



**Asia-Pacific  
Economic Cooperation**

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**2016/PPWE1/002**

Agenda Item: 3

## **PPWE Strategic Plan**

Purpose: Consideration

Submitted by: PPWE Chair

Forum Doc. No.: 2016/SOM1/SCE/007



**Policy Partnership on Women and the Economy  
Meeting  
Lima, Peru  
28-29 June 2016**

# Strategic Plan 2015-2018

## Asia Pacific Economic Cooperation (APEC)

### Policy Partnership on Women and the Economy (PPWE)

The PPWE is composed of members of the public and private sector from APEC economies, which includes women leaders, representatives, entrepreneurs and officials from government, businesses, academia and civil society, who work with other APEC fora, the APEC Business Advisory Council (ABAC), and international organizations.

The PPWE will advance the implementation of the Framework for the Integration of Women in the APEC agenda and promote women's economic empowerment through the five pillars: (1) access to capital and assets; (2) access to markets; (3) skills, capacity building, and health; (4) leadership, voice, and agency; (5) and innovation and technology.

#### 1. Vision

Strong, sustainable, balanced economic growth in the APEC region that is more inclusive and enabling for women to succeed and advance.

#### 2. Mission Statement

The PPWE will mainstream, elevate, and integrate gender responsive policies and programs focused on women's economic empowerment into APEC activities to advance gender equality.

#### 3. Objectives

**Objective 1:**  
**Strengthen the integration of gender responsive policies and programs across APEC fora**

1.1 The PPWE will promote the generation of gender sensitive data and analysis across all APEC fora guided by the APEC Women and the Economy Dashboard.

1.2 The PPWE will conduct multiple consultations, workshops, skills building training sessions and activities jointly with other APEC fora to supplement and strengthen women's ability to fully participate in the economy.

**Outcomes:**

**Outcomes:**

1.1 Women's increased engagement and advancement across APEC economies is tracked, measured and communicated.

1.2 Increased number of APEC fora with gender-responsive policies and projects as stated in their Strategic and Work Plans, and Ministerial Statement.

**Targets:**

1.1 By APEC Economic Leaders' Meeting (AELM) 2015, publish first report of baseline indicators with a follow up [workshop or conference?] on recommendations for action in specific areas in the PPWE's five priority pillars.

1.2 By AELM 2015, disseminate results of the APEC Women and the Economy Dashboard workshop to all APEC fora.

1.3 By AELM 2018, evidence-based gender responsive policy recommendations are integrated into relevant APEC activities and statements, including across at least 10 APEC fora consistent with objective number 2.

1.4 Annual Women and the Economy Forums conducted and statements disseminated and follow up action discussed in priority APEC fora, including SOM, SCE and working groups.

**Objective 2:****Advance women's economic participation through five priority pillars**

The PPWE will work in collaboration with APEC fora, ABAC, the private sector and other key stakeholders to identify and pursue best practices, policies, programs, and structural and other reforms to increase women's economic empowerment, particularly for women in the informal economy.

**Outcomes:**

- 2.1 Women have increased access to markets.
- 2.2 Women have increased access to capital in both formal and informal economies as well as enabling the latter to transition to the formal sector.
- 2.3 Skills, capacity and health of women are strengthened to prepare them for success in the workforce, business and entrepreneurship.
- 2.4 Women are increasingly represented in leadership roles across both public and private sectors.
- 2.5 Technology and Innovation advances economic growth through women's business enterprises and women entrepreneurs, including through increased use of Information and Communications Technology (ICT) and Science, Technology, Engineering and Mathematics (STEM) assets by women.

**Targets:**

- 2.1 At the end of each year, the lead economy for each priority pillar to submit a report to PPWE and the SOM Steering Committee on ECOTECH (SCE) on activities under this outcome, including identifying follow up actions.
- 2.2 By AELM 2015, identify one new cross-fora program and activity to be implemented jointly with other APEC fora.
- 2.3 By AELM 2016 and 2017, have at least one new joint program and activity for each priority pillar under implementation.
- 2.4 By end 2018, have gender responsive policies integrated into programs and activities of 10 of the APEC fora<sup>1</sup> with direct links to PPWE five priority pillars.

**Objective 3:****Strengthen the foundation and operating structure of the PPWE and the Women and the Economy Forum**

The PPWE's communications require a new level of strategy and ability to regularly interact between economies and generate information and analysis on PPWE's achievements and regional progress to Senior Officials, Ministers and Leaders. New practices are proposed to enable PPWE to become an effective and better-established mechanism that enables the PPWE to provide information regarding gender responsive programming and policies across all APEC fora.

**Outcomes:**

- 3.1 PPWE will generate and facilitate sharing of knowledge, learning and expertise on gender issues and women's economic empowerment across APEC, both in meetings and in intersessional discussions.
- 3.2 PPWE will provide information regarding gender responsive programming and policies to APEC fora working towards an APEC framework on gender mainstreaming.

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<sup>1</sup> Illustrative APEC fora linked to PPWE five priority pillars include:  
Access to Markets: SMEWG, CTI, MAG, SCCP, ATCWG, PPFS  
Access to Capital: SMEWG, EC, FMP  
Skills, Capacity Building and Health: HRDWG, HWG, PPFS, ACTWG  
Leadership: TPTWG, HRDWG, ABAC and the private sector partners  
Technology and Innovation: TELWG, PPSTI

- 3.3 PPWE has effective mechanisms and practices to leverage its members' expertise, resources, and existing networks.
- 3.4 PPWE shares periodic updates and experiences in terms of implementing the PPWE strategic plan.

**Targets:**

- 3.1 By AELM 2016, PPWE has established an Annual Work Plan process, including reporting on progress at the conclusion of annual plans. PPWE's annual workplans will include a communication plan for its engagement, including external communications and delegations of responsibility.
- 3.2 Agreed PPWE annual workplans are submitted by SCE 1 meeting each year for approval, and include at least 2 PPWE meetings to be held each year, if necessary.
- 3.3. By the WEF 2017, develop Guidelines on gender mainstreaming into APEC fora. [for further discussion]

## 4. Critical Success Factors

The capacity of this plan to achieve the Mission Statement and Objectives depends upon:

- **Communications** - PPWE members from all member economies communicating effectively and consistently to address annual work plans and strengthen engagement via face to face meetings and video/teleconferences intersessionally.
- **Coordination** - PPWE is able to secure buy-in and commitment on gender issues through coordinated efforts with other APEC fora and APEC entities.
- **Linkages** – PPWE is able to identify and strengthen strategic links with relevant International Financial Institutions and International Organisations to support the integration of gender considerations in APEC.<sup>2</sup>
- **Leadership** - APEC member economies agree to implement policy recommendations emerging from APEC leaders and ministers on gender.
- **Resources** – Adequate human and financial resources are made available to implement projects by PPWE and/or jointly with other APEC fora.
- **Partnership** – PPWE members are able to ensure the private sector has a robust role in PPWE activities and meetings.
- **Reporting** – APEC member economies report individual action plans annually on progress on agreed upon targets and indicators in the priority pillars.
- **Awareness and commitment** – PPWE is able to advance the implementation of the 1999 *Framework for the Integration of Women* and to sustain previous achievements in maintaining awareness on gender issues.

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<sup>2</sup> Examples include UN Women, UN Development Programme (UNDP), UN Conference on Trade and Development (UNCTAD), United Nations International Trade Center, the World Bank, Asian Development Bank, and the Inter-American Development Bank

## 5. Implementation Schedule – PPWE 2015-2018

The following provides an implementation schedule based on Objectives I-III identified above. The action/activities (timeline) are ideas or activities in process at the time of the drafting of the strategic plan, and have flexibility to be changed/modified depending on how priority pillars develop.

<b>Objective 1: Strengthen the integration of gender responsive policies into programs across APEC fora</b>			
By 2018, have gender responsive policies integrated into programs and activities of ten of the APEC fora <sup>3</sup> with direct links to PPWE five priority pillars			
At the end of each year, the lead economy for each priority pillar to submit a report to PPWE and the SOM Steering Committee on ECOTECH (SCE) on activities under this outcome, including identifying follow up actions.			
<b>Outcome</b>	<b>Targets</b>	<b>Programs and Activities</b>	<b>Timeframe/Activity Lead</b>
<b>1.1 Women’s increased engagement and advancement across APEC economies is tracked, measurable and communicated</b>	1.1 By WEF 2015 publish first report of baseline indicators with a follow up conference on recommendations for action in specific areas in the PPWE’s five priority pillars.	Implement activities related to the Dashboard; Report on baseline indicators and disseminate results of progress annually to all APEC fora	Results were completed and published by the APEC Secretariat PSU
	1.2 By AELM 2015 disseminate results of the data conference to all APEC fora.	Make presentations related to the PPWE’s work plan and key priorities at working group meetings and SCE	From 2015 Lead: PPWE Chair
<b>1.2 PPWE’s data analysis guides and facilitates gender-sensitive policy dialogue and reform and sector specific responses in key APEC documents (including Strategic and Work Plans, Independent Assessments and responses, Ministerial statements)</b>	1.3 Annual Women and the Economy Forums conducted, statements disseminated and follow up actions discussed in priority APEC fora, including SOM, SCE and working groups.	Review other APEC foras’ strategic plans and where available, ministerial statements, to link ongoing APEC work to PPWE objectives and support where possible and find ways to ensure the incorporation of gender issues and women’s economic engagement in the work plans and activities of other APEC fora.	From 2015

<sup>3</sup> Illustrative APEC fora linked to PPWE five priority pillars include:  
 Access to Markets: SMEWG, CTI, MAG, SCCP, ATCWG, PPFS  
 Access to Capital: SMEWG, EC, FMP  
 Skills, Capacity Building and Health: HRDWG, HWG, PPFS, ACTWG  
 Leadership: TPTWG, HRDWG, ABAC and the private sector partners  
 Technology and Innovation: TELWG, PPSTI

		Ensure that all PPWE initiated projects are endorsed by at least one APEC forum other than PPWE	From June 2015 All Project Overseers (POs)
<b>Objective 2: Advance women’s economic participation through five priority pillars</b>			
By 2018, have gender responsive policies integrated into programs and activities of ten of the APEC fora with direct links to PPWE five priority pillars			
At the end of each year, the lead economy for each priority pillar to submit a report to PPWE and the SOM Steering Committee on ECOTECH (SCE) on activities under this outcome, including identifying follow up actions.			
<b>Outcome</b>	<b>Targets</b>	<b>Programs and Activities</b>	<b>Timeframe/Activity Lead<sup>4</sup></b>
<b>2.1 Women have increased access to capital</b>	By AELM 2015, identify one new cross fora program and activity to be implemented jointly with other APEC fora.	Establish linkages between the WEF / PPWE track and the SFOM / Finance Ministerial Meeting track	PNG: Concept Note on Women’s Access to Financial Services-Data in the APEC region
	By AELM 2016 and 2017, have at least one new joint program and activity.	TBD	
<b>2.2 Women have increased access to markets</b>	By AELM 2015 identify one new cross-fora program and activity to be implemented jointly with other APEC fora.	Implement self-funded “Promoting SME Development: Assisting Women-Owned SMEs Access the Global Markets” jointly with SMEWG	October 2014-June 2015 Australia
		Trade facilitation under GREAT Women Project (to work with SME and Finance)	By 2016 Philippines
		Women in transportation initiative	United States
		Successful cases of women owned SMEs and foreign trade	Chile
	By AELM 2016 and 2017, have at least one new joint program and activity.	TBD	

<sup>4</sup> To be completed at a later date

<p><b>2.3 Skills, capacity and health of women are strengthened to prepare them for success in the workforce and in business.</b></p>	<p>By AELM 2015 identify one new cross fora program and activity to be implemented jointly with other APEC fora.</p>	<p>Utilize data study and consultative process with each economy to identify critical reform that would have the largest impact on women’s ability to be able to participate in the labor force and secure decent jobs. (2015 -2016)</p> <p>Good Practices of Women Entrepreneurship in the Process of Disaster Reconstruction (2015)</p> <p>Cooperate with HRDWG, HWG, and Economic Committee on two joint initiatives (2014-2016)</p> <p>Capacity building for the reduction of educational gender gaps through structural reform (October 13-15, 2015)</p>	<p>TBD</p> <p>Japan, 2015</p> <p>Chile</p>
	<p>By AELM 2016 and 2017, have at least one new joint activity for each priority pillar under implementation.</p>	<p>Develop and implement two capacity building programs (2015-2016)</p> <p>Technical Vocational Skills Training (with HRD) PHL: Technical skills, capacity, and incubation</p>	<p>Chinese Taipei</p> <p>Philippines</p>

<p><b>2.4 Women are increasingly represented in leadership roles across both public and private sectors</b></p>	<p>By AELM 2015 identify one new cross fora program and activity.</p>	<p>Completed Japan self-funded project "50 Leading Companies for Women in APEC" and shared the results of the project with APEC economies and other APEC fora.</p> <p>Implement "the Individual Action Plan for the Enhancement of the Ratio of Women's Representation in Leadership" (2015-2020)</p> <p>Women in Corporate Boards</p>	<p>Japan</p> <p>Japan</p> <p>Philippines and others [TBD]  <i>[COMMENT FROM JAPAN: We are still in the process of considering the possibility of this cooperation. We have not yet been able to consult with the Philippines how we can cooperate. Therefore, we would like to make a slight amendment.]</i></p>
	<p>By AELM 2016 and 2017, have at least one new joint activity.</p>	<p>Implement APEC Women's Leadership program (2015-2016)</p> <p>Launch Women's Entrepreneurship in APEC (WE-APEC) Initiative</p> <p>Healthy Women, Healthy Economies</p>	<p>Japan</p> <p>United States</p>



<b>2.5 Technology and Innovation advances economic growth through women's business enterprises and women entrepreneurs, including through increased female use of Information and Communications Technology (ICT) and Science, Technology, Engineering and Mathematics (STEM) assets.</b>	By AELM 2015 identify one new cross fora program and activity.	MYP project – with other APEC fora such as the TELWG, SMEWG, etc.	Chinese Taipei
	By AELM 2016 and 2017, have at least one new joint activity for each priority pillar under implementation.		

**Objective 3: Strengthen the foundation and operating structure of the PPWE and the Women and the Economy Forum**

By 2018 have gender responsive policies integrated into programs and activities of ten of the APEC fora with direct links to PPWE five priority pillars

At the end of each year, the lead economy for each priority pillar to submit a report to PPWE and the SOM Steering Committee on ECOTECH (SCE) on activities under this outcome, including identifying follow up actions.

<b>Outcome</b>	<b>Targets</b>	<b>Indicative activities (for discussion)</b>	<b>Timeframe/Activity Lead</b>
<b>3.1 PPWE will generate and facilitate knowledge, learning and expertise on gender issues and women's economic empowerment across APEC, both in meetings and intersessionally</b>	By the end of each year, PPWE has established an Annual Work Plan process, including reporting on progress at the conclusion of annual plans. PPWE's annual work plan will include a communication plan for its engagement, including external communications and delegations of responsibility.	<i>Conduct annual conference (Women and the Economy Forum) to report from baseline indicators and disseminate recommendations for action in specific areas in the PPWE's five priority pillars.</i>  <i>Maximize the use of the tele- and video conferencing for improved communication and closer coordination.</i>	Host economy

<p><b>3.2 PPWE will provide information regarding gender responsive programming and policies to APEC fora.</b></p>	<p>By the end of each year, agreed PPWE annual work plan are submitted by SCE 1 meeting each year for approval, and include at least 2 PPWE meetings to be held each year, if necessary.</p>	<p><i>PPWE conducts a minimum of 2 working group meetings each year (one focused on planning, one focused on policies and reporting for the host year), if necessary</i></p>	<p>PPWE Chair</p>
<p><b>3.3 PPWE has effective mechanisms and practices to leverage its members' expertise, resources, and existing networks</b></p>		<p><i>Each economy holds annually private sector forum/meeting in the economy, or rides on various existing platforms, where feasible, to incorporate private sector, academia, entrepreneurs, and civil society's voice and expertise into policy discussion.</i></p> <p><i>Representatives and inputs from these forums are taken forward by each economies delegation to the APEC WEF and reports are relayed back to each economies private sector working group.</i></p>	<p>All economies</p>

## Appendix 1: History of the APEC Policy Partnership on Women and the Economy (PPWE)

“As endorsed by Senior Officials in Big Sky, Montana, in May 2011, the APEC Policy Partnership on Women and the Economy (PPWE) provides a streamlined and effective mechanism to integrate gender equality and women and the economy considerations and elevate the influence of women’s economic issues in APEC. The PPWE advances the Framework for the Integration of Women in APEC based on the principle that gender equality is a cross-cutting issue within APEC. The PPWE, in conjunction with APEC processes, will provide the vehicle for SOM to continue work on issues that affect the economic empowerment of women in the APEC region.

The PPWE also promotes the full and equal participation of women in APEC economies through the Trade and Investment Liberalization and Facilitation (TILF) and Economic and Technical Cooperation (ECOTECH) agendas. The PPWE will provide policy and practical advice to APEC fora and Senior Officials to increase women’s economic participation and drive economic growth in the APEC region”.<sup>5</sup>

In 1998, APEC Leaders endorsed the recommendations of the first Ministerial Meeting on Women in Makati City, Philippines, which resulted in the formation of the Senior Officials' Meeting (SOM) Ad-Hoc Advisory Group on Gender Integration (AGGI). The AGGI was tasked to assist with the implementation of the "*Framework for the Integration of Women in APEC*" within APEC groups, and to provide recommendations on gender integration. Its mandate expired in 2002 and Ministers then endorsed the establishment of the *APEC Gender Focal Point Network* (GFPN) to continue to advance the implementation of the Framework and to sustain the AGGI's achievements in maintaining awareness on gender issues.

*The PPWE was established at the second Senior Officials' Meeting in May 2011* held in Big Sky, Montana, USA. It combined the former APEC Gender Focal Point Network (GFPN) and the private sector-oriented *Women's Leadership Network* (WLN) – creating a single public-private entity to streamline and elevate the influence of women’s contributions towards economic growth and foster women’s economic empowerment across the APEC region.

The Women and the Economy Summit in San Francisco, USA, in September 2011, and the adoption of *the San Francisco Declaration* were significant milestones in identifying priority areas to advance women’s economic participation: access to capital, access to markets, skills and capacity building, and women’s leadership.

In 2012, the second *APEC Women and the Economy Forum* (WEF), held in Russia, elevated the importance of women’s contributions to the innovative economy, business opportunities and human capital.

In 2013, the APEC WEF held in Indonesia, emphasized the need for investments in structural reforms, human capital, infrastructure, and information and communication technologies and development of women led SMEs, to achieve significant gains in women’s economic participation.

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<sup>5</sup> Taken from PPWE Terms of Reference

In 2014, the APEC Women and the Economy Forum held in Beijing, China, identified three key areas for harnessing women's power for Asia-Pacific prosperity: women and green development, women and regional trade cooperation, policy support and women's economic empowerment, and put forward proposals for actions.

In 2015, the SOM Steering Committee on ECOTECH (SCE) endorsed the holding of two PPWE Meetings annually, if necessary and that the PPWE Terms of Reference be amended accordingly. On May 3-5 2015, the APEC PPWE conducted its first meeting which was held in Port Moresby, Papua New Guinea to tackle pending matters from the 2014 APEC Women and the Economy Forum in Beijing, China. The meeting endorsed the 2015 Work Plan, finalized the Strategic Plan for 2015-2018, discussed the Guide on Gender Criteria for APEC Project Proposals, and updated the PPWE Terms of Reference. The review of the draft one Ministerial Statement with the theme “Women as Prime Movers of Inclusive Growth” was made and will be submitted intersessionally to allow other economies to submit their inputs and project proposals. Further, economies that were not represented in the PPWE 1 Meeting were given the opportunity to submit their proposed projects before Project Session 2 funding approval in line with the Strategic Plan for 2015-2018.

The key members of PPWE are:

1. Economy public and private PPWE delegates
2. Women and the Economy Program Director
3. ABAC representative

## Appendix 2: Women in the Economy - Problem Analysis

1. **Access to Markets** – A lack of ability to access to markets impedes the growth of women-owned businesses and restricts the number of jobs created. Participating in global supply chains and government procurement represent substantial opportunities to expand business for women-owned enterprises. Key barriers include: corruption; a lack of access to information on how to access public and private sector opportunities; lack of knowledge of, or access to resources that enable businesses to meet international standards and requirements necessary to protect the health and safety of citizens; impediments which inhibit women’s mobility, including safe transportation, ability to travel outside the home or outside the country; or lack of ability to obtain national identity cards; a lack of formal and informal networks; and lack support services and facilities which provide information and support services to women entrepreneurs.
2. **Access to Capital** – Discriminatory legal and regulatory systems and banking practices pose specific hurdles for women’s access to capital and assets. Private sector engagement, physical infrastructure and regulatory reforms including ability to open a bank account; ability to access to technology for financial services; reforms affecting credit bureau and registry systems; or women’s ability to own, manage, control and inherit property are present barriers to women’s advancement.
3. **Skills, Capacity Building, and Health** - Women face barriers to full access to, and participation in, education and training that can prepare them for success in the workforce and in business. Research shows that the majority of APEC economies have at least one law or regulation that restricts women’s ability to be able to participate in the economy. APEC economies and all fora must consider and pursue efforts to increase women’s access to decent jobs and healthy lifestyles; ability to work in the same jobs and to work the same night hours; legal reforms; tax reforms; anti-discrimination and harassment laws including those specific to the workplace; and most significantly, awareness campaigns and prevention of gender-based violence.
4. **Women in Leadership, Voice and Agency** – Globally, women are either excluded or under-represented in leadership roles across the private and public sectors and these figures remain relatively stagnant. The lack of childcare provisions has been cited as a major impediment for women to both being able to join or return to the labour market as well as obtain leadership and decision making roles.
5. **Technology and Innovation** – Information and communication technology (ICT) as well as Science, Technology, Engineering and Mathematics (STEM) are sectors that provide significant economic growth potential for the APEC region. However effort must be given to i) develop policies, programs and structural reforms that close the gender technology divide; ii) ensure that women have effective access to and knowledge of how to use ICT tools to further economic opportunities and start and grow their businesses; and iii) focus on women’s ability to access and rise in ICT and STEM jobs and opportunities.