training materials, etc.) must be made available via the HRDWG portal and Network websites.

Meetings

1. **Schedule and Duration**: **HRDWG meetings twice a year by having one official meeting and one additional meeting (called “technical meeting”) with government officials through tele/video conference in case of need.**

2. **Composition**: Government officials involved in education and labor from the 21 APEC economies coupled with members of academia and the business sector to form a tripartite
HRD organization. This tripartite membership is consistent with the response to the Ministers’ call for greater engagement with the business sector and other organizations/stakeholders, in alignment with the APEC rules for consensus.

3. **Network Meetings**: CBN, EDNET, and LSPN will hold their Network meetings in conjunction with the HRDWG plenaries.

4. **Functions**: Working Group and Network business will be performed at the annual meetings including the presentation of new projects, the review of on-going projects, and the evaluation of completed projects. Reviews of terms of reference (TOR) and working plans will also occur. In addition, selection of coordinators and the Lead Shepherd will take place every two years.

### Lead Shepherd and Network Coordinators

1. **Selection and Term**: A Lead Shepherd and a Network Coordinator, both of whom are selected by consensus from among the member economies, shall each serve for a period of two years in accordance with SCE recommendations made in 2007/SOM1/SCE/007: Review of Fora Outcomes Recommendation 12: Recommendations for Improving Working Arrangements.

2. **Co-Chair**: The Lead Shepherd will have as their Co-Chair a representative from the HRDWG host economy who will serve in the co-chair capacity for one year. The networks are also encouraged to have a Co-Chair from the HRDWG host economy.

3. **Functions**: The functions of the Lead Shepherd, with support from the APEC Secretariat, are:
   - Communicating the work of HRDWG within APEC and consulting with other fora
   - Chairing the Lead Shepherd’s Advisory Committee (LSAC)
   - Setting the theme for the HRDWG meeting in consultation with the Co-Chair
   - Coordinating the scheduling and chairing of meetings
   - Initiating the preparation of the necessary reports
   - Tracking project implementation including the submission of final evaluation reports
   - Acting as the spokesperson and representative of the HRDWG

4. **Deputy positions**: Deputy Lead Shepherd and Deputy Network Coordinator can be formalized as positions to build the strategic and consensual leadership capacity of the LS and Network Coordinators. In particular, the Lead Shepherd can appoint a Deputy Lead Shepherd in an emergency situation, for the remaining duration of his or her term, subject to endorsement by member economies and the government of the proposed Deputy LS.

### Lead Shepherd’s Advisory Committee (LSAC)

1. **Composition**: The LSAC is comprised of the prior and present coordinators of every network, the Secretariat, as well as the prior and present host economies of the HRDWG. If the HRDWG meeting host economy differs from the APEC leaders’ meeting host economy, then the APEC leaders’ meeting economy host will also be represented in the LSAC.

2. **Schedule**: The LSAC is convened as required. Immediately prior to the HRDWG, more meetings may be scheduled to make plans for the upcoming event.

3. **Functions**: The LSAC will help develop the work programs intersessionally including the scheduling of meetings and preparing their agendas. The LSAC will also help the LS in reviewing the TOR and evaluating the work group operations. The LSAC will work together to provide recommendations for improvement to the HRDWG for review at their annual plenary.

### Education & HRD Ministerial Meetings

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5 If the HRDWG meeting and the APEC leaders’ meeting are located in different economies, the HRDWG host economy is defined as the economy where the HRDWG meeting is held
1. **Composition:** Ministers of HRD and Education meet at least every four years. The scope of the HRD Ministerial should reflect the interests of the HRDWG, including issues of labor, organizational capacity building, training and the development of management capability in the public sector and enterprises. Ministers of Education have traditionally met separately. The scope of the Education Ministerial Meeting should reflect the interests of HRDWG with a focus on EDNET-related issues in implementing collaborative initiatives for APEC shared prosperity.

Although there are two Ministerial meetings, both should attempt to be inclusive of issues concerning the wider HRDWG.

2. **Schedule:** Sectoral Ministerial meetings (HRD and Education) are held at least every four years.

3. **Policy and research symposia:** It is encouraged that planning meetings are held between HRD members and researchers prior to their sectoral Ministerial Meetings to prepare a substantive agenda for the Ministers. At the discretion of the HRDWG, these meetings may be held separate to the annual HRDWG meeting, or held in the margins of the HRDWG meeting to ensure wide attendance and economic efficiency.

1. **Reporting Requirements**

   1. The HRDWG will report annually to the Steering Committee on ECOTECH (SCE) through the SCE Fora report.
   2. HRDWG will submit its annual work plan to the SCE.
   3. HRDWG will respond to any reporting requests from SOM.

**ARTICLE VII: REVISION OF TOR/SUNSET REVIEW**

There will be a sunset review of HRDWG operations and achievements against its TOR every four years. The Lead Shepherd will take responsibility for this review. This accountability review will consider whether or not the working group should continue to operate based on its past performance.

**ARTICLE VIII: WORK GROUP AND NETWORK WORK PLANS**

Work Group and Network work plans are structured as follows (per SCE):

1. Work plan and concrete deliverables for two-year increments in response to Leaders/Ministers/SOM decisions and SCE priorities.

2. Anticipated activities and/or proposed work plan with outside organizations with an HRD focus in response to Ministers’ call for greater engagement with:

   A) Other Organizations/Stakeholders, including the IFIs and other International Organizations

3. Identify cross cutting issues and explain how they will be coordinated across Fora.