

**Strategic Plan 2022-2025**  
**Asia Pacific Economic Cooperation Human Resources Development Working Group (APEC HRDWG)**

[2020 APEC Putrajaya Vision 2040](#)

We will intensify inclusive human resource development as well as economic and technical cooperation to better equip our people with the skills and knowledge for the future.

[2021 Aotearoa Plan of Action](#)

Evaluation of progress: All our people are well equipped with the skills and knowledge they need to adapt and thrive now and in the future.

Individual Actions:

- Economies will implement policies to ensure equity and inclusion in education and human resource development, including life-long skills development and social protection measures, to provide for widespread participation in the digital economy, inclusive labour markets, and to support swift recovery from economic shocks.

Collective Actions: Economies will:

- Innovate and exchange expertise on skills and human resource development, and cooperate on sharing lessons and best practice in these areas;
- Cooperate to improve the collection and analysis of skills and labour market data sets, including to better assess and bridge skills gaps and mismatches between skills and employment;
- Strengthen economic and technical cooperation to intensify capacity building in inclusive human resource development;
- Cooperate on the development of skills and literacy for all to accelerate the digital transformation of the region's economy, including by implementing APEC's Education Strategy and the APEC Framework on Human Resources Development in the Digital Age; and
- Build on existing APEC work on mutual recognition of qualifications to deepen and widen its coverage.

## **Introduction**

The goal of human resources development in APEC is to promote the well-being of all people and achieve sustainable and inclusive economic growth in the region.

First established in 1990, HRDWG has played an important role in building the region's human capacity, including through its three networks, the Capacity Building Network (CBN), the Education Network (EDNET) and the Labour and Social Protection Network (LSPN). The working group implements initiatives on education, labor and capacity building to share knowledge, experience and best practices to strengthen human resources development across the region.

In this context and to ensure sustainable and inclusive growth of the Asia-Pacific region, HRDWG pursues actions under the direction of APEC Leaders, HRD Ministers, and Education Ministers [including the Putrajaya Vision 2040 (2020), Aotearoa Plan of Action (2021) and the APEC Education Strategy (2016) and Action Plan.

With these goals in mind, HRDWG works to make APEC Leaders', Education and HRD Ministers' visions a reality, using this strategic plan as our roadmap.

## **II. Mission Statement**

The HRDWG's mission is to share knowledge, experience, and skills to strengthen human resource development and promote sustainable economic growth in the Asia-Pacific region.

## **III. Objectives**

HRDWG has made significant progress in activities that facilitate the APEC region's human resources development through education, capacity building, and labor and social protection. A streamlined and focused set of objectives guide the three HRDWG networks in achieving the HRDWG mission:

- Develop 21<sup>st</sup> Century Knowledge and Skills For All
- Integrate HRD into the Global Economy
- Address the Social Dimensions of Globalization

HRDWG will operationalize these three objectives by:

- Strengthening the link among its networks and other fora
- Gathering and strengthening internal capacity and resources of HRD to work for Inclusive and Quality Education for All, Regional Economic Integration (REI), Social Dimensions of Globalization, Safeguarding the Quality of Life, Structural Reform and Human Security
- Building and strengthening HRDWG's self-sustainable support system
- Expanding the collaboration of HRDWG with other APEC Fora and relevant multilateral organizations
- Providing people in the Asia-Pacific region with 21<sup>st</sup> Century knowledge, competencies and skills, including soft skills, through education and training
- Promoting human resources development by strengthening research and building organizational capacity in public, private and not-for-profit sectors
- Fostering strong, flexible, inclusive and resilient labor markets and strengthening social protection and safety nets

## **IV. Critical Success Factors (also called Key Performance Indicators/deliverables)**

In order to respond to priority areas in the Human Resources Development in the Asia-Pacific region, HRDWG has developed the HRDWG Strategic Plan 2021-25 to achieve its mission. HRDWG will work on the five overarching priority areas, which are critical success factors (also called key performance indicators/deliverables) with the following prioritized implementation schedule. They are:

1. Convening and holding of HRDWG Meetings, during the following economies' year of APEC: New Zealand (2021), Thailand (2022), United States (2023), Peru (2024) and Republic of Korea (2025);
2. Drafting, Endorsement and Submission of HRDWG Documents to SOM Steering Committee on ECOTECH (SCE);
3. Implementation of Follow-up actions to APEC Economic Leaders' and Ministers' Declarations and Mandates
4. Continuous Implementation of the HRDWG Projects;
5. Other areas of work such as Structural Reforms in Human Capacity Development in cooperation with the APEC Economic Committee (EC).

## V. Prioritized Implementation Schedule

PRIORITIZED ACTIVITIES	OBJECTIVES	START DATE	COMPLETION DATE	LEAD ECONOMY	LEAD & CROSS FORA	KEY PERFORMANCE INDICATORS/ OUTPUTS
<b>1. Convention of HRDWG Meetings</b>	1.1. Hold HRDWG Meetings to mainstream human resources development including education, capacity building, labor and social protection within and beyond APEC	2021	2021	New Zealand	HRDWG Lead Shepherd (LS)	<ul style="list-style-type: none"> <li>• Hold annual HRDWG Plenary and Technical meetings, which include Network meetings to strengthen the forum's discussion and activities</li> <li>• Hold HRDWG Lead Shepherd's Advisory Committee (LSAC) meetings and tele/video conference as required to facilitate and make the forum's plans, agendas and programs for upcoming event</li> <li>• Invite APEC members, observers, guests and representatives of international organizations to the HRDWG related meetings (i.e. APRU, ASEAN, PECC, PIF, ABAC, APEC Policy Support Unit, ATCWG, CTI, EC, EPWG, HWG, SMEWG, PPSTI, PPWE, TWG, ADB, OECD, SEAMEO, UNESCO, UNICEF, ILO, WB, etc.) and facilitate cross-fora cooperation in the sphere of human capacity building, skills, education, supply chains, labour and employment issues</li> </ul>
		2022	2022	Thailand	HRDWG Lead Shepherd (LS)	
		2023	2023	(USA)	HRDWG Lead Shepherd (LS)	
		2024	2024	(Peru)-	HRDWG Lead Shepherd (LS)	
		2025	2025	Republic of Korea	HRDWG Lead Shepherd (LS)	

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	1.2. Convene Sectoral Ministerial Meetings and High Level Policy Dialogues (HLPD) to support APEC's mission	TBC	TBC	TBC	HRDWG (CBN, LSPN)	<ul style="list-style-type: none"> <li>• Prepare “the 7<sup>th</sup> APEC Human Resources Development Ministerial Meeting (HRDMM)”</li> </ul>
		TBC	TBC	TBC	HRDWG (EDNET)	<ul style="list-style-type: none"> <li>• Prepare “the 7<sup>th</sup> APEC Education Ministerial Meeting (AEMM)”</li> </ul>
<b>2. Drafting, Endorsement, and Submission of HRDWG Documents</b>	2.1. Draft and endorse HRDWG Documents within the forum and submit them to SOM Steering Committee on ECOTECH (SCE)	2021	2025	All 21 economies	HRDWG	<ul style="list-style-type: none"> <li>• Draft and endorse the HRDWG Strategic Plan 2021-25, annual HRDWG Work Plans, and annual HRDWG Reports within the forum</li> <li>• Revise HRDWG Terms of Reference and its addendum when necessary</li> <li>• Submit the abovementioned documents to the SCE</li> </ul>
<b>3. Follow-up actions of Leaders' and Ministers' Mandates (i.e. Projects, Workshops, Forums, Guidelines, Toolkits, Programs, Researches, etc.)</b>	3.1. Undertake follow-up actions from APEC Leaders' and Ministers' mandate	2021	2025	All 21 economies	HRDWG	<ul style="list-style-type: none"> <li>• Prioritize Human Potential (2020), Women (2019), Digital Economy (2018) Human Capital Development (2015-17), People-to-People Connectivity (2013, 2014) as subjects of HRDWG activities</li> </ul>

PRIORITIZED ACTIVITIES	OBJECTIVES	START DATE	COMPLETION DATE	LEAD ECONOMY	LEAD & CROSS FORA	KEY PERFORMANCE INDICATORS/ OUTPUTS
	3.2. Continue follow-up actions of the APEC Education Ministerial Meetings (AEMM)	2021	2025	All 21 economies	HRDWG (EDNET)	<ul style="list-style-type: none"> <li>Promote and Encourage Submission of projects with their focus on the 6<sup>th</sup> AEMM (2016) general theme, which is “An Inclusive and Quality Education” and three sub themes, which are ‘Competencies’, ‘Innovation’ and ‘Employability’</li> <li>Update and disseminate ‘Baseline Report on Current Status of Education in Asia-Pacific Region’</li> </ul>
	3.3 Implement APEC Education Strategy and its action plan	2021	2025	All 21 economies	HRDWG (EDNET)	<ul style="list-style-type: none"> <li>Develop “Progress Report on Implementing APEC Education Strategy and its Action Plan”</li> <li>Update Action Plan of APEC Education Strategy</li> </ul>
	3.4. In the absence of new ministerial directions, continue implementation of the 2014 Joint Ministerial Statement of the APEC Human Resources Development Ministerial Meetings (HRDMM)	2021	2025	All 21 economies	HRDWG (CBN, LSPN)	<ul style="list-style-type: none"> <li>Promote and Encourage Submission of projects with their focus on the 6<sup>th</sup> HRDMM (2014) general theme, “Promoting Quality Employment and Strengthening People-to-People Connectivity Through Human Resources Development”</li> <li>Develop a follow-up plan for ‘HRD Ministerial Action Plan 2015-18’</li> </ul>
		2019	2025	All 21 economies	HRDWG (CBN)	<ul style="list-style-type: none"> <li>CBN Vision Statement “In line with APEC priorities, HRDWG-CBN identifies and coordinates efforts to build the APEC workforce, ready to meet a skill-centred and digital future.”</li> </ul>

PRIORITIZED ACTIVITIES	OBJECTIVES	START DATE	COMPLETION DATE	LEAD ECONOMY	LEAD & CROSS FORA	KEY PERFORMANCE INDICATORS/ OUTPUTS
	3.5. Develop work programs aimed at achieving the goals of High Level Policy Dialogues (HLPD)	2021	2025	All 21 economies	HRDWG (CBN, EDNET, LSPN)	<ul style="list-style-type: none"> <li>Develop joint and regional discussions, programs, and projects, which identify and develop priority areas such as future of work in the digital age, labour market policy implications, skills education and training, and social protection within and beyond APEC as emphasized on the 'APEC Framework on Human Resources Development in the Digital Age 2017-25'</li> </ul>
	3.6. Implement projects under the direction of "APEC Services Competitiveness Roadmap Implementation Plan 2016-2025" to facilitate the mobility of skilled labour and professionals and to ensure the quality of skills and competencies those meet the market needs	2021	2025	All 21 economies	HRDWG	<ul style="list-style-type: none"> <li>Develop APEC-wide and individual economy actions to ensure increased participation of women, youth and indigenous businesses in the workforce and help workers to develop an adequate supply of skills to adjust in a rapidly changing economy</li> </ul>
<b>4. Continue Implementation of HRDWG-Projects</b>	4.1. Continue efforts to achieve the ECOTECH priorities (i.e. Regional Economic Integration (REI), Social Dimensions of Globalization, Safeguarding the Quality of Life, Structural Reform and Human Security, etc.)	2021	2025	All 21 economies	HRDWG	<ul style="list-style-type: none"> <li>Propose and Implement relative projects</li> </ul>
	4.2. Continue efforts on enhancing education agenda in APEC (i.e. cross-border education and academic mobility; qualifications frameworks, skills recognition and technical and vocational education and training; education innovation in the digital age; 21 <sup>st</sup> century	2021	2025	All 21 economies	HRDWG	<ul style="list-style-type: none"> <li>Share lessons and experiences on education reform and development through collaborative research facilitated by APEC Education Research Network</li> </ul>

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	competencies and structural education reform etc)					
	4.3. Promote capacity building agenda in APEC (i.e. career and technical, vocational education and training, skills development, upskilling and reskilling of workers, public-private-academic sector cooperation, etc.)	2021	2025	All 21 economies	HRDWG	<ul style="list-style-type: none"> <li>Propose and Implement relative projects.</li> </ul>
	4.4. Promote labour and social protection agenda in APEC (i.e. labour market needs, labour mobility, social protection, occupational health and safety, future job market, women, youth and people with disabilities' employment, mutual recognition of professional qualifications, data collection and sharing etc.)	2021	2025	All 21 economies	HRDWG	<ul style="list-style-type: none"> <li>Propose and Implement relative projects.</li> </ul>
Others	5.1 Follow up the recommendations on the APEC Economic Policy Report (AEPR) 2021 on Structural Reforms & the "Future of Work" in cooperation with APEC Economic Committee (EC)	2021	2024	All 21 economies	HRDWG Lead Shepherd (LS)	<ul style="list-style-type: none"> <li>Follow up the recommendations of the 2021 APEC Economic Policy Report (AEPR), which focuses on Structural Reforms as the Economic Committee (EC).</li> </ul>
	5.2 Monitor progress on the implementation of the APEC Framework on Human Resources Development in the Digital Age and conduct the final review in 2025	2020	2025	All 21 economies	HRDWG Lead Shepherd (LS)	<ul style="list-style-type: none"> <li>Use the Progress Tracking Tool to collect data on the implementation of the Framework.</li> <li>Conduct a preliminary review on progress in 2022 and report to HRD Ministers.</li> </ul>

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						<ul style="list-style-type: none"> <li>• Conduct the final review of the Framework in 2025 and report to APEC Economic Leaders.</li> </ul>



**VI. Measure of the success of the identified objectives of the strategic plan.**

Objectives	Priority Areas for Collaboration	Key Performance Indicators (KPIs)
Develop 21 <sup>st</sup> Century Knowledge and skills For All	Human Resources Development in the Digital Economy	Strengthened regional cooperation in human resources development and common policies among APEC economies in building human capital in the face of rapid technological change and risk mitigation regulations.
		By 2025, there is increased information sharing on best practices in teaching, learning, and digital learning, with an emphasis on promoting the acquisition of skills needed in the digital and post-pandemic age.
	COVID-19, 4 <sup>th</sup> Industrial Revolution and the Future of Work	Identified future skills and competencies among APEC economies to meet the need of emerging technologies and digitalization amidst the constraints on human interaction across the life-long learning continuum.
Integrate HRD into the Global Economy	Innovation and entrepreneurship in the digital age and environment	Assessed new forms of work and identified work opportunities arising from increased digitalization, including the growth of virtual work and the “gig economy”.
	Impacts of new technology and digitalization on the world of work	Policies for restructuring and reorganization of firms including accelerated automation to adjust to the post-pandemic economic environment that will involve constraints on human interaction and risk mitigation regulations.
		Assessed impact of structural adjustment brought about by automation and economic impacts of the pandemic on human resources development and labour supply (withdrawal of workers who are elderly or have pre-existing conditions, etc.). Conducted sector-by-sector and gender-based analysis of jobs at risk of automation that factors in the “New Normal.”
Address the Social Dimensions of Globalization	Social protection in the changing world of work	Conducted joint studies on new social risks (intensification of work, effects on health and safety, boundaries between work and private life, job precariousness, income uncertainty or discrimination) in order to inform new social protection policies and programs in the post-pandemic digital economy.
		Updated adequate social protection policies to adapt to new forms of employment, to ensure that social protection coverage for workers reflects diverse forms of employment; and promote access to social protection to all, including MSMEs, women and others with untapped economic potential.