

Strategic Plan 2026-2029
Asia Pacific Economic Cooperation Human Resources Development Working Group (APEC HRDWG)

2020 APEC Putrajaya Vision 2040

We will intensely emphasize effective strategies to promote “human resource development as well as economic and technical cooperation to better equip our people with the skills and knowledge for the future.”

2021 Aotearoa Plan of Action

We evaluate progress toward the 2021 Aotearoa Plan of Action (APA) by examining whether “[a]ll our people are well equipped with the skills and knowledge they need to adapt and thrive now and in the future.”

Individual Actions:

- Economies will implement policies to ensure effective and quality education and human resource development (HRD), including life-long skills development, high-quality and full employment opportunities and social protection measures, to provide for widespread participation in the digital economy, flexible labor markets, and to support economic development in the digital age.

Collective Actions: Economies will:

- Innovate and exchange expertise on skills and human resource development, and cooperate on sharing lessons and best practice in these areas;
- Cooperate to improve the collection and analysis of skills and labor market data sets, including to better assess and bridge skills gaps and mismatches between skills and employment;
- Strengthen economic and technical cooperation to intensify capacity building;
- Cooperate on the development of skills and literacy for all to accelerate the digital transformation of the region’s economy, including by implementing APEC’s Education Strategy and the APEC Framework on Human Resources Development in the Digital Age;
- Implement principles of the 2025 Joint Statements and Joint Statements during 2026-2029 of the APEC Education Ministerial Meeting and the APEC Human Resources Development Ministerial Meeting; and
- Build on existing APEC work on mutual recognition of qualifications to deepen and widen its coverage.

Lima Roadmap to Promote the Transition to the Formal and Global Economies (2025-2040)

Key Areas and Actions

7. APEC economies are encouraged to take action in the following cross-cutting key areas:

D. Developing skilled workforce through improved access to education, capacity building and employment

We stress the importance of making collective and individual efforts to facilitate this transition, including through the utilization of this Roadmap and providing capacity building. APEC fora and sub-fora should integrate and advance the Roadmap through their respective initiatives, strategies and work plans, where appropriate, and encourage cross-fora collaboration and partnerships with the ABAC, PECC, and other relevant stakeholders.

The APEC HRDWG Arequipa Goals

Education Goals

We will strive to expand participation in education programs for people with disabilities in rural public schools by 2030. Additionally, we will seek to increase the percentage of qualified special education teachers in rural areas by 2030.

Capacity Building Goals

We will aim to improve vocational training programs to address the needs of people with disabilities and increase people with disabilities' participation in these programs by 2030. We will empower people with disabilities to pursue employment and entrepreneurial opportunities, including in MSMEs, by supporting capacity building initiatives that meet their needs.

Labor and Social Protection Goals

We will promote policies aimed at increasing the participation of people with disabilities in the formal labor market by 2030 and highlight the productive role they play in and contributions they make to economic growth. We will endeavor to extend social protection coverage for people with disabilities, including those in rural areas, informal sectors, and others by 2030.

Measurement and Implementation

Coordinators from the Friends of the Chair on Promoting Disability Policies and the three HRDWG networks will lead the efforts to achieve these goals. They will work with economies to establish work plans and support progress across the region from 2024 to 2030, reporting annually to the HRDWG Plenary.

I. Introduction

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

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

In this context, HRDWG pursues actions under the direction of APEC Leaders, HRD Ministers, and Education Ministers. This strategic plan serves as a road map to realize the vision of these leaders.

II. Mission Statement

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

III. Objectives

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

- Develop 21st Century Knowledge and Skills For All

- Modernize HRD and Integrate it into the Global Economy
- Address the Social Dimensions of Globalization and New HRD Challenges in the Labor Market including from the Development of AI

HRDWG will operationalize these three objectives by:

- Gathering and strengthening internal capacity and resources of HRD
- Building and strengthening HRDWG’s self-sustainable support system
- Expanding the collaboration of HRDWG with other APEC Fora and relevant multilateral organizations
- Providing people in the Asia-Pacific region with 21st Century knowledge, high-quality and full employment opportunities, competencies and skills, including soft skills, through education and training
- Promoting HRD by strengthening research and building organizational capacity in public, private and not-for-profit sectors
- Fostering strong, flexible, and resilient labor markets and strengthening social protection and safety nets that encourage workforce participation and support workforce training, reskilling and upskilling.

IV. Critical Success Factors

In order to respond to HRD priority areas in the Asia-Pacific region, HRDWG has developed the HRDWG Strategic Plan 2026-29 to achieve its mission. HRDWG will work on the five overarching priority areas, which are critical success factors with the following prioritized implementation schedule. They are:

1. Convening and holding of HRDWG Plenary Meetings, during the following economies’ year of APEC: China (2026), Viet Nam (2027), Mexico (2028), and to-be-determined in 2029.
2. Drafting, Endorsement and Submission of HRDWG Documents to SOM Steering Committee on ECOTECH (SCE);
3. Implementation of Follow-up actions to APEC Economic Leaders’ and Ministers’ Declarations and Statements
4. Continuous Implementation of the HRDWG Projects;
5. Other areas of work in collaboration with other APEC sub-fora.

V. Prioritized Implementation Schedule

PRIORITIZED ACTIVITIES	OBJECTIVES	START DATE	COMPLETION DATE	LEAD ECONOMY	LEAD & CROSS FORA	KEY PERFORMANCE INDICATORS/ OUTPUTS
1. Convention of HRDWG Meetings	1.1. Hold HRDWG Plenary Meetings to mainstream human resources development including education, capacity building, labor and social	2026	2026	China	HRDWG Lead Shepherd (LS)	<ul style="list-style-type: none"> • Hold annual HRDWG Plenary and Technical meetings, which include Network meetings to strengthen the forum’s discussion and activities • Hold HRDWG Lead Shepherd’s Advisory Committee (LSAC)

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	protection within and beyond APEC	2027	2027	Viet Nam	HRDWG Lead Shepherd (LS)	meetings and other meetings as required to facilitate and make the forum's plans, agendas and programs for upcoming event, which may be via tele/video conference as appropriate
		2028	2028	Mexico	HRDWG Lead Shepherd (LS)	<ul style="list-style-type: none"> • Invite APEC members, observers, guests and representatives of international organizations to the HRDWG related meetings (i.e. APRU, ASEAN, PECC, PIF, ABAC, APEC Policy Support Unit, ATCWG, CTI, EC, EPWG, HWG, SMEWG, PPSTI, PPWE, TWG, ADB, OECD, SEAMEO, UNESCO, UNICEF, ILO, WB, etc.) and facilitate cross-fora cooperation in the sphere of human capacity building, skills, education, supply chains, labor and employment issues
		2029	2029	To be determined	HRDWG Lead Shepherd (LS)	
	1.2. Convene Sectoral Ministerial Meetings and High Level Policy Dialogues (HLPD) to support APEC's mission	2026	2026	China	HRDWG (CBN, LSPN)	<ul style="list-style-type: none"> • Prepare "the 8th APEC Human Resources Development Ministerial Meeting (HRDMM)" or High-Level Dialogue
		TBC	TBC	TBC	HRDWG (EDNET)	<ul style="list-style-type: none"> • Prepare "the 8th APEC Education Ministerial Meeting (AEMM)" or High-Level Dialogue

PRIORITIZED ACTIVITIES	OBJECTIVES	START DATE	COMPLETION DATE	LEAD ECONOMY	LEAD & CROSS FORA	KEY PERFORMANCE INDICATORS/ OUTPUTS
2. Drafting, Endorsement, and Submission of HRDWG Documents	2.1. Draft and endorse HRDWG Documents within the forum and submit them to SOM Steering Committee on ECOTECH (SCE)	2026	2029	All 21 economies	HRDWG	<ul style="list-style-type: none"> • Draft and endorse the HRDWG Strategic Plan 2026-29, annual HRDWG Work Plans, and annual HRDWG Reports within the forum • Revise HRDWG Terms of Reference and its addendum when necessary • Submit the abovementioned documents to the SCE
3. Follow-up actions of Leaders' and Ministers' Declarations and Statements (i.e. Projects, Workshops, Forums, Guidelines, Toolkits, Programs, Researches, etc.)	3.1. Undertake follow-up actions from APEC Leaders' and Ministers' Declarations and Statements	2026	2029	All 21 economies	HRDWG	<ul style="list-style-type: none"> • Prioritize and implement principles and mandates through HRDWG activities
	3.2. Continue follow-up actions of the APEC Education Ministerial Meetings (AEMM)	2026	2029	All 21 economies	HRDWG (EDNET)	<ul style="list-style-type: none"> • Promote and Encourage Submission of projects with their focus on the 7th AEMM (2025) general theme
	3.3. Implement APEC Education Strategy and its action plan	2026	2029	All 21 economies	HRDWG (EDNET)	<ul style="list-style-type: none"> • Develop "Progress Report on Implementing APEC Education Strategy and its Action Plan" • Update Action Plan of APEC Education Strategy
	3.4. Continue follow-up actions of the 2025 APEC HRD Ministerial Meeting (HRDMM) and HRDMMs during 2026-2029	2026	2029	All 21 economies	HRDWG (CBN, EDNET, LSPN)	<ul style="list-style-type: none"> • Develop joint and regional discussions, programs, and projects, which identify and develop priority areas such as future of work in the digital age, high-quality and full employment, labor market policy implications, skills education and training, and social protection.

PRIORITIZED ACTIVITIES	OBJECTIVES	START DATE	COMPLETION DATE	LEAD ECONOMY	LEAD & CROSS FORA	KEY PERFORMANCE INDICATORS/ OUTPUTS
4. Continue Implementati on of HRDWG Projects	4.1. Continue efforts to achieve the ECOTECH priorities	2026	2029	All 21 economies	HRDWG	<ul style="list-style-type: none"> Propose and Implement relative projects
	4.2. Continue efforts on enhancing education agenda in APEC (i.e. cross-border education and academic mobility; qualifications frameworks, skills recognition and technical and vocational education and training; education innovation in the digital age; 21 st century competencies and structural education reform etc)	2026	2029	All 21 economies	HRDWG	<ul style="list-style-type: none"> Share lessons and experiences on education reform and development through collaborative research facilitated by APEC Education Research Network Propose and implement relative projects
	4.3. Promote capacity building agenda in APEC (i.e. career and technical, vocational education and training, skills development, upskilling and reskilling of workers, high-quality and full employment, public-private-academic sector cooperation, etc.)	2026	2029	All 21 economies	HRDWG	<ul style="list-style-type: none"> Propose and Implement relative projects.

PRIORITIZED ACTIVITIES	OBJECTIVES	START DATE	COMPLETION DATE	LEAD ECONOMY	LEAD & CROSS FORA	KEY PERFORMANCE INDICATORS/ OUTPUTS
	4.4. Promote labor and social protection agenda in APEC (i.e. labor market needs, labor market flexibility, social protection, high-quality and sustainable social safety nets that encourage workforce participation and support workforce training, reskilling and upskilling, occupational health and safety, future job market, people with disabilities' employment, mutual recognition of professional qualifications, data collection and sharing etc.)	2026	2029	All 21 economies	HRDWG	<ul style="list-style-type: none"> Propose and Implement relative projects.
5. Others	5.1 Continue support and grow the Friend of the Chair on Promoting Disability Policies (FotC)	2026	2029	All 21 economies	HRDWG Lead Shepherd (LS)	<ul style="list-style-type: none"> Expand FotC expertise among APEC members

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

Objectives	Priority Areas for Collaboration	Key Performance Indicators (KPIs)
Develop 21 st Century Knowledge and skills For All	Human Resources Development in the Digital Economy	Strengthened regional cooperation in human resources development and common policies among APEC economies in building human capital in the face of rapid technological change and risk mitigation regulations.
		By 2029, there is increased information sharing on best practices in teaching, learning, and digital learning, with an emphasis on promoting the acquisition of skills needed in the digital and AI age.
Modernize HRD and Integrate it into the Global Economy	Innovation and entrepreneurship in the digital age and AI environment	Assessed new forms of work and employment and identified work opportunities arising from increased digitalization, including the growth of AI.
		Policies for ramping up support for entrepreneurship, helping business start-ups create more jobs and promoting flexible labor markets.
	Impacts of new technology and digitalization on the world of work	Assessed impact of structural adjustment brought about by AI and automation on human resources development and human resources supply.
Address the Social Dimensions of Globalization and New HRD Challenges in the Labor Market including form the Development of AI	Social protection in the changing world of work	Analyze new and emerging labor market forces to inform new social protection policies and programs, to work towards high-quality and sustainable social safety net that encourage workforce participation, and support workforce training, reskilling and upskilling, as well as to main labor market flexibility