



**Asia-Pacific
Economic Cooperation**

Strategic Approach to Sustainable Capacity Building

Meeting the Challenges of Regional Economic Integration in APEC

**APEC Human Resource Development Working Group
Capacity Building Network**

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Contents

Executive Summary	5
Introduction	8
Background on the Project	8
Outline of the Report	11
What is meant by “Capacity Building”?	12
Lessons from the HRD-WG “Stocktaking”	17
Conceptual Framework for Assessing Capacity Building Efforts	22
Critical Success Factors for Programming Capacity Building Activities	23
Take an integrated approach, offering flexible solutions to real needs	24
Make the activity demand-driven by the beneficiary economies	24
Focus on institution building (versus simply focusing on individual capacity building)	25
Take a long-term perspective	25
Assure adequate resources (both administrative and financial)	26
Ensure coordination across APEC fora, and with other international organizations	27
Substantive Issues to Consider in Developing a Strategic Framework for Future Capacity Building Activities	27
Articulating the Strategic Framework	31
Developments Subsequent to the Hiroshima Seminar	31
Tokyo Workshop February 14-15, 2011	32
Summary of Discussion	33
Strategic Capacity Building Project: Review and Recommendations for Discussion	40
Appendix: More on the Projects selected for the “Stocktaking”	43

Executive Summary

This report summarizes the results of a project designed to assess past APEC capacity-building carried out under the auspices of the Working Group on Human Resources Development (henceforth the HRD-WG) and to develop a medium term strategic framework to guide future projects. The work plan was comprised of two parts. The first major activity was to undertake a “stocktaking” of past projects goal was to determine the extent to which projects increased capacity and employed good practices. It paid particular attention to the concept of “sustainability,” that is the extent to which the results achieved would continue beyond the project life cycle. APEC has recognized the importance of sustainability to the success of its technical corporation, but has been still coming to grips with how to ensure that enduring results can be produced within the APEC process.

The conclusions of this review were presented at a thematic seminar prior to the 32nd meeting of the HRD-WG in Hiroshima, Japan on February 25, 2010. The discussions at the seminar were also intended to feed into the second project objective, which was the development of a medium-term strategic framework to guide future cooperative capacity building projects. To assist in identifying key themes the report has summarized the main points raised by the speakers at the Hiroshima seminar. Notably the points raised were consistent with the priorities identified by the Ecotech Subcommittee of SOM (SCE) for future capacity building, and were fully consistent with the pillars of the APEC Growth Strategy.

It was recognized that the medium term strategy must also be based on priorities aligned with the emerging human resources challenges of the Asia-Pacific region. While the main points raised by the speakers at the thematic seminar provided valuable input to the process, the outcomes of the HRD Ministerial Meeting in September 2010 and the APEC Economic Leaders’ Meeting of November 2010 provided further guidance on priorities. Moreover, the results of the independent assessment of the HRD-WG and the subsequent response also pointed to the need to reinvigorate its Capacity Building Network (CBN), for which Japan subsequently offered to assume leadership.

Taking all of these factors into consideration the final project workshop held in Tokyo on February 14-15, 2011 proposed that the following themes guide the future work plans of the HRD-WG, and in particular the CBN:

1. Changing business models in the context of regional integration, enhanced productivity, regional and sectoral institutions and competitive challenges
2. Developing and maintaining employability skills in high performance organizations
3. Attracting, developing and retaining talent; domestically and regionally
4. Human resource opportunities for green growth
5. Promoting stakeholder engagement.

Based on a review of 13 projects undertaken since the mid 1990s, the stocktaking concluded that the HRD-WG has incorporated many elements of good capacity-building practice into its projects, including planning multiple-phase activities; the replicating proven methodologies; using complementary learning approaches and multiple distribution channels; the facilitation of networks; and the active engagement of key stakeholder groups. All of these practices support sustainability, i.e. increase the probability of achieving lasting results.

Topics were generally relevant to the APEC process, and projects were implemented in an efficient and timely manner. However, there were also examples of on-off ad hoc events that were not tied to a strategic vision of strengthening human capacity. Moreover, there was little evidence of systematic evaluation to measure the results achieved. And, while there were many examples of innovative approaches to dissemination, there are gaps in managing the knowledge created and in making it readily accessible to the APEC community.

The stocktaking made clear that the process of developing and implementing projects is as important to the achievement of results as is the selection of appropriate themes. A simple, five-dimension conceptual framework aligned to existing APEC procedures has been proposed to guide the process of project design and implementation, consistent with accepted good capacity-building practice. This framework has been adopted by the Budget and Management Committee (BMC) to assess all APEC project proposals.

A second project workshop held in Tokyo in February 2011 considered how the CBN should define its key stakeholders and how it should link to the academic and business communities, as well as with other APEC fora as it implements its future work plans. Participants emphasized the importance of developing key partnerships with business and academic in order to leverage regional knowledge and resources.

The workshop recommended that the CBN define the network's strategic focus within the APEC framework in a mission statement and articulate operational guidelines for developing its annual work plans. Based on the output of this workshop and subsequent discussions among CBN members a series of recommendations have been developed articulating the challenge, CBN's mission, modalities, operational guidelines and strategic priorities.

Introduction

This report summarizes the results of, and the lessons learned from, a “stocktaking” of APEC capacity building projects carried out under the auspices of the Working Group on Human Resources Development (HRD-WG). It also presents the results of a process to develop a medium term strategic framework for guide future work plans, particularly for the Capacity Building Network (CBN).

The objective of the stocktaking was to assess (at an overall program, as opposed to individual project level) the extent to which APEC’s economic and technical cooperation efforts have resulted in actual and sustained increases in capacity, and have incorporated accepted good practices. The results of this assessment were intended as a key input into the development of a medium-term strategic framework designed to provide guidance to future capacity building activities in APEC. The stocktaking activity has been carried out as part of a project sponsored by the Capacity Building Network (CBN) of the HRD-WG, entitled Strategic Approach to Sustainable Capacity Building: Meeting the Challenges of Regional Economic Integration in APEC.

Background on the Project

The project was proposed by Japan in 2008 and co-sponsored by 10 other APEC member economies. It was subsequently endorsed by the HRD-WG and approved by the APEC Budget and Management Committee (BMC), with partial funding by the TILF Special Account, a planned start up in April 2009 and anticipated completion by July 2010. The specific impetus to the project was the recognition by Senior Officials in 2007 that, in the words of the SOM Chair APEC needed to “develop and implement longer term sustainable capacity building projects” in order to support regional economic integration consistent with the Bogor Goals.

The project objectives were two-fold:

Strategic Approach to Sustainable Capacity Building:
Meeting the Challenges of Regional Integration in APEC

1. To develop a strategic framework for sustainable capacity building programs in APEC to raise the institutional as well as human capacity of government/business/civil society to meet the new challenges of economic integration in APEC
2. To crystallize a long term vision of capacity building, specifically targeting developing economies of the APEC region.

The project was to be undertaken within the CBN, a sub-forum of the HRD-WG, which had implemented several projects designed to strengthen managerial and/or policy-making capacities in the region with respect to specific issues related to either the process of economic liberalization itself, or the management challenges raised by deepening integration. Examples of recent projects included *Capacity Building for a Recycling-Based Economy in APEC*; *Corporate Social Responsibility in the APEC Region*; implications of *The New International Architecture for Trade and Investment*; *Corporate Social Responsibility in the Global Supply Chain*; and *Challenges and Opportunities for Foreign Investment in APEC*. The projects typically involved the creation of an expert network, the preparation of case studies or other curricular materials and the publication of a compendium report including policy implications and recommendations to APEC.

Despite having gradually refined what had proven to be a robust and practical methodology for implementing cooperative projects across the region, the CBN was conscious of the need to go further and in particular to address the issue of sustainability, meaning the achievement of lasting outcomes. Thus the current project, as it was originally envisioned, planned to review of past capacity building projects within and outside of CBN, and “use the results to develop a framework, guiding principles and general guidelines for APEC capacity building¹”. In keeping with established CBN-practice it was envisaged that the final report for the project would “identify issues and make policy recommendations”, and it was planned “to establish a network of institutions and individuals, who will update/implement capacity building programs on a sustained basis.”

¹ Project Proposal.

An inaugural meeting of the project steering committee was held on the margins of the 31st meeting of the HRD-WG in Chicago in June 2009. The meeting confirmed the objectives and general approach for the implementation of the project, including conducting a stocktaking of past projects, convening an expert's workshop to review the results of the stocktaking and develop a strategic framework for the future, drafting the report and convening a second workshop to finalize the recommendations. This general approach was followed closely, with some modifications to take advantage of evolving developments and opportunities within the APEC process.

First, as already noted the interest in strengthening APEC's capacity building efforts has by no means been confined to the HRD-WG. Senior officials have recognized the need to move to a longer-term, more strategic approach, consistent with budget and other realities within APEC. For example, the Executive Director of the APEC Secretariat stated in a speech last year that:

APEC has limited resources, so projects are generally of small dollar value and are done on an ad-hoc basis. But we're aware of these deficiencies and have embarked on a serious program of review and reform. The committee that coordinates capacity building in APEC is currently doing a [stocktaking] of capacity building gaps and members' needs. And it's developing new criteria to rank project proposals to ensure that high quality and high priority projects are approved. There is also a move towards multi-year projects that build year-on-year, producing more tangible and lasting benefits. And the important issues of follow-up and evaluation are also being addressed.²

The Ecotech Subcommittee of SOM (ESC) has conducted a stocktaking of capacity building across APEC with the intention of developing a clearer sense of strategic priorities. The results of this exercise were carefully studied as part of the review process for the current project. The SCE stocktaking focused mainly on the thematic substance of current and anticipated future capacity-building activities, whereas the CBN project has also placed considerable emphasis on assessing the extent to which the processes of implementing projects have been consistent with accepted good capacity-building practices and were likely to achieve lasting (i.e. sustainable) results. Thus, the two reviews were quite complimentary.

² Ambassador Michael Tay (Singapore), June 11, 2009

Similarly, the project was able to review a program-level evaluation of APEC trade-policy related capacity building activities that was carried out under the auspices of a sub-forum of the Committee on Trade and Investment in 2005. The conclusions of this evaluation proved to be very valuable input to the present exercise and have been summarized in the relevant sections of this report.

Second, since the project inception China has agreed to host a HRD Ministerial Meeting in September 2010. This has provided an opportunity for the recommendations of the project to feed into a process that will help to shape the future priorities of the HRD-WG. The project steering committee has therefore planned the completion of the project with this in mind.

Third, the Lead Shepherd of the HRD-WG proposed that the thematic seminar at the 32nd meeting in Hiroshima focus on the theme of capacity building. This permitted the project overseer to coordinate the expert's workshop with the seminar and to involve the HRD-WG as a whole in the deliberations. The seminar took place in plenary session on February 25, 2010 and consisted of a preliminary report on the results of the stocktaking, as well as a discussion of the future direction of APEC priorities and challenges in the APEC region. It thus proved an excellent opportunity to test some of the initial conclusions of the project in the context of APEC's emerging priorities.

Outline of the Report

In what follows this report address what is meant by *capacity building* and how is the concept applied in APEC. This is followed by a summary of the results of the stocktaking of HRD-WG projects. There is a discussion of issues for consideration in developing a strategic framework for guiding future capacity building efforts, including a summary of the key points raised at the thematic seminar in Hiroshima on February 25, 2010. Finally, the report describes developments subsequent to the Hiroshima meeting, and summarizes the discussions at a second workshop held

in Tokyo on February 14-15, 2011 to complete the drafting of the strategic framework, with recommendation of medium term strategy for CBN consideration.

What is meant by “Capacity Building”?

There are many definitions of “capacity building” extant. While they differ somewhat in emphasis and in specific wording, they nevertheless align closely in terms so the underlying themes. Among the most comprehensive formulations of the capacity building concept is the definition articulated by the United Nations for Agenda 21. Capacity building occurs in individuals, organizations, communities and in societies as a whole. At its broadest level capacity building

“...encompasses the [economy’s] human, scientific, technological, organizational, institutional and resource capabilities. A fundamental goal of capacity building is to enhance the ability to evaluate and address the crucial questions related to policy choices and modes of implementation among development options, based on an understanding of environment potentials and limits and of needs perceived by the people of the [economy] concerned³”.

Viewed in this way capacity building occurs at many levels and involves much more than short term training. It encompasses:

1. **Legal and regulatory** frameworks, policies and laws.
2. **Human resources development**, including individual knowledge and skills and access to information through formal and informal education and training.
3. **Institutional (or organizational) development**, including management structures, processes and procedures within organizations and relationships among different organizations and stakeholders
4. **Information system** to disseminate and share knowledge and good practices

³ United Nations Conference on Environment and Development (UNCED), Chapter 37, Rio de Janeiro, 1992.

APEC is concerned fundamentally with promoting prosperity through economic integration through trade and investment liberalization and facilitation. The Development Assistance Committee (DAC) of the OECD has established guidelines for trade -related capacity building⁴. Among several principles enunciated in the statement of the high-level meeting of the DAC published with the guidelines report, the following are particularly germane to a discussion of the underlying concepts:

1. **“Ensure that trade capacity building activities are comprehensive in scope and integrated in execution.”**
 - Capacity building consists of multiple activities within an overall strategic framework.

2. **“Ensure...that trade capacity building activities are implemented and co-ordinated effectively in accordance with partnership principles.”**
 - To be effective activities must be well-coordinated and involve the beneficiaries directly.
 - Build in feedback loops so that capacity building efforts can evolve in line with the overall development process.

Also in the domain of trade, the United Nations Conference on Trade and Development (UNCTAD) has defined capacity building in the context of the transfer of knowledge and skills as “The faculty of a technical assistance programme to enable beneficiary [economies] to perform and sustain targeted functions on their own as a direct result of that programme⁵.” This definition is quite flexible in that it could encompass a variety of specific activities including training (as well as training of trainers), advisory services and networking. They could be either of a short term or long term nature, and focus on either individuals or institutions.

Other operational guidelines emphasize the incremental but strategic nature of capacity building, which is embedded in the overall development process, for example:

⁴ The DAC Guidelines *Strengthening Trade Capacity for Development* (Paris: OECD, 2001)

⁵ United Nations Conference on Trade and Development *Evaluation of Capacity Building in UNCTAD'S Technical Cooperation Activities* (Geneva: TD/B/WP/155, 12 July 2002)

“Capacity building is a process – a means to an end – by which individuals, groups and communities further develop their understanding, ability and motivation ...

“Capacity building **should not** be considered in isolation. **[It] should** specifically support effective... implementation.

“Capacity building provides important intermediate outcomes related to attitude, behaviour and practice change, and increased engagement.

Activities can be considered under the broad headings of **awareness raising, information and knowledge [sharing], skills and training, and facilitation and support.**

“Together these activity areas aim to build people’s **ability to act as well as their motivation to act**⁶.”[Emphasis added]”

In summary, within the development community capacity building is conceived of as a integrated program of activities embedded in the overall development process that systematically transfer the ability of developing economies to plan and implement their own futures. The latter is at the heart of the concept of sustainability.

In contrast APEC has tended to use the term “capacity building” much more loosely to refer to a variety of training and networking activities. APEC’s Economic and Technical Cooperation Activities (ECOTECH) have placed increased emphasis on capacity building in recent years. But much of what APEC does under the TILF agenda can also be classified as capacity building.

Although APEC undertakes many activities that are consistent with established capacity-building practices, there is a perspective that projects often consist of *ad hoc* workshops and seminars organized on the margins of other pressing business, with few permanent results.

This may be due in part to how APEC rules and management systems have evolved, based on year-by-year budgeting, with a considerable emphasis on financial control, and increasingly an effort to limit duplication. Moreover, the articulation and execution of multi-year strategies are inherently challenging given APEC’s diverse membership, rotating chair, and the voluntary, non-binding nature of the cooperation.

⁶ *Guide for Integrating Capacity Building into Regional NRM Planning. Australian Government Guidebook on Natural Resources Management (undated).*

An additional issue has been that APEC's voluntary cooperation activities may be implemented by subject matter experts, with little specific knowledge about the principles of capacity building and/or adult education. Moreover the project overseers have often been busy government officials that have undertaken APEC activities in addition to their regular duties. The following quotation from the 2005 independent evaluation APEC's trade related capacity building illustrated the underlying dilemma:

“Organizers have to coordinate and direct all aspects of the event. However, it is a burden ... since there are a lot of aspects that have to be coordinated with different offices within and outside [the ministry]. Unless both APEC and WTO offices are really committed on both the logistical and subject aspects, at the end, the more committed side ends up with most of the work.”⁷

In fairness many APEC cooperative activities have encompassed knowledge-sharing and trust-building elements, including the creating of networks and the sharing of good practices. These are building blocks for capacity building—in the sense of being necessary preconditions—and so are important elements, even if they are not in themselves sufficient to achieved sustained results in the form of knowledge and skills transfer and/or permanent increases in capacity.

But the need for APEC to develop a more strategic approach, consistent with accepted good capacity-building practice has also become well understood. Ho Meng Kit, Chair of the APEC SOM Committee on ECOTECH, and Singapore's Deputy APEC Senior Official and Deputy Secretary (Management) in the Ministry of Foreign Affairs noted the following in 2008:

“There is much scope to enhance the effectiveness of ECOTECH activities in APEC. Most importantly, capacity building should be viewed from a **long-term perspective**. Broadening the traditional definition of projects **from one-off workshops and seminars**

⁷ *In-depth Evaluation of APEC's WTO capacity building programmes— Rethinking APEC's capacity building efforts*, preliminary version 2005, p. 7.

to encompassing multi-year projects will allow for more lasting and impactful outcomes. [Emphasis added]”

In this connection the 2005 independent program-level evaluation of APEC’s trade policy capacity building activities, referenced earlier in this report, put forward some very useful recommendations. They reflected the professional experience of the evaluator, Mr. Masahiro Igarashi, who was Chief of the Evaluation and Planning Unit at UNCTAD. His report outlined the analysis and recommendations in considerable detail. A summary will suffice here:

1. Take a programmatic approach to design capacity building programs, as opposed to organizing one-of events.
2. Target the beneficiaries and expected accomplishments of training programs explicitly
3. Develop prototypes for practitioners
4. Pre-select participants in training programs based on the intended learning outcomes and the needs of the target group.
5. Establish a clear syllabus
6. Utilize distance-learning techniques where possible.
7. Make seminars and training courses to be much more interactive
8. Facilitate networking as an explicit component of the capacity building efforts.
9. Provide incentives for satisfactory completion of training courses, for example by providing a certificate of successful completion.
10. Build capacity through creating a network
11. Recognizing that networking cannot sustain itself without infrastructure, provide network management and services
12. Explore and use external resources much more extensively and wisely.
13. Share roles among government officials, the secretariat, and partners providing expertise on the subject matter, pedagogy and logistics organization (research institutes, international organizations, private service companies).
14. Evaluate the outcomes.

Lessons from the HRD-WG “Stocktaking”

There is a good rationale for reviewing the experiences of the HRD-WG as a means for assessing APECs experience to date in capacity building. Given the expressed desire to improve the effectiveness of APEC’s capacity building efforts, the HRD-WG has the potential to be a source of leadership and good practice. The HRD-WG membership has substantial expertise in education, adult learning and labour market polices, all of which are foundational to the concept of capacity building. Thus working group may be able to help other parts of APEC to address the inherent challenges of blending specific subject matter expertise with knowledge of good capacity building processes. Moreover, the HRD-WG has been for many years one of the most active among the APEC fora. There is a large portfolio of completed and active projects, many of which have had an explicit capacity building focus.

In order to conduct the stocktaking, the project reviewed a cross section of HRD WG projects proposed as cases of good capacity-building practice. The purpose was **not** to conduct comprehensive evaluations of the implementation of individual projects. Rather it took a portfolio approach, seeking to identify common patterns and themes in order to develop a strategic framework for future capacity building efforts.

The review examined 13 projects taken from across the HRD-WG and its three sub-fora. (See Exhibit 1.) All projects have been implemented within the past decade, though the antecedents of some go back to the mid-1990s. (The HRD-WG was founded in 1990.) The projects encompassed a variety of substantive themes, methodological approaches and outputs. They were nominated by the leadership of the HRD-WG as examples of successfully-implemented capacity building activities. Given the nature of the HRD-WG and its expertise, it was likely that these projects incorporated aspects of good capacity-building practice in the APEC context.

But as they were not chosen randomly, no claim has been made that they constituted a representative sample of APEC’s overall capacity building.

The 13 projects covered a wide variety in terms of their substantive focus, activities and the channels of knowledge dissemination employed. The core themes that the projects addressed included curriculum development; skills enhancement; analyses of policy trends and implications; management challenges and practices; impacts of technology, especially ICT; and improving labour market effectiveness. Methodologies included case analyses; sharing of good practices; networking; piloting of programs; funding of innovations. Knowledge was exchanged through multiple channels ranging from face-to-face discussion; annual conferences; web publishing; printed reports; electronic media; curricular resource materials. Additional information on individual projects is contained in an Appendix. The summary here focuses on overall patterns and lessons.

Exhibit 1
Projects Reviewed

1. *Long-term partnership with the Overseas Vocational Training Association (OVTA) of Japan* (Series of self-funded projects beginning in 1996)
2. *Enhanced Risk Management System in the APEC Region: Toward Establishing Effective Corporate Governance* (HRD01-2003T)
3. *A Collaborative Study on Innovations for Teaching and Learning Mathematics in Different Cultures Among APEC Member Economies* (HRD 03-2006)
4. *Capacity Building for Recycling-Based Economy (RBE) in APEC* (HRD01-2004T)
5. *APEC Learning Community for Shared Prosperity* (HRD 05-2004 and subsequent projects)
6. *Capacity Building for the New International Architecture in Trade and Investment* (HRD01-2005T)
7. *New Corporate Procurement Strategy on Trade in Goods and Services in APEC Region - Supply-chain options with CSR Perspective* (HRD 01-2006T)
8. *Capacity Building for Investment Liberalization and Facilitation* (HRD 01-2007T)
9. *Increasing the Productivity of APEC Economies through High Performance Workplace Systems* (HRD 01-2007)
10. *Collaborative Studies on Innovations for Teaching and Learning Mathematics in Different Cultures (II) & (III)* (HRD 02-2007 and 02-2008)
11. *Capitalizing Information Technology for Greater Access and Equity Among Poor and Rural Communities* (HRD 03-2008)
12. *Seminar-Workshop to Develop A Framework on Mentoring/Coaching Out-of-School Youth on Entrepreneurship* (HRD 02-2009)
13. *The APEC Knowledge Bank of Education Policy and Practice* (HRD Wiki)

The HRD-WG has been comprised of sub-fora known as networks, the specific structure of which has evolved over time. Most projects have been designed and implemented at the network level, though occasionally projects have been undertaken across networks or by the working group as a whole. There has also been some experience with collaborative projects jointly implemented with other APEC working groups or with sub-fora of the CTI. These have generally been successfully executed despite the collaborative model bringing with it some coordination challenges.

In recent years there have been three networks, each of which has had some unique experiences in the implementation of capacity building projects. The CBN has typically convened theme-focused expert networks to prepare case studies on liberalization themes and/or to pilot training curricula. The larger Education Network (EDNET) has had considerable success by employing a programmatic approach to building capacity through multi-phase projects using particular approaches and/or to produce learning resources using a variety of media. The Labor and Social Protection Network (LSPN) established long-term partnerships for annual learning events and has adopted demand-based responsive approaches in programming its activities. In short each network has shown unique strengths in its approach to capacity building.

Based on these 13 projects the HRD-WG networks have employed many aspects of what is recognized in the development literature as good capacity-building practice. Multi-phase project planning has become a common practice, even though APEC rules have, made this somewhat difficult until recently. Nonetheless the networks have regularly planned a series of interrelated activities, often anticipating the future evolution of a series of projects over a period of several years. There has also been a strong tendency to replicate proven methodologies, either explicitly or tacitly. This has facilitated learning and continual improvement over time.

All three networks have recognized that the creation of expert networks can facilitate the transfer of knowledge and the sustainability of the results achieved. The design of follow-up projects has both deepened networking opportunities and extended the reach of networks. Similarly, many

projects were able to link to established networks, thus both leveraging limited resources and enhancing the opportunities for knowledge transfer.

The production of curriculum resources and/or the piloting of training have been central to most projects, spreading good practice and in some cases facilitating the deployment of innovative techniques. Demand-driven activities responding to stakeholder needs have been an explicit design element of some on-going, responsively-based projects, directly tackling the principle that capacity building should directly engage the target beneficiaries. In other cases, projects have addressed this by engaging partners at the inception phase, so that all participants have had a significant influence in project planning. This technique has strengthened engagement and the buy-in of stakeholders

Moreover, projects have generally achieved high standards of efficiency and effectiveness. Most projects have been implemented on time and on budget, thanks no doubt in part to strong financial controls imposed by APEC. Project themes have been relevant to APEC goals and priorities. Achieving this alignment has been a challenge given APEC's diverse membership, but conversely it has been facilitated by the fact that two of the three networks have received explicit direction from sectoral ministerial-level meetings. Generally speaking the projects have produced what they said they would. In some cases project overseers have demonstrated an uncanny ability to manage pragmatically and flexibly, by linking their projects to related activities in the region—this has been to their credit. Finally, the HRD-WG networks have shown a demonstrated willingness to collaborate across fora, as strongly encouraged by APEC—though this has brought with it coordination challenges. At the same time they have demonstrated great creativity in partnering with other organizations.

Despite these encouraging signs, there has also been lots of evidence of gaps between what has been done within the HRD-WG and what would be considered good capacity-building practice. First, one-off seminars and workshops without follow up—symptomatic of APEC's overall challenge with respect to its capacity building efforts —have certainly occurred under the auspices of the HRD-WG. To be fair, some one-off activities may have been both necessary and

desirable as a means of establishing networking or to explore potential areas for long-term collaboration. But too many diffuse efforts make concrete capacity-improvements difficult to achieve. Among the projects examined one-time events were planned with follow-up in mind; the subsequent phases did not proceed for specific reasons.

Second, and perhaps more importantly, longer-term evaluations and systematic measurement of progress is fairly rare—but there are exceptions! APEC evaluation requirements have traditionally focused on how resources are deployed and what activities took place, not on what they have achieved. The emphasis was on demonstrating the efficiency and effectiveness of the outputs, rather than the significance of the outcomes achieved. “Evaluation reports often considered “What” but not “So what?”

Systematic ex-post evaluations of the results achieved are fundamental to judging the progress of capacity building efforts and to adjusting strategies and their execution to meet changing needs. Therefore this is an area that requires considerable attention. However designing effective progress measurement systems is not easy. To be worthwhile systems for evaluating progress need to be flexible, cost-effective and practical. They must take also into account the diversity of APEC’s membership and the voluntary nature of APEC cooperation.

Thirdly, while there have been many innovative improvements in publishing knowledge sharing continues to be problematic within APEC. Specifically, the systems for cataloguing and cross-referencing information produced by projects remain quite rudimentary, despite the considerable efforts of the APEC Secretariat has made in recent years to develop searchable databases for projects and publications. Channels for dissemination of information and insights are not particularly user-friendly, although electronic publishing has been enthusiastically endorsed.

Within the HRD-WG the creation of the HRD Wiki has helped considerably, but it does not cover everything. The remaining gaps appear to reflect both the limited resources than can be committed to coordinated knowledge management, and the reality that within an organization based on voluntary cooperation, coverage will never be universal. Nevertheless there is a strong

perception that the returns from further investments in systems to facilitate knowledge transfer would have a considerable payoff.

Finally, planning and prioritizing of future projects will remain challenging. Some creativity and experimentation will continue to be desirable, and the voluntary nature of APEC cooperation will continue. But if sustainable results are to be achieved projects must align with strategic goals. Fortunately the HRD-WG has been able to take direction from periodic sectoral ministerial meetings as well as from the annual APEC process.

Conceptual Framework for Assessing Capacity Building Efforts

Successful planning requires both that the content of future activities be aligned to APEC's strategic goals, and that a more rigorous approach be taken to project management consistent with good capacity-building practice. Thus the framework used for assessing (before a task is selected), monitoring (during implementation) and evaluating (after the activity is completed) APEC projects should incorporate both substance and process elements.

Fortunately there are established frameworks for capacity building. The proposed approach builds on the practices of UNCTAD⁸ with the wording adapted to the APEC context. This framework is fully consistent with existing APEC practice for the assessment of project proposals—in fact the categories are identical. The wording below is oriented to program planning and project selection. Note, however, that the same framework can be used throughout the project life-cycle, for example as a monitoring tool, or as a framework for designing an evaluation of the results achieved after the project is concluded.

There are five key dimensions to consider as follows:

⁸ Based on material from United Nations Conference on Trade and Development *Evaluation of Capacity Building in UNCTAD'S Technical Cooperation Activities* (Geneva: TD/B/WP/155, 12 July 2002), pp. 7-14.

Relevance: Does the proposed activity focus on priority area as identified by APEC leaders and ministers, including the results of relevant sector ministerial meetings? Does it address identified shortcomings? Does it meet the genuine needs of the targeted recipients?

Effectiveness: Are the objectives likely to be achieved?

Efficiency: Will the project be cost effective in terms of the results attained?

Sustainability: What will be the potential of the activity to continue after the project has ended?

Impact: What will be the measurable results achieved in terms of APEC's goals for the development of the region?

Of course, this framework does not address explicitly the priority areas for future cooperative projects in order to meet the Bogor Goals, which are discussed separately below. Conversely, the conceptual framework can be applied whatever are the substantive areas of focus.

Critical Success Factors for Programming Capacity Building Activities

A conceptual framework such as the one discussed previously provides a basis for dialogue about activities and a lens through which individual projects may be considered. But that alone will not guarantee success in either planning or implementing future capacity building activities within the HRD-WG (or more broadly within APEC). The prospects for attaining meaningful outcomes depend on the approaches taken and the specific focus of the efforts, as well as on the methodologies for assessment, monitoring and evaluation.

Once again there is an opportunity to learn from previous work. Specifically the UNCTAD evaluation of its capacity building programmes, which was referenced earlier, included a number of practical recommendations that provide some useful principles to guide the success of the HRD-WG's future capacity building projects. The following comments are based on the recommendations contained in the earlier report, with annotations added regarding their applicability to the HRD-WG:

Take an integrated approach, offering flexible solutions to real needs.

This observation was originally an admonition not to undertake one-off, ad-hoc activities. In addition it underscored the importance of conducting needs assessments. The HRD-WG has already done a commendable job in designing integrated approaches with on-going or systematic follow-up projects in all of its sub-fora. The HRD-WG has also consciously involved practitioners in the inception phase of projects, a practical way to validate their design. For example, CBN projects have included a “kick-off workshop” in which typically a network of subject matter experts would confirm the project designed work plan. In a number of instances, including work on corporate social responsibility and the recycling-based economy, this step has resulted in refinements in the approach. Overall the working group appears to be in conformance with this principle.

Make the activity demand-driven by the beneficiary economies.

This recommendation originally reflected the reality that in the highly technical domain of trade policy, not only is there a wide knowledge gap between developed and developing economies, but there are also fundamental differences in perspective and interests. There has been considerable concern that trade-policy capacity building has been supply-driven, because of the absolute advantage of the experts, who tended to be from developed economies. This has been viewed with some suspicion by recipients in developing economies, concerned with whether the advice received will prove to be in their interests.

This type of underlying tension does not appear to be present within the HRD-WG, where cooperative activities are not exclusively focused on technical assistance from developed to developing economies. Indeed, some HRD-WG projects have been designed to include components that are responsive to user needs, for example the *APEC Learning Community for Shared Prosperity*. Nevertheless, the underlying principle is an important one. It should be clear who will benefit from the capacity building, and the design of the activities must reflect the needs of the beneficiaries.

Focus on institution building (versus simply focusing on individual capacity building).

The original context of this recommendation was designed to underscore the limitations of individual training as a strategy for sustained capacity building. There are a number of problems with focusing exclusively on training. First, individuals move on and so normal career progression can dilute impact. Second, individual knowledge, skills and attitudes, while obviously important, may not be encourage to result in permanent change if there are systematic bottlenecks at the organizational level. Hence, good capacity-building practice typically will include multiple activities that compliment and reinforce each other with opportunities to address problems and bottlenecks as they arise.

In the context of the HRD-WG continuing the emphasis on the creation and facilitation of networks of experts and practitioners will help to align future activities with this principle. But other more innovative approaches may also be possible. For example, it may be feasible to include an explicit consideration of how APEC members might address bottlenecks to the implementation of good practices within multi-stage programme designs. To some extent this is already in evidence. For example, the use of the lesson study plan approach for the sharing of experiences in the teaching of mathematics has included dialogue on the impacts of cultural and institutional differences. Properly managed these can provide channels for identifying bottlenecks to change in individual APEC members. The presence of an experts' network, in turn, has facilitated the informal exchange of potential solutions.

Take a long-term perspective.

In his 2005 report Mr. Igarashi observed that any APEC activities focus on awareness raising or information sharing. While these are important, and may support capacity building eventually, they are not sufficient by themselves. This observation would apply to not only to trade-policy capacity building efforts but also to most other areas of APEC's cooperation, including the

activities of the HRCD-WG. Seminars and “short training programs are usually insufficient for enabling individuals to sustain activities on their own”.⁹

Within the context of the current APEC process for approving projects and managing resources, it can be said that the HRD-WG does look beyond the immediate. It is also clear from previously-cited comments that senior levels within the APEC system recognize the need to take a longer term perspective. The HRD-WG will need to be ready to respond by developing multi-year theme based programmes consisting of complementary activities aligned to APEC’s goals.

Assure adequate resources (both administrative and financial)

Adopting more sophisticated approaches to project design and implementation is not cheap. In particular strengthening dissemination channels to make the knowledge created more accessible is expensive, as is conducting meaningful ex post evaluations of the results achieved. Networks require nurturing; to be sustained they require infrastructure, which in turn depends on managerial and financial resources.

APEC has traditionally faced a dilemma with respect to technical cooperation, in that it has operated on a modest budget with a small Secretariat, whose mandate until recently was limited to providing administrative support. The culture of the organization, not surprisingly, had emphasized prudential considerations, i.e. stretching its limited resources as far as possible. As previously noted, APEC spokespersons have emphasized the modest size of the budget for capacity building, and this clearly remains the case. APEC is not in any way analogous to a major international financial institution with large resources to devote to technical assistance and capacity building.

Nevertheless, resources for capacity building have increased, and there have been commitments to strengthen the infrastructure at the centre. Therefore APEC is arguably better positioned now

⁹ *Evaluation of Capacity Building in UNCTAD'S Technical Cooperation Activities*, p. 13

that at any time in its history to make a meaningful commitment to capacity building, provided that priorities can be clearly articulated and a strengthened project management system successfully implemented. The HRD-WG will need to be aware of these developments and respond appropriately to them.

Ensure coordination across APEC fora, and with other international organizations.

Successful capacity building depends on good coordination with sufficient flexibility to fine tune plans and priorities as conditions change and problems are encountered. Given the wide-ranging, decentralized and voluntary nature of APEC cooperation, operating across the organization has proven to be a challenge, even within the HRD-WG. But there have been a number of efforts made, and these should continue. For example, the CBN has cooperated with other APEC fora on a number of projects, and has also established linkages with other regional organizations. Elsewhere the HRD-WG has developed long-standing cooperative relationships with the Overseas Vocational Training Association (OVTA) of Japan, for example. In the future it will be important for the working group to learn systematically from its past experiences coordinating with other organizations, and to intensify these efforts, replicating approaches that have worked well, as addressing the sources of difficulty in communication and coordination previously encountered.

Substantive Issues to Consider in Developing a Strategic Framework for Future Capacity Building Activities

Thus far this review of APEC capacity building has focused on the design and implementation of cooperative projects—that is on *process* as opposed to thematic content. It was noted that projects implemented within the HRD-WG generally had been efficient and effective, in the sense that they had addressed themes identified as APEC priorities. But past performance is not

necessarily a good guide for forward planning. A strategic framework for the guidance of future capacity building activities must take into account the likely evolution of APEC's priorities.

Guidance is available from a variety of sources, including the annual statements of APEC Leaders and Ministers and sector ministerial meetings. In addition, the SCE has recently conducted its own stocktaking of APEC's ECOTECH agenda, based on surveys of APEC working groups, as well as the Committee on Trade and Investment and the Economic Committee, complemented by an analysis of priority needs of developing member economies. Based on this work in 2009 the SCE recommended to SOM the following priority areas for APEC economic and technical cooperation¹⁰:

1. Regional Economic Integration
2. Human Security
3. Safeguarding the Quality of Life through Environmentally Sound Growth
4. Addressing Social Dimension of Globalization

In 2009 APEC Leaders emphasized the importance of growth in the post-economic crisis environment. As the 2010 host economy Japan has articulated an APEC Growth Strategy consisting of four elements: "Balanced Growth", "Inclusive Growth", "Sustainable Growth" and "Knowledge-based Growth". These categories reflect the SCE-identified priorities.

But while highly relevant, both of these categorizations are quite broad. Within the HRD-WG it was recognized that the output of the 2010 meeting of ministers responsible for human resources development would be critical to developing the medium term work plan. More immediately the presentations at the previously-noted thematic seminar held at the 32nd meeting of the Working Group in Hiroshima provided important insights regarding the regional trends that will shape future capacity building needs. It is significant that the perspectives presented at the seminar aligned quite closely to the priority categories identified earlier by the SCE and were consistent

¹⁰ See 2009/SOM2/SCE/009 *Strengthening Economic and Technical Cooperation in APEC - Framework to Guide ECOTECH activities*

with the organizing framework of the APEC Growth Strategy. Here is a brief summary of the presentations¹¹:

Mr. **Shinya Okuda**, Senior Managing Director of the Kansai Economic Federation (Kankeiren) spoke of the Kansai Region's contribution to the Asia-Pacific through Human Resource Development in Environment and Energy-Related Areas. He provided some explicit advice on future capacity building from a private-sector perspective, stressing the importance of "...[incorporating] the development of environment and energy specialists in APEC's capacity-building strategies, and [reinforcing] governmental support for related programs," as well as "...[establishing] appropriate legal and other systems to facilitate economic and technical cooperation in environment and energy related areas." His emphasis on sustainable development aligned with the third of the priorities put forward by the SCE and with the Sustainable Growth component of the APEC Growth Strategy.

In a presentation on *Asia-Pacific Mega Trends*, Dr. **Charles Morrison**, the President of the East West Center, emphasized the fragile interrelationships among the components of sustainable development. He classified as "near certainties" the rise of the relative importance of Asia in world affairs; demographic changes, in particular the rapid urbanization and the ageing of populations in key Asian societies; increased pressures on resources and the environment; and the emergence of new health challenges, specifically the spread of communicable disease and the onset of chronic conditions associated with ageing. The uncertainties revolve around whether Asia's development will or will not prove to be environmentally sustainable; the social and political evolution of Asian societies; the consequences of challenges for international relations and what will be the role of the Asia-Pacific region in addressing global issues. Notably, the key points raised were consistent with the broad classification of priorities by the SCE and with the components of the proposed APEC Growth Strategy. Dr. Morrison also articulated some specific implications for human resources development implied by these mega-trends including "...the need for specialized education and training in skills relating to the clear-cut trends;

¹¹ The presentations are available on the HRD WG Wiki. See http://hrd.apec.org/index.php/Strategic_Approach_to_Sustainable_Capacity_Building

broader education for publics about critical issues and implications; and cross-cultural and leadership skills.”

Dr. **Hank Lim**, Senior Fellow at the Singapore Institute of International Affairs (SIIA) stressed the importance of linking the HRD WG’s future activities more closely to APEC’s core programs in trade and investment liberalization. In his perspective, education and skill acquisition must be closely aligned with changing labour market requirements, productivity enhancement measures, and management training for all stakeholders. Member economies must also develop domestic institutions to facilitate the transfer of good practice shared through the APEC process—an explicit recognition of the need for institutional capacity building at the individual economy level. Finally, he also noted the need to link HRD strategies with inclusive sustainable growth—once again aligning with a clear priority outlined by the SCE and with key elements of the APEC Growth Strategy.

Finally Dr. **Christine Evans-Klock**, Director, Skills and Employability Department at the ILO made a presentation entitled *Capacity Building Strategy for Economic Recovery and Growth*. She outlined the ILO’s fundamental goal of promoting “decent work” — defined as “productive work in conditions of freedom, equity, security and human dignity” — through promoting a four-part policy agenda, based on worker rights, productive employment, social protection and representation. The ILO promotes a global advocacy agenda “to keep productive work and social inclusion at the heart of poverty reduction and fair globalization strategies.” A coordinated and integrated HRD strategy that addresses the challenges of globalization is critical, linking basic education and vocational training with labour markets and lifelong learning. Skills development must align with industrial investment and HRD with trade, technology and environmental policies. This requires links among key institutions and global partnerships—the ILO has been working closely with the G20 to support a post-recession training strategy to promote “strong, sustainable and balanced growth.”

In summary, all of the presentations at the seminar recognized the importance of balanced, inclusive sustainable and knowledge-based growth, as well as the importance of APEC’s core

mandate to promote regional economic integration. All recognized the need to align basic education with lifelong learning and with dynamic and well-functioning labour markets, supported by appropriate social safety nets and policies promoting adaptation to new technologies and other structural changes. Significantly, all speakers also emphasized the importance of integrated approaches involving partnerships among all stakeholders.

Articulating the Strategic Framework

Developments Subsequent to the Hiroshima Seminar

An interim report on the project entitled a *Strategic Approach to Sustainable Capacity Building: Meeting the Challenges of Regional Economic Integration in APEC* was prepared following the 32nd meeting of the HRD-WG. Its specific objective was to assess the extent to which a sample of past projects implemented within the HRD-WG had achieved sustainable outputs based on good capacity-building practices. The conclusion was that many of the projects examined had indeed exhibited good practices, although there was little systematic ex-post evaluation of the results achieved. Moreover, some one-off ad hoc activities continued, while making the outputs of projects widely and easily available to interested parties in the region continued to be challenging.

Despite these on-going issues, the projects examined encompassed both innovative approaches and examples of critical success factors for successful capacity building specifically adapted to the APEC process. HRD-WG projects incorporated flexible, multiple-activity work plans designed to address genuine longer-term needs, with the active engagement of all key stakeholders. Involvement went beyond government officials to include, business executives, scholars and representatives of civil society.

It is, of course, not known to what extent the projects examined were truly representative of APEC experience as a whole. However, the findings were consistent with those of an earlier evaluation of APEC capacity building activities within the CTI. They also found support in the

views of APEC officials that capacity building efforts must become more strategic in both design and execution.

The interim report also presented a simple conceptual framework for assessing potential projects against established good capacity-building practices that is fully consistent with current APEC practice. Finally, it reported on the results of a thematic seminar held in the margins of the 32nd meeting of the HRD-WG, in which a number of emerging key trends in the Asia-Pacific region were discussed.

To complete the project there remained the key task of finalizing the proposed strategic framework to guide future capacity building efforts. Subsequent developments within the HRD-WG and across APEC have helped to move the process forward. First, there were a number of important developments within the HRD-WG. The results of the independent assessment and the response by the WG pointed to a need to reconsider the future direction of the CBN and to reinvigorate its programming. Japan agreed to succeed New Zealand as the coordinator and the WG welcomed this leadership.

Second, China hosted a Meeting of HRD Ministers in September, 2010, the first such gathering in several years. The deliberations provided new direction to guide the future work of the HRD-WG, and confirmed the importance of capacity building among the priorities, as well as the need to engage key private sector stakeholders in its work.

Third, new directions were provided by APEC Economic Leaders with an emphasis on developing and implementing a growth strategy to complement the Bogor Goals of achieving free and open trade and investment. APEC Leaders also stressed the need to involve the private sector in APEC activities.

Tokyo Workshop February 14-15, 2011

In order to complete the process of developing the strategic framework for future capacity building activities, the project overseer convened a small workshop of experts in Tokyo in February 2011. The purpose was to develop specific ideas for future CBN activities through which executives and leaders would acquire knowledge and skills to successfully handle emerging challenges. The workshop was also intended to identify potential individuals and institutions who could contribute to these capacity building activities in APEC. The outputs of the workshop were intended to be discussed at the CBN meeting in March 2011 in Washington, at which time recommendations regarding the strategic framework for future capacity building activities would be put forward.

Summary of Discussion

Context

Mr. Koichiro Akatsu, the Project Overseer and Vice President and Managing Director of the Institute for International Studies and Training (IIST), welcomed participants and introduced CBN in relation to the whole APEC structure. He explained the main objectives of the Strategic Capacity Building Project, as well as the background and the progress to date. He also outlined the purpose of the workshop, which was to identify future APEC capacity building needs and priorities, and to clarify specific methodologies to addressing these priorities and for developing a medium-term vision for APEC capacity-building activities.

Dr. Young Hwan Kim, Lead Shepherd of the HRD-WG outlined his vision focused on improving Human Resource Utilization (HRU) better suited to ongoing economic and technological developments. He called for tri-partite participation from the private, government and business sectors and a shift to a more macro perspective in order to achieve inclusive growth. He also expressed the needs to create common HRD models for collaborating with other WG.

Mr. Hiroyuki Yoshiya, the new CBN Coordinator, briefed the workshop on the outcomes of Japan's year, specifically the Yokohama Vision, which identified the three paths forward for APEC, as follows:

1. achieving the Bogor Goals
2. the Free Trade Area of the Asia-Pacific (FTAAP) and
3. the APEC Growth Strategy.

In 2011 under the USA's chair APEC will focus its priorities on economic integration and the green growth areas. Mr. Yoshiya stressed that APEC HRD activities should focus on trade area and the growth strategy in synchronization with the APEC vision as a whole.

Identifying APEC Capacity Building Needs and Priorities

Dr. James Wills of the University of Hawaii explained that the MBA degree has become the global standard for general management education and its curriculum has been well developed and sets the standards for managing private companies, organizations and NGOs. The Association to Advance Collegiate Schools of Business (AACSB) provides the roles of maintaining standards of the education internationally through their accreditation system. The business school has a variety of programs targeting executives, particular expertise, and specific economies, e.g. Viet Nam, China, etc. On the other hand, high-level management capacity development is required to meet new challenges for accelerating economic liberalization. In this context, faculty members are always looking for new materials and case studies. Also business schools need to integrate programs for developing more creative thinking into their curriculum.

Dr. Gongming Qian of the Chinese University of Hong Kong outlined the strategic changes in China's HRD policies in the last few decades, emphasizing the importance of government policies to give priorities to science and technology for enhancing productivity and developing human resources for rejuvenating the economy. He referred to his research on important role of the multinationals in developing human resources in the developing economies. He also pointed out the challenges of growing disparity among different regions of China, where development has been concentrated in coastal regions, and the on-going challenges as well as the success of

China's development to date. Notably China continues to rank far behind other developed economies in the number and utilization of academic theses and in industrial R&D.

Dr. Nigel Haworth of the University of Auckland noted that the Asian growth model, which had been quite successful in the past, is now facing constraints, due to rising global protectionism and popular expectations for higher labour standards. As economic development has matured, comparative advantage in Asian developing economies has shifted away from abundant supplies of cheap labour, which in turn has required a more strategic approach to HRD. He articulated the changes of the approach to HRD in the region as occurring in three phases, as follows:

1. The long-term secular model in place since 1960s has been based on fundamentals (e.g. compulsory education).
2. A contingent (crisis-responsive) model has focused on responding to economic shocks, such as those of 1998 and 2008 (e.g. by improving the social safety net, improved training, maintaining employability).
3. The mature model seeks to increase productivity and trade strategically within more competitive environments in which HRD is constructed.

There are fundamental questions as to how economies operate with respect to investments in HRD, and how public policy can influence the competitive environment. It has not been widely recognized that HRD can influence capacity building within companies through strategic changes at the regional level. Coordination across sectors, both within economies and across the APEC region is essential, working with other organizations.

As the economic structure has evolved, the concept of work has changed, for example from industrial-based to information-based and now innovation-based. A clear understanding of the nature of work is required for developing good capacity building programs. While in the long-run, a change in economic structure may result in the development of more integrated employment opportunities (such as green growth) with different work styles, at the current level of development, there is a need to maintain traditional sources of employment growth for young people. Jobless growth has been a major issue in many economies.

Further discussion of capacity building needs touched on the following:

For APEC to address the growth strategy effectively through HRD-WG capacity building activities, it would be necessary to focus on three or four priority areas where governments and the private sector need to strengthen their own capacities and where the greatest impact can be achieved. Examples would include how to foster green growth and how to address youth unemployment. It is necessary to identify both institutions and individuals who can leverage knowledge creation.

The importance of effective dialogue among stakeholders to promote both good policymaking and social cohesion was emphasized. APEC needs to address not only traditional economic models of prosperity, but also social and psychological aspects of well-being, and with respect to the latter it needs to address citizen's concerns within the region. Expectations are increasing faster than the ability of the economy to deliver, causing stress in some middle income economies.

The process for developing public policies is important for successfully implementing the agenda. APEC members need to listen to the voices of people so that social security can be maintained and effective solutions be found. The HRD-WG can provide lessons as to how to promote effective policy dialogue, and share good consultation practice with other APEC fora.

One specific area where CBN could contribute would be developing models of good practices for curriculum on how to consult stakeholder through policy dialogue. As an inter-governmental process APEC recognizes the need to involve the private sector, but it has not fully addressed how to do so, or how to leverage their engagement. In this regard it would be important to distinguish between APEC meetings and projects arising from meetings. While the former are comprised of government officials, the latter involve broader audiences including private sector. As an example of the opportunity to leverage modest investments effectively and engage a range of stakeholders in APEC activities Dr. Kim cited the experience of the BAPEC Learning Community Builders (ALCoB) initiative, which was initiated by the Korean President in 1999 to reduce the digital divide. The initial ALCoB projects were started with modest funding of USD 9,000. Currently there are more than 5,000 leaders in the ALCoB network, branch organizations

in Jakarta and other cities across the region, ALCoB supporters groups, ALCoB-EC, and networked organizations, which donate money for and voluntarily join the activities. The key lesson for other APEC capacity building activities is that order to expand an organization, one needs to gather people with passion and vision and eager to work together.

Clarifying Methodologies and Assessment for APEC Capacity Building Activities

Dr. Gloria de Guzman of the Asian Institute of Management shared the approaches for sustainability in the business management field as intersection of several elements and connecting ideas, which is realized by a whole-system approach, including social, economic and political systems. More specifically she described a process of developing leadership in order to achieve sustainability. The underlying concept is that when the issue is complex, a solution exists not in the leader but in stakeholders as “team leadership”. The process takes three stages, namely ownership, co-ownership and co-creation. Leaders must own the problem, identify stakeholders with common objectives and co-create solutions. Another process of leadership development introduced is “pre-sensing”, which focuses on identifying what the leader wants to emerge in the future and how to create it instead of learning from the past. In applying these ideas, there are some tool kits to use. It would be useful to develop such toolkits as APEC capacity building activities. One suggested approach would be to develop a network of young scholars (e.g. Ph. D students) who are interested in the areas concerned and conduct their research on effective tool kits used by APEC capacity building. This would be a value created by APEC.

On the sustainability issues of the APEC activities, she suggested the complete cycle approach; from knowledge creation, dissemination, utilization and institutionalization. As well, she suggested to consider multi-level approach; from individual, organization to community or society. The implication for future programming in the HRD-WG is that it will be critical to select leaders who have a strong motivation to make a contribution to APEC.

Issues to Address

Dr. Charles Barrett summarized the findings of the stock-taking of previous capacity building activities and outlined the critical success factors, as well as some issues remain to be addressed.

Notably the HRD-WG needs to develop multi-phase projects based on a clearly articulated strategy, improve dissemination of the knowledge created and to develop systematic assessment of the results produced. To address sustainability and continuity, the CBN in particular needs to articulate a clear vision of the value created and to identify its core audiences, enabling it to create networks and maintain relationships over the long period.

Conceptual Framework

Discussion focused on how to make practical use of the conceptual framework proposed for assessing capacity building activities within the unique circumstances that characterize APEC's voluntary, non-binding model of cooperation. Projects must be mission-driven, address APEC priorities, and have clearly identified beneficiaries. Relevance may be defined in terms of both the APEC process (specifically trade and investment liberalization and the growth strategy) as well as the priorities of the business community.

Revisiting CBN's mission

The CBN's future role should be defined in a mission statement that sets out the network's strategic focus within the APEC framework and articulates operational guidelines for developing its annual work plans. The statement should identify key stakeholders and mechanisms for linking academics with business practitioners through project activities. Another document should be prepared setting out an indicative work plan for the network for the next couple of years, including proposed substantive project themes and process issues related to project design and execution and stakeholder engagement. This should be shared with member economies prior to the March 2011 Washington meeting.

Forming Partnerships

CBN must continue to collaborate with other APEC fora and to find effective ways of partnering with key academic institutional and individual scholars. Effectiveness should be defined not only in terms of the perceptions of government officials, but also from the perspective of the other key CBN constituencies, i.e. business leaders and the academic community, but must align closely with the priorities established by Senior Officials and the CTI.

Further discussion focused on ways of engaging member economies in CBN projects and on how best to partner with business practitioners and the academic community to leverage knowledge resources throughout the region. A promising avenue will continue to be to link with established regional networks and institutions, including multinational bodies and members of the APEC Studies Centres consortium. Building selective thematic research networks would also be a good idea. Key regionally-focused academic institutions have access to research funds and encourage their faculty to present papers.

Links to business can be made through regional associations. Among individual businesses, multinational enterprises should be a target, as they are in a position to act as agents of change for strengthening indigenous management capacity and supporting local economic development through their supply chain linkages. Engaging with executives with responsibility for HRD strategy at a regional level should be a priority. In pursuing the involvement of business executives and academics at a project level, the CBN needs to create appropriate incentives so that the benefits of participation are clear.

Identifying Strategic Priorities

Discussion also focused on the priority themes for future CBN projects, based on the points raised throughout the course of the workshop. After considerable refinement of the wording the experts proposed that the CBN focus its future work plan on the following themes:

1. Changing business models in the context of regional integration, enhanced productivity, regional and sectoral institutions and competitive challenges
2. Developing and maintaining employability skills in high performance organizations
3. Attracting, developing and retaining talent; domestically and regionally
4. Human resource opportunities for green growth
5. Promoting stakeholder engagement.

Strategic Capacity Building Project: Recommendations for Consideration by APEC-HRD CBN

Based on various activities carried out under this project, including the two experts' workshops, the stock-taking of previous capacity building activities and discussions at the HRD-WG, in particular among the Capacity Building Network members, the following are presented as the recommendations from this project for consideration in planning and undertaking future APEC HRD capacity building activities, particularly under the auspices of CBN.

1. The Challenge:

To achieve the objectives of APEC for continued economic growth through liberalized trade and investment in the region, it is important to prepare organizations to take advantage of the opportunities created by economic integration, as well as to mitigate its negative effects. This is on the premise that in the process of liberalization and economic integration, it is inevitable to have winners and losers.

2. CBN's Mission:

CBN will support the efforts of APEC member economies to transform by building institutional and individual capacities through its collaborative activities.

3. CBN's Stakeholders

The primary target of the capacity building of CBN activities are senior management and enterprise leaders engaged in business activities in the APEC region. Other key stakeholders include policy makers and government officials who are charged with promoting sustained economic growth in individual economies and throughout the region, as well as the leaders and managers of non-governmental organizations who collaborate with businesses on economic, social and environmental issues.

Capacity building activities will be implemented through cooperation among the professionals and academics responsible for developing business leadership and management capacities. Since CBN activities intrinsically involve multiple stakeholders, it is important to establish a strong cooperative network through a limited number of solid project(s) in the medium term to use them as a building bloc.

4. Modalities

CBN activities will build on the proven successful modes of developing and implementing projects. The focus will be on emerging management issues under economic integration, where clear gaps exist in the existing capacity to address emerging challenges. Key elements will include the following themes identified in the course of implementing this project:

- 1) assessing emerging needs of management issues under economic integration;
- 2) identifying needs for capacity building based on the experience of the experts participating in the project;
- 3) sharing good practice to address issues on the topics;
- 4) identifying gaps for building capacities jointly, highlighting the diversity of participating economies, cultural, social or structural differences;
- 5) filling existing gaps by collecting or developing new curricular materials, designing and piloting new training programs, etc.
- 6) building systems or structures to implement new ideas (e.g. pilot text or other curricular materials for training programs).

In addition to addressing emerging capacity building needs, CBN will contribute to the dissemination of information about established areas of management, where there are on-going capacity building needs, including:

- a) understanding global standards of management practices;
- b) protecting intellectual rights;
- c) following guidelines and procedures;
- d) effectively using emerging information technologies.

CBN will seek the input of developing member economies in articulating future projects to address these more standard and traditional capacity building needs particularly where capacity gaps pose specifically new challenges as a result of development in economic integration.

5. Operational guidelines

The use of the conceptual framework identified in this project report will be facilitated as a result of APEC's new project management process. CBN will place special focus on the relevance to economic integration, which will be clearly aligned with the APEC objectives and annual leaders' directives. It is recommended to establish a clear assessment process, particularly on the outcome of the activities. While each project will have its own assessment criteria, it is necessary to build a mechanism to assess various projects as a whole for CBN (within HRD-WG as well.) Further work in this area needs to be carried out in the future.

6. Medium Term Strategies

Selective Project Implementation: CBN should identify one or two projects, which will engage wide participation of the APEC members. It is recommended that the projects will bring new ideas to both developed and developing economies, so that the lessons learned will not stay only with the party involved, but will be widely disseminated

Forming Partnerships: CBN will develop effective ways of partnering with other APEC for a, with key academic institutions and and with individual scholars. Effectiveness should be defined not only in terms of the perceptions of government officials, but also from the perspective of the other key CBN constituencies, i.e. business leaders and the academic community, but must align closely with the priorities established by Senior Officials and the CTI.

Further efforts for engaging member economies in CBN projects and for forming partner with business practitioners and the academic community to leverage knowledge resources throughout the region need to be strengthened. A promising avenue will continue to be to link with established regional networks and institutions, including multinational bodies and members of the APEC Studies Centres consortium. Building selective thematic research networks will also be explored.

For the engagement of business sector in CBN activities Thailand's work on APEC Chief Human Resource Officers' Network (CHRO Network) is potentially a good model to replicate in the APEC region. Among individual businesses, multinational enterprises should be a target, as they are in a position to act as agents of change for strengthening indigenous management capacity and supporting local economic development through their supply chain linkages. Sharing the issues and addressing common concerns of the business sector HR officers will direct CBN towards the urgent needs of the business sector.

Thematic Priorities The priority themes for future CBN projects, based on the discussions at the 2011 Tokyo experts' workshops and further discussion among CBN members, are as follows:

1. Identifying changing business models in the context of regional economic integration, enhanced productivity, regional and sectoral institutions and competitive challenges
2. Developing and maintaining employability skills in high performance organizations
3. Attracting, developing and retaining talent; domestically and regionally
4. Human resource opportunities for green growth
5. Promoting stakeholder engagement.

Appendix: More on the Projects selected for the “Stocktaking”

The notes below provide additional descriptive information on the projects reviewed as part of the stocktaking, based on official documentation and/or various project outputs. Further information on individual projects may be obtained by consulting the publications database on the APEC Secretariat website and/or the HRD-WG Wiki.

1. Long-term partnership with the Overseas Vocational Training Association (OVTA) of Japan

Project number: Various

Project start date: 1996

Project end date: On-going

Objectives (per HRD Wiki):

Since 1996, the Labour and Social Protection Network of the Human Resources Development Working Group has partnered with the by the Japanese Ministry of Health, Labour and Welfare and the Overseas Vocational Training Association to organize the annual APEC Forum on Human Resources Development as a self-funded activity. Each year the forum has explored a specific aspect of CTE/TVET(i.e. Career Training and/or Technical /Vocational Education), which has been identified as a priority for the APEC region, most recently as the last HRD Ministerial meeting held in Chile in 2004.

Context (paraphrased from project proposal):

As a specific example, the 2006 forum focused on the role of enterprise-sponsored investments in career development (including significantly for non-employees). The agenda covered:

1. Current situation and challenges faced by public HRD systems, and the consequent case for the involvement of enterprises.
2. Measures that could be taken by governments to encourage the participation of enterprises in public-good HRD activities
3. HRD programs that are voluntarily carried out by enterprises for training non-employees—i.e. good practice cases.

Strategic Approach:

These fora have been typically attended mainly by participants from developing member economies, but have also regularly included resource persons from developed economies. Their purpose has been to highlight emergent trends and good practices.

OVTA has excellent facilities, and conducts hands- on technical and skill-based training activities in developing economies, partnering with the ILO and ASEAN as well as APEC. The

specific training courses offered vary year by year. Judging from the periodic reports provided by OVTA to the HRD WG, between 700 and 1500 persons have participated annually covering several APEC developing manager economies from both Asia and Latin America. There is apparently a close relationship between the priority themes discussed at the annual HRD forum and the specific training offerings offered by OVTA.

Activities/Outputs (per evaluation report):

Summaries of the presentations and a syntheses of the cross cutting themes have been published for each annual forum. These available on the HRD WG Wiki which also contains a large cross-catalogued section on CTE/TVET. The latter includes an Overview; a section linking the need for increased emphasis on CTE/TVET to the dynamic nature of labour markets in the 21st century, with its demands for continual skills upgrading; a description of occupation skills certification; description of types of CTE/TVET providers; exposition of cross cutting themes; and an annotated listing of APEC activities.

Key Themes

The specific themes of the most recent annual fora have been as follows:

- Implementing TVET Programs amid the Financial Crisis Implementing TVET Programs amid the Financial Crisis (November 18-20, 2009)
- The Role of TVET Providers in Training for Employees (November 19 through 21, 2008)
- Sustainable Career Development Throughout Working Life Forum (November 14-16, 2007)
- Increasingly Vital Role of Enterprises on Human Resource Development was (December 6 through 8, 2006)
- The Vocational Education and Training (VET) for Youth Forum (November 16 to 18th, 2005).

Challenges and Opportunities for APEC and its Member (from the cross cutting themes section on the APEC HRD Wiki)—these are linked to specific APEC HRD activities and/or to the posting of information about practice sin member economies.

1. Implementing TVET programs amid the economic crisis
2. Youth unemployment
3. Sustainable Career Development
4. The role of enterprises in HRD.

5. Regional economic development
6. Online career education and vocational training
7. Need for a high-quality CTE/TVET teacher workforce

2. Enhanced Risk Management System in the APEC Region: Toward Establishing Effective Corporate Governance

Project Number: HRD01-2003T

Project start date: May 2003 (rescheduled January 2004, due to SARS, etc.)

Project end date: December 2005

Objectives (per proposal):

1. To share best practices of enhancing risk management for organizations among the APEC members,
2. To establish a collaborative network of experts to continue to enhance risk management efforts among the APEC members,
3. To identify human resource development needs for effective risk management in the region,
4. To design and conduct capacity building activities for effective risk management, and
5. To generate policy recommendations for improving risk management efforts within APEC region.

Activities and Outputs (per evaluation report):

1. Tokyo symposium
2. Experts' network
3. 14 economies wrote the papers "Corporate Social Responsibility in the APEC Region - Current Status and Implications".
4. Published collection of economy papers intended to "form a basis for preparing capacity building programs for the APEC region".
 - a. The programs would address the current issues and challenges facing APEC members and would focus on more complex issues of CSR under trade and investment liberalization—*follow up did occur in HRD 03/2009A (underway)*.
 - b. The economy papers themselves provide useful materials for training and sharing best practices among the APEC members.

Key Conclusions/Policy recommendations (per report):

1. Need to articulate business case for CSR to demonstrate that CSR is a "good investment".
2. Need to document more completely to facilitate the sharing of good practices, tools, capacities, and competencies.
3. Need to invest in and monitoring of trends in the practice of CSR in order to facilitate the early adoption of good practices.
4. There is a need to review global developments in CSR in particular the development of global standards (for example, the current initiatives by the ISO).

Themes

- Stakeholders-- structures of engagement
- Legislation and compliance

1. Stakeholder engagement – the structures of engagement (politics)

- Consumer Pressure
- CSR Intermediaries (NGOs, Government, media, academic, etc.)

2. Institutional setting

- Legislation and Compliance
- International Guidelines
- CSR Governance

3. Emerging global business practices

- CSR Reporting (sustainability)
- Supply Chain (Integrated global production and distribution systems)
- Business case
- SMEs
- Existing Good Practice

Recommend that APEC focus on the Supply Chain dimension.

1. APEC is at the centre of the global production systems development
2. International global production is the principal point of tension in the global CSR debate
3. Global supply chains provide a concrete focus for addressing many of the generic issues in CSR, such the building the business case.

“CSR can be a facilitator of improved trade performance, or, if implemented poorly or not at all, it could adversely affect trade performance.” This recommendation was directly taken up in project HRD 01-06T

3. A Collaborative Study on Innovations for Teaching and Learning Mathematics in Different Cultures Among APEC Member Economies

Project number: HRD03/2006

Project start date: October 2005

Project end date: March 2006

Objectives (per proposal):

1. to develop innovations on teaching and learning mathematics in different cultures the five APEC Member Economies collaboratively
2. to develop collaboration frame work involving mathematics education among the five APEC Member Economies. In order to achieve the goals of the project, the four mains phases are included.

Activities/Outputs (per evaluation report):

Phase I: An open symposium and a closed workshop for key mathematics educators from the APEC member economies on “*Innovative Teaching Mathematics through Lesson Study*” were held on 15-20 January 2006 in Tokyo by CRICED. The purpose was to further refine a research proposal and a collaborative framework for the development of innovation and good practices for teaching and learning mathematics. “Lesson Study” was selected as the key innovation.

Phase II: Based on the agreed collaborative framework, each cosponsoring APEC economy conducted the research during February-May, 2006 in a real classroom setting to develop innovations and good practices in teaching and learning mathematics through lesson study.

Phase III: An APEC International Symposium on “*Innovation and Good Practices for Teaching and Learning Mathematics through Lesson Study*” was organized to share and reflect on each economy’s research results and good practices based on the framework developed at the Tokyo meetings. The Symposium was hosted by CRME of Khon Kaen University, Thailand on June 14-17, 2006. The symposium proceedings were published by the APEC Secretariat in December 2006, and are available from the APEC Secretariat, or can be accessed through a link from the HRD Wiki.

Phase IV: The “*APEC Workshop on: Improving the quality of the mathematics lesson through Lesson Study*” was held in Thailand in 24-27 August, 2006. In this workshop, Japanese a teaching method was introduced to Thai teachers of Thai through a workshop on Lesson Study.

Approach to Building Capacity—paraphrased from the Evaluation Report

Strategic Approach to Sustainable Capacity Building:
Meeting the Challenges of Regional Integration in APEC

Foster innovation by focusing on good practices

1. Clarifying the meaning of good practice in the context of the project—*specific and replicable set of criteria developed for assessing whether a practice could be considered “good.”* Use of videos for assessment followed by an expert discussion of ‘What is good?’, ‘why it is good’ and ‘How the teacher can develop such a good practice.’ Discussion recognized differences in approach across culture.
2. Deciding to use Lesson Study as a method for developing good practices—*clear methodological approach agreed.*

Process to develop and share good practices

Implementing Lesson Study in economies

1. Experimenting with Lesson Study
2. Sharing the results of Lesson Study by videos
3. Producing videos of Lesson Study for teacher education

Lesson Study applied to Professional Development

Definition of Good Practice—*paraphrased from Evaluation Report and generalized beyond the context of the classroom.*

1. Visible/ recordable
2. Recognized as good approaches in an economy. (“ They may be known as good approaches in an economy”)
3. Championed by professional practitioner. (“There is at least one teacher who is well known by that approach.”)
4. Demonstrated tool for change (“They may be known as being useful to reform mathematics education in an economy.” “Many teachers may have their wish to do the same approach.”)
5. Can be taught or replicated. [“They may be known as being useful for teacher education (pre-service or in-service).]

4. Capacity Building for Recycling-Based Economy (RBE) in APEC

Project number: HRD01-2004T

Project start date: May 2004

Project end date: December 2005

Objectives (per proposal):

- To identify issues and challenges of implementing 3R (Reuse, Reduce & Recycling) in the member economies,
- To share best practices of recycling systems used in selected industries,
- To design, develop and conduct capacity building programs on a pilot basis in three member economies,
- To disseminate the programs, materials and best practices to all APEC economies,
- To establish a network of experts to continue to share information and build a workable RBE system in APEC.

Activities/Outputs (per evaluation report):

1. A project kick-off experts' workshop to plan and design pilot programs was held on Aug. 30-Sept.1, 2004 in Japan attended by 16 experts from ten economies. Discussed current status of the recycling of waste in each of these economies and shared best practices.
2. A round-table discussion was held in Mexico, involving public, business, academic and NGO sectors on Feb. 25-26, 2005. Ten overseas experts from 6 economies joined 13 Mexican experts to address issues of "recycling for products without market".
3. A conference on "APEC Recycling-Based Economy and China's Western Development" was organized in Yinchuan, China to share best practices of recycling in APEC on June 3-5, 2005 and was attended by over 350 people. The conference was co-organized by the City of Yinchuan, Ningxia Hui Autonomous Region, China Enterprise Confederation and IIST. Seventeen experts from 6 economies (Canada, China, Japan, Korea, New Zealand and Thailand) took part in the conference.
4. A symposium in Pattaya, on June 24-25, 2005, on the theme of "APEC Capacity Building for Recycling-based Economy, Guidelines for Thailand", where specific recycling issues automotive, textile, and electric/electronic industries were discussed. More than 100 participants from the government, industries and academia participated in the symposium, which also included field studies at the recycling plants. Thirteen experts from 4 economies (Japan, Korea, Chinese Taipei and Thailand) took part in this event. The symposium discussion and interviews with experts were put into documentary program and used for social educational campaign in Thailand.
5. A final wrap-up workshop was held in Chinese Taipei from October 12 to 14, 2005. Sixteen APEC experts from 6 economies (Canada, Japan, Mexico, New Zealand, Chinese

Taipei and Thailand) representing government, industry and academia participated in the workshop, where the final lessons from the project was discussed and summarized.

6. Presentation and educational materials developed for these activities have been published using several media, including print, CR-ROM posting to the APEC website and on the HRDWG Wiki. Specifically these include:
 - a. Economy papers describing the current situation in 15 APEC economies, plus a summary of common approaches (see below). Most papers are available electronically on the HRDW Wiki and on CD-ROM.
 - b. A PowerPoint presentation summarizing the current situation of transboundary movements of re-usable and recyclable materials. This available on the HRDWG Wiki and is entitled *Transboundary Movements of Re-usable and Recyclable Materials*.
 - c. Three case studies, two of which were industry focused (on automotive, and electronics, respectively) and one of which was based on a company experience (Fuji Xerox), and available on the HRD Wiki. The industry cases, in turn, were based on presentation made at project workshops. For example, the electronics industry case includes papers from both Japan and Thailand, and the summary also includes references to experience in Chinese Taipei.
 - d. Electronic copies of all papers presented at the kick-off workshop in Japan plus each of the subsequent meetings in Mexico, China and Thailand, organized in separate sections on the Wiki. These provide backup detail to the other materials.
7. A final report entitled *Capacity Building for a Recycling-Based Economy in APEC*. The report includes a summary of the entire project plus synopses of the major conferences and workshops. It is available at http://www.apec.org/apec/publications/all_publications/human_resources_development.html
8. The Experts' network firmly established during the project implementation expressed a desire to continue to work together and share information among them for the benefit of all.

Common Approaches used to implement RBE in the APEC Region (from the HRDWG Wiki

1. Education and awareness programs
2. Energy efficiency and conservation
3. Cleaner production - a strategy for businesses to make the most efficient use of resources including raw materials, water, energy, time, and money whilst preventing pollution and minimising their impact on the environment.

4. Eco-design /design for the environment - to design a product taking into account its whole lifecycle from manufacture, use to “end-of-use” to decrease the adverse effects on the environment, increase resource efficiency, and allow for re-use and recycling.
5. Reduce, reuse and recycling initiatives
6. Extended producer responsibility (EPR) for difficult wastes (e.g., TVs, refrigerators, tires), also known as Product Stewardship, requires manufacturers to positively manage environmental impacts throughout the lifecycle of their products.
7. Container deposit or refund legislation, litter and waste levies, polluter pays or user pays for some types of wastes.

Key Themes (based on “Lessons Learned” section of the Final Report)

1. Need to recognize diversity (of economies, situations, solutions)
2. Sharing best practices and the importance of capacity-building
 - Human resource development and capacity-building are of primary importance.
 - “A massive input of time and energy will continue to be necessary.”—explicit *recognition of scale of investment that would be required*.
 - Project achieved: clarification of issues unique to individual economies and common to the region; the sharing of experiences and best practices; discussion of appropriate responses; and identification of effective remedies.
3. Legal and institutional frameworks and the market affect outcomes
 - More advanced recycling systems are associated with robust legal and institutional frameworks; but having a legal and institutional framework without appropriate enforcement is not effective.
 - Markets and the legal/institutional frameworks interact symbiotically.
4. Responsibilities of each stakeholder
 - All stakeholders have important roles to play in implementing RBE, *viz.*
 - Governments: development of definitions, creation of statistics, monitoring, guiding, assisting, and engaging in green procurement and technology development. These might include taxes and financial incentives for promoting 3Rs.
 - Consumers: sorting wastes or by buying products using recycled resources.
 - Producers: implementing eco-design, including design for easily recyclable products and the use of recycled materials.
 - Boosting public awareness can change behavior and increase stakeholder participation.
5. Technology development and transfer is critical.
 - Widespread dissemination of RBE throughout the APEC region

- requires the development, transfer, introduction and embedding of various types of recycling technology, which will benefit both producing and consuming economies—*thus opening potential for regional cooperation through APEC.*
6. Dealing with trans-boundary issues should be a priority as global and regional trade and investment increases the potential for the trans-boundary movement of
 - Need for balance between appropriate regulations and liberalization—Potential for harmonizing standards and establishing an APEC-wide waste tracking system.
 - Transferring of technology and sharing information will be vital
 - Many economies have ratified the Basel Convention, but compliance and application problems exist.
 - No consensus has emerged on international trade of second-hand goods.
 7. Need for follow up.
 - Project successfully fulfilled the objectives of identifying issues and challenges in implementing 3Rs and sharing best practices.
 - “To ensure the sustained development of RBE for APEC region, this issue must not be sidelined but rather tackled on an ongoing basis through solid and steady capacity building.”—Need for sustainability noted, as well as coordination with other parts of APEC.
 - “There would be significant value in establishing and maintaining a network, (e.g., website, e-mail list, annual conference, etc.) that would share 3Rs success stories and assist in matching availability and needs of recyclable materials.”

Implications for the APEC Process and for Member Economies (paraphrased from the “Lessons Learned” section of the final report)

1. The first step must be information exchange and analysis of the actual situation in order to gain an accurate picture of how things stand.
2. RBE is a long term goal; capacity-building activities and the sharing of best practices through APEC-based cooperation are effective approaches.
3. There is an important role for governments to play in market creation (market making).
4. All stakeholders contribute by assuming responsibility, collaborating, sharing information and participating in capacity-building activities.
5. Pursuing formation of an RBE society through technology development and dissemination is a natural fit for APEC’s volunteer-based regional technical cooperation.
6. Rather than creating closed-loop RBE within individual economies, RBE needs to be addressed more broadly than within individual economies and APEC is an appropriate forum for handling trans-boundary issues.

7. Implementing the RBE project and putting together the project report has opened the door to a new world. Rather than a conclusion, this is a beginning.—*Explicit recognition of capacity building as a process as opposed to a single project.*

5. APEC Learning Community for Shared Prosperity

Project number: HRD 05/2004 and subsequent projects

Project Objectives:

The objectives of the project have been to narrow the digital divide, by creating a network of individual working in the ICT field linked by technology and working together through both on-line and offline activities. The intention of the project is to create a platform to facilitate the exchange of information, share good practices and to work together cooperatively.

Activities/Outputs (per Progress Reports)

Thus project is on-going, though the original proposal had an end date of December 2005. The project is co-sponsored by 17 of 21 APEC members. While it has had some support from the APEC Central Fund, it bulk of the resources have come from the Korean Ministry of Education and Human Resources Development. Funding from other sponsors has also been tapped for specific activities, e.g. the Korea Advanced Intelligent Robot Association (KAIRA) for a robot competition held in conjunction with the 4th International ALCoB Conference, and possibly the APEC Education Foundation, which has made grants to cyber-education initiatives that may have been linked to this project.

Based on the annual progress reports the activities have been quite wide-ranging and the level with a growing level of participation. Activities as grouped as follows (paraphrased from the project progress reports):

- Managing the “human network” (i.e. creating a network of ICT experts, educators and business executives interested in cyber education)
- Supporting an online community through the website www.alcob.com
- Convening the off-line annual conference (the International ALCoB Conference) and other on-site events
- Supporting team-based collaborative activities
- Promoting volunteering program, through ALCoB Internet Volunteers (AIV), in which ICT experts work with teachers to promote the use of technology in the classroom
- Publishing a peer-reviewed electronic journal the Asia-Pacific Cybereducation Journal (APCJ), available on a free subscription basis.

As of 2008 the project overseers reported that there were 2800 individuals participating in the network. The number varied considerably across economies. Not surprisingly by far the largest participation is in Korea, but among the other APEC members there has been stronger up take in some economies than others, reflecting local leadership (e.g. in Peru there were over 100 network members, evidently supported by a strong in-economy network with its own website.)

Attendance at the annual conference has risen steadily to over 200. There has been growth in the number of cooperative activities, and over 50 volunteers worked with teachers in five member economies.

By 2008 a total of 29 cooperative activities had been undertaken. These appear to be organized as a responsive mechanism. They have been quite diverse, including in 2007-08:

- a cyber educational exhibition for sharing teaching & learning materials with teachers and students
- making a film
- acquire skills to make a robot
- share information and knowledge through newsletter, websites, and presentations
- suggest a plan for enhancing and fostering international exchanges
- designing a curriculum for APEC Youth
- seminars and workshops

The overall level of activity has been impressive. The project has followed good capacity-building principles, in that it has taken a programmatic approach with complementary activities designed to reinforce each other.

6. Capacity Building for the New International Architecture in Trade and Investment

Project number: HRD01-2005T

Project start date: May 2005

Project end date: May 2006 (extended to March 2007)

Objectives (per proposal):

The project will improve the stakeholders' understanding of the new international architecture [i.e. trend to regional and bilateral trade agreements] and find ways to ensure that these efforts are WTO consistent. It will do so by bringing together experts from academia, policy making, and the leaders of the business community.

They will engage in the following activities:

- an experts' workshop to identify relevant issues as a kick-off of the project (May 2005)
- two symposia to share and discuss issues from various perspectives, which may include the following: (Second half 2005)
 1. Issues and challenges of WTO Doha Round negotiation
 2. Reviews of efforts to achieve APEC Bogor goals
 3. Reviews of RTAs, such as AFTA, NAFTA, ANZCER, etc.
 4. Various bilateral negotiations of FTA
 5. Understanding of the entire architecture of these efforts, its relations and pros & cons
 6. Issues of preferential treatment which RTA entails vis-à-vis multilateral efforts
 7. Their implications to business activities and business responses to the trends.

Activities/Outputs (per final report):

1. *WTO at 10 – Dispute Settlement, Multilateral Negotiation, Regional Integration*, an international symposium held in October 2005 at the United Nations University in Tokyo.

This event was one of several events around the globe organized to commemorate the anniversary of the WTO. Its objectives were to review the achievement of WTO in the past 10 years, and to identify the issues of the current WTO negotiations and the prospect of FTAs/RTAs proliferating across the globe. The latter was the specific focus of this APEC project.

The 3-day symposium was organized with the cooperation of 13 other organizations. Forty-two experts from within and outside APEC economies attended the event as speakers and panelists, and more than 250 senior business people and government officials participated in the program. The gist of the discussion at this event was compiled by the WTO and published by Cambridge University Press, entitled *The WTO in the*

Twenty-First Century – Dispute Settlement, Negotiations and Regionalism in Asia. The public event was followed by a closed session focusing specifically on the APEC project.

2. An experts' workshop was held in Hawaii in October 2006 to deepen the discussions at the previous symposium and identify more specifically the current status of the FTAs/RTAs negotiations, trends and strategies in selected APEC members. Papers by experts from amongst the APEC member economies were presented and discussed to address the distinctive situations of FTA/RTA negotiations in their own economies as well as the common issues amongst them under the intricate webs of multilateral, regional and bilateral trade agreements. The workshop was carried out in cooperation with the University of Hawaii.
3. A final meeting took place in Bangkok in November 2006 to further enhance the papers and also to develop a synthesis report of the discussions through the one and a half-year project.

The meeting took place together with an international symposium entitled *WTO at the Crossroads: the Challenges Ahead*, which was organized jointly with the Asian WTO Research Network and IIST under the auspices of APEC, with the cooperation of and support from receiving support from other academic and international organizations.

Twelve experts from APEC member economies were invited to the symposium and the workshop, amongst others. The results of the discussions held at the symposium became the rich sources for a working group to summarize the final lessons for the project report.

4. A final report compiling the papers from the Hawaii and Bangkok workshops was intended to enhance understanding of the current status, issues and implications of regional agreements, which may form a new international architecture for liberalized regime. The report included a Synthesis paper (described below) as well as 10 "economy" papers and four "issues" papers. The former included two papers from the USA and one that focused on ASEAN. The latter included papers on legal issues, rules of origin, dispute settlement and the East Asian Community.

The final report was published both in hard copy and electronically, and is available to download either from the APEC website or the HRDWG Wiki.

Key Themes (from the Synthesis Paper)

I. Why RTAs now?

1. What are the criteria for choosing negotiating partners?
 - A. Economic considerations
 - B. Political considerations
 - C. Other considerations
2. What determines the scope of RTA negotiations?
3. What are the true intentions of pursuing RTAs behind official rhetoric?

A. Political reasons:

B. Miscellaneous [pragmatic] reasons:

II. What are the major issues of RTAs?

1. How can RTAs be building blocks for a multilateral system in trade and investment?

For a RTA to be beneficial to the multilateral trading system, it first has to comply with the WTO rules, which include the following main issues:

A. The legal requirements under Article XXIV and the Enabling Clause

B. Rules of origin

C. Dispute settlement

2. What are the merits and demerits of RTAs?

A. Merits

- Gains from trade either due to comparative advantage of scale and specialization
- Making new trade rules either by improving on existing WTO rules or going beyond the traditional WTO framework, such as rules on investment, labor, environment, competition, etc.
- Help economies to make structural adjustment to their industries by creating new business opportunities.
- Enhance the lobbying powers of businesses in the member economies, and in turn increase the support from the private sector to push for regulatory reforms.
- Become a tool for securing a stable supply of energy and natural resources.
- Strengthen negotiating skills of officials, which will be very useful for them in multilateral trade negotiations at the WTO.

B. Demerits

- RTAs are discriminatory by nature.
- Every RTA has its own rules of origin, which greatly increases the transaction costs and distorts the allocation of resources.
- RTAs may divert trade and investment and may generate economic rents generate for particular sectoral interests. So the total welfare could decline
- Because RTA negotiations involve fewer economies and have more limited scope of issues than multilateral negotiations, the process will be more vulnerable to lobbying from special interest groups. This could eviscerate the imbalance of the lobbying powers of different interests groups in domestic politics.
- Many RTAs choose to exempt from their scope sensitive sectors, with agricultural being a primary example. This will further entrench the negotiating positions in the WTO

3. Does the RTA negotiation process better reflect interests of the stakeholders?

III. Where do we go from here?

1. Will RTA negotiations further expand and spread? What would happen to DDA?

2. Is regional integration necessary and feasible?

Strategic Approach to Sustainable Capacity Building:

Meeting the Challenges of Regional Integration in APEC

3. What are the capacity building requirements to prepare for the New International Architecture?
 - Stocktaking
 - Case studies of experiences of particular economies—including comparative quantitative analyses of the gains from trade.
 - Compiling best practices
 - Link to international organizations engaged in trade policy capacity building to develop a common vision of regional integration within Asia.
4. Implications for the APEC Process—see below.

Implications for the APEC Process (from the Synthesis Paper)

1. Compile existing RTA provisions.
2. Draft model RTAs for economies to use as a reference in real negotiations.
3. Conduct a stocktaking exercise of the existing capacity building programs and coordinate them from a central database.
4. Support the development of visions for long-term regional integration in stages. A possible sequence could be East Asia integration, Pan-Asia integration, and APEC integration.
5. Help the economies to better design their RTA to take advantage of the potential synergy between RTA and the multilateral process.
6. Emphasize the importance of the DDA and endeavor to push for the resumption of Doha negotiations and completion

7. New Corporate Procurement Strategy on Trade in Goods and Services in APEC Region - Supply-chain options with CSR perspective

Project number: HRD 01/2006T

Project start date: May 2006

Project end date: March 2008 (3 month extension granted for publication of final report)

Objectives (per proposal):

- Follow up to the recommendations of Project HRD 01-2003T to focus future work on CSR to its application in the management of global supply chains.
- Specifically, to share best practices of CSR in the supply chain management for large multinationals and the SMEs in the APEC region, so as to develop preparedness to face the challenges in the liberalized environment.

Activities/Outputs (per evaluation report):

1. Kick-off workshop held in Manila, Philippines in conjunction with the Asian Forum on Corporate Social Responsibility in order to determine the scope of the project, including the terms of reference and case development guidelines organized
2. Nomination of experts and submission of case outlines by Canada, Chile, China, Indonesia, Japan, Korea, Mexico, New Zealand, Peru, Philippines, Thailand and Viet Nam. (December 2006 - February 2007)
3. Tokyo Workshop and Sendai Symposium discussed key issues of CSR and how to address them.
4. The wrap-up meeting on September 26 - 28, 2007 in Ho Chi Minh, Viet Nam, also organized in conjunction with the Asian Forum on Corporate Social Responsibility.
5. Synthesis paper and case book published March 2008, entitled “Corporate Social Responsibility in the Global Supply Chain”. The case book was intended to provide curricular materials for capacity building of those for public, academic and business sectors for better understanding of the specific examples of good CSR practices in the supply chain.

Key Themes

1. Understanding the risks is the first step towards mitigating them
2. CSR Is about good management, especially total quality management
3. Global supply chains add complexity
4. Global standards versus Technical Barriers to Trade
5. The central importance of capacity building—*this was in reference to observed best practice as reported in the case studies, not a recommendation for an APEC-wide effort.*
6. Importance of open communication

Implications for the APEC Process and for Member Economies

1. Increased complexity in production and distribution systems have created new sources of risk for all stakeholders

2. Companies are embracing CSR as a framework for global supply chain management
3. Capacity building is key, including creating awareness of the issues; inculcating in business a commitment to contributing to broader societal goals; fostering cooperation among stakeholders; providing training and skills development; and facilitating the transfer of management systems and techniques.
4. Governments have key facilitating roles

8. *Capacity Building for Investment Liberalization and Facilitation*

Project number: HRD 01/2007T

Project start date: June 2007

Project end date: December 2008 (extension was approved for final printing)

Objectives (per proposal):

1. To raise the capacity of both public as well as business sector people who are involved in domestic legislation, policy making, and social system development in the field of foreign direct investment.
2. To address the challenges that economic reform measures, legal processes and other environmental factors create throughout the life cycle of investment (e.g. the establishment, operation and dissolving businesses), and the role that other measures and practices play in creating an attractive investment climate, with specific emphasis on public sector-business collaboration and involvement.

Context (paraphrased from project proposal):

- Substantial efforts have been made in the APEC economies to formulate appropriate legal framework and procedures governing trans-border investment at the public sector level.
- Need to strengthen implementation and enforcement by public authorities, as well as the understanding of practical investment implementation issues by the private sector.
- Predicated on a belief that effective collaborative efforts are needed among the stakeholders to ensure the improved investment environment.
- Project focused on capacity building to improve the effectiveness of the interplay amongst the stakeholders of investment.

Strategic Approach:

1. To collect practical case studies which focus on;
 - Key elements of investment decisions
 - Challenges investors face in foreign investment in any of the APEC members
 - Actual measures taken by the investors to address those challenges
 - Other possible measures to address those challenges, with particular emphasis on collaborative approaches among the stakeholders.

Note: The thrust and scope of the case studies developed were modified based on the discussion at the kick-off meeting. Rather than limiting them to the “best practice “cases, the decision was made to focus on challenges s face din implanting cross-border investments. It was felt that this would result in greater opportunity for learning points.

2. To identify more specific capacity-building needs, which were illustrated by the cases developed under this project.

The ideas were further tested through workshops of stakeholders where the cases developed under the project could be used to enhance understanding of the issues and effective measures.

3. To disseminate the outputs to the APEC community for further developing specific Capacity-building programs.

Activities/Outputs (per evaluation report):

1. Kick-off experts' workshop organized in Cairns on June 23, 2007 in the margins of SOM II. A consultation session with members of the Investment Experts Group (IEG) of CTI was held on June 24 and 25. Outputs included the clarification of project objectives and approach, TORS for case development and the nomination of case-writers.
2. Call for nomination of case writing experts was sent out to HRD-CBN, IEG representatives as well as selected ABAC representatives. Due to slow responses, deadline for nomination was extended until September 2007.
3. 11 cases were developed in total by 13 experts from 8 economies—including examples of case co-authored by experts from investing and host economies. Process began in August 2007; were finalized in September 2008 follow per review and editorial reviews.
4. Pilot seminars are workshops organized in Peru in the margins of SOM II in May 2008:
 - a. experts' workshop held on 19 May, 2008 in Lima with 30 representatives from business and academic sectors participating.
 - b. Experts presented their cases to the APEC Seminar: Good Governance on Investment Promotion 19-20, Lima, organized by IEG, which was attended by over 100 APEC representatives.
 - c. The project progress was reported to IEG on 22 May in Arequipa
5. A wrap-up workshop was organized on 21 October in Tokyo, Japan. A compendium paper summarizing the cases, outlining coming themes and setting out challenges and opportunities for the APEC process was finalized, along with a capacity-building needs matrix intended to guide future PEC cooperation.
6. A final report entitled, *Opportunities and Challenges for Foreign Investment in the APEC Region: Case Studies*, was published in December 2008 and made available on the APEC website at http://www.apec.org/content/apec/publications/all_publications/human_resources_development

Key Themes

1. As it is impossible to appreciate every eventuality, foreign investors need to have a well-developed contingency plan to address the inevitable challenges that arise.
2. Investors need to appreciate the different interests of host economy stakeholders, while host economies require strong public policy-making processes that balance the interests, rights and obligations of domestic stakeholders.

3. Host economies require strong public policy-making processes that balance the interests, rights and obligations of domestic stakeholders.
4. Investors and host economies have common interests and can learn from each other.

Challenges and Opportunities for APEC and its Members

Challenges:

- Pressure from specific interest groups to reverse the gains of liberalization.
- Addressing the diversity of membership, with differing levels of economic development and capacities to engage in cross-border investment.

Opportunities:

1. Technology diffusion through the establishment of regionally-integrated production.
2. Institution for conflict resolution
3. Realization of genuine barrier-free investment
4. Capacity building for local community officials

What Kind of capacity Building Should APEC Promote?

The Compendium Paper provided an indicative framework for future APEC capacity building efforts related to cross-border investments. It included both a needs-assessment matrix, outlining capacity building needs arising from specific issues identified in the 11 case studies, as well as a more general framework covering the following dimensions:

- Identification of relevant stakeholders
- Identification of appropriate modalities
- Areas of focus—specifically differentiating between technical knowledge and expertise, and the need for improving soft processes—the latter including public policy-making; strengthening the ability of organizations and institutions to implement policies; and developing knowledge and skills of individual officers.
- Stages of investment—recognizing that capacity building needs vary over a project's life cycle.

9. Increasing the Productivity of APEC Economies through High Performance Workplace Systems (HPWS)

Project number: HRD 01/2007A

Project start date: January 2007

Project end date: December 2007

Objectives (per proposal):

1. Review existing research on the extent to which HPWS have been adopted within APEC economies, and assess policies designed to support the adoption of HPWS.
2. Organize a workshop in New Zealand to discuss the research and policy lessons, share insights on good practices in operation in various economies, and draw potential lessons for their home economy.
3. Produce a publication after the workshop collating the research of each economy and the workshop proceedings.

Context (paraphrased from project proposal):

The thesis is that better HRD management systems within enterprises and institutions will lead to more effective investment in human capital and ultimately to higher rates of economic growth. The existing literature has identified several good practices, including: employee involvement in management, training and skill development, information sharing, and changes in payment systems, etc.

Strategic Approach:

1. The project was conceived as the first phase of a multi-phase endeavour to better analyze HPWS in both developed and developing APEC economies.
2. It was to begin with a survey for cataloguing existing research/and synthesizing the current state of knowledge.
3. Follow up research was anticipated based on the results of the survey. In the future, APEC could more thoroughly.
4. Future APEC-sponsored capacity building efforts were envisaged to implement policy lessons in developing economies.
5. APEC funding was to be used to facilitate the participation of developing economies.

Activities/Outputs (per evaluation report):

1. Research results: Questionnaire responses from 10 economies, provided insights on practices and experiences with HPWS.

2. Workshop held in Wellington in August 2007 with participants from 9 APEC economies plus the ILO. Provided opportunity for sharing, comparing and contrasting economies' experiences with HPWS.
3. Published proceedings of the conference electronically on the HRD WG website recording what has been learnt. [Note: The proceedings are not easily searchable. They do not appear to be on the HRD Wiki, and could not be found in the publications database. See explanation in the comments from the evaluation report, shown below]

Assessments by workshop participants were reported in the evaluation report, as follows:

Conference participants shared experiences and examples of HPWS in APEC economies and agreed to the importance of productivity issues as a single, central focus for policies to generate economic growth and competitiveness.

- Delegates agreed that the conference met its objectives.
- Delegates overwhelmingly felt that the conference was useful to them and that the participants were the right people to attend.
- The delegates found all sessions of the conference useful. The session on Tripartism in New Zealand was identified as the most useful, followed by the session on meeting the needs of business and employees.
- Delegates were very satisfied with the hosting arrangements of the conference.

In lieu of a printed document, the project outputs (the collated questionnaire responses, presentations, a record of discussion at the conference, and agreed themes emerging from the conference) have been posted on the HRDWG website.

10. Collaborative Studies on Innovations for Teaching and Learning Mathematics in Different Cultures (II) – Lesson Study focusing on Mathematical Thinking

Project number: HRD 02/2007

Project start date: December 2006

Project end date: September 2007

Objectives (per proposal):

A follow up to project HRD 03/2006 (*A Collaborative Study on Innovations for Teaching and Learning Mathematics in Different Cultures among the APEC Member Economies*) focused specifically on “Mathematical Thinking,” which is foundational for science, technology, and economic development, this project aimed to

3. collaboratively share the ideas and ways of mathematical thinking
4. Collaboratively develop teaching approaches on mathematical thinking through Lesson Study among the APEC member economies.

Activities/Outputs (per evaluation report):

Phase I, A workshop and a Lesson Study meeting (for specialists) among key mathematics educators from APEC member economies hosted by Center for Research on International Cooperation in Educational Development (CRICED), University of Tsukuba, Japan will be organized in order to share the idea and ways of mathematical thinking on curriculum level and teaching level (at Tokyo & Sapporo, December 2007).

Phase II: Each participating APEC member economy has engaging in the Lesson Study project for developing some topics of mathematical thinking (January-July 2007).

Phase III, An International Symposium and a Lesson Study meeting (for classroom teachers) to share teaching approaches for developing mathematical thinking by economies. The symposium was hosted by Center for Research in Mathematics Education (CRME), Faculty of Education, Khon Kaen University, Thailand (at Khon Kaen, August 2007).

Phase IV, Professional development for mathematics teachers will be conducted based on the obtained-good practices and learned-innovations (September 2007).

Outputs:

1. Conference papers available on the HRD Wiki.
2. Conference program, proceedings and press reports available a special web site, which can be accessed through a link from the HRD wiki
3. Papers and presentations on “mathematical thinking” accessible from the wiki.

Collaborative Studies on Innovations for Teaching and Learning Mathematics in Different Cultures (III) - Lesson Study Focusing on Mathematical Communication

Project number: HRD 02/2008

Project start date: December 2007

Project end date: March 2009

Objectives (per proposal):

A further follow up to HRD 03/2006 (A Collaborative Study on Innovations for Teaching and Learning Mathematics in Different Cultures among the APEC Member Economies), and HRD 02/2007, focused on Mathematical Thinking. The focus for 2008 was on Mathematical Communication which is a skill required in knowledge based societies.

Using Lesson Study approaches, the project aimed to

1. Collaboratively share the ideas and ways of Mathematical Communication which is necessary for science, technology, economical life and development on the APEC member economies, and
2. Collaboratively develop the teaching approaches on Mathematical Communication through Lesson Study among the APEC member economies.

Activities/Outputs (per proposal and progress report):

Phase I, A workshop and a Lesson Study meeting (for specialists) among key mathematics educators from APEC member economies hosted by Center for Research on International Cooperation in Educational Development (CRICED), University of Tsukuba, Japan organized in order to share the ideas and ways of communication on curriculum level and teaching level. (Held at Tokyo & Kanazawa, December 9-14, 2007.)

Phase II, Each co-sponsoring APEC member economy engaged in the Lesson Study project for developing some topics on communication (February-July 2008).

Phase III, An International Symposium and a Lesson Study meeting (for teachers) were organized in order to share teaching approaches for developing communication by economies. The symposium was hosted by Center for Research in Mathematics Education (CRME), Faculty of Education, Khon Kaen University, Thailand (at Khon Kaen, August 2008).

Phase IV: Further professional development for school mathematics teachers.

Comments on the Conference (per progress report submitted in 2008)

1. For developing Linkages, the host university, the University of Tsukuba, Japan managed the conference, the lesson study workshops and specialists' working group in order to share the ideas and ways of communication on curriculum level and teaching level at Tokyo & Kanazawa, December 9-14, 2007.
2. Host University made various efforts to involve many economies. Before the conference, the discussion document which included three questions had distributed in October, 2007, and specialists submitted the paper to reply questions. 50 specialists, researchers and administrators had participated from 13 APEC economies (without Japan), 6 researchers from 6 non-member economies, and 296 people participated from Japan.
3. For enhancing the linkages and benefit of meeting, the conference and lesson study workshops were broadcasted through the world with simultaneous translations and received 553 accesses from 17 APEC economies without Japan, 138 accesses from 23 non member economies and 677 accesses from Japan in two days.
4. At the same time, with the collaboration of US government, we had engaged in Wiki-pilot project for sharing the result of lesson study and aimed to develop model teaching with video. It extended the APEC knowledge bank more useful for educational practices.

11. Capitalizing Information Technology for Greater Equity and Access

Project number: HRD 0s/2008

Project start date: January 2008

Project end date: April 2009

Objectives (per proposal):

The project seeks to address and alleviate the enormous lack of knowledge and skills faced by the rural poor especially in developing economies of the Asian Pacific Region. This will be done by creating training materials with the sole purpose of enhancing information seeking skills of the rural and poor. In such areas, infrastructure is generally poor and communication is a big challenge. As such, judicious use of modern technology tools capitalizing on Open Distance methodologies can provide critical help in increasing access and equity to knowledge thus reducing isolation and poverty.

The main purpose of this project is to create a set of materials that will be used by policy-makers, government agencies, NGOs' and research and academic institutions to help support poor and rural people so that they will have the skills and knowledge to access information and data resources related to their vocations in order to upgrade their total well being. To achieve the above, the project

Activities/Outputs (per evaluation report):

1. Organise an experts' initial workshop to identify technological infrastructure issues as well as needs of the poor and rural in participating economies and thereby develop framework for capacity building (tentatively set in April 2008)
2. Generate curriculum materials (May to September 2008).
3. Organise a final workshop to review the curriculum materials for capacity building and make amendments (February 2009)
4. Prepare final report consisting of a set of recommendations for continuing capacity building activities (April 2009)

12.Seminar-Workshop to Develop A Framework on Mentoring/Coaching Out-of-School Youth on Entrepreneurship

Project number: HRD 02/2009A

Project start date: 1st Quarter of 2009

Project end date: 4th Quarter of 2009

Objectives (per project proposal):

This project aims to develop the Framework on Mentoring/Coaching Program for OSY on Entrepreneurship and provide guidance to organizations/groups of OSY interested in establishing micro, small and medium enterprise (MSME).

Activities/Outputs (per evaluation report):

The Department of Social Welfare and Development (DSWD), in close collaboration with the National Youth Commission and Philippine Center for Entrepreneurship-Go Negosyo, held the **Seminar-Workshop to Develop A Framework on Mentoring/Coaching Out-Of-School Youth on Entrepreneurship** in Manila, Philippines on 26-28 August 2009.

1. Best practices on MSME presented;
2. Framework on mentoring/coaching program for OSY on entrepreneurship formulated;
and
3. Guidelines for OSY to become an entrepreneur developed

13. The APEC Knowledge Bank of Education Policy and Practice

Project number: N/A

Project start date: September 2007 (pilot); June 2008 (full launch)

Project end date: Ongoing

Objectives (per proposal):

The goal of the integrated HRDWG Web strategy is to provide government officials, researchers, experts, policymakers, and practitioners in the fields of education, labor, social protection, and the capacity organizations with emerging information on human resources development in the Asia-Pacific rim and information on the APEC Human Resources Development Working Group as an organization.

The integrated websites support HRDWG as specified in the working group's Terms of Reference. The Terms of Reference state that the HRDWG websites will:

1. Expand awareness of HRDWG activities, results, and products throughout the APEC region.
2. Provide an environment for project collaboration through the use of interactive (wiki) technology

The integrated HRDWG Web strategy is driven by the HRDWG Wiki, with users accessing information about the working group, its events, its projects, and topics through the Wiki. Users will also be able to access specific resource files related to HRDWG projects from the Knowledge Bank Library.

Activities/Outputs (per progress report):

1. Knowledge Bank Wiki

- Organizational information
 - The goals and objectives of the Human Resources Development Working Group and its three networks
 - Links to project information
 - Links to and descriptions of key topics
 - Meeting summaries
- HRDWG events and related events
- Project information
- Topic Information

2. Knowledge Bank Library

- Project information
- Related Links and documents--primary goal of the Knowledge Bank is to store project publications and other project products

