

APEC Human Resources Development Working Group (HRDWG)

TERMS OF REFERENCE

Preface

The APEC Human Resources Development Working Group Terms of Reference (HRDWG TOR) is established in accordance with agreed APEC rules and principles¹.

Article I. Background

The HRDWG was established in 1990 and conducts work programs on developing human resources, focusing on issues ranging from education, capacity building to labour and social protection. In addition, the HRDWG has responsibilities to help build cultural awareness and promote gender equality as well as be responsible for including disability issues in its workplan.

Article II. Goals and/or Strategic Focus

The mission of HRDWG is “Sharing knowledge, experience, and skills to strengthen human resource development and promote sustainable and inclusive economic growth”.

Article III. HRDWG Objectives

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

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 skills². Thus, specific aims for the HRDWG in undertaking this objective are to:

¹ This TOR follows the Recommendations of the Review of Fora Implementation (2007/SOM3/SCE/016), Governance Improvements for a More Effective APEC (2017/SOM2/002), as well as Revised Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and SOM Task Forces (2012 AMM 11).

² See for example, Port Moresby High Level Policy Dialogue on Human Capacity Building, which was held on 5 - 6 May, 2015 (http://www.apec.org/Press/News-Releases/2015/0507_HCBJS.aspx) and the Partnership for 21st Century Skills, representing a number of leading international businesses and private sector non-profit organization (<http://www.21stcenturyskills.org/index.php>).

- Teach 21st Century Academic Content with an emphasis on literacy; math and science; foreign language; cultural and global awareness; economic and international trade; business and entrepreneurial literacy.
- Build 21st Century Skills with an emphasis on critical and innovative thinking; inter-personal skills; intra-personal skills; global citizenship; and media and information literacy.
- Promote skills development and training programs to cultivate 21st Century talent and provide quality employment in the job market.
- Expand access to and effective use of information and communication technology to narrow down 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.

Thus, specific aims for the HRDWG in undertaking this objective are to:

- 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 labour 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.
- Develop new and needed skillsets at present and future workplace in alignment to industry needs by establishing APEC skills development capacity building programs.

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.
- Advance the participation of persons with disabilities in the economy, in particular in relation to access to education, skills development and labour market opportunities, and to achieve disability-inclusive development across sectors.
- Strengthen social protection including social safety nets.
- Work toward environmentally sound as well as sustainable and inclusive economic growth.

Article IV. HRDWG Network Goals and Objectives

The HRDWG conducts its work program both through the working group directly and through its three networks (in an alphabetical order): the Capacity Building Network (CBN); the Education Network (EDNET); and the Labour and Social Protection Network (LSPN). In addition, the HRDWG and its networks recognize that collaboration among government, academia, and the private sector can improve the effectiveness of its work. The networks will report to the HRDWG and all activities/decisions of the networks will be subject to HRDWG approval. The goals and objectives of the networks are:

CBN—To promote human capacity building on skills development, human resource management and vocational training through cross-cutting collaboration to facilitate 21st century talents, enhance employability and provide quality employment by means of:

- Strengthening HRM and HRD capacity building for SMEs and entrepreneurs to create job opportunity and facilitate successful trade and investment in APEC;
- Promoting skill development and network training provider in APEC region to bridge school to work and enhance labour productivity;
- Developing competency standardization and training quality to promote skills mobility in APEC; and
- Narrowing talent gap by Industry-VET-Academia cooperation.

EDNET—To foster strong and vibrant learning systems across APEC member economies and strengthen the role of education in promoting social, individual, economic and sustainable development through cross-border education cooperation, aiming at:

- Developing global education cooperation with other relevant fora and institutions, multilateral organizations through collaborative research and publication, exchange programs, training and education;
- Providing appropriate opportunities and conducive environment for K-12 children and students in higher education to engage in happy and effective learning; and

- Preparing today's youth with appropriate education and training, skills, and participating in cross-border education to succeed in their local education system and compete in a globalized world.

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

Specifically, LSPN focuses on issues and support activities in the following areas:

- Fostering economic development to enhance growth and employment creation and alleviate poverty through effective labour market policies, including such measures as enhancing productivity, labour force participation and skills development;
- Maximizing the opportunities afforded by globalization and digitalization through the development of improved workplace conditions and practices through the adoption of new technologies, effective labour-management relations, awareness of their labour and social rights, improved workplace health and safety practice and labour market adjustment measures to assist workers affected by globalization and digitalization; and
- Building capacity to strengthen social protection and narrow socio-economic disparity in APEC member economies through the exchange of information on active labour 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. Priorities

The APEC HRDWG derives its mandate from taskings by APEC Leaders, Ministers, and Senior Officials, as well as HRD and Education Ministers.

HRDWG has several guiding key documents, which are:

- “APEC Putrajaya Vision 2040” from 2020 APEC Leaders’ 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, labour market, training for executives and SMEs, mobility, labour force and workplace, and HRD for trade and investment liberalization and facilitation.
- 2006 APEC Senior Officials' Report on Economic and Technical Cooperation, which 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 and 2013 APEC Leaders' Declarations, where People-to-People Connectivity and the Promotion of Cross-Border Education were adopted as priority working areas of HRDWG.
- 2014 APEC Leaders' Declaration, which commends the constructive role of the APEC Business Advisory Council (ABAC) in strengthening public-private partnership and promoting APEC cooperation in various fields.
- 2015 and 2017 APEC Leaders' Declarations, including the APEC Framework on Human Resources Development in the Digital Age, which is annexed to the 2017 APEC Leaders' Declaration, which acknowledge Human Capital Development and Human Development as priority working areas of HRDWG.
- 2016 APEC Leaders' Declarations, which encourages member economies to collaborate on improving education in the Asia-Pacific region under the principles established in the APEC Education Strategy
- 2019 APEC Ministerial Document "La Serena Roadmap for Women and Inclusive Growth (2019-2030)"
- 2012 APEC Education Ministerial Meeting Joint Statement, which 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.
- 2014 APEC Human Resources Development Ministerial Meeting Joint Statement, which emphasizes "Quality Employment and Strengthening People-to-People Connectivity through Human Resources Development".
- 2016 APEC Education Ministerial Meeting Joint Statement, which acknowledges the importance of "An Inclusive and Quality Education" by ensuring access to education and developing competencies, strengthening innovation, and advancing employability for all learners in a globalized economy.
- APEC Education Strategy 2016-2030, which outlines a path for achieving a strong and cohesive APEC education community characterized by inclusive and quality education that supports sustainable economic growth and social well-being, enhances competencies, accelerates innovation and increases employability.

- Statements from the High-Level Policy Dialogues (HLPD) on Human Capacity Building (2015), Science and Technology in Higher Education (2015), and Human Resources Development in the Digital Age (2017).

With these documents, HRDWG operations are undertaken mainly via APEC projects, either partially funded through the APEC funding mechanisms or through self-funded projects. APEC 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; and
- The themes and priorities proposed by APEC host economies.

Article VI. Membership

All 21 APEC economies, through designated focal points, are HRDWG members. Government officials involved in education and labour 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.

For the APEC Education Ministerial Meeting (AEMM), Ministers responsible for education should attend. For the APEC Human Resources Development Meeting (HRDMM), Ministers responsible for labour and social protection should attend. Sectoral Ministerial Meetings (Education and HRD) are held in principle every four years unless agreed otherwise.

Article VII. Leadership

As HRDWG is a sub-forum of the SOM Steering Committee on ECOTECH (SCE), the working group follows the Revised Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and SOM Task Forces (2012 AMM 11).

The working group has a Lead Shepherd, three network coordinators, whom can be accompanied with the co-chairs and deputy lead shepherd and network coordinators.

Lead Shepherd (LS)—

1. Nominated by an economy and selected by member economies' consensus (all member economies are encouraged to take on leadership roles);
2. Shall each serve for a period of two years (or the term of service can be extended to another consecutive term, if the member economies and respective government support for the extension);
3. Has the following functions, with support from the APEC Secretariat:
 - Communicating the work of HRDWG within APEC and consulting with other for a;
 - Chairing the Lead Shepherd's Advisory Committee (LSAC);
 - Setting the theme for the HRDWG meeting in consultation with the Co-Chair;
 - Coordinating and the scheduling and chairing of meetings;
 - Initiating the preparation of the necessary reports;
 - Tracking project implementation including the submission of final evaluation reports; and
 - Acting as the spokesperson and representative of the HRDWG
4. Has the following selection criteria:
 - Obtained official support of the economy at a senior-level from Ministry responsible for employment, labour, social protection, skills development or education;
 - Demonstrated staff capacity and travel resources to accomplish the required work of the position, with a team qualified to facilitate project activities, meetings, and intersessional communication;
 - Understanding of economic principles and public policy issues (including gender) as they related to human resources development in the Asia-Pacific, including education, skills development, employment, labour and/or social protection;
 - Understanding of the APEC mission and goals, including fundamental knowledge of the main APEC policy documents (e.g. Bogor Goals, Enhanced APEC Agenda for Structural Reform (EASSR) , Putrajaya Vision 2040), and ability to translate these goals and directives into HRDWG policy and project activities;
 - Understanding of and demonstrated experience in strategic planning, evaluation principles, and the ability to communicate organizational mission, goals, and successes as well as build networks across a diverse range of stakeholders to achieve results;
 - Demonstrated demeanour of respect and cultural understanding of all the Economy members of APEC and for diverse persons of gender, religion, disability, ethnicity, and age; and
 - Ability to lead diverse groups of senior officials and facilitate effective meetings that engage participants and produce rich policy results for political leaders and substantive contributions to organizational objectives.
 - (The desirable selection criteria for the position of Lead Shepherd are) Proven senior

experience in the public sector.

Network Coordinators—

1. Shall be nominated by an economy and selected by member economies' consensus (all member economies are encouraged to take on leadership roles);
2. Shall each serve for a period of two years (or the term of service can be extended to another consecutive term, if the member economies and respective government support for the extension);
3. Main Responsibilities:
 - Coordinate capacity building/education/labour and social protection cooperation among official agencies of the 21 APEC member economies;
 - Provide technical guidance on the development and the implementation of APEC projects and initiatives of member economies related to capacity building/education/labour and social protection cooperation respectively;
 - Prepare the agenda for and chair the annual CBN/EDNET/LSPN meetings and regular Ministerial Meetings in collaboration with the host economy, including advising on the theme and priorities of the meetings, steering the preparatory processes, and forging consensus among APEC members for the timely delivery of meeting outcomes;
 - Coordinating, scheduling and chairing of APEC HRDWG network meetings;
 - Design and lead the implementation of activities to fulfil instructions given by APEC Leaders, Ministers and Senior Officials; and
 - Represent CBN/EDNET/LSPN to the HRDWG, other Networks, other APEC fora and relevant international and regional organizations to promote the work of the networks and look for synergies and potential areas of cooperation at the discretion of the Coordinator, when appropriate and useful to the Network.
4. Selection criteria:
 - Obtained the official support of their respective ministry at senior level (i.e. either education or employment/labour/social protection, NOT both);
 - Demonstrated staff capacity and travel resources to accomplish the required work of the position, with a team qualified to facilitate project activities, meetings, and inter-sessional communication;
 - Understanding of economic principles and public policy issues (including gender) as they relate to human resource development in the Asia-Pacific, including education, skills development, employment, labour and social protection; and
 - Demonstrated demeanor of respect and cultural understanding for all the Economy members of APEC and for diverse persons of gender, religion, disability, ethnicity, and age.
 - (The desirable selection criteria for the position Coordinators are) Proven senior

experience in the public sector; and

- Demonstrated experience in chairing senior-level, multidisciplinary groups.

Co-Chairs (Co-Lead Shepherd and Co-Network Coordinators)—

1. Shall be nominated by the host economy of the year;
2. Shall each serve in their capacity for one year; and
3. Main Responsibilities:
 - Representing host economy to convene and co-chair annual HRDWG/CBN/EDNET/LSPN meetings and other HRDWG events together with the Lead Shepherd and respective network Coordinator;
 - In the absence of LS/network coordinators, Co-chairs will chair the meetings and events; and
 - In case LS/network coordinators are unable to complete his/her term and resign prior to end of their term, the Co-chairs will serve the role of LS/network coordinators until a new LS/Coordinator is selected.

Deputy LS and Deputy Network Coordinators—

1. May be nominated, if deemed desirable, by the LS and Network Coordinators respectively from their same economy, who are of the opposite gender from the LS and Network Coordinators, and should be approved by the 21 APEC member economies by consensus; and
2. Shall each serve for a period of two years (or the term of service can be extended to another consecutive term, if the member economies and respective government support for the extension); and
3. Support the LS and Network Coordinators
4. Main Responsibilities:
 - If LS/Co-LS/Network Coordinator/Co-Chair is unable to complete his/her term and resigns prior to their end of their term, the Deputy LS/Deputy Network Coordinator will become the Lead Shepherd/Chair for the remainder of LS's term. If the Deputy is unable to fulfil the LS role, an interim LS will be nominated by economy and selected by consensus.
 - Should the LS/Co-LS/Network Coordinator/Co-Chair be absent from a plenary meeting, the meeting should be led by the Deputy LS/Deputy Network Coordinator. If neither is in attendance the delegate from the host economy should lead the meeting.

Lead Shepherd's Advisory Committee (LSAC)—

1. 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 Economic Leaders' Meeting host economy, then the APEC Economic Leaders' Meeting economy host will also be represented in the LSAC;

2. Is convened as required subject to consultation with the host and APEC Secretariat. Immediately prior to the annual HRDWG Plenary Meeting and/or the Sectoral Ministerial Meeting, more meetings may be scheduled to make plans for the upcoming event; and
3. 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 HRDWG Terms of Reference (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.

Article VIII. Meeting Arrangements

The HRDWG meets 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.

The CBN, EDNET, and LSPN hold their Network meetings either in conjunction with the HRDWG plenaries or separately from plenaries if required in consultation with the host and APEC Secretariat.

If the HRDWG meeting and the APEC Economic Leaders' Meeting are located in different economies, the HRDWG host economy is defined as the economy where the HRDWG meeting is held.

Article IX. Structure of the Group, General Administration and Strategic Operations

HRDWG has three sub Networks. They are Capacity Building Network (CBN), Education Network (EDNET), and Labour and Social Protection Network (LSPN).

There is a Lead Shepherd who serves as the chair of the HRDWG and one Coordinator chair for each network.

HRDWG operations are undertaken mainly via APEC projects, either partially funded through the APEC funding mechanisms or through self-funded projects. 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. In addition to APEC projects, activities are undertaken in response to Leaders' and Ministers' directives and through recommendations from Independent Assessments (IA).

APEC Leaders and Ministers can direct working groups to undertake activities through their declarations and joint statements. These activities include developing workplans on topics that can cross-fora (e.g. cross-border education and undertaking affinity groups that also often cross-fora missions (e.g. gender equity, disability)).

The Senior Officials Steering Committee on ECOTECH (SCE) has a requirement for an independent consultant to review the operations and structure of APEC working groups to ensure economic and technical cooperation (ECOTECH) activities are targeted, effective, efficient, and make the best use of scarce resources. The output of the Independent Assessments (IA) is a report providing recommendations designed to ensure that the working group is responsive to APEC's current priorities and contributes to the achievement of APEC's overall vision and objectives. HRDWG should be vigilant in tracking the recommendations of any IAs undertaken by the organizations and keep the membership apprised of any steps undertaken to address the recommendations.

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

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.

APEC 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; and
 - Sequence project topics within an area to build on the knowledge and skills of prior work.
2. Approve projects with broad member co-sponsorship and encourage cooperation between developed and developing economies.

The concept Note (CN) must be completed for every project submitted to HRDWG with the support of at least six members (preferably at least one developed APEC economy and one developing APEC economy among them). HRDWG member economies are encouraged to propose project oversight by pairing one or more developed APEC economies with one or more developing APEC economies. The self-funded projects are strongly encouraged to similarly seek participation and feedback from member economies, but the requirement for the number of co-sponsors is not compulsory.

The proposing economy and co-sponsoring economies are expected to be engaged in the development of proposals and in the implementation of projects³.

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;
 - Mine data and analyses collected by other international organizations on the same or similar topics;
 - Use evidence-based methodologies to identify policies and practices identified as promising or effective; and
 - Use ICT 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 and
 - Other HRD relevant fora within APEC including Gender, Small and Medium-sized Enterprise (SME), and Science and Technology Fora, etc.
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; and
 - 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:

³ The co-sponsoring economies are encouraged to commit the way of their sponsorship which could include providing voluntary contributions (in terms of financial, personnel, hosting support, or in-kind contributions), forming part of a project steering committee, or providing assistance with research data or case studies, assisting with monitoring and/or post-activity, nominating speakers and/or participants. If the major contract of a project is valued from USD50,001 and above, the PO should set up an evaluation panel consisting of at least three representatives from co-sponsoring economies, not including the proposing economy, to formally evaluate the proposals submitted. For more details, please refer to the Guidebook on APEC Projects.

- Complete APEC project evaluation guidelines for all HRDWG projects;
- Ensure that all completed projects are evaluated and the information entered into the APEC Information Management Portal (AIMP) database; and
- The LS, working with the Network Coordinators shall report biannually the collective accomplishments across projects in achieving HRDWG objectives or Network priorities.

Official documents regarding projects should be entered into the APEC Information Management Portal (AIMP) 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.

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

Although there are two Sectoral Ministerial Meetings (Education and HRD), which are held in principle every four years unless agreed otherwise, both should attempt to be inclusive of issues concerning the wider HRDWG.

The scope of the HRD Ministerial should reflect the interests of the HRDWG, including issues of labour, 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.

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 in consultation with the host economy and APEC Secretariat, 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.

Article X. Friends of the Lead Shepherd/Friends of the Chair (FoTC)⁴

- FoTC can only be established with the agreement of the SCE Chair;
- FoTC be established, on an as-needs basis at the discretion of the Chair and agreement by all members, where work cannot be undertaken within the existing committee structure, due to the sensitive or highly technical nature of the issue, or time pressures;
- FoTC are informal bodies that have Terms of Reference, or Work Plans, setting out the mandate of the FoTC and how its work relates to other relevant APEC sub-fora;
- Terms of Reference and Work Plans for FoTC include sunset clauses; and
- FoTC automatically dissolve upon with the expiration of the term of the Chair of the relevant Committee, unless the incoming Chair explicitly requests that they continue and it is agreed by all members.

Article XI. Engagement with Other Stakeholders

The HRDWG has annual work plan, which include anticipated activities and/or proposed work, as well as expected outcomes and deliverables with outside organizations with an HRD focus and cross-cutting issues in response to Ministers' call for greater engagement with other organizations and stakeholders, including other relevant APEC fora, the International Financial Institutes (IFIs) and other International Organizations (IOs) such as ADB, ASEAN, ILO, OECD, UNICEF, UNESCO, World Bank (WB), and etc., which have close link to the HRDWG issues.

Pursuant to the Terms of Participation of Approved Guests in APEC, the HRDWG members approved a three-year guest status of the Association of Pacific Rim Universities (APRU), which is valid from 1 January 2021 to 31 December 2023.

Article XII. Reporting Structure

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

Article XIII. Fora Review⁵

The Steering Committee on ECOTECH (SCE) will assess achievements against stated objectives and outputs of the HRDWG. Any fora review findings and recommendations from the assessment will be considered when the new Terms of Reference and four-year Strategic

⁴ For specific Friends of the Chair/Lead Shepherd guidance refer to Governance Improvements for a More Effective APEC (2017/SOM2/002) included for reference.

⁵ For specific fora review guidance, refer to Recommendations of the Review of Fora Implementation (2007/SOM3/SCE/016)

Plan are developed.

The HRDWG Terms of Reference (TOR) may be reviewed when necessary upon the consensus of all member economies and approved by Senior Officials. The HRDWG will review its network structure in 2022 and update TOR accordingly by 31 December 2022 for SCE consideration.

Article XIV. Quorum⁶

Quorum for HRDWG and its network meetings constitutes attendees from 14 economies. Decisions can be made if quorum and consensus are reached. If the quorum is not reached, the meeting may continue, but decisions must be put to the full membership for consideration.

Should the HRDWG fail to meet quorum for two consecutive meetings, it shall be referred to Senior Officials for a decision on whether it should continue to exist.

Article XV. Sunset Clause⁷

The HRDWG and its networks' term is 1 Jan 2022 to 31 Dec 2025. Prior to the expiration of this and any subsequent term, the mandate of HRDWG and its TOR shall be reviewed by the SOM Steering Committee on Economic and Technical Cooperation (SCE) and the SCE may make a recommendation on continuation of its mandate to be put forward for Senior Officials' approval. The HRDWG and its networks must be explicitly renewed by Senior Officials in order to continue, after the expiration of this Terms of Reference.

⁶ For specific quorum guidance, refer to Governance Improvements for a More Effective APEC (2017/SOM2/002)

⁷ For specific sunset clause guidance, refer to Recommendations of the Review of Fora Implementation (2007/SOM3/SCE/016) and Governance Improvements for a More Effective APEC (2017/SOM2/002)