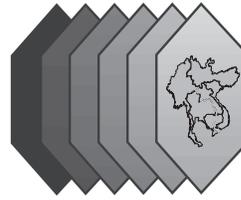


ADB



Strategic Framework and Action Plan for Human Resource Development in the Greater Mekong Subregion (2013–2017)





Strategic Framework and Action Plan for Human Resource Development in the Greater Mekong Subregion (2013–2017)

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Abbreviations

ADB	– Asian Development Bank
ASEAN	– Association of Southeast Asian Nations
AUN	– ASEAN University Network
CDC	– communicable diseases control
GMS	– Greater Mekong Subregion
GMS-SF	– GMS Strategic Framework
HRD	– human resource development
ILO	– International Labour Organization
IOM	– International Organization for Migration
Lao PDR	– Lao People’s Democratic Republic
PRC	– People’s Republic of China
SEAMEO	– Southeast Asian Ministers of Education Organization
SEAMEO-RIHED	– SEAMEO-Regional Centre for Higher Education and Development
SFAP	– strategic framework and action plan
TVET	– technical and vocational education and training
UNAIDS	– Joint United Nations Programme on HIV/AIDS
UNDP	– United Nations Development Programme
UNESCO	– United Nations Educational, Scientific and Cultural Organization
WGHRD	– Working Group on Human Resource Development
WHO	– World Health Organization

Introduction

The Greater Mekong Subregion (GMS), consisting of Cambodia, the People’s Republic of China (PRC),¹ the Lao People’s Democratic Republic (Lao PDR), Myanmar, Thailand, and Viet Nam, had a combined population of approximately 336 million in 2010.² In 1992, the GMS countries agreed to launch a program of regional cooperation—the GMS Economic Cooperation Program to promote economic and social development in the subregion. The program covers nine areas of cooperation including human resource development (HRD). The new 10-year GMS Strategic Framework (GMS-SF) 2012–2022 identifies HRD as one of its eight sector and multisector priorities.³

The Working Group on Human Resource Development (WGHRD) was established at the Fifth GMS Ministerial Conference in 1995 to support HRD initiatives that facilitate GMS integration while addressing any negative consequences of greater integration. The 2007 Mid-Term Review of the GMS-SF (2002–2012) noted that although the WGHRD has addressed key HRD concerns in the GMS, program development and implementation have been essentially project-based and lacked a clearly defined strategic framework.⁴ In response, the WGHRD developed a strategic framework and action plan (SFAP) for 2009–2012 (HRD SFAP 2009–2012) to make subregional cooperation in HRD more effective and to strengthen links with other subregional initiatives.⁵

HRD is a broad concept that includes activities providing vital inputs to a growing economy. Because HRD enhances the productivity of people (creating “human and social capital”), a more equitable distribution of HRD outcomes both between and within countries contributes to poverty reduction, political stability, social cohesion, and national security. HRD also provides opportunities for ethnic groups, women, and other vulnerable segments to better manage negative externalities resulting from increased connectivity and mobility of people and goods. Finally, HRD contributes directly to human welfare and to broader poverty reduction. The main instruments of HRD are (i) effective and efficient investments in education, health, labor and migration, and social development that increase the levels and equitable distribution of human and social capital; and (ii) national, regional, and international policies that promote their efficient and equitable utilization.

¹ The PRC is represented geographically in the GMS by Yunnan Province and Guangxi Zhuang Autonomous Region.

² Based on Asian Development Bank (ADB) estimates, except Yunnan Province and Guangxi Zhuang Autonomous Region, for which results from the 2010 Population Census as reported by the PRC’s National Bureau of Statistics were used.

³ Asian Development Bank. 2011. *The Greater Mekong Subregion Economic Cooperation Program Strategic Framework 2012–2022*. Manila.

⁴ ADB. 2007. *Mid-Term Review of the Greater Mekong Subregion Strategic Framework (2002–2012)*. Manila.

⁵ ADB. 2009. *Strategic Framework and Action Plan for Human Resource Development in the Greater Mekong Subregion (2009–2012)*. Manila.

The HRD SFAP 2009–2012 was developed to (i) support HRD initiatives that directly facilitate the process of subregional cooperation and integration, such as managing labor migration and harmonizing HRD standards; and (ii) address cross-border issues directly linked to GMS integration, such as cross-border transmission of communicable diseases and human trafficking. It was endorsed by the WGHRD at its Ninth Meeting in May 2009 and was formally endorsed at the Fifteenth GMS Ministerial Conference in June 2009. Development of a new SFAP for 2013–2017 (HRD SFAP 2013–2017) was proposed during the Tenth Meeting of the WGHRD in May 2011.

This document (i) provides background information on GMS cooperation in HRD, (ii) summarizes the findings of a review of implementation to date of the HRD SFAP 2009–2012, (iii) discusses the implications of the new GMS-SF 2012–2022 for the HRD program, (iv) reviews briefly the rationale for GMS cooperation in HRD, and (v) presents the SFAP consisting of priority actions for implementation during 2013–2017. The HRD SFAP 2013–2017 was developed in consultation with GMS countries and strategic partners through a series of national and subregional meetings. Recommendations from recent WGHRD meetings and other relevant reports and studies were also considered.

Background

The WGHRD had its inception meeting in December 1996 and has held 11 meetings to date. Numerous HRD issues of common and regional interest to the GMS member countries have been identified during these meetings and have led in many cases to subregional HRD initiatives involving some or all of the GMS countries.

Many of these initiatives such as the flagship Phnom Penh Plan for Development Management program have been successful. The program builds and strengthens management capacities among GMS government officials in support of regional economic integration. It has completed its fourth phase and began its fifth phase in 2012. Several initiatives to control the cross-border transmission of significant infectious diseases such as avian influenza, severe acute respiratory syndrome (SARS), dengue, malaria, tuberculosis, and HIV/AIDS have also been successful. The first GMS Regional Communicable Diseases Control project (involving Cambodia, the Lao PDR, and Viet Nam) conceptualized and developed by the health subgroup of the WGHRD was completed in 2011 and a second project involving the same three countries began implementation in 2011. The GMS countries developed and endorsed in 2011 a Memorandum of Understanding for Joint Action to Reduce HIV Vulnerability Related to Population Movement in the GMS. The GMS Capacity Building for HIV/AIDS Prevention Project involving the Lao PDR and Viet Nam was approved in 2012. In addition, the WGHRD meetings have opened up opportunities to discuss a wide range of HRD issues of common interest to GMS countries and served as a platform for GMS HRD strategic partners to inform GMS countries about their own programs, resources, and initiatives in the subregion.

The HRD SFAP 2009–2012 was developed to address two overarching and significant concerns: (i) lack of focus on important HRD issues of a “regional” nature requiring cooperation between the countries to reach regional solutions, and (ii) absence of a strategic framework to guide and prioritize regional HRD initiatives. Other concerns that the HRD SFAP 2009–2012 aimed to address include (i) unclear or nonexistent criteria for prioritizing the myriad of HRD issues; (ii) multisector composition of the group resulting in limited internal cohesion and sector silos inhibiting collaboration on cross-sector HRD initiatives; (iii) limited ownership in the GMS countries due to its multisector make-up; (iv) an unbalanced focus by the WGHRD on health activities that excludes other critical initiatives required in areas such as labor and migration, and education; (v) limited links between the WGHRD and other GMS sector working groups to support HRD across the other sectors; and (vi) organizational problems related to continuity of country representatives.

The HRD SFAP 2013–2017 incorporates three sections of the SFAP 2009–2012, with minor changes to reflect changing circumstances—such as the development of the GMS economic corridors as an important GMS priority and the commitment by the Association of Southeast

Asian Nations (ASEAN) to develop regional economic and sociocultural communities by 2015. The goal and objectives of the GMS HRD strategy are unchanged, reflecting the views of participants in country consultations conducted in all six GMS countries during the preparation of the HRD SFAP 2013–2017. The strategic priorities of GMS HRD cooperation have been further sharpened to give high priority to meeting the HRD needs of the GMS economic corridors. The number of strategic thrusts has been increased from five to seven, which have been grouped into three main sectors (education, labor and migration, and health), with social development mainstreamed as a crosscutting theme. The WGHRD's institutional and implementation arrangements have also been modified and enhanced in several respects.

Implementation of the Human Resource Development Strategic Framework and Action Plan (2009–2012)

A review of the implementation of the HRD SFAP 2009–2012 found that some initiatives had been successfully implemented in all five of its strategic thrusts, but that considerably more results were achieved in communicable diseases control (CDC) and in social development than in education and skills development, labor and migration, or in HRD program strengthening.⁶ In particular, achievements were few on some important issues that required cross-sector collaboration, such as safe labor migration and food and drug safety. Furthermore, better continuity among Asian Development Bank (ADB) focal staff would have facilitated implementation.

In areas where substantial ADB projects were being implemented, as in CDC and in the prevention of HIV/AIDS, considerable progress was made. Moreover, ADB's share in financing the GMS HRD program was reduced from 95% of projects completed during 2008–2011 to 84% of projects ongoing in December 2011. For example, the Phnom Penh Plan has received cofinancing from several donors, including the PRC, France, the Republic of Korea, and New Zealand. The PRC in particular has provided substantial financial support to the GMS HRD program in recent years.⁷ Both the PRC and Thailand have also supported several workshops and high-level meetings for GMS officials and provided numerous scholarship and training grants on a bilateral basis.⁸ Strategic partners—including the United Nations Development Programme (UNDP), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the World Health Organization (WHO), the United Nations Children's Fund, the International Labour Organization (ILO), the International Organization for Migration (IOM), the ASEAN University Network (AUN), and the Southeast Asian Ministers of Education Organization Regional Centre for Higher Education and Development (SEAMEO-RIHED)—have also participated in or supported the implementation of several GMS HRD initiatives.

⁶ ADB. 2012. *Review of Implementation of the Strategic Framework and Action Plan for Human Resource Development in the Greater Mekong Subregion (2009–2012)*. Manila.

⁷ Government of the PRC. 2011. *Country Report on [the People's Republic of] China's Participation in Greater Mekong Subregion Cooperation*. Beijing. <http://www.fmprc.gov.cn/ce/cein/eng/gdxw/t888209.htm>

⁸ For example, the PRC has trained 418 young officials from Cambodia, the Lao PDR, Myanmar, Thailand, and Viet Nam, while Thailand has provided short-term training to 700 individuals and scholarships to 70 individuals from Cambodia, the Lao PDR, and Viet Nam (Footnote 7, and Thailand country presentation at the Tenth WGHRD Meeting in Vientiane, Lao PDR, 18–19 May).

New Greater Mekong Subregion Strategic Framework (2012–2022)

The new overall GMS-SF 2012–2022 maintains the visions and goals of the previous GMS-SF 2002–2012, while recognizing some important trends and institutional developments in recent years, including ASEAN’s plans for an economic community in 2015, expected further reductions in the flow of official development assistance, and uneven spatial development in the GMS, both between and within countries. In light of these trends, the GMS-SF 2012–2022 recommends some changes in the overall GMS program, including greater selectivity and prioritization of focus areas within sectors, greater clarity on the regional issues to be covered by the GMS program and other regional programs, more attention to links across different sectors, and more focus on monitoring results and improvements that enhance the program’s effectiveness and impact. As one of the eight sector and multisector priorities in the GMS-SF 2012–2022, specific recommendations for HRD include (i) further prioritization in the HRD action plan, with more attention given to labor migration; (ii) a careful review of the future directions of the Phnom Penh Plan and other GMS capacity building programs; (iii) more engagement of the WGHRD’s strategic partners in the HRD program; and (iv) continued review and strengthening of the institutional arrangements, structure, and operations of the WGHRD at the subregional, subgroup, and national levels, including annual WGHRD meetings and use of more task-oriented subgroups.

Key Human Resource Development Challenges in the GMS

The GMS is developing very rapidly into an emerging global economy. Consequently, education and training systems in the GMS countries are under increasing pressure to provide the human resources needed to sustain continued growth. Health systems are struggling to meet expanding demands for health care, and cross-border labor migration is growing rapidly to exploit income-earning opportunities and meet labor shortages within the GMS.⁹ In addition, both the cross-border transmission of communicable diseases¹⁰ and human and drug trafficking are increasing concerns.¹¹ Effective control of communicable diseases in the GMS requires substantially strengthened health systems in the provinces, particularly along borders. Concern is growing about the breakdown of traditional safety nets and the social impact of rapid growth and subregional integration, particularly in the GMS economic corridors—the border areas inhabited predominantly by highly vulnerable ethnic groups.

Although GMS economic growth has been rapid—averaging 6% per annum in recent years, despite economic shocks in 2008—it has been unbalanced within the subregion and may possibly slow down in the future. Consequently, there are still substantial differences in the levels of income and earnings among the GMS countries and in the degrees of development of their social sectors.¹² According to the 2007 GMS-SF Midterm Review, these differences provide a strong rationale for subregional cooperation. However, the gaps make effective cooperation in some areas challenging. There is also a risk that the benefits of GMS HRD cooperation will be distributed unequally among and within GMS countries, between the poor and the nonpoor, if effective countermeasures are not adopted.

Addressing some important GMS HRD challenges will involve more than one HRD sector, while others may require collaboration with non-HRD sectors. For example, there is an urgent need to reform, strengthen, and harmonize technical and vocational education and training standards in

⁹ IOM. 2011. *Thailand Migration Report 2011*. Bangkok. IOM estimates that there are currently 3 million–5 million cross-border migrants in the GMS countries, with more than 60% in Thailand (IOM presentation to the Fourth GMS Economic Corridors Forum, Mandalay, Myanmar, 28 June 2012).

¹⁰ Some of these are emerging, some are existing, while others are neglected.

¹¹ IOM, United Nations Economic and Social Commission for Asia and the Pacific, ILO, UNAIDS, UNDP, United Nations Population Fund, the United Nations Children's Fund, and United Nations Development Fund for Women. 2008. *Situation Report on International Migration in East and South-East Asia*. Bangkok.

¹² Earnings differentials of 4:1–6:1 exist for many occupations between Thailand and its neighboring GMS countries and have contributed, in combination with differing population age structures and limited employment opportunities in sending countries (countries from which people leave to settle abroad), to exponential growth in cross-border labor migration within the GMS. IOM. 2009. *Forecasting Migration Flows: the Relationship between Economic Development, Demographic Change, and Migration in the Greater Mekong Subregion*. Draft final report to ADB.

the GMS, and develop a regional framework for mutual recognition of skills, and to harmonize labor migration policies for meeting labor demand across the region and providing both skilled and unskilled migrant workers with decent working conditions and freedom from exploitation by employers and labor recruitment agencies.¹³ At the same time, cross-border labor migration increases the risk of spreading infectious diseases such as tuberculosis, HIV/AIDS, malaria, and dengue fever from one country to another.¹⁴ Successfully addressing the many issues related to the cross-border migration of both skilled and unskilled labor requires effective subregional cooperation involving multiple agencies in each country.

¹³ ILO. 2008. *Labor and Social Trends in ASEAN 2008*. Bangkok: Regional Office for Asia and the Pacific, ILO.

¹⁴ One recent study of HIV/AIDS prevalence in Thailand concludes that “overall, the HIV prevalence among migrants tends to be many times higher than that of Thais.” IOM. 2010. *Migration and HIV/AIDS in Thailand: Triangulation of Biological, Behavioral and Programmatic Response Data in Selected Provinces*. Bangkok.

Opportunities for Human Resource Development Cooperation in the GMS

The GMS is a group of geographically contiguous countries that are increasingly linked along several transport corridors. Accordingly, the GMS provides unique opportunities for economic cooperation and integration in sectors such as agriculture, energy, transportation, communications, and tourism that extend well beyond the areas bordering the Mekong River and that are not available in either smaller or larger regional and international groupings such as the Mekong River Commission, ASEAN, or Asia-Pacific Economic Cooperation. At the same time, five of the six GMS countries are members of ASEAN, whose member states declared in 2009 their intention to implement a comprehensive blueprint for HRD in Southeast Asia.¹⁵ It is important for the GMS HRD SFAP 2013–2017 to be broadly consistent with the ASEAN HRD framework while exploiting the unique opportunities for HRD cooperation in the GMS.

HRD cooperation and integration can contribute to broad economic growth and sustainable social development within the GMS. It can also address problems and needs growing out of increased regional connectivity and integration in other sectors as well as facilitate the process of further integration by harmonizing HRD policies, procedures, and regulations in critical areas such as workforce skills and cross-border labor migration. HRD cooperation is viewed to be important in ensuring that the poor and vulnerable benefit from regional cooperation and integration. For example, cross-border labor migration has the potential to yield substantial economic benefits to GMS countries that are sending and receiving migrant workers, and to promote poverty reduction by providing higher income-earning opportunities for the poor.¹⁶

The GMS-SF 2012–2022 identifies HRD initiatives that “facilitate the process of GMS integration while addressing any negative consequences of greater integration” as one of its eight sector and multisector priorities. At the same time, the GMS-SF 2012–2022 indicates that further prioritization of initiatives is important in the GMS HRD program. Because GMS investment in the development of three road transport corridors—the North–South, East–West, and the Southern corridors—linking all six GMS countries accounts for a large share of GMS program investment to date, and because of the subregion’s firm commitment to develop these transport corridors into economic corridors, addressing HRD needs directly related to developing the GMS economic corridors will be a high priority of the GMS HRD program during 2013–2017. Development of the economic corridors involves the widening and deepening of existing transport corridors through a multisector approach, which will include developing urban growth centers and integrating the development of other areas along the corridors. The current strategies and plans for the economic corridors identify the need for extensive human resource development in both the government and private sectors and for initiatives to address possible negative health and social impacts, including the transmission of communicable diseases, human trafficking, and increased trade in unsafe food and drugs.¹⁷

¹⁵ ASEAN. 2009. *ASEAN Socio-Cultural Community Blueprint*. Jakarta.

¹⁶ Estimates of the economic impact of cross-border labor migration in Thailand have been generally positive (Footnote 13). More recently, however, it has also been suggested that Thailand’s continued reliance on low-paid, low-skilled labor may be harmful in the long term because it lowers productivity and investment in research and development, reduces incentives to train workers, and encourages the growth of industries with harmful environmental impacts (Footnote 9).

¹⁷ ADB. 2010. *Strategy and Action Plan for the Greater Mekong Subregion East–West Economic Corridor*. Manila. See also similar reports for the North–South and the Southern economic corridors.

GMS HRD initiatives aim to exploit one or more of the following opportunities for subregional cooperation:

- (i) facilitating subregional integration by harmonizing national HRD policies, regulations, standards, and procedures.
- (ii) addressing cross-border HRD issues resulting from subregional integration;
- (iii) obtaining additional value by conducting selected activities at the subregional level; and
- (iv) exchanging relevant information and experience within the subregion.

Harmonization. Different national HRD policies, regulations, standards, and procedures are in some cases a constraint to further GMS integration and economic growth. Subregional harmonization can facilitate the cross-border flow of investments, goods and services, workers, and students. Examples are harmonization of labor regulations,¹⁸ food and drug regulations, border health certification, cross-border labor migration regulations and procedures,¹⁹ standardization of teacher training in key areas, portability of educational and training qualifications,²⁰ and mutual recognition of skills and qualifications in key occupations. The drive for harmonization within the GMS has gained considerable impetus in recent years from ASEAN's plans to develop a regional economic community by 2015.²¹

Cross-border issues. The cross-border dimension to many HRD issues affecting the subregion is important. Some of these issues have become more urgent as a result of growing subregional connectivity. An important example is the control of infectious diseases. Communicable diseases, such as severe acute respiratory syndrome (SARS), avian influenza, cholera, HIV/AIDS, and tuberculosis, are easily transmitted across borders by migrants and travelers. Some vector-borne infectious diseases, such as malaria and dengue fever, cannot be effectively controlled in border areas unless they are effectively controlled on both sides of the border. Other important cross-border HRD issues include (i) the illegal drug trade, which is the main channel of HIV/AIDS infection in some GMS countries; (ii) trade in fake and/or substandard drugs; (iii) trafficking of women and children; (iv) travel to obtain medical care; and (v) mobility of students and academics. Although most of the effort needed to address these issues should come from the national level, subregional cooperation is also necessary.

Additional value through subregional cooperation. Some HRD activities involve significant economies of scale and public goods, or provide other opportunities that can be most effectively exploited through subregional cooperation such as (i) regional disease surveillance, (ii) some types of highly specialized training and research, (iii) information and communication technology initiatives in education and health (e.g., use of distance-learning technologies in training institutions), (iv) quality testing of pharmaceuticals, (v) the manufacture of vaccines, (vi) provision of regional labor market information, and (vii) cooperation in developing information and communication materials for ethnic groups (e.g., educational radio programs for ethnic groups in cross-border areas). The development management training for GMS government officials under the Phnom Penh Plan is a successful example of the additional value that can be obtained by conducting selected activities at the subregional level. This is accomplished by (i) developing a common GMS approach to problem solving, (ii) developing foreign language skills among government management participants that can lead to improved communication among GMS government managers, and (iii) forging personal ties between GMS managers that can contribute to cooperative problem solving.²²

¹⁸ Some examples are minimum conditions of employment and regulation of child labor.

¹⁹ Some examples are the registration of cross-border workers, ensuring migrants' access to basic social services.

²⁰ Some examples are harmonization of quality assurance and credit transfer systems across GMS universities.

²¹ ASEAN. 2008. *ASEAN Economic Community Blueprint*. Jakarta; and ASEAN. 2011. *Master Plan on ASEAN Connectivity*. Jakarta.

²² Lindsay Falvey. Enhancing the Impact of the Phnom Penh Plan for Development Management in the GMS. Unpublished.

Exchange of information and experience. Most GMS countries face or have faced many of the same HRD challenges. Thus, it would be useful for GMS countries and strategic partners to share their experiences and approaches in dealing with these HRD-related problems, such as (i) system strengthening, (ii) improvement of access to and quality of services in remote areas, (iii) quality assurance services, (iv) country-level planning and results monitoring, (v) governance reforms in the sectors, (vi) decentralization of services, (vii) public–private partnerships, (viii) noncommunicable disease control (including road safety), (ix) food and drug controls, (x) development of social security systems and other social protection mechanisms, (xi) public administration reform, and (xii) health insurance. Information, good practices, and experience can be exchanged at sector and crosscutting meetings and forums by conducting training and related activities, through strengthened institutional links and networks, and through the use of advanced information and communication technologies. The GMS Health Forum and GMS CDC website are examples of effective institutionalized information sharing supported by the GMS HRD program.

Human Resource Development Strategy

Goal of the human resource development strategy. The HRD strategy will contribute toward the vision of a GMS that fulfills its vast potential, frees its people from poverty, and provides sustainable development opportunities for all, including in particular women and ethnic minorities.²³ The strategy aims to foster sustainable subregional HRD, thereby contributing to increased subregional competitiveness, connectivity, and community. This will promote and sustain economic growth and social development in GMS countries and enhance poverty reduction by delivering the benefits of subregional cooperation and integration more equitably.

The **objectives of the HRD strategy** are to

- (i) support HRD initiatives that directly facilitate the process of subregional cooperation and integration; and
- (ii) address cross-border HRD issues directly linked to GMS integration (e.g., the cross-border transmission of communicable diseases, or human and drug trafficking).

Strategic priorities for GMS HRD cooperation. The action plan will focus on HRD issues that are regional in nature, have scope for regional cooperation, or require regional solutions. This will ensure that GMS HRD initiatives are focused on supporting GMS integration. Among such issues, the GMS HRD strategy gives high priority to meeting the HRD needs of the GMS economic corridors, which is consistent with the GMS SF 2012–2022 and with the Joint Summit Declaration of the Fourth GMS Summit 2011.²⁴

In support of the goal and objectives, the WGHRD has developed an action plan for 2013–2017 consisting of seven strategic thrusts. The WGHRD will develop an effective and sustainable enabling organizational and operational framework to support GMS HRD cooperation.

²³ ADB. 2002. Building on Success, A Strategic Framework for the Next Ten Years of the GMS Economic Cooperation Program. Manila. The GMS-SF 2012–2022 retains the same vision and goals as the GMS-SF 2002–2012.

²⁴ According to the Joint Summit Declaration, “The economic corridor approach to subregional development will continue to have a central role under the new strategic framework drawing on the above mentioned initiatives, as we recognize that concentrating efforts and limited resources on identified strategic geographical areas is the most manageable way to attain significant and lasting results.” Fourth GMS Summit. 2011. *Beyond 2012: Towards a New Decade of GMS Strategic Development Partnership*. Nay Pyi Taw, Myanmar.

Human Resource Development Strategic Thrusts

The GMS HRD strategy will be implemented through the following seven strategic thrusts:

- (i) developing capacity in the economic corridors,
- (ii) cooperating in technical and vocational education and training,
- (iii) cooperating in higher education and research,
- (iv) addressing regional health issues,
- (v) facilitating safe cross-border labor migration,
- (vi) mitigating social costs in the economic corridors, and
- (vii) strengthening institutions and mechanisms for GMS HRD cooperation.

The first three strategic thrusts are in the education sector, the fourth is in the health sector, the fifth is in the labor and migration sector, the sixth cuts across the labor and migration and health sectors, and the seventh cuts across all three sectors. Each strategic thrust is composed of priority programs and projects at different stages of preparation, planning, and implementation.

Developing capacity in the economic corridors. Sustainable development of the GMS economic corridors will require capacity development in both the public and private sectors, particularly in emerging urban growth centers in the lower-income GMS countries. In the public sector, much of this need can be addressed by expanding the Phnom Penh Plan and the capacity-building programs of the Mekong Institute, Southeast Asian Ministers of Education Organization (SEAMEO), and other organizations involved in GMS capacity building, as recommended in the GMS-SF 2012–2022. Capacity building needs in the private sector—for example, developing the capacity of farmers and the food processing industry to serve global markets—can be addressed by mobilizing the resources of GMS universities and technical/vocational colleges as well as the capacity-building programs of nongovernment institutions. As called for in the GMS-SF 2012–2022, a careful review of the future directions of the GMS program’s capacity-building initiatives, including the Phnom Penh Plan and sector-specific capacity-building initiatives,²⁵ is required to identify the capacity-building needs of the GMS economic corridors and develop a strategy to address them sustainably.

²⁵ ADB approved a regional technical assistance in support of activities of the SEAMEO College as a regional platform for policy, strategic, and methodological dialogues among leaders and practitioners on ASEAN-wide education and HRD issues (R-CDTA 8389: Support for a Regional Platform on Innovations in Education and Human Resources Development for Competitiveness towards an Integrated ASEAN Community, approved in June 2013).

Cooperating in technical and vocational education and training. Regional cooperation and integration in various sectors (e.g., agriculture and tourism) create a need for enhanced human capacity in many areas. This need is echoed in the ASEAN blueprints for regional cooperation, which call for the free flow of skilled labor across borders. However, a significant barrier to the cross-border migration of skilled workers is the absence of harmonized skills frameworks in some GMS countries. Support will continue to be provided toward (i) developing a system for the mutual recognition of core competencies and qualifications for jobs/occupations; (ii) implementing skills competency testing; and (iii) providing GMS job/occupation certification, particularly in the skills most needed for developing of the economic corridors. Assistance will also be provided for public–private partnerships in technical and vocational education and training in the economic corridors, the mutual recognition of teacher training standards, the establishment of quality assurance mechanisms, and the development of standard learning materials.

Cooperating in higher education and research. Cooperation between GMS higher education institutions will be supported in such areas as curriculum development, faculty and student exchanges, joint research programs, the development of quality assurance and accreditation mechanisms, and a common credit transfer system. Support will also be extended to efforts already initiated by some regional organizations and strategic partners to establish a GMS knowledge platform for high-quality analytical work, as recommended in the GMS-SF 2012–2022. Work under this strategic thrust will include a regional higher education project in the GMS economic corridors—particularly the East–West Economic Corridor, which includes some of the poorest areas in the GMS—that will be coordinated with the initiatives of strategic partners in higher education, including AUN, SEAMEO-RIHED, UNESCO, and the Japan International Cooperation Agency.²⁶

Addressing regional health issues. Improved subregional connectivity and communication, and increased cross-border labor, tourism, and trade (particularly in food and livestock products) increase the risk of transmitting human diseases and zoonoses across borders, which can potentially cause epidemics with major human and economic impacts. Cross-border cooperation is also needed to effectively control communicable diseases in border areas (e.g., malaria and dengue fever) and prevent cross-border trade of contaminated food and fake drugs. ADB is supporting the implementation of the WHO Asia Pacific Strategy for Emerging Diseases.²⁷ A second CDC project is ongoing for the timely and effective control of cross-border epidemics, improved coverage of prevention and care of communicable diseases in vulnerable populations in border areas, and for strengthened subregional capacity to cooperate in communicable disease control. This strategic thrust will be continued with a third subregional CDC project, focusing on surveillance, risk mitigation and response, cross-border disease control, food and drug safety, and mitigation of climate change. Assistance is also proposed for a GMS regional food and drug safety plan (jointly with WHO and the GMS Working Group on Agriculture), health impact assessments of GMS development, and mitigation of climate change effects on health in the GMS.

Facilitating safe cross-border labor migration. Cross-border labor migration in the GMS often occurs among unskilled workers, most of whom are unregistered and therefore at risk of being trafficked and exploited.²⁸ The largest intra-GMS labor migration flows take place between Myanmar,

²⁶ Under R-PATA 7275: Implementing the GMS HRD Strategic Framework and Action Plan, ADB collaborated with AUN to build capacity in the area of university quality assurance systems, and with SEAMEO-RIHED on policy action research to develop a common credit transfer system. UNESCO is the secretariat to follow up on the Regional Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Asia and the Pacific. The Japan International Cooperation Agency is supporting AUN/Southeast Asia Engineering Development Network (SEED-Net), which supports engineering faculties in GMS universities to promote staff and student exchanges and joint research programs.

²⁷ WHO. 2010. *Asia Pacific Strategy for Emerging Diseases*. Manila: West Pacific Regional Office and South-East Asia Regional Office.

²⁸ World Bank. 2007. *Labor Migration in the Greater Mekong Sub-region Synthesis Report Phase 1*. Washington; and Rosalia Sciortino, Therese Caouette, and Philip Guest. 2007. *Regional Integration and Migration in the Greater Mekong Sub-region: A Review. Review of Development and Cooperation*. 2 (1). pp. 32–47

the Lao PDR, and from Cambodia to Thailand. Substantial efforts have been made on a bilateral level to regulate migration flows between these four GMS countries, with moderate success to date.²⁹ However, GMS cross-border labor migration still needs to be managed more effectively. Existing legal channels are costly and complicated, and the activities of labor recruitment agencies require more effective regulation.³⁰ Cross-border migrants and their families also face serious barriers in gaining access to social services, including basic health care and education. Support will continue to be provided under this strategic thrust for work under the current HRD SFAP to (i) provide information to potential migrants in the districts of sending countries with high rates of out-migration, (ii) improve labor migration management, and (iii) improve access by migrant workers and their families to basic social services, especially in the GMS economic corridors.

Mitigating social costs in the economic corridors. GMS integration, including supporting infrastructure investments, has benefited most of the affected population. However, these have also imposed social costs and increased some types of risks for vulnerable populations, including women, children, the youth, and ethnic groups in border areas and increasingly in the towns along the economic corridors. Support will be provided for initiatives to better manage social change and mitigate the negative social impacts of increased subregional connectivity and integration. These initiatives include (i) continuing the capacity building for the prevention of HIV/AIDS in the economic corridors; (ii) monitoring implementation of the Memorandum of Understanding for Joint Action to Reduce HIV Vulnerability Related to Population Movement in the GMS; (iii) contributing to efforts to eliminate human trafficking in the economic corridors; (iv) assessing the social impact of the economic corridors on vulnerable groups; (v) developing the capacity to offer an ASEAN studies course in Cambodia, the Lao PDR, Myanmar, and Viet Nam; and (vi) supporting GMS youth forums and other youth initiatives in the economic corridors.

Strengthening institutions and mechanisms for HRD cooperation. Implementation of the HRD SFAP 2013–2017 will be supported, including assistance for meetings, monitoring of implementation, and selected initiatives in the action plan. Support will also be extended to strengthening the national implementation and monitoring of the HRD SFAP 2013–2017.

²⁹ Andy Hall. 2011. Migration and Thailand: Policy, Perspectives and Challenges. In IOM. 2011. *Thailand Migration Report 2011*. pp. 17–38.

³⁰ IOM presentation at the Fourth Meeting of the GMS Economic Corridors Forum in Mandalay, Myanmar (28 June 2012).

Human Resource Development Action Plan

The HRD Action Plan 2013–2017 includes the pipeline of ongoing and previously planned HRD projects in the GMS and other proposed initiatives arising from consultations with all six GMS countries and strategic partners. The action plan reflects the priorities presented in the strategic thrusts and Myanmar’s eligibility in participating in new projects, including investment projects. It is a living document and subject to refinement and adjustment as the WGHRD may deem appropriate. The design of the initiatives takes into consideration the sustainability of the outcome and outputs. Appendix 2 presents the proposed activities of the action plan for implementation in 2013–2017.

Working Group on Human Resource Development Institutional and Implementation Arrangements

The experience of almost 2 decades of HRD cooperation in the GMS suggests that some changes are still required in the way the WGHRD is organized and operates to enable it to achieve its strategic objectives. More effective monitoring and implementation is needed at the country level to ensure the successful implementation of the SFAP 2013–2017. To achieve desired results, more use should be made of task-driven multisector groups focused on a particular issue or set of closely related issues. Active engagement of strategic partners—including the management and financing of some GMS HRD initiatives—is needed to improve effectiveness and sustainability.

Working Group on Human Resource Development Institutional Arrangements

The current structure of the WGHRD will be modified. There will be four subgroups: one each for the three main HRD sectors (education, labor and migration, and health) and another for social development. The subgroups for the three main HRD sectors will support the WGHRD activities. The social development subgroup is concerned with crosscutting issues such as gender, ethnicity, youth, HIV/AIDS, human trafficking, and other social issues; it will support activities under the education, labor and migration, and health subgroups, for example, by participating in task-oriented groups (Appendix 3, Figure A3.1).

Prioritizing the three main subgroups is considered essential, given the WGHRD's policy role and multisector mandate. Composed of five representatives from each country—a WGHRD focal point from a government unit with a broad inter-sectoral and crosscutting focus and focal points for each of the four subgroups, the WGHRD will function as an overarching group focusing on policy issues. Working group meetings will be held every year,³¹ including subgroup and task-oriented sessions as needed. Working group meetings will be focused more on results rather than information sharing. Special subgroup forums (often held in conjunction with the working group meetings) can be used to exchange information on issues of common interest to the GMS countries. The GMS countries will try to maintain as much continuity as possible in the participation of their focal points in the WGHRD meetings. Alternative and additional participants will be selected whenever possible in consideration of the contribution they are likely to make toward achieving the expected results of each meeting.

³¹ Working group meetings were held every 2 years and subsequently, every year beginning in 2011.

The three main sector subgroups of education, labor and migration, and health play a role in the policy arena. They will (i) provide input to the WGHRD on strategic priorities and new initiatives in their sectors, particularly at the time of preparing a new SFAP; (ii) advise the WGHRD on the need for and composition of task-oriented groups; (iii) propose representatives of the subgroup to participate in task-oriented groups that involve their sector; and (iv) recommend to the WGHRD whether or not to endorse proposed policies that affect their sector. The three main subgroups will also be responsible for monitoring the implementation of initiatives from the action plan in their sectors.³²

The role of the social development subgroup is to provide strategic and conceptual guidance to the WGHRD and to the subgroups of the three main HRD sectors, and other working groups and forums on crosscutting issues such as gender, ethnicity, children and youth, HIV/AIDS, human trafficking, and other social issues. The subgroup will also (i) establish links to other non-HRD GMS sectors on activities affecting the same crosscutting issues; (ii) review proposed policies in all GMS sectors affecting the same crosscutting issues; and (iii) make appropriate recommendations to the WGHRD, including the possible need for and composition of task-oriented groups.

The WGHRD will form task-oriented groups as required to achieve the desired results in the action plan. ADB will designate a focal technical person from its own headquarters or regional mission staff or from a strategic partner to support each task-oriented group. The need for task-oriented groups is based on the recognition that the achievement of some results requires a more flexible organizational structure than that of the WGHRD, which is more policy-oriented than action-oriented. Task-oriented groups are expected to be most helpful in addressing issues involving multiple sectors, including multiple HRD sectors—for example, food and drug safety, which involving the health, agriculture, and trade sectors; HIV/AIDS and labor mobility involving the health, labor and migration, transportation, and tourism sectors; and improved access of migrants to basic social services, involving the education, health, and labor and migration sectors. Participation in the task-oriented groups will provide an important channel wherein the social development subgroup can support the work of the other three subgroups.

National HRD working groups will be established in each country and chaired by the WGHRD focal point with the respective subgroup focal points (Appendix 3, Figure A3.2). National HRD group meetings will be held as needed to discuss subregional HRD issues and the action plan from a country perspective. The role of national HRD working groups is expanded to include the development of a national GMS HRD action plan, with indicators and targets based on the subregional HRD action plan. The national HRD working groups will be responsible for monitoring implementation of their national plans, coordinating effectively with country-based strategic partners and ADB resident mission staff (particularly the GMS focal persons and HRD sector staff), and reporting on the status of national GMS HRD action plan implementation in their country statements at the annual WGHRD meetings.

ADB will continue its role as secretariat to the WGHRD. In addition, ADB's role will be enhanced to include (i) provision of technical support to GMS analytical work, and (ii) support to member countries in developing a consensus on complex and difficult issues, such as safe food and drugs, migrants' access to basic social services, and prevention of HIV/AIDS. ADB resident mission staff (particularly the GMS focal persons and HRD sector staff) will support the national HRD working groups in developing, implementing, and monitoring their respective GMS HRD national action plans.

³² This responsibility is allocated among three main subgroups as follows: Education (Strategic Thrusts 1–3), Health (Strategic Thrust 4 and HIV/AIDS initiatives under Strategic Thrust 6), Labor and Migration (Strategic Thrust 5 and remaining activities under Strategic Thrust 6), and all three subgroups (Strategic Thrust 7).

Strategic Partners

The WGHRD will continue to develop and deepen strategic partnerships. WGHRD initiatives need to be closely coordinated with those of other organizations. Strategic partners in the GMS HRD program currently include international organizations, regional and subregional organizations, bilateral donors, nongovernment organizations, and GMS institutions. A mapping of their HRD current program areas is presented in Appendix 4. Strategic partners are critical to the success of the GMS HRD strategy. They contribute to the technical content of the discussions and provide information about their activities, facilitating coordination of GMS HRD initiatives with other HRD initiatives at the national, regional, and international levels. Some strategic partners such as the PRC and Thailand, also provide cofinancing of GMS HRD initiatives, while others, such as the International Labour Organization, IOM, AUN, SEAMEO-RIHED, and WHO, have been proposed to manage some GMS HRD initiatives (instead of ADB), as indicated in the action plan. Furthermore, UNESCO and SEAMEO will collaborate with GMS countries in the education sector.

Financing

Additional financing is needed to undertake GMS HRD priorities. Due to challenging global economic conditions and competing needs, additional financing is expected to be difficult to secure. Increased visibility and cooperation of the WGHRD with governments and strategic partners will help attract additional resources. ADB will continue to provide financing for GMS HRD initiatives during 2013–2017, with increased levels of cofinancing expected from the strategic partners. GMS countries are also expected to gradually increase their financing share of GMS HRD cooperation projects and activities.

Monitoring

A results framework for the HRD SFAP 2013–2017 is presented in Appendix 5. A report on the progress of the implementation of the action plan, based in part on the annual reports of the national HRD working groups, will be presented in each annual meeting of the WGHRD. A review of the SFAP 2013–2017, including a review against its results framework, will be conducted during its midterm review in 2015 and its final review in 2017.

APPENDIX 1

Summary of Review of Implementation of the Greater Mekong Subregion Human Resource Development Strategic Framework and Action Plan (2009–2012)

The review of the implementation of the Human Resource Development (HRD) Strategic Framework and Action Plan (SFAP) 2009–2012 was based on the results framework included in the SFAP 2009–2012. In terms of impact, the review finds that during 2009–2011, economic growth in the Greater Mekong Subregion (GMS) has been at least as rapid as in the three largest non-GMS Southeast Asian countries (i.e., Indonesia, Malaysia, and the Philippines). Although poverty estimates are not yet available for most GMS countries for the same period, absolute poverty is expected to continue to decrease rapidly in the GMS countries, driven largely by rapid economic growth. The review notes that many factors outside GMS cooperation have contributed to this performance.

Outcomes. The review found that data are not currently available (or only partially available) for the five outcome indicators referring to safe labor migration, communicable disease control, and human trafficking, while the sixth outcome indicator (i.e., “Minimum food and drug safety standards are adopted”) has not yet been achieved. The last five outcome indicators refer to the GMS HRD program itself. The review found that only one of the five program-related outcome indicators has not been achieved (i.e., “There is increased continuity in the Working Group on Human Resource Development [WGHRD] and subgroup focal points and in WGHRD meeting participants.”).

Outputs. The review found that although considerable work has been done to achieve the initiatives included in the SFAP 2009–2012—particularly in the areas of capacity building under the Phnom Penh Plan, development and testing of competency-based qualifications in three skills areas, communicable disease control, protection of vulnerable populations from HIV/AIDS, and human trafficking—less progress has been made in the areas of safe labor migration and strengthening institutional links and mechanisms for regional cooperation. Funding constraints have prevented the achievement of some of the outputs. ADB staffing constraints have also been a factor, particularly in the case of several planned labor migration activities.

Lessons learned. The review concluded the following:

- (i) The SFAP has been effectively implemented for three of the five strategic thrusts (i.e., promoting regional cooperation in education and skills development, supporting communicable disease control, and enhancing regional cooperation for social development), but not for the remaining two strategic thrusts (i.e., facilitating safe labor migration within the GMS and strengthening regional links and mechanisms for regional cooperation).

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- (ii) Further progress has been made in areas where there were large ADB projects.
- (iii) Not Much progress has been made in areas requiring multisector cooperation.
- (iv) Some progress has been made in reducing ADB's share of total GMS HRD program funding, including substantial funding provided by the People's Republic of China (PRC) through its Regional Cooperation and Poverty Reduction Fund.
- (v) Substantial bilateral assistance in capacity building, including both short-term and long-term training, has also been provided by the PRC and Thailand to other GMS countries.
- (vi) Strategic partners, including the ASEAN University Network; International Labour Organization; International Organization for Migration; Joint United Nations Programme on HIV/AIDS; Southeast Asian Ministers of Education Organization–Regional Centre for Higher Education and Development; United Nations Educational, Scientific and Cultural Organization; and World Health Organization, have participated in several GMS HRD initiatives.
- (vii) More attention is needed in the future for monitoring the progress of SFAP implementation, particularly at the national level.

APPENDIX 2

Action Plan Proposed Activities for Implementation (2013–2017)

Program	Project Title and Description	Indicative Time Frame	Estimated Cost
I. CAPACITY DEVELOPMENT IN THE ECONOMIC CORRIDORS			
a. Building capacity of Greater Mekong Subregion (GMS) government officials in development management	<p>1. GMS Phnom Penh Plan for Development Management (Phase 5)</p> <p>The technical assistance (TA) will continue to build capacity of GMS government officials, strengthen GMS institutions, and encourage knowledge generation and dissemination. The Phnom Penh Plan aims to accomplish this through a series of carefully designed learning activities and networking opportunities for civil servants in the GMS, including provincial officials in the GMS economic corridors.</p>	2012–2014	\$1.75 million (\$750,000 - ADB; \$500,000 - People's Republic of China; \$500,000 - Republic of Korea)
	<p>2. Review of GMS capacity building activities</p> <p>The activity will review overall GMS program capacity building needs, including the capacity-building needs of other sectors, and capacity building resources. A long-term strategy and plan will be developed to match GMS capacity-building resources with needs.</p>	2013	\$150,000 (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed)
II. COOPERATION IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING			
a. Developing and implementing skills recognition frameworks	<p>1. Development and piloting of a framework for the mutual recognition of technical and vocational skills in the GMS (Phase 2)</p> <p>The activity will build on earlier work to develop technical skills and qualifications recognition frameworks for three skills in Cambodia, the Lao People's Democratic Republic (Lao PDR), Thailand, and Viet Nam. The activity will develop GMS technical and vocational skills and qualifications recognition frameworks for three additional skills most critical for developing the economic corridors. The activity is proposed to be managed by the International Labour Organization.</p>	2013–2014	\$500,000 (\$150,000 - ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed; \$350,000 - TBD)

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Program	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p>2. Extension of the technical skills and qualifications recognition frameworks to additional skills most critical for developing of the economic corridors</p> <p>The TA is proposed to be managed by the International Labour Organization.</p>	2015–2017	\$500,000 (TBD)
b. Strengthening technical and vocational education and training (TVET)	<p>1. Development of a system for the mutual recognition of TVET teacher training standards</p> <p>The activity will support South–South cooperation to develop a system for the mutual recognition of teacher training standards for TVET teachers in at least three key skills areas of greatest importance for the development of the economic corridors and that maximize opportunities for female employment/participation. The activity is proposed to be managed by the International Labour Organization.</p>	2014–2015	\$100,000 (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed)
	<p>2. Development of standard learning materials for TVET</p> <p>The TA will support South–South cooperation to develop standard learning materials (including e-learning materials) for TVET in at least three skills areas that are most important for the development of the economic corridors and that maximize opportunities for female employment/participation. The TA is proposed to be managed by the International Labour Organization.</p>	2014–2015	\$150,000 (TBD)
	<p>3. Facilitating subregional cooperation in establishing quality assurance systems in TVET</p> <p>In collaboration with UNESCO, the TA will support subregional cooperation in at least six TVET institutes in the economic corridors to strengthen their quality assurance mechanisms leading to the development of a Regional Qualifications Framework.</p>	2016–2017	\$200,000 (TBD)
	<p>4. GMS TVET Development</p> <p>This project will develop skilled labor by strengthening formal and nonformal TVET institutions, adopting competency-based training modules, and promoting public-private partnership in skills development. Focus will include skills areas in (i) hospitality and tourism; and/or (ii) logistics and marketing in the GMS. The project will also help TVET institutions deliver high quality training in strategic locations along the economic corridors. The project will have link with a framework for the mutual recognition of technical and vocational skills and a system for the mutual recognition of TVET teacher training standards in the GMS. The Project will also include support to the development of curriculum with regional standard and TVET staff training with regional quality.</p>	2014–2021	<p>\$3.15 million (\$2.4 million - ADB RPPTA:TASF; 0.75 - TBD)</p> <p>\$155.4 million (\$90 million - ADB; \$45.4 million - governments; \$20 million - TBD)</p>

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Program	Project Title and Description	Indicative Time Frame	Estimated Cost
III. COOPERATION IN HIGHER EDUCATION AND RESEARCH			
a. Strengthening GMS higher education	<p>1. GMS higher education harmonization and networking (Phase 2)</p> <p>Based on the achievements in 2012 (Phase 1), the activity will further support a process that builds country and stakeholder capacity in quality assurance (QA), develop common credit transfer systems (CTSs), and strengthen networking in GMS universities. The TA will focus on (i) strengthening the QA capacity, including both internal and external QA in Cambodia, the Lao PDR, and Myanmar, in collaboration with the ASEAN University Network (AUN), UNESCO, and other regional organizations; and (ii) providing GMS countries with options for harmonizing existing university CTSs in a few selected fields to ensure applicability through Southeast Asia, in collaboration with the Southeast Asian Ministers for Education Organization-Regional Centre for Higher Education and Development (SEAMEO-RIHED).</p>	2013–2017	\$500,000 (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed)
	<p>2. Cooperation and development in higher education in the economic corridors</p> <p>The project will support the development of selected universities in the economic corridors by strengthening them in areas such as facilities development, laboratory equipment, curriculum and syllabus development, faculty and student development and exchanges, research cooperation, governance and management, and common QA and CTSs. The project will also develop and strengthen networking of universities located along the economic corridors in the GMS. Gender issues will be integrated to ensure that (i) facilities development is conducive to increasing female enrollment and supporting the needs of female faculty; (ii) university management, human resources, and administrative policies/procedures facilitate an increase in and retention of female students, faculty, and management; and (iii) targets are set for female students and teachers involved in any development and exchange programs.</p>	2015–2021	<p>\$1.75 million (\$1 million - ADB RPPTA:TASF; 0.75 - TBD)</p> <p>\$66 million (\$40 million - ADB; \$6 million - governments; \$20 million - TBD)</p>

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Program	Project Title and Description	Indicative Time Frame	Estimated Cost
b. Strengthening GMS research capacity	<p>1. Support the establishment of a GMS knowledge platform</p> <p>The activity will support efforts (particularly South–South cooperation) to develop GMS capacity for high quality analytic work on issues related to GMS integration, and particularly on issues related to the development of the economic corridors. The activity will include a web-based platform to be established by the PRC to serve as a gateway for exchanging and sharing regional knowledge, experience, and lessons learned for the purpose of identifying common medium- and long-term research agenda.</p>	2013–2017	\$500,000 (\$200,000 - ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed; \$300,000 - TBD)
IV. ADDRESSING REGIONAL HEALTH ISSUES			
a. Strengthening communicable disease control (CDC) in the GMS	<p>1. GMS Regional CDC Project (Phase 2)</p> <p>Currently ongoing, the project aims to improve regional public health security and reduce the burden of communicable diseases of regional importance in Cambodia, the Lao PDR, and Viet Nam. Project interventions are targeted to the poor, women and children, and vulnerable ethnic groups along the economic corridors, including border districts.</p>	2010–2015	\$49 million (\$44 million - ADB; \$5 million - government)
	<p>2. GMS Regional CDC Project (Phase 3)</p> <p>The project will (i) uplift the surveillance, risk assessment, and response capacity in Cambodia, the Lao PDR, Myanmar, and Viet Nam; (ii) support cross-border cooperation for CDC with the PRC and Thailand; (iii) enhance regional food and drug safety; and (iv) help mitigate the impact of climate change on communicable diseases.</p>	2015–2021	\$800,000 (ADB RPPTA TASF) \$60 million (\$54 million - ADB; \$3.6 million - WHO/ AusAID; \$2.4 million - governments)
b. GMS Food and Drug Safety	<p>1. GMS Regional Food and Drug Safety Assessment and Plan</p> <p>The TA will review existing food and drug safety regulation and implementation of QA systems, and propose a plan for regional collaboration to improve food and drug safety with an emphasis on minimum regional standards and safe trading. The TA is proposed to be managed by the World Health Organization in close collaboration with ASEAN and the GMS Working Group on Agriculture.</p>	2013–2014	\$400,000 (\$100,000 - ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed; \$300,000 - TBD)

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Program	Project Title and Description	Indicative Time Frame	Estimated Cost
c. Health impact of GMS integration and climate and environmental change	<p>1. Health impact assessment of developments in the GMS economic corridors</p> <p>The TA will support assessments of the health impacts on the economic corridors, building on an earlier assessment of the health impacts of water and sanitation and road transport sector investments in Cambodia.</p>	2013–2014	\$150,000 (TBD)
	<p>2. Regional capacity development for strengthening resilience to climate change in the health sector in the GMS</p> <p>The TA will examine the impact of climate and environmental change on health in the GMS, improve mitigation strategies, pilot adaptation activities, and improve impact monitoring and information sharing.</p>	2013–2015	\$4.0 million (Nordic Development Fund)
V. FACILITATING SAFE CROSS-BORDER LABOR MIGRATION			
a. Protecting the rights of cross-border migrants	<p>1. Improving the flow of information to cross-border labor migrants in sending countries (Phase 2)</p> <p>The activity will build on previous successful pilot work to conduct a labor awareness campaign for potential migrant workers in three districts of Cambodia and the Lao PDR. Under this TA, coverage will be expanded to include more districts in Cambodia, the Lao PDR, and Myanmar. A strengthened monitoring and evaluation component is also included in this project. The project will address gender issues related to safe migration and prevention of human trafficking within its approach. This activity will be managed by the International Organization for Migration.</p>	2013–2015	\$500,000 (\$200,000 - ADB R-PATA; Implementing the GMS HRD SFAP 2013–2017 - proposed; \$300,000 - TBD)
b. Improving labor migration management in the GMS	<p>1. Capacity building in labor migration management</p> <p>The TA will train immigration officials and labor attachés in Cambodia, the Lao PDR, Myanmar, and Viet Nam. Training will integrate and address specific vulnerabilities of men and women. It will be managed by the International Organization for Migration.</p>	2013–2015	\$300,000 (TBD)

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Program	Project Title and Description	Indicative Time Frame	Estimated Cost
c. Enhancing social protection for migrant workers in the GMS	<p>1. Improving access of cross-border migrant workers to basic social services</p> <p>The TA will review the current access of migrant workers and their dependents to basic social services in the receiving countries, identify issues and propose solutions, highlighting specific issues relevant for men and women. Support will be provided to GMS governments to implement the agreed upon actions.</p>	2013–2017	\$500,000 (\$200,000 - ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed; \$300,000 - TBD)
VI. MITIGATING SOCIAL COSTS IN THE ECONOMIC CORRIDORS			
a. HIV/AIDS prevention	<p>1. GMS Capacity Building for HIV/AIDS Prevention</p> <p>The project will focus on HIV prevention and control among high-risk populations along the GMS economic corridors in the Lao PDR, Myanmar, and Viet Nam. The project aims to strengthen provincial and district HIV prevention and control responses through improved knowledge, standards, accessibility, and quality of health services for at-risk mobile groups, including sex workers in the border areas and towns of the GMS economic corridors.</p>	2013–2017	\$21 million (\$20 million - ADB; \$1 million - Swedish International Development Cooperation Agency)
	<p>2. Monitoring implementation of the MOU for Joint Action to Reduce HIV Vulnerability Related to Population Movement in the GMS</p> <p>The activity will monitor the implementation of the MOU in the GMS signatory countries.</p>	2013–2017	\$100,000 (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed)
b. Strengthening subregional cooperation in anti-human trafficking	<p>1. Support for anti-human trafficking activities</p> <p>The activity will support enhanced mainstreaming of human trafficking and safe migration concerns and regional policy dialogues and partnerships on these topics.</p>	2013–2015	\$100,000 (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed)
c. Assessing the social impact of increased GMS connectivity	<p>1. Social impact assessments in specific locations along the economic corridors</p> <p>Social impact assessments in selected locations will be conducted along the economic corridors, focusing on vulnerable groups such as women, children, the youth, and ethnic groups. The findings will be used to improve current and future projects along the GMS economic corridors.</p>	2013–2015	\$150,000 (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed)

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Program	Project Title and Description	Indicative Time Frame	Estimated Cost
a. Enhancing the sense of GMS community among GMS youths	<p>1. Building the intellectual capital for offering an “ASEAN Studies” course</p> <p>The activity will support the AUN to develop the capacity to offer locally adapted “ASEAN Studies” courses in Cambodia, the Lao PDR, and Myanmar. Workshops will be conducted in each country to train 30–50 academics, individuals, and young government officials as instructors.</p>	2013–2014	\$100,000 (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed)
	<p>2. GMS Youth Forum</p> <p>The GMS Youth Forum is a series of events and activities held in the run-up to the triennial GMS Leaders’ Summit. The objectives are (i) to raise awareness about the GMS program and its processes among the region’s young people (aged 20–30) through learning events and first-hand experiences, and (ii) to instill a sense of GMS community among the next generation of thinkers and decision makers.</p>	2014	\$200,000 (TBD)
VII. STRENGTHENING INSTITUTIONS AND MECHANISMS FOR GREATER MEKONG SUBREGION HUMAN RESOURCE DEVELOPMENT COOPERATION			
a. Supporting implementation of the SFAP 2013–2017	<p>1. Implementing the GMS HRD Strategic Framework and Action Plan (Phase 2)</p> <p>The TA will support the implementation of the HRD action plan, including meetings of the WGHRD and its subgroups, and provide funding for some initiatives.</p>	2013–2017	\$2.25 million (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed; \$750,000 - ADB; \$1.5 million - TBD)
	<p>2. Strengthening national implementation and monitoring of the SFAP</p> <p>The TA will support country-level implementation of the SFAP by national HRD working groups, including the development of national action plans, monitoring, and annual reporting to the WGHRD on implementation progress.</p>	2013–2017	\$200,000 (ADB R-PATA: Implementing the GMS HRD SFAP 2013–2017 - proposed)

ADB = Asian Development Bank; ASEAN = Association of Southeast Asian Nations; HRD = human resource development; MOU = memorandum of understanding; R-PATA = regional policy and advisory technical assistance; R-PPTA = regional project preparatory technical assistance; SFAP = strategic framework and action plan; TASF = Technical Assistance Special Fund; TBD = to be determined; UNESCO = United Nations Educational, Scientific and Cultural Organization; WGHRD = Working Group on Human Resource Development.

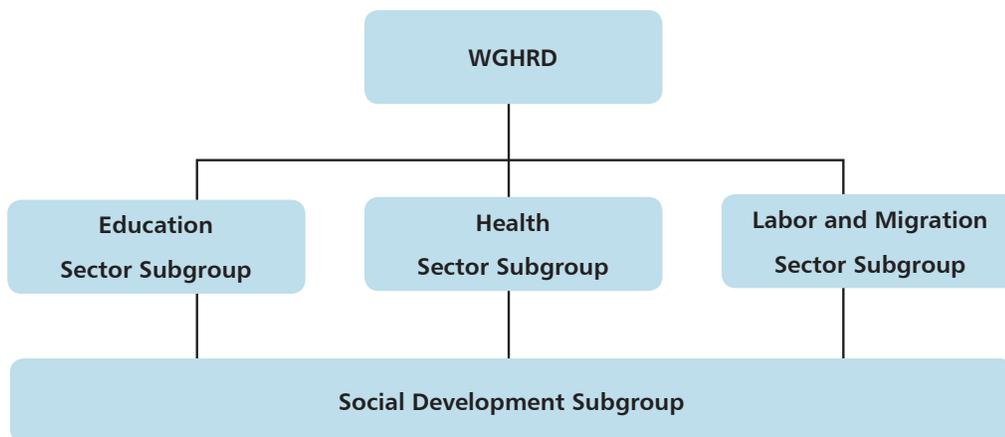
Note: Additional projects can be added in the course of project preparation and implementation.

Source: ADB.

APPENDIX 3

Structure of the Greater Mekong Subregion Working Group on Human Resource Development

Figure A3.1 Working Group on Human Resource Development and Its Four Subregional Subgroups



WGHRD = Working Group on Human Resource Development.
Source: ADB.

Figure A3.2 National Human Resource Development Working Groups



HRD = human resource development, Lao PDR = Lao People's Democratic Republic, PRC = People's Republic of China,
WGHRD = Working Group on Human Resource Development.
Source: ADB.

Table A3: Functional Responsibilities

Group	Organizational Level and Membership	Function
Working Group on Human Resource Development	<ul style="list-style-type: none"> – Subregional – Country focal points for the whole working group and the four subgroups are the members, total of five members per country. Total membership for the six GMS countries is 30 members. 	<ul style="list-style-type: none"> – Strategic and conceptual guidance for HRD in the GMS – Propose future directions for HRD and associated actions – Identify and make links between the HRD sectors and also with other GMS sectors – Form task-oriented groups as needed to implement the action plan – Report on progress of the GMS HRD action plan in its annual meetings
Subregional subgroups for three main sectors (education, labor and migration, health)	<ul style="list-style-type: none"> – Subregional – Country focal point for the sector is a member of the subgroup. – Total membership of each subgroup is six members, one for each GMS country. 	<ul style="list-style-type: none"> – Strategic and conceptual guidance for the sector in the GMS – Propose future directions for the sector in the GMS HRD program – Identify and make links with other HRD sectors and also with other GMS sectors – Propose task-oriented groups to the WGHRD – Review proposed policies affecting the sector and make recommendations to the WGHRD – Form subgroup forums
Subregional subgroup on social development	<ul style="list-style-type: none"> – Subregional – Country focal point for social development is a member of the subgroup. – Total membership of the subgroup is six members, one for each GMS country. 	<ul style="list-style-type: none"> – Strategic and conceptual guidance to the WGHRD and the other subregional subgroups on crosscutting issues such as gender, ethnicity, children and youths, HIV, and human trafficking – Establish links to other GMS sectors on activities affecting the same crosscutting issues – Review proposed policies in all GMS sectors affecting the same crosscutting issues – Propose task-oriented groups to the WGHRD – Form a subgroup forum
Task-oriented groups	<ul style="list-style-type: none"> – Subregional – Constituted by the WGHRD – Membership reflects the ministries and agencies involved in the assigned task. 	<ul style="list-style-type: none"> – Ensure interagency cooperation and collaboration to advance implementation of an assigned task in the action plan – Provide an opportunity for the social development subgroup to provide crosscutting support
National HRD working group	<ul style="list-style-type: none"> – National – Country focal points for the whole working group and the four subgroups are the members, total five members. 	<ul style="list-style-type: none"> – Formulate a national action plan to ensure implementation of the subregional action plan at the national level – Discuss HRD directions from a national perspective – Provide input into the subregional strategic framework and action plan – Monitor implementation of the national action plan and report annually to the WGHRD on its status – Coordinate with country-based strategic partners and with ADB resident missions, including in particular, GMS focal points and HRD sector staff – Prepare country statements at the WGHRD

GMS = Greater Mekong Subregion, HRD = human resource development, WGHRD = Working Group on Human Resource Development.

APPENDIX 4

Mapping of Greater Mekong Subregion Human Resource Development Strategic Partners by Current Program Areas

Organization	Education	Labor and Migration	Health	Social Development
Regional organizations				
Ayeyawady–Chao Phraya–Mekong Economic Cooperation Strategy (ACMECS)			Training for communicable disease control, pandemic prevention	HIV prevention
Asian Collaborative Training Network for Malaria (ACTMalaria)			Human resource development for malaria control	
Asia-Pacific Economic Cooperation (APEC)			Pandemic prevention	
Association of Southeast Asian Nations (ASEAN)	Higher education networking and standards, skills recognition	Facilitating the migration of professionals and skilled workers, migrants' rights, labor market monitoring	Strategic support for pandemic prevention, communicable disease surveillance, food safety	Youth, gender empowerment, targeted poverty alleviation, HIV prevention in the workplace, human trafficking prevention
Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC)			Public health, generic drugs	
Coordination of Action Research on AIDS and Mobility (CARAM) Asia		Migrant workers' rights, migrant health		HIV prevention and treatment
Central Asia Regional Economic Cooperation (CAREC) Institute	Capacity building research			
Greater Mekong Subregion Academic and Research Network (GMS ARN)	Research network			
Indonesia–Malaysia–Thailand Growth Triangle (IMT-GT)	Skills standards and recognition, accreditation, capacity building	Facilitating migration of skilled labor		

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Organization	Education	Labor and Migration	Health	Social Development
Mekong Basin Disease Surveillance Cooperation (MBDSC)			Cross-border cooperation in communicable disease control	
Mekong Institute (MI)	Capacity building	Cross-border labor migration		
Mekong River Commission (MRC)	Capacity building			Gender empowerment
Mekong Migration Network (MMN)		Migrants' rights		
Migrant Forum in Asia (MFA)		Migrants' rights		
Southeast Asian Ministers of Education Organization (SEAMEO)	Capacity building, distance education, basic education			HIV/AIDS prevention
United Nations (UN) organizations				
International Labour Organization (ILO)	Skills development, regional model competency standards (RMCS), vocational and technical education	Labor standards, protection of migrant workers		HIV/AIDS in the workplace, human trafficking prevention, social protection
International Organization for Migration (IOM)		Safe labor migration, migrant health care	HIV/AIDS, tuberculosis, malaria, cholera, emerging/emerging diseases and mobility; mental health, psychosocial response and intercultural communication; migrant family, women and child health; health service delivery and capacity development on migrants' health	Human trafficking prevention; migration, social determinants of health and development
Joint UN Programme on HIV/AIDS (UNAIDS)				HIV/AIDS prevention and treatment
UN Development Programme (UNDP)				HIV/AIDS prevention, gender empowerment, poverty, social and economic impact analysis
UN Economic and Social Commission for Asia and the Pacific (UNESCAP)		Migration data		HIV/AIDS prevention, gender and youth empowerment

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Organization	Education	Labor and Migration	Health	Social Development
UN Educational, Scientific and Cultural Organization (UNESCO)	Sector-wide policy planning (from early childhood care and education to higher), nonformal education and literacy, technical vocational and educational training, quality of education, information and communication technology in education, capacity building			HIV/AIDS prevention, human trafficking prevention
UN Inter-Agency Project on Human Trafficking (UNIAP)				Human trafficking prevention
UN Development Fund for Women (UNIFEM)				HIV/AIDS prevention, human trafficking prevention
UN Population Fund (UNFPA)				Reproductive health
UN Children's Fund (UNICEF)	Basic education		Child survival	HIV/AIDS prevention, human trafficking prevention
UN Office on Drugs and Crime (UNODC)				HIV/AIDS prevention and care, human trafficking prevention
UN System Influenza Coordination (UNSIC)			Pandemic prevention	
World Health Organization (WHO)			Communicable disease control, food and drug safety, health system strengthening, health information systems, health policy and financing, training	
Other multilateral organizations				
Asian Development Bank (ADB)	Basic education, technical and vocational education and training, higher education		Health systems strengthening, health policy and financing, communicable disease control	HIV/AIDS prevention, human trafficking prevention, poverty, social and economic impact analysis
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)			Tuberculosis and malaria treatment and prevention	
World Bank	Basic education, higher education	Labor migration	Health system strengthening, health policy and financing, pandemic prevention	HIV/AIDS prevention, poverty, social and economic impact analysis

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Organization	Education	Labor and Migration	Health	Social Development
World Trade Organization (WTO)			Private health care, private health insurance	
Bilateral organizations				
Australian Agency for International Development (AusAID)	Basic education		Health system strengthening, pandemic prevention	HIV/AIDS prevention, gender empowerment
Canadian International Development Agency (CIDA)				HIV/AIDS prevention
Danish International Development Agency (Danida)			Pandemic prevention	HIV/AIDS prevention
European Union (EU)	Basic education, higher education		Health system strengthening, reproductive health, refugee health care, health policy and financing	Social impact analysis
Agence Française de Développement (AFD)	Capacity building (public–private partnership)		Health system strengthening, pandemic prevention	
German Agency for International Cooperation (GIZ)	Vocational education and training		Health system strengthening, health insurance	
Japan International Cooperation Agency (JICA)	Basic education, technical and vocational education and training, higher education (engineering), capacity building		Maternal–child health, human resources for health, communicable disease control, reproductive health	Human trafficking prevention
Korea International Cooperation Agency (KOICA)	Technical and vocational education and training, capacity building			
Belgian Development Agency (BTC)			Health system strengthening, health policy and financing	
New Zealand Aid Programme (NZ Aid)	English language training, capacity building, postgraduate fellowships			
People’s Republic of China (PRC)	Scholarships, short-term training, exchanges		Cross-border health cooperation, capacity building	
Thailand International Development Cooperation Agency (TICA)	Scholarships, short-term training, management of skills development		Cross-border health cooperation, capacity building	HIV prevention

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Organization	Education	Labor and Migration	Health	Social Development
Department for International Development (DFID) of the United Kingdom	Basic education	Migrant workers' rights	Health system strengthening, malaria and tuberculosis control and treatment	HIV/AIDS prevention and treatment, human trafficking prevention
United States Agency for International Development (USAID)	Scholarships, fellowships, capacity building		Communicable disease control (especially malaria and pandemics), drug safety	HIV/AIDS prevention and treatment
Private organizations				
Bill and Melinda Gates Foundation (BMGF)			Malaria control	HIV/AIDS prevention
The Global Alliance for Vaccines and Immunization (GAVI)			Immunization and vaccination, malaria prevention and treatment, health system strengthening	
Kenan Institute Asia (KIA)	Capacity building		Communicable disease control	
Rockefeller Foundation (RF)		Cross-border labor migration	Communicable disease control	HIV/AIDS prevention

APPENDIX 5

Results Framework (2013–2017)

Strategic Directions/Opportunities	Indicators	Data Sources/Reporting Mechanisms
Impact Sustained economic growth, reduced poverty, and social development in Greater Mekong Subregion (GMS) countries	<ul style="list-style-type: none"> • More rapid economic growth and poverty reduction 	<ul style="list-style-type: none"> • National accounts, household surveys
Outcome Sustainable human resource development in GMS countries	<ul style="list-style-type: none"> • Increased student and academic mobility among universities in Southeast Asia 	<ul style="list-style-type: none"> • GMS university records
	<ul style="list-style-type: none"> • Incidence of malaria and dengue fever and the prevalence of tuberculosis and HIV/AIDS decreased in GMS border areas and economic corridors 	<ul style="list-style-type: none"> • Health ministry reports/social surveillance reports in border areas and economic corridors
	<ul style="list-style-type: none"> • Absence of a pandemic originating in the GMS 	<ul style="list-style-type: none"> • WHO
	<ul style="list-style-type: none"> • Effective control of cross-border transmission of HIV/AIDS, avian influenza, and other emerging diseases 	<ul style="list-style-type: none"> • Health ministry reports
	<ul style="list-style-type: none"> • Increased cross-border migration of skilled labor within the GMS 	<ul style="list-style-type: none"> • Labor ministry reports
	<ul style="list-style-type: none"> • MOU for Joint Action to Reduce HIV Vulnerability Related to Population Movement in the GMS implemented by all signatory countries 	<ul style="list-style-type: none"> • MOU monitoring reports
	<ul style="list-style-type: none"> • Adoption of minimum GMS food and drug safety standards 	<ul style="list-style-type: none"> • Health ministry reports
	<ul style="list-style-type: none"> • WGHRD initiatives consistent with the GMS human resource development (HRD) strategic framework 	<ul style="list-style-type: none"> • End of period evaluation of the strategic framework and action plan (SFAP)
<ul style="list-style-type: none"> • GMS HRD initiatives well aligned with national policies and strategies and complementary to national, other regional, and international initiatives 	<ul style="list-style-type: none"> • End of period evaluation of SFAP 	

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Strategic Directions/Opportunities	Indicators	Data Sources/Reporting Mechanisms
	<ul style="list-style-type: none"> • Decrease in ADB's financing of GMS HRD initiatives as a percentage of the total over time • Benefits of GMS HRD cooperation distributed equitably among all six GMS countries 	<ul style="list-style-type: none"> • End-of-period evaluation of SFAP • End-of-period evaluation of SFAP
Strategic Thrusts/Outputs		
1. Developing capacity in the economic corridors	<ul style="list-style-type: none"> • Successful implementation of Phase 5 of the Phnom Penh Plan • Development and endorsement of long-term strategy and plan for GMS capacity building by WGHRD 	<ul style="list-style-type: none"> • ADB progress reports and project completion report • Summaries of WGHRD meetings
2. Cooperating in technical and vocational education and training (TVET)	<ul style="list-style-type: none"> • Development and piloting of framework for the mutual recognition of technical and vocational skills and qualifications for six skills • Establishment of TVET teacher training standards for at least three skills areas 	<ul style="list-style-type: none"> • ILO progress reports • ILO progress reports
	<ul style="list-style-type: none"> • Development of standard GMS learning materials for at least three types of TVET 	<ul style="list-style-type: none"> • ILO progress reports
	<ul style="list-style-type: none"> • Strengthened quality assurance mechanisms in at least six vocational/technical education institutions in the economic corridors 	<ul style="list-style-type: none"> • ADB progress reports
	<ul style="list-style-type: none"> • Successful implementation of investment project supporting at least three TVET institutions in the economic corridors 	<ul style="list-style-type: none"> • ADB project completion report
	3. Cooperating in higher education and research	<ul style="list-style-type: none"> • Provision of options for harmonizing existing university credit transfer systems in a few selected fields
<ul style="list-style-type: none"> • Strengthening of university quality assurance capacity in Cambodia, the Lao Peoples Democratic Republic (Lao PDR), and Myanmar 		<ul style="list-style-type: none"> • AUN project monitoring reports
<ul style="list-style-type: none"> • Successful implementation of investment project supporting at least three higher education institutions in the economic corridors • Establishment of GMS knowledge platform with demonstrated capacity for high-quality analytical work on issues related to GMS integration 		<ul style="list-style-type: none"> • ADB progress reports and project completion report • End-of-period evaluation of SFAP implementation

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Strategic Directions/Opportunities	Indicators	Data Sources/Reporting Mechanisms
4. Addressing regional health issues	<ul style="list-style-type: none"> • Successful implementation of GMS Regional Communicable Diseases Control Project (Phase 2) 	<ul style="list-style-type: none"> • ADB progress reports and project completion report
	<ul style="list-style-type: none"> • Proposed review of GMS food and drug safety regulation and plan for subregional collaboration to improve food and drug safety 	<ul style="list-style-type: none"> • WHO progress reports
	<ul style="list-style-type: none"> • Completion of assessments of health impact of development in all three GMS economic corridors 	<ul style="list-style-type: none"> • End-of-period evaluation of SFAP implementation
5. Facilitating safe cross-border labor migration	<ul style="list-style-type: none"> • Successful implementation of comprehensive information campaign for potential migrant workers in Cambodia, the Lao PDR, and Myanmar 	<ul style="list-style-type: none"> • IOM progress reports
	<ul style="list-style-type: none"> • Successful implementation of selected activities to improve labor migration management 	<ul style="list-style-type: none"> • IOM progress reports
	<ul style="list-style-type: none"> • Development of plan to improve access of GMS migrant workers and their dependents to basic social services in the receiving countries 	<ul style="list-style-type: none"> • IOM progress reports
6. Mitigating social costs in the economic corridors	<ul style="list-style-type: none"> • Successful implementation of the GMS Capacity Building for HIV/AIDS Prevention 	<ul style="list-style-type: none"> • ADB progress reports and project completion report
	<ul style="list-style-type: none"> • Effective monitoring of the implementation of the MOU for Joint Action to Reduce HIV Vulnerability Related to Population Movement in the GMS 	<ul style="list-style-type: none"> • ADB progress reports
	<ul style="list-style-type: none"> • Successful implementation of subregional project to reduce human trafficking 	<ul style="list-style-type: none"> • ADB progress reports
	<ul style="list-style-type: none"> • Completion of social impact assessments in specific locations along the economic corridors 	<ul style="list-style-type: none"> • End of period evaluation of SFAP implementation
	<ul style="list-style-type: none"> • Capacity development of academics in Cambodia, the Lao PDR, and Myanmar to offer a locally adapted “ASEAN Studies” course at their respective universities or institutions 	<ul style="list-style-type: none"> • AUN progress reports
	<ul style="list-style-type: none"> • Successful convening of at least one GMS Youth Forum 	<ul style="list-style-type: none"> • Summary reports of WGHRD meetings

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Strategic Directions/Opportunities	Indicators	Data Sources/Reporting Mechanisms
7. Strengthening institutions and mechanisms for GMS HRD cooperation	<ul style="list-style-type: none"> • Holding of WGHRD meetings every year • Designation of WGHRD and subgroup focal points in each GMS country 	<ul style="list-style-type: none"> • Summary reports of WGHRD meetings • Summary reports of WGHRD meetings
	<ul style="list-style-type: none"> • Attendance by WGHRD and subgroup focal points in WGHRD meetings 	<ul style="list-style-type: none"> • Summary reports of WGHRD meetings
	<ul style="list-style-type: none"> • Preparation of national GMS HRD action plans, with implementation monitored and reported annually at WGHRD meetings 	<ul style="list-style-type: none"> • Summary reports of WGHRD meetings

ADB = Asian Development Bank, AUN = Association of Southeast Asian Nations University Network, ILO = International Labour Organization, IOM = International Organization for Migration, MOU = memorandum of understanding, SEAMEO-RIHED = Southeast Asian Ministers of Education Organization-Regional Centre for Higher Education and Development, WGHRD = Working Group on Human Resource Development, WHO = World Health Organization.

Strategic Framework and Action Plan for Human Resource Development in the Greater Mekong Subregion (2013–2017)

The Greater Mekong Subregion Human Resource Development Strategic Framework and Action Plan (2013–2017) reflects changing circumstances, including the development of the Greater Mekong Subregion (GMS) economic corridors as an important GMS priority. The goal of the human resource development (HRD) strategy is to foster sustainable subregional HRD, thereby contributing to increased subregional competitiveness, connectivity, and community. This document outlines the GMS HRD strategy that will be implemented through (i) developing capacity in the economic corridors, (ii) cooperating in technical and vocational education and training, (iii) cooperating in higher education and research, (iv) addressing regional health issues, (v) facilitating safe cross-border labor migration, (vi) mitigating social costs in the economic corridors, and (vii) strengthening institutions and mechanisms for GMS HRD cooperation.

About the Asian Development Bank

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