



**Asia-Pacific  
Economic Cooperation**

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## **HWG Strategic Plan 2016-2020**

Purpose: Consideration

Submitted by: Australia

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**Health Working Group Meeting  
Lima, Peru  
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# Health Working Group Strategic Plan 2016-2020

August 2016

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## Introduction

1. In October 2003 APEC established the Health Task Force (HTF) to address health-related threats to economies' trade and security, focusing mainly on emerging infectious diseases, including naturally occurring and man-made diseases. In 2007, as a result of a review of the APEC fora, the HTF became the Health Working Group (HWG).
2. The HWG is a sub-forum of the APEC Senior Officials' Meeting Steering Committee on Economic and Technical Cooperation (SCE). The development of Strategic Plans amongst all SCE sub-fora commenced in 2010 as a way to ensure alignment with APEC's broader vision and objectives.
3. In July 2013 the HWG endorsed a Strategic Plan for 2013-2015 (Annex A), consistent with guidance from SCE and the APEC Technical Assistance and Training Facility (TATF).
4. A Key Performance Indicator of the Strategic Plan for 2013-15 provided that it be reviewed and updated in 2016, or earlier if agreed by the HWG.
5. At the August 2015 HWG meeting, it was agreed that the Plan would be updated to map out how the HWG will continue to reach its goals and objectives, and ensure it aligns with the broader APEC agenda.
6. The updating of the Strategic Plan for 2013-2015 was undertaken by a small drafting group of HWG member economies and was presented to the wider HWG for comment and endorsement in a manner consistent with the *Process for the updating of Health Working Group Documents*, agreed by the HWG in February 2014.
7. The revised Strategic Plan is a five year plan, spanning 2016-2020, allowing the HWG to set its medium term strategic objectives and ensure they are fulfilled within a realistic timeframe.
8. The Strategic Plan 2016-2020 aligns with the *Healthy Asia Pacific 2020* initiative, including the associated Roadmap, which aims to promote people's health and well-being throughout the whole life-course by using a collaborative approach to promote health security, growth and development in the Asia-Pacific region consistent with the Sustainable Development Goals.
9. The Strategic Plan for 2016-2020 references the 2014 *Report for Independent Assessment of the HWG* and continues implementation of the relevant recommendations of the evaluation (Annex B).
10. Key elements of the Strategic Plan include: a Mandate, Vision Statement, a Mission Statement, Objectives, Key Performance Indicators (KPIs), and Prioritised Implementation Schedule that will ensure appropriate monitoring of APEC HWG Projects. This structure does not differ substantially from the Strategic Plan for 2013-2015.
11. The key change is the merging of the previous Critical Success Factors and KPIs to provide clarity around deliverable and measurable KPIs. The Prioritised Implementation

Schedule has also been amended to ensure it accurately tracks the objectives and KPIs in the Strategic Plan, including a table for monitoring of APEC HWG Projects (Attachment A).

12. KPIs not fulfilled under the Strategic Plan for 2013-2015 which continue to be relevant to the HWG beyond 2015 will be progressed through the KPIs in the Strategic Plan for 2016-2020.
13. The Strategic Plan for 2016-2020 is consistent with the new HWG Terms of Reference (ToR) agreed at the August 2015 HWG meeting (Annex C).
14. Recent guidance to HWG from APEC Leaders and Ministers was drawn upon to shape the Strategic Plan for 2016-2020, including the following recurring key issues:
  - Infectious disease, including HIV/AIDS (2013-2015 Statements)
  - Non-communicable diseases (2013-2015 Statements)
  - Multisectoral collaboration and cooperation (2013-2015 Statements)
  - Health systems strengthening (2013-2015 Statements)

## Mandate

15. As agreed by the Steering Committee for Economic and Technical Cooperation, the mandate of the HWG is to work together to improve people's health and well-being, aiming to promote trade, security, inclusive growth and development in the APEC region.

## Vision Statement

16. As outlined in the *Healthy Asia Pacific 2020* Initiative, the HWG strives towards an APEC region with:
- resilient and sustainable health systems that mitigate health-related threats to the region's people, trade and economic security, and
  - healthy populations, with improved health outcomes throughout the life course.

## Mission Statement

17. The HWG aims to reduce the impact of health-related threats to the economy, trade and security of member economies, and to strengthen health systems to increase their efficiency, responsiveness and resilience to achieve and maintain Universal Health Coverage.

## Objectives

18. Emphasizing the goals and impacts of trade and economic development, the HWG promotes a whole of government and whole of society approach to improving people's health and well-being by:
- a) Enhancing preparedness and response to public health emergencies and disasters, including prevention and control of emerging and re-emerging infectious diseases;
  - b) Strengthening health systems to improve accessibility, sustainability and quality of healthcare;
  - c) Supporting healthy populations across the life-course, including the prevention and control of non-communicable diseases and improved maternal, newborn and child health;
  - d) Encouraging and facilitating collaboration between health and other sectors and other APEC fora and international health bodies; and
  - e) Encouraging research and supporting innovation that adds value to health systems and outcomes and addresses the current and future needs of all APEC member economies.

To ensure the HWG's discussions remain topical, host economies may wish to introduce a special theme of work for their host year complementing the ongoing objectives of the HWG.

## Key Performance Indicators

19. The following KPIs have been identified to mark progress towards advancing the Objectives. The KPIs are intended to guide the key work and activities of the HWG to ensure it fulfils its vision and mission. The KPIs are deliverable and measurable, including timeframes where possible. They are to be reviewed annually to ensure they remain relevant and reflective of the needs of the HWG. KPIs are to be on the agenda for every HWG meeting to ensure the HWG remains committed to the agreed objectives; noting that they can be reviewed and amended upon request from a member economy.

### *Project and policy development*

- **HWG Policy and Project Guiding Principles:** Policy dialogues and projects supported by the HWG must adhere to the following HWG Policy and Project Guiding Principles:
  - clearly align with the approved Strategic Plan, including one or more of the HWG objectives;
  - support at least one of the five key factors in the Healthy Asia Pacific 2020 Roadmap;
  - adhere to APEC guidelines and procedures including the *Guidelines for Consideration and Ranking of New Concept notes* (Annex D);
  - be evidence-based, and where relevant, reviewed by relevant expert groups or other relevant APEC fora;
  - be relevant and of sustained benefit to more than one economy in the region and include a mix of both developing and developed economies;
  - have clear links to APEC's broader work in enhancing human security, trade and investment and/or economic growth;
  - encourage a multisectoral approach, wherever possible, including joint work with other APEC fora, industry dialogues and expert groups;
  - provide an analysis of linkages with similar projects or policies of other organizations, including international and regional forums and philanthropic organizations;
  - confirm in capacity building projects that there is an acceptance of the need and priority for capacity building from the recipient APEC member economies;
  - Complement and not duplicate work completed, under way or planned by other multilateral health bodies including WHO, the ASEAN Health Committee and the OECD Health Committee; and
  - explicitly identify linkages with APEC Leaders' and Ministerial Statements, Declaration and Instructions.

- **HWG Annual Theme Setting and Work Plan Development:** the HWG annual theme and work plan should clearly align with the HWG Terms of Reference, the approved Strategic Plan and the Healthy Asia Pacific 2020 Initiative, including the associated Roadmap.
- **HAP2020 Initiative and Roadmap implementation:** HWG policy dialogues and projects will progress the implementation of the HAP2020 Initiative and Roadmap, including:
  1. demonstrating to government the value of health to economic growth and development;
  2. strengthening platforms for policy dialogue and the adoption of open and transparent government processes and ongoing stakeholder engagement;
  3. promoting a comprehensive, evidence-based approach to prevention, control and awareness of diseases;
  4. increasing awareness of the long-term value of health research and the return on investment in health innovation; and
  5. enhancing regional and sub-regional cooperation in healthcare service and delivery for the benefit of the Asia-Pacific region.
- **APEC project proposal process:** HWG member economies will ensure they are familiar with the APEC project proposal process, which can be found on the APEC Forms and Resources page on the APEC website, and Guidelines for Health Working Group's consideration and ranking of concept notes (Annex D). This will ensure that project proposal discussion at HWG meetings is timely and effective, and avoids unnecessary discussion about procedures which must be adhered to for a project to be approved.
- **Project consultation:** The APEC Secretariat will provide all HWG project proposals to relevant APEC fora for review and comment immediately (within 1 week of close of the HWG meeting), with a view to attracting co-sponsorship, before providing the proposals (and prioritization) to SCE for funding consideration. This will ensure alignment with APEC priorities, increase cross-fora collaboration and ensure responsibility for health-specific topics is clearly allocated amongst groups.

### *Communication*

- **Review of HWG communication activities:** The HWG will undertake a review of its communication activities and identify a standardised process for undertaking communication about HWG work and projects, including:
  - identifying important audiences that should be informed about HWG work and projects, such as external policy, technical, professional, media organizations, senior officials, Leaders and Ministers;
  - determining the communication channels that should be used, such as the HWG website; and

- determining the main messages which should be conveyed.
- **HWG website:** By 31 December 2016, the HWG website will be reviewed, standardised and consolidated by the Secretariat into a single, publicly accessible and user friendly HWG website which includes all HWG documents created since the HWG's inception, including HWG Strategic Plans, summaries of current and completed projects, outcomes of policy dialogues and HWG meetings. New documents will be uploaded to the website within 30 days of finalisation to ensure there is a single reference point for the HWG's cumulative work over time. This will help to ensure that the HWG's work builds into a coherent whole and will support knowledge transfer. This is consistent with the recommendations from the 2014 *Report for Independent Assessment of the HWG*.

### *Collaboration and cooperation*

- **Liaison with the Life Sciences Innovation Forum (LSIF):** The HWG will closely liaise with the LSIF to ensure strong linkages between the two APEC health-related sub-fora. This will be done by ensuring HWG and LSIF meetings are held close together to create synergies and support attending each other's meetings, establishing and agreeing on clear topics and programmes for joint policy dialogues and joint projects, and ensuring key documents endorsed at LSIF and HWG meetings are shared between the groups.
- **Cooperation with other APEC working groups:** The HWG will strengthen dialogue with other APEC working groups by seeking mutual observer or correspondence membership status with other APEC fora that work on health-related topics. The HWG representative appointed to liaise with other APEC fora will report on developments of interest to the HWG. This is consistent with the recommendations from the 2014 *Report for Independent Assessment of the HWG*.

Collaboration and well prepared policy dialogues will occur with APEC fora including, but not limited to, Senior Finance Officials, Agriculture Technical Cooperation Working Group, Emergency Preparedness Working Group, Transport Working Group and Women Leaders Network. Topics and programmes for these dialogues will be agreed ahead of meetings and will focus on addressing HWG objectives, regional relevance, multisectoral approaches, and relevance to APEC's broader agenda. A section will be added to the HWG website which highlights the work of other APEC sub-fora to encourage increased awareness of the broader work of APEC and enable information sharing.



- **Strengthening dialogue with other multilateral health bodies:** HWG will ensure there are joint and coherent efforts in the Asia-Pacific region to promote health development by establishing clear and constructive communication channels with other multilateral health bodies (such as WHO, OECD and ASEAN Health Ministers). This will be done by providing these organisations a copy of the HWG agenda in advance of the meeting and an opportunity, where appropriate, for these organisations to participate in HWG events. This will ensure better regional planning, open dialogue and leveraging of activities, and will avoid duplication of effort.
  - Member economies are encouraged to develop their concept notes early (6 weeks prior to consideration by HWG is preferred), to allow the APEC Secretariat time to provide these organisations with the project proposals, prior to the proposals being submitted to the HWG (2 weeks before the meeting).
- **Annual funding priority setting:** the Secretariat will develop working relationships with trade and economic official counterparts to facilitate greater influence in the setting of annual funding priorities.

### *Governance*

- **Private sector guidelines:** By SOM1 2016, HWG member economies will develop and endorse guidelines for engagement between the HWG and the private sector consistent with the *HWG Process and guiding principles for the development of guidelines for engagement between the HWG and the private sector* (Annex E). The HWG will ensure these guidelines are implemented in 2016-2020 to maximise the value of the interaction and input provided by the private sector, where appropriate, whilst ensuring transparency and competitive neutrality are maintained. This is consistent with the recommendations from the 2014 *Report for Independent Assessment of the HWG*.
- **Documentation submission and distribution:** The Secretariat will provide clear and timely requests to member economies, with timeframes for responses proportional to the request to allow appropriate consultation and consideration. Member economies will provide information requested inter-sessionally by the Secretariat, including submission of project proposals, in a timely manner to assist informed discussion in-session at HWG meetings. Unless urgent and unforeseeable circumstances arise, the Secretariat will ensure that all HWG documents, including meeting agendas and concept notes, are circulated to member economies at least two weeks ahead of HWG meetings. The Secretariat will include a standing item on the HWG agenda addressing the issue of adherence to timeframes for the submission of papers and responses.

- **HWG meeting discussion:** Discussion of project proposals and implementation updates of ongoing APEC projects will be disciplined and adhere to time limits for presentations. All implementation updates will use a reporting template agreed by the HWG (Attachment B) to guide information sharing and will be provided to the Secretariat at least two weeks prior to each HWG meeting.
- **Strategic Plan review:** the Strategic Plan for 2016-2020 will be reviewed and updated by HWG member economies before 31 December 2020.

### Prioritized Implementation Schedule

20. The schedule will be the key document for tracking all relevant HWG activities, and will be posted on the HWG website. It will measure and monitor all the KPIs in the Strategic Plan for 2016-2020 and will be reviewed at each HWG meeting to track how implementation is progressing.

<b>KPIs/Outputs</b>	<b>Objectives/ Activities</b>	<b>Start date</b>	<b>End date</b>	<b>Lead Fora/ Economy</b>

**Attachment A: Project Monitoring Table**

<b>APEC HWG Project</b>	<b>Objective/s</b>	<b>Start date</b>	<b>End date</b>	<b>Lead economy (Co-sponsor/s)</b>	<b>Deliverables of the Project (how it contributes to the Objective/s)</b>	<b>Consistent with KPIs</b>

## Attachment B: Implementation Update Reporting Template

<b>APEC HWG Project</b>	
<b>Lead Economy</b>	
<b>Co-sponsor/s</b>	
<b>HWG meeting the project was endorsed at</b>	<i>E.g. August 2015 (APEC SOM3 HWG)</i>
<b>Project status</b> <i>(including expected completion date)</i>	<u><i>Project status examples:</i></u> <ul style="list-style-type: none"> <li>- <i>Development stage</i></li> <li>- <i>Implementation stage</i></li> <li>- <i>Completed</i></li> </ul>
<b>Project implementation update</b> <i>(current progress report on the status of the project; including the remaining deliverables)</i>	<u><i>Project implementation update examples:</i></u> <ul style="list-style-type: none"> <li>- <i>The project is still in the development stage with deliverables yet to be implemented.</i></li> <li>- <i>Project implementation is ongoing with (insert remaining deliverables) yet to be completed.</i></li> <li>- <i>All project deliverables are completed.</i></li> </ul>

All implementation updates will use the above reporting template to guide information sharing and will be provided to the Secretariat at least two weeks prior to each HWG meeting.

## Appendices

- Annex A** Strategic Plan for 2013-2015
- Annex B** Report for Independent Assessment of the HWG, April 2014
- Annex C** HWG Terms of Reference
- Annex D** Guidelines for HWG's consideration and ranking of concept notes
- Annex E** HWG Process and Guiding Principles for the Development of Guidelines for Engagement between the HWG and the Private Sector
- Annex F** Template for concept notes
- Annex G** Process for the updating of Health Working Group documents