

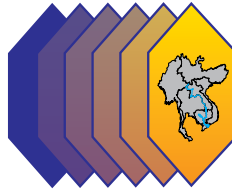
**Greater Mekong Subregion**  
**ECONOMIC COOPERATION PROGRAM**



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

June 2009





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# Abbreviations

ADB	–	Asian Development Bank
ASEAN	–	Association of Southeast Asian Nations
GDP	–	gross domestic product
GMS	–	Greater Mekong Subregion
HRD	–	human resource development
Lao PDR	–	Lao People's Democratic Republic
PRC	–	People's Republic of China
WGHRD	–	Working Group on Human Resource Development

# Introduction

The Greater Mekong Subregion (GMS)—consisting of Cambodia, the People’s Republic of China (PRC),<sup>1</sup> the Lao People’s Democratic Republic (Lao PDR), Myanmar, Thailand, and Viet Nam—has a combined population of approximately 324 million.<sup>2</sup> In 1992, the GMS countries agreed to launch a program of regional cooperation—the Greater Mekong Subregion Economic Cooperation Program—to promote economic and social development. The program covers nine areas of cooperation including human resource development (HRD). The 10-year GMS Strategic Framework, 2002–2012, identifies HRD as one of the five strategic areas of cooperation given its potential to enhance competitiveness, increase the returns from physical connectivity, and build a sense of community on common concerns and challenges.

The Working Group on Human Resource Development (WGHRD) was established at the Fifth Ministerial Conference in 1995 to address issues in education and skills development, labor and migration, health, and social development. The 2007 midterm review of the GMS Strategic Framework noted that, although the WGHRD has addressed key HRD concerns in GMS, program development and implementation has been essentially project-based and lacks a clearly defined strategic framework. In response, the WGHRD agreed to develop a strategic framework and action plan to make subregional cooperation in HRD more effective and to strengthen links with other subregional initiatives. At the Joint Summit Declaration of the Third GMS Summit (2008), the heads of governments endorsed and underscored the importance of making early and substantial progress on the implementation of the HRD Strategic Framework and Action Plan.

This document explains the rationale for GMS cooperation in HRD, details the Strategic Framework, and presents the Action Plan, which consists of priority actions for implementation during 2009–2012. The Strategic Framework and Action Plan were developed in consultation with GMS countries and other stakeholders through a series of national, subsector, and subregional meetings. Recommendations from recent WGHRD meetings and other reports and studies were also taken into consideration. The Action Plan also includes the HRD initiatives under the Vientiane Plan of Action endorsed at the Third GMS Summit.

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<sup>1</sup> The PRC has been represented geographically in GMS by Yunnan Province and Guangxi Zhuang Autonomous Region.

<sup>2</sup> Asian Development Bank (ADB). 2007.

# Background

The WGHRD had its inception meeting in December 1996 and so far nine meetings have been held. These meetings have identified numerous HRD issues of common and regional interest to GMS member countries and have led in many cases to subregional HRD initiatives involving some or all of GMS countries.

Many of these initiatives, such as the flagship Phnom Penh Plan capacity development program (now in its third phase) that provides training in development management to government officials, have been highly successful. Several initiatives to control important infectious diseases—such as avian influenza, severe acute respiratory syndrome, dengue, and HIV and AIDS—have also been very successful. The first GMS Regional Communicable Disease Control Project,<sup>33</sup> involving three countries (Cambodia, the Lao PDR, and Viet Nam) conceptualized and developed by the WGHRD health subgroup, was approved in 2005. In addition, the WGHRD meetings have provided an opportunity and forum to discuss a wide range of HRD issues of common interest to GMS countries. They have also provided an avenue for GMS HRD partners to inform other GMS countries about their own programs, resources, and initiatives in the subregion.

Despite successful initiatives in several areas and the broad range of HRD issues considered, concerns have surfaced about the WGHRD's organizational structure, focus, and nature of initiatives; and the activities supported by the working group. Two overarching and significant concerns relate to a lack of focus on important regional HRD issues requiring cooperation between the countries to make progress on reaching regional solutions, and the lack of a strategic framework to guide and prioritize regional HRD initiatives. Other concerns have related to (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 because of its multisector make up; (iv) an unbalanced focus by the WGHRD on health activities at the exclusion of other critical initiatives required in areas such as labor and migration, and education; (v) limited links between the WGHRD and other

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<sup>33</sup> ADB. 2005. *Report and Recommendation of the President to the Board of Directors on Proposed Grants to Cambodia, Lao People's Democratic Republic, and Viet Nam for the Greater Mekong Subregion Regional Communicable Diseases Control Project*. Manila.

GMS sector working groups to support HRD across the other sectors; and (vi) organizational problems related to continuity of country representatives.

The WGHRD's successes to date and the concerns mentioned above are reflected in the findings and recommendations of the 2007 midterm review of the GMS Strategic Framework. The review calls for (i) clarifying the strategic and program focus of subregional cooperation in HRD, (ii) strengthening institutional arrangements and support to the WGHRD, and (iii) pursuing cooperation in labor and migration issues. The review also identifies several crosscutting issues and challenges, including (i) recognizing the different levels of development of GMS countries, (ii) promoting greater ownership and broad-based participation, (iii) enhancing resource mobilization and donor coordination, (iv) linking more closely with other regional initiatives, and (v) strengthening organizational effectiveness. The findings and recommendations of the review were endorsed in the Joint Summit Declaration of the Third GMS Summit (2008). Furthermore, the heads of governments tasked ministers, senior officials, and other government instrumentalities to ensure the effective and timely implementation of the HRD Strategic Framework and Action Plan.



# Key Human Resource Development Challenges

The GMS is developing rapidly in the context of an emerging global economy. Consequently, education and training systems in 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 in the context of increasing income inequality; and cross-border labor migration is growing rapidly to exploit income-earning opportunities and to meet labor shortages within GMS.<sup>4</sup> In addition, the cross-border transmission of communicable diseases (some emerging, some existing) and human and drug trafficking are increasing concerns in GMS.<sup>5</sup> There is also growing concern about the social and health impact of rapid growth and subregional integration in border areas, many of which are inhabited predominantly by highly vulnerable ethnic groups.<sup>6</sup>

Although GMS economic growth has been rapid (averaging 6% per annum in recent years), it has also been unbalanced within the subregion. Consequently, there are still substantial differences in levels of income and earnings among GMS countries and in the degrees of development of their social sectors.<sup>7</sup> For example, levels of per capita gross domestic product (GDP) ranged from \$510 to \$3,133 among the six GMS countries in 2006, while values of the Human

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<sup>4</sup> Shortages of certain types of skilled workers are frequently cited in Thailand and Viet Nam, while Thailand faces an acute shortage of unskilled workers because of slow growth in its labor force. Emerging shortages of skilled workers in both Cambodia and the Lao PDR are also cited. Evidence of pressure on national health systems to provide better quality health care is the rapid growth in recent years in cross-border travel within GMS to obtain medical care, and foreign investment in the hospital sectors of several GMS countries.

<sup>5</sup> International Organization for Migration (IOM), United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), United Nations Development Fund for Women (UNIFEM), United Nations Development Programme (UNDP), Joint United Nations Program on HIV/AIDS (UNAIDS), and International Labour Organization (ILO). 2008. *Situation Report on International Migration in East and South-East Asia*. Bangkok.

<sup>6</sup> In particular, it is noted that relatively high prevalence of HIV and AIDS is found in the border areas of some GMS economic corridors (footnote 5).

<sup>7</sup> Earnings differentials of 4–6:1 exist for many occupations between Thailand and its neighboring GMS countries and, in combination with demographic factors and limited employment opportunities in sending countries, have contributed to exponential growth in cross-border labor migration within GMS. It is estimated that there are 4.1 million cross-border migrants in GMS countries, including 2.6 million in Thailand and 1.0 million in Cambodia, not including hundreds of thousands of daily migrants commuting to and from jobs in GMS border areas. See: IOM. 2009. *Forecasting Migration Flows: the Relationship between Economic Development, Demographic Change, and Migration in the Greater Mekong Subregion*, Draft Final Report to ADB. Bangkok.

Development Index ranged from 0.553 to 0.784 in 2004.<sup>8</sup> According to the midterm review, these differences provide a strong rationale for subregional cooperation. However, the gaps also make effective cooperation difficult to achieve in some areas. There is a risk that subregional cooperation can result in an unequal distribution of the benefits of GMS HRD cooperation among countries, as well as within countries between the poor and the nonpoor, if effective countermeasures are not adopted.

There are important challenges that involve more than one GMS HRD subsector. For example, there is an urgent need to reform, strengthen, and harmonize GMS vocational and technical training standards, and to harmonize labor migration policies to meet labor demand across the region and provide skilled and unskilled workers with cross-border employment opportunities.<sup>9</sup> At the same time, cross-border labor migration increases the risk of spreading infectious diseases such as tuberculosis and HIV and AIDS from one country to another (footnote 5). These risks are heightened by the fact that there are large differences among GMS countries in the prevalence of HIV and AIDS and other communicable diseases.<sup>10</sup> Migrants also have difficulties accessing education and health services while residing in another country. The absence of systematic information about labor markets in the subregion makes it more difficult for GMS countries to provide appropriate training and information to their populations to enable them to exploit cross-border opportunities in skilled employment.<sup>11</sup>

**HRD is a broad concept.** HRD includes activities that provide vital inputs to a growing economy, including education and training, and health and nutrition services that enhance productivity or prevent catastrophic disease outbreaks that can negatively affect economic growth. Because HRD enhances the productivity of people (creates human and social capital), a more equitable distribution of HRD outcomes both between and within countries contributes to poverty reduction, political stability, and national security. HRD provides opportunities for ethnic groups, women, and other vulnerable segments of the population through initiatives that focus on the better management of negative externalities resulting from increased connectivity and mobility of people and goods. Finally, HRD contributes directly to human welfare. For example, most people place a very high value on good health, literacy, personal security, and social inclusion. From this perspective, HRD contributes directly to broader poverty reduction that focuses not only on reducing income poverty but also on satisfying basic human needs. The main

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<sup>8</sup> ADB. 2007. *Mid-Term Review of the GMS Strategic Framework*. Manila. The Human Development Index is a composite index measuring a country's average achievement in three basic dimensions of human development—a long and healthy life, knowledge, and a decent standard of living.

<sup>9</sup> Regional Office for Asia and the Pacific. 2008. *Labor and Social Trends in ASEAN 2008*. Bangkok: International Labour Organization.

<sup>10</sup> For example, current HIV and AIDS prevalence rates vary between 0.1% and 1.4% among GMS countries, while the number of malaria cases varies between 0.1 and 87.0 per thousand persons and the tuberculosis prevalence rate varies between 197 and 665 cases per 100,000 persons.

<sup>11</sup> For example, it has been suggested that there may be considerable opportunities in the future for the migration of some types of skilled workers from Viet Nam to Thailand (see footnote 5).

instruments of HRD are (i) efficient and equitable 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 the efficient and equitable utilization of those investments.



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HIV prevention integrated into the occupation health and safety program of construction companies, Yunnan, PRC

# Opportunities for Human Resource Development Cooperation

**T**he GMS consists of a group of geographically contiguous countries that are increasingly linked along several transport corridors. Accordingly, GMS provides unique opportunities for economic cooperation and integration in sectors such as agriculture, energy, transport, and tourism that extend well beyond the areas immediately bordering the Mekong Rivers; and that are not available in either smaller or larger regional and international groupings such as the Mekong River Commission, the Association of Southeast Asian Nations (ASEAN), or Asia-Pacific Economic Cooperation.

HRD cooperation and integration will (i) contribute to broad economic growth and sustainable social development within GMS; (ii) address problems and needs growing out of increased regional connectivity and integration in other sectors; and (iii) 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 as an important means to support economic growth and social development, and ensure that the benefits of regional cooperation and integration reach the poor. For example, cross-border labor migration has the potential to yield substantial economic benefits to GMS sending and receiving countries and to promote poverty reduction by providing higher income-earning opportunities for the poor.<sup>12</sup>

During the WGHRD meetings, a large number of issues and potential areas of cooperation in HRD have been identified and discussed, and some of these discussions have resulted in successful subregional initiatives. Most of the potential areas of cooperation are intended to exploit one or more of the following types of opportunities:

- facilitating subregional integration by harmonizing national HRD regulations, standards, policies, and procedures;
- addressing cross-border HRD issues resulting from subregional integration;
- obtaining additional value by conducting selected activities at the subregional level;

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<sup>12</sup> It has been estimated that 1.8 million labor migrants contributed 1.25% to Thailand's GDP in 1996, and that remittances from cross-border labor migrants in Cambodia are currently equal to 4.1% of GDP (see footnote 9).

- exchanging relevant information and experience within the subregion (e.g., to facilitate achievement of the Millennium Development Goals); and
- complementing subregional investments in other sectors.

**Harmonization.**<sup>13</sup> Different national HRD regulations, standards, policies, and procedures are in some cases a constraint to further GMS integration and economic growth. In these cases, subregional harmonization can facilitate the cross-border flow of investments, goods and services, workers, and students. Examples are (i) standardization of labor regulations (e.g., minimum conditions of employment and regulation of child labor); (ii) food and drug regulation; (iii) border health certification; (iv) cross-border migration regulations and procedures (e.g., registering cross-border workers, employment contracts, ensuring migrants' access to social services, and regulating the activities of private recruitment companies); (v) standardizing teacher training in key areas such as technical training, language, portability of educational and training qualifications across borders (e.g., the transfer of credits among GMS



Thierry Falise, IOM 2006

Migrant community health workers provide health assistance to marginalized and impoverished migrant communities, Thailand

<sup>13</sup> The Concise Oxford Dictionary defines “harmonize” as “make or be harmonious or in agreement, make consistent.”

universities); and (vi) mutual recognition of skills and qualifications in key occupations to facilitate cross-border migration of skilled workers. Although the potential benefits from harmonization in these and other HRD areas are large, they may take considerable time to achieve. However, a phased approach would make progress possible.



Daily traffic at the Thai–Cambodian border, Poipet town, Siem Reap Province, Cambodia

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**Cross-border issues.** There is an important cross-border dimension to many HRD issues affecting the subregion. Some of these issues have become more urgent as the result of growing subregional connectivity. An important example is the control of infectious diseases. Some communicable diseases (e.g., HIV and AIDS, tuberculosis, and severe acute respiratory syndrome) are easily transmitted across borders by migrants and travelers. Avian influenza, an important emerging disease with potentially devastating economic and health impacts, can be transmitted by infected poultry traded across borders. 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 and AIDS infection in some GMS countries; (ii) cross-border trade in fake drugs; (iii) cross-border trafficking of women and children; and (iv) cross-border travel to obtain medical care. Although much of the effort needed to address these problems is national, regional cooperation is also needed. During the period of GMS regional cooperation, several projects have already been implemented to address such

cross-border issues, including regional projects to control communicable diseases and to study the problem of cross-border human trafficking.

**Additional value through subregional cooperation.** Some HRD activities involve significant economies of scale or public goods, or provide other opportunities that can be most effectively exploited through subregional cooperation. Examples include (i) regional disease surveillance, (ii) some types of specialized training or 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 and the manufacture of vaccines, (v) the provision of regional labor market information, and (vi) 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 highly successful example of the additional value that can be obtained by conducting selected subregional activities. In this case, the value comes from (i) developing a common GMS approach to problem solving (by exposing GMS government managers to a common curriculum), (ii) developing foreign language skills among government management participants that can lead to improved communication among GMS government managers in a given area, and (iii) forging personal ties between GMS managers that can contribute to cooperative problem solving.<sup>14</sup>

**Exchange of information and experience.** Most GMS countries face many of the same HRD challenges (or have faced them in the recent past), e.g., the need to strengthen priority public health and basic education services. It is clearly useful for GMS countries and strategic partners to share their experience and approaches to dealing with these problems. Examples include (i) strengthening education and health systems, (ii) improving access to education and health services in remote areas, (iii) food and drug controls, (iv) noncommunicable disease control (including road safety), (v) quality assurance in education and health services, (vi) governance reforms in education, (vii) national planning and results monitoring in education and health, (viii) decentralizing education and health services, (ix) developing social security systems and other social protection mechanisms, and (x) public administration reform. Information, good practices, and experience can be exchanged through subsector and crosscutting meetings and forums, through strengthened institutional links and networks between and within GMS countries, through training and related activities under the Phnom Penh Plan, and by using advanced information and communication technologies to disseminate information to interested individuals and organizations. When considering initiatives in this area, it is important to consider the rationale for regional cooperation at the GMS level.

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<sup>14</sup> Falvey, Lindsay. 2008. Enhancing the Impact of the Phnom Penh Plan for Development Management in the Greater Mekong Subregion. (Unpublished).

**Complementary HRD investments.** GMS strategies in other sectors have frequently cited the need for complementary investments in HRD. The GMS Tourism Strategy, for example, estimates that 2.5 million personnel will need to be trained in tourism during 2006–2015. Similarly, the benefits from improved connectivity in the transport sector depend critically on the education levels of the population residing along transport corridors. To date, issues of this type have not received much attention from the WGHRD. This may be due in part to the absence of any representation within the WGHRD of agencies with intersector and crosscutting focus. It may also reflect the fact that the HRD investments needed to complement GMS investments in other sectors do not necessarily require subregional cooperation (for example, the training needed for tourism may be efficiently provided at the national level). On the other hand, if cross-border migration continues to be widely used to address human resource gaps in rapidly growing sectors (for example, through the temporary migration of workers and students), this will require subregional cooperation. Links with other sectors is an area that needs further attention from the WGHRD.

**Strategic priorities for GMS HRD cooperation.** The opportunities for subregional cooperation that have been considered to date by the WGHRD are all worthwhile and relevant. However, because of the large number of subregional HRD issues and opportunities for cooperation and limited resources, it is necessary to set priorities when selecting initiatives to include in an action plan for continued GMS HRD cooperation. In light of this need, and to best exploit the unique opportunities afforded by GMS HRD cooperation, the Action Plan will focus on those HRD issues that are regional in nature, have scope for regional cooperation, and require regional solutions.

**Organizational framework.** The experience of one decade of GMS HRD cooperation suggests that some changes are required in the way the WGHRD is organized and operates to enable it to more effectively achieve its strategic objectives. More continuity is needed in the participants from one WGHRD meeting to the next, more effective follow-up and coordination is needed at the country level between meetings, a more effective cross-sector perspective is needed, and a strategy is required to sustain GMS HRD cooperation. With regard to such a strategy, it has been a goal of the WGHRD from the beginning to gradually transfer responsibility for sustaining the GMS HRD program and initiatives from the Asian Development Bank (ADB) to the GMS countries. However, very little has so far been done to advance this objective.



# Human Resource Development Strategy

The HRD strategy will contribute toward the 10-year GMS Strategic Framework that seeks to develop the vision of a GMS that fulfills its vast potential, frees its people from poverty, and provides sustainable development opportunities for all, particularly women and ethnic minorities.<sup>15</sup> The goal of the HRD strategy is to foster sustainable regional human resource development, 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 regional cooperation and integration more equitably.

The objectives of the HRD strategy are to

- support HRD initiatives that directly facilitate the process of subregional cooperation and integration (e.g., managing labor migration, and harmonizing HRD national regulations and standards to facilitate the effective regional utilization of GMS human resources, such as portability of educational skills and training qualifications), and
- address cross-border HRD issues directly linked to GMS integration (e.g., the cross-border transmission of communicable diseases, and human trafficking).

The HRD strategy gives priority to **regional initiatives** that (i) directly facilitate the process of further GMS integration or that address cross-border issues requiring regional solutions; and (ii) are complementary with other national, regional, and international HRD initiatives.

For example, the development of mutually recognized qualifications will contribute to the development of the national systems and will be consistent with international standards. Other regional cooperation initiatives that do not meet these criteria and which may be equally important and worthwhile should be pursued through other channels. In support of the strategy and objectives, the WGHRD

- has developed an action plan for 2009–2012 consisting of five strategic thrusts, and
- will develop an effective and sustainable enabling organizational and operational framework to support GMS HRD cooperation that complements other frameworks and avoids duplication.

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<sup>15</sup> ADB. 2002. *Building on Success, A Strategic Framework for the Next Ten Years of the Greater Mekong Subregion Economic Cooperation Program*. Manila.



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# Human Resource Development Strategic Thrusts and Action Plan

## Strategic Thrusts

The HRD cooperation strategy will be implemented through five strategic thrusts. Each strategic thrust consists of priority programs and projects, each of which is at a different stage of preparation, planning, and implementation. The implementation of these projects will contribute to the attainment of the GMS HRD objectives. The strategic thrusts are

- promoting regional cooperation in education and skills development,
- facilitating safe labor migration within the subregion,
- supporting communicable disease control in the subregion,
- enhancing regional cooperation for social development, and
- strengthening regional institutional links and mechanisms for regional cooperation.

**Promoting regional cooperation in education and skills development.** Regional cooperation and integration in many sectors (e.g., agriculture and tourism) creates a need for enhanced human capacity in many areas. Some of these needs can be addressed more effectively by training and curriculum development at the subregional level. Some of the needs can also be met by cross-border migration, particularly in the short-to-medium term. In general, there is a drain of people in the young (15–24 years) and prime labor force (25–59 years) age groups from the three neighboring countries to Thailand.<sup>16</sup> However, an important barrier to the cross-border migration of skilled workers is the absence of subregional standards in technical and vocational education and training. This strategic thrust is expected to contribute to harmonization of (i) competency standards, (ii) skills standards testing, (iii) accreditation systems including in the higher education sector, and (iv) training standards for technical and vocational teachers in occupations required by migrating workers. This strategic thrust will also build capacity among GMS government officials, strengthen GMS institutions, and encourage knowledge generation and dissemination by continuing to support the highly successful Phnom Penh Plan for Development Management.

**Facilitating safe labor migration within the subregion.** Most GMS cross-border labor migration is currently limited to unskilled labor and is illegal (with attendant risks of trafficking and exploitation). Substantial bilateral efforts have

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<sup>16</sup> World Bank. 2006. *Labor Migration in the Greater Mekong Sub-region Synthesis Report. Phase 1*. Washington, DC. [go.worldbank.org/5CJACBH610](http://go.worldbank.org/5CJACBH610)

been made to regularize migration flows between some GMS countries, but to date they have not been very successful (footnote 5). Cross-border migrants also face serious problems in gaining access to social services, including health care and education. One important barrier to the cross-border migration of skilled labor is limited information on GMS labor markets (footnote 9). This strategic thrust will support meetings of the GMS subgroup on labor and migration and is also expected to support (i) improving the management of labor migration, (ii) developing an improved subregional labor market information system, (iii) harmonizing employment contracts for technically skilled migrants, (iv) developing a code of conduct for employment agencies facilitating cross-border labor migration, (v) improving access of labor migrants and their families to basic health services, and (vi) advancing dialogue on the access of labor migrants to social security services.

**Supporting communicable disease control in the subregion.** Some aspects of subregional integration, including tourism, cross-border labor migration,



Migrants crossing the Neak Loeang River, Svay Rieng Province, Cambodia

and increased cross-border trade (particularly in livestock products), increase the risk of transmitting human diseases across borders. In other cases, cross-border cooperation is needed to effectively control communicable diseases (e.g., malaria and dengue fever) in border areas or to develop effective prevention programs for populations in border areas.<sup>17</sup> This strategic thrust is currently supporting a regional project for (i) the timely and effective control of cross-border epidemics, (ii) improved coverage of prevention and care of communicable diseases in vulnerable populations in border areas, and (iii) strengthened subregional capacity to cooperate in communicable disease control. This strategic thrust is also expected to build capacity for HIV and AIDS prevention in GMS, continue a second phase of assistance in regional communicable disease control, and improve food and drug safety standards.

**Enhancing regional cooperation for social development.** GMS integration, including supporting infrastructure investments, have impacted most of the population positively, but they have also imposed social costs and increased some types of risks for vulnerable populations in border areas, including women, children, and ethnic groups. This strategic thrust seeks to (i) mitigate



Dr. Isabel Bergeri, WHO and MOH Cambodia; provided by the Regional Coordination Unit for the GMS Regional Communicable Disease Control Project

Community health worker vaccinating a woman surrounded by children

<sup>17</sup> ADB. 2008. *An Operational Plan for Improving Health Access and Outcome under Strategy 2020*. Manila.

the spread of HIV and AIDS in connection with infrastructure projects and other GMS investment projects, (ii) mainstream human trafficking and safe migration concerns into ADB-assisted subregional cooperation and integration strategies and interventions, (iii) conduct social impact assessments along the economic corridors, (iv) strengthen the capacity of vulnerable groups and women, (v) instill a sense of GMS community among the youth, and (vi) enhance regional policy dialogue on these topics. This strategic thrust is expected to support initiatives to better manage social change and to mitigate the negative social impacts of increased subregional connectivity and integration.

**Strengthening regional institutional links and mechanisms for regional cooperation.** This strategic thrust is currently supporting the development of the Strategic Framework and Action Plan. It will also support its implementation during 2009–2012, including development of a strategy to sustain GMS HRD cooperation. This sustainability strategy will include role and responsibility statements, as well as communication and collaboration processes and tools to improve cooperation within the WGHRD and its subgroups and to improve



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Local communities along the road affected by the construction of Northern Economic Corridor, Lao PDR

external awareness of the achievements of the WGHRD. In addition, some steps will be taken during this period to promote the sustainability of GMS HRD cooperation, including the following:

- ensuring that HRD initiatives are well aligned with national policies and strategies and that they do not duplicate national, other regional, or international initiatives;
- facilitating more equitable distribution of the benefits of HRD cooperation among the GMS countries;
- coordinating HRD initiatives effectively with representatives of regional and international organizations and bilateral partners to foster broad financial and technical support for GMS HRD initiatives; and
- establishing a good track record in selecting new initiatives that are consistent with the Strategic Framework and in implementing the initiatives in the Action Plan effectively.

## Action Plan

The HRD Action Plan is broadly based on the Vientiane Plan of Action endorsed at the Third GMS Summit (2008) as well as other proposed initiatives arising from the consultations. The strategic thrusts have been revised to incorporate the ideas expressed during the subregional consultations. The Action Plan reflects the priorities presented in the Strategic Framework with a clear focus on regional issues that require cooperation between the countries to reach regional solutions. Many issues are complex and require a phased approach over a period of time. The Action Plan is a living document, subject to refinement and adjustment as the working group may deem appropriate. The design of the initiatives will consider sustainability of the outputs. The Action Plan (2009–2012) is presented in Appendix 1.

# Greater Mekong Subregion Working Group on Human Resource Development: Structure and Implementation Arrangements

## Institutional Arrangements

**T**he multisector nature of the WGHRD has resulted in some problems associated with country ownership of the group, continuity of membership, and retaining momentum of activities between meetings. Hence, the structure and the operations of the WGHRD will be revised and restructured to support and facilitate continuity, country ownership, and more regular interaction between the groups. It is proposed that this will be done through more frequent subsector meetings and videoconferences. The WGHRD structure and institutional arrangements will be strengthened at the subregional, subsector, and national levels.

**WGHRD.** The new structure consists of an overarching WGHRD, complemented by subsector working groups and national HRD working groups. The structure of the GMS WGHRD is presented in Appendix 2. The WGHRD will function as an overarching group consisting of five representatives from each country—a WGHRD focal point from a governmental unit with a broad intersector and crosscutting focus, and a focal point for each of the subsectors—education, health, labor and migration, and social development. Specifically:

- WGHRD meetings will be held every 2 years to focus on strategic HRD issues such as the development of the strategy to sustain the HRD cooperation and high-level organizational issues.
- WGHRD representatives will participate in the key meetings of other relevant GMS sector working groups to identify HRD and any cross-sector issues that need WGHRD consideration.
- A subregional virtual network comprising the WGHRD focal points will be established to provide opportunities for regular interaction between meetings and discuss progress on the implementation of the Action Plan.





WGHRD-9 meeting, Guilin, Guangxi Zhuang Autonomous Region, PRC

**Subsector working groups.** Separate subsector working groups will be formed under the overarching WGHRD for each of the subsectors—education, health, labor and migration, and social development. The subsector working group members will also be the same subsector focal points on the overarching WGHRD. Specifically:

- Separate subregional meetings of the subsector working groups will be held.
- Country subsector focal points will convene country meetings of ministries and agencies to facilitate progress on initiatives and activities in the Action Plan.
- Subregional virtual networks comprising the respective subsector focal points will be established for each subsector to provide ongoing support to the implementation of the Action Plan.

**National HRD working groups.** National HRD working groups will be established in each country and chaired by the WGHRD focal point with the respective subsector focal points. National HRD group meetings will be held as necessary to discuss subregional HRD issues and the Action Plan from a country perspective.

It is strongly suggested that GMS countries try to maintain the same focal point representatives for several years, as circumstances permit, so as to provide continuity and enhance institutional memory, although it is recognized that there are many practical constraints that may prevent this from being achieved. The GMS HRD secretariat will continue to be based at ADB headquarters in Manila during the period of the Action Plan (2009–2012).

## Strategic Partners

The need to coordinate WGHRD initiatives closely with those of other organizations was recognized from the outset and reinforced by the midterm review as an important crosscutting issue. Strategic partners in the GMS

HRD program currently include international organizations,<sup>18</sup> regional and subregional organizations,<sup>19</sup> bilateral donors,<sup>20</sup> nongovernment organizations, and GMS institutions (universities and research institutes). Strategic partners are critically important to the success of the GMS HRD strategy, contributing to the technical content of the discussions and providing information about their activities that facilitates coordination of GMS HRD initiatives with other HRD initiatives regionally, nationally, and internationally. Strategic partners also provide cofinancing of, and participate directly in, GMS HRD initiatives. The WGHRD will continue to develop its partnership with interested strategic partners.

## Financing

It is recognized that additional financing will be needed to undertake GMS HRD priorities. Increased visibility and cooperation of the WGHRD with governments and strategic partners is expected to help in attracting additional resources. Financing for GMS HRD initiatives will continue to be provided by ADB during 2009–2012, but with increased levels of cofinancing expected from GMS HRD strategic partners. It is expected that the number of strategic partners providing finances should increase during this period, including all countries that are important investors in GMS and that, therefore, have an important stake in GMS integration. It is also expected that GMS countries will gradually assume responsibility for financing a larger share of the costs of GMS HRD cooperation.

## Monitoring

The Results Framework (2009–2012) is presented in Appendix 3. A report on the progress of the implementation of the Action Plan will be presented at the WGHRD-10 meeting in 2011.

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<sup>18</sup> ILO, International Organization for Migration, United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Bank, and World Health Organization (WHO).

<sup>19</sup> ASEAN, GMS Academic and Research Network (GMSARN), Greater Mekong Subregion Tertiary Education Consortium Trust (GMSTEC), and United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP).

<sup>20</sup> Australia, the PRC, Denmark, France, New Zealand, Norway, Sweden, and Thailand.

## Appendix 1: Greater Mekong Subregion Human Resource Development Action Plan (2009–2012)

Program <sup>a</sup>	Project Title and Description	Indicative Time Frame	Estimated Cost
<b>I. Promoting Regional Cooperation in Education and Skills Development</b>			
a. Building capacity of GMS government officials in development management	<p><b>1. GMS Phnom Penh Plan for Development Management (Phase 3).</b> The TA will continue to build capacity of GMS government officials, strengthen GMS institutions, and encourage knowledge generation and dissemination. The PPP aims to accomplish this through a series of carefully designed learning activities and networking opportunities for civil servants in GMS.</p> <p><b>2. Phnom Penh Plan for Development Management (Phase 4).</b> This project will continue to build the capacity of GMS officials and institutions.</p>	<p>2007–2009 (ongoing)</p> <p>2010–2011</p>	<p>\$3.3 million: (ADB \$1 million; PRC \$500,000; New Zealand \$400,000; Republic of Korea \$500,000; AFD \$900,000)</p> <p>\$2.4 million: (ADB \$1.4 million; PRC \$500,000; Republic of Korea \$500,000)</p>
b. Developing and implementing education and skills standards, and quality assurance	<p><b>1. Developing and piloting a framework for the mutual recognition of technical and vocational skills in the GMS (Phase 1).</b> This project will contribute to the subregional technical skills and qualifications recognition framework. The project will develop a GMS technical and vocational skills recognition framework for three key skills areas for discussion and endorsement of relevant governments.</p> <p><b>2. Developing and piloting a framework for the mutual recognition of technical and vocational skills in the GMS (Phase 2).</b> The project will develop additional skills areas under the framework.</p> <p><b>3. Facilitating harmonization of technical and vocational teacher training standards.</b> This project will establish the teacher training standards for technical and vocational teachers in at least three key skills areas.</p> <p><b>4. Facilitating subregional cooperation in establishing quality assurance systems in technical and vocational education.</b> This project will support subregional cooperation in selected technical and vocational education institutions to help improve the quality assurance systems and so contribute to the quality of technical and vocational education programs.</p>	<p>2009–2011</p> <p>2011–2012</p> <p>2011–2012</p> <p>2011–2012</p>	<p>ADB-financed R-PATA: 7275 Implementing GMS HRD SFAP</p> <p>Funding to be sought: \$500,000</p> <p>Funding to be sought: \$200,000</p> <p>Funding to be sought: \$1 million</p>

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## Appendix 1: continued

Program <sup>a</sup>	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p>5. <i>Facilitating subregional cooperation in establishing quality assurance systems in higher education.</i> This project will support subregional cooperation in selected higher education institutions to help improve the quality assurance systems and so contribute to the quality of higher education programs.</p> <p>6. <i>Adopting secondary level exit standards and cross-border recognition.</i> This project will contribute to the development of subregional secondary level exit standards that will be mutually recognized by participating GMS countries.</p>	<p>2011–2012</p> <p>2011–2012</p>	<p>Funding to be sought: \$1 million</p> <p>Funding to be sought: \$500,000</p>
<b>II. Facilitating Safe Labor Migration within the Subregion</b>			
a. Enhancing labor migration management systems for safe migration of migrant workers in GMS	<p><b>1. A study on the relationship between economic development, demographic changes, and labor migration in GMS.</b> This project will explore the relationship between labor migration, economic development, and demographic changes in GMS to estimate future trends in labor migration.</p> <p><b>2. Improving labor migration management in GMS.</b> This project will use the findings from the labor migration trends study, as well as other sources, as basis for discussing future management of labor migration in GMS and implementing selected activities to support improved management.</p> <p><b>3. Improving information to potential migrants on the cross-border labor migration process.</b> This project will develop and provide a comprehensive information campaign for potential migrant workers in two sending countries about the labor market, legal migration process, and vulnerabilities associated with migration. Women will be specifically targeted in the campaign.</p> <p><b>4. Regional standard employment contract for technically skilled migrant workers in GMS.</b> This project will support GMS governments to develop a proposed subregional standard contract of employment for technically skilled migrant workers for discussion.</p>	<p>Q2 2009</p> <p>2009–2011</p> <p>2009–2010</p> <p>2010</p>	<p>ADB Financed</p> <p>ADB-financed R-PATA: 7275 Implementing GMS HRD SFAP</p> <p>ADB-financed R-PATA: 7275 Implementing GMS HRD SFAP</p> <p>ADB-financed R-PATA: 7275 Implementing GMS HRD SFAP</p>

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## Appendix 1: continued

Program <sup>a</sup>	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p>5. <i>Code of conduct for employment agencies facilitating cross-border labor migration.</i> This project will support GMS governments to develop and implement a subregional code of conduct for employment agencies involved in cross-border employment in GMS.</p>	2011	Funding to be sought: \$250,000
b. Enhancing social protection for migrant workers in the GMS	<p>1. <i>Improving access of migrant workers to basic social services (education and health) in the receiving countries in GMS.</i> This project will review the current access of migrant workers and their dependents to basic social services in the receiving countries, identify issues, and propose recommendations for action. Support will be provided to GMS governments to implement the agreed actions.</p> <p>2. <i>Review of social security services in GMS for migrant workers.</i> This project will review the status of social security systems covering migrant workers in GMS, identify issues, and propose subregional actions.</p>	2011	Funding to be sought: \$250,000
		2012	Funding to be sought: \$100,000
c. Improving labor market information for GMS	<p>1. <b>Strengthening of labor market information systems in the GMS (Phase 1).</b> This project will identify the required labor market set of indicators and the appropriate methodology for collecting, managing, and sharing labor information across the subregion. Labor market knowledge and skills will be enhanced through collaboration and sharing of best practices in developing usable labor market information and the system for sharing information.</p> <p>2. <i>Strengthening of labor market information systems in GMS (Phase 2).</i> This project will continue to develop the labor market information system for sharing labor information across the subregion.</p>	2009–2011	ADB-financed R-PATA: 7275 Implementing GMS HRD SFAP
		2012–2013	Funding to be sought: \$200,000
<b>III. Supporting Communicable Disease Control in the Subregion</b>			
a. Improving communicable disease control in GMS	<p>1. <b>GMS Regional Communicable Disease Control Project (Phase 1) (Grants 0025/0026/0027).</b> The project seeks to contain the spread of epidemic diseases at the local level and reduce the burden of common endemic diseases in Cambodia, the Lao PDR, and Viet Nam.</p>	2005–2010	\$39.7 million (ADB \$31.0 million; governments \$7.8 million; WHO \$900,000)

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## Appendix 1: continued

Program <sup>a</sup>	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p>2. <i>GMS Regional Communicable Disease Control Project (Phase 2) (40375-01)</i>. This project will build on the momentum and success of, and the lessons from, the phase 1 project in Cambodia, the Lao PDR, and Viet Nam. The project will focus on vulnerable populations in 30 high-priority provinces along the PRC–Lao PDR–Viet Nam border, the CLV triangle, the Viet Nam–Cambodia economic corridor, and the Cambodia–Thai border.</p>	2010–2015	\$40 million (ADB \$34 million; cofinancing or counterpart funding \$6 million)
b. Improving dengue control in GMS	<p>1. <b>Regional Public Goods for Health: Combating Dengue in ASEAN (RETA 7268)</b>. This regional TA project will pilot integrated vector management strategies in selected areas in two GMS countries (Cambodia and the Lao PDR) and the Philippines.</p> <p>2. <i>GMS Dengue Control Project</i>. The project will support dengue control in GMS.</p>	2009–2011	\$1 million (ADB \$1 million; WHO \$200,000 in-kind)
c. GMS Food and Drugs Safety	<p>1. <i>GMS Regional Food and Drugs Safety Assessment and Plan</i>. The study will examine food and drug safety regulation and implementation of quality assurance systems, and propose and plan for regional collaboration to improve food and drug safety with an emphasis on minimum regional standard and safe trading. This will be done in close collaboration with WHO and ASEAN.</p>	2010–2015	Funding to be sought: \$15 million
		2011	Funding to be sought: \$1 million
<b>IV. Enhancing Regional Cooperation for Social Development</b>			
a. Strengthening research on the social impacts of increased subregional connectivity	<p>1. <b>Social impact assessments in specific locations along the economic corridors</b>. This project will conduct social impact assessments in selected locations along the economic corridors. Other social impact assessments of the financial crisis on the poor and marginalized groups will also be conducted. The findings will be used to improve current and future projects along the corridors.</p>	2009–2010	ADB-financed R-PATA:7275 Implementing GMS HRD SFAP
b. Strengthening subregional cooperation in anti-human-trafficking activities	<p>1. <b>Integrating Human Trafficking and Safe Migration Concerns for Women and Children into Regional Cooperation (RETA 6448)</b>. This project will assist the social development subgroup to implement its work plan under the SFAP, including mainstreaming of human trafficking and safe migration concerns, and will support an enhanced regional policy dialogue and partnerships on these topics.</p>	2008–2010	\$390,000 (ADB financed; UNIAP in-kind)

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Appendix 1: continued

Program <sup>a</sup>	Project Title and Description	Indicative Time Frame	Estimated Cost
c. HIV/AIDS and infrastructure	<p><b>1. HIV/AIDS Prevention and the Infrastructure Sector (RETA 6321 Fighting HIV/AIDS in Asia and the Pacific Subproject 3).</b> The TA aims to help contain the spread of HIV and AIDS within GMS and to improve the knowledge base, practices, and institutional mechanisms available for effective implementation of HIV and AIDS prevention interventions in association with infrastructure projects. The countries covered are Cambodia, the PRC (Yunnan Province and Guangxi Zhuang Autonomous Region), the Lao PDR, and Viet Nam.</p> <p><b>2. HIV Prevention and the Infrastructure Sector: Mitigating Risk in the Greater Mekong Subregion (RETA 6467).</b> The TA will help reduce incidence of HIV transmission and prevalence of other sexually transmitted diseases in communities and population groups directly associated with ADB-financed infrastructure developments in three countries (Cambodia, the Lao PDR, and Viet Nam). This project includes eight subprojects.</p> <p><b>3. Capacity Building for HIV/AIDS Prevention in the GMS [PPTA 42179].</b> This project will support a package of HIV prevention interventions in priority border districts along economic corridors in the Lao PDR and Viet Nam.</p>	2006–2009   2008–2011  2009–2014	\$1.15 million (ADB)  A\$6 million (Australia \$6 million + ADB)  Funding to be sought (\$21.8 million; ADB \$21.3 million; governments \$500,000)
d. Strengthening capacity of vulnerable groups	<p><b>1. Developing Capacity Among Ethnic Minority Communities to Combat HIV/AIDS Phase 2 (RETA 6321 Subproject 4).</b> This project will develop a set of effective mechanisms whereby knowledge and capacity may be developed at different levels for reducing the risk of HIV/AIDS exposure among vulnerable ethnic populations living in remote areas in GMS.</p> <p><b>2. Documentation of the Development of Radio Dramas for Ethnic Minorities.</b> A paper will document the preparation and lessons learned from the development of radio dramas for ethnic minorities. This knowledge product will be shared widely to support future interventions of this nature.</p>	2009–2010  2009–2010	\$615,000 (ADB \$270,000; UNESCO \$345,000 cofinanced on a parallel basis)  ADB-financed R-PATA: 7275 Implementing GMS HRD SFAP
e. Strengthening capacity of women	<p><b>1. A review of the gender implications of regional economic integration.</b> This review will use the raw data from various regional projects (including regional TA projects—RETA 6171, RETA 6190, and RETA 6247) and will propose subregional actions.</p>		Funding to be sought: \$100,000

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## Appendix 1: continued

Program <sup>a</sup>	Project Title and Description	Indicative Time Frame	Estimated Cost
f. Enhancing the sense of GMS community in GMS youth	<p><b>1. GMS Youth Forum 2011.</b> The GMS Youth Forum is a series of events and activities held in the run-up to the triennial GMS leaders' summits. The objectives of the forum are to (i) 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) instill a sense of GMS community among the next generation of thinkers and decision makers.</p>	2010–2011	To be determined
<b>V. Strengthening Regional Institutional Links and Mechanisms for Regional Cooperation</b>			
a. Strengthening subregional cooperation for the HRD Action Plan.	<p><b>1. Strengthening Human Resource Development Cooperation in the GMS (RETA 6413).</b> This regional TA project will develop a strategic framework and action plan for discussion and endorsement by GMS countries. The project also supported the Regional Public Health Forum 2007.</p> <p><b>2. Implementation of the GMS Human Resource Development Strategic Framework and Action Plan (41369-01).</b> This regional TA project will strengthen HRD policy and strategy reform in GMS, and the operational links on intra-HRD and intersector HRD issues; and support partnerships with other development partners. It will also support the implementation of the HRD Action Plan, including meetings of the WGHRD and its subsector working groups. It will further support the development of a strategy to sustain GMS HRD cooperation.</p> <p><b>3. Implementation of the GMS Human Resource Development Strategic Framework and Action Plan 2011–2012.</b> The project will support the implementation of the HRD Action Plan including meetings of the WGHRD and its subsector working groups during 2011–2012.</p>	2007–2009  2009–2011	\$222,000 (ADB \$200,000; PRC \$22,000)  \$1.25 million (ADB)

ADB = Asian Development Bank; AFD = Agence Française de Développement; ASEAN = Association of Southeast Asian Nations; CLV = Cambodia, Lao PDR, and Viet Nam; GMS = Greater Mekong Subregion; HRD = human resource development; Lao PDR = Lao People's Democratic Republic; PPP = Phnom Penh Plan; PPTA = project preparatory technical assistance; PRC = People's Republic of China; Q2 = second quarter; R-PATA = regional policy and advisory technical assistance; RCIF = Regional Cooperation and Integration Fund; RETA = regional technical assistance; SFAP = Strategic Framework and Action Plan; TA = technical assistance; UNESCO = United Nations Educational, Scientific, and Cultural Organization; UNIAP = United Nations Inter-Agency Project on Human Trafficking; WGHRD = Working Group on Human Resource Development; WHO = World Health Organization.

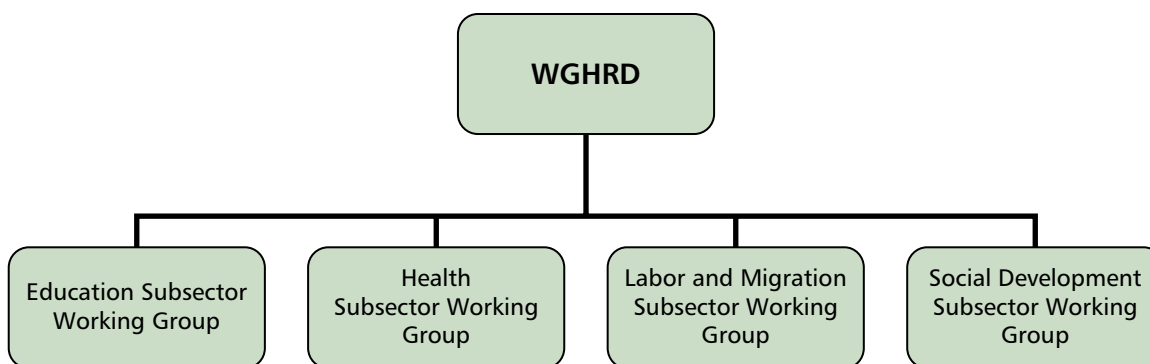
<sup>a</sup> Existing projects are in bold, potential projects are in italics. Additional projects can be added in the course of project preparation and implementation.

Source: Asian Development Bank.



## Appendix 2: Structure of the Greater Mekong Subregion Working Group on Human Resource Development

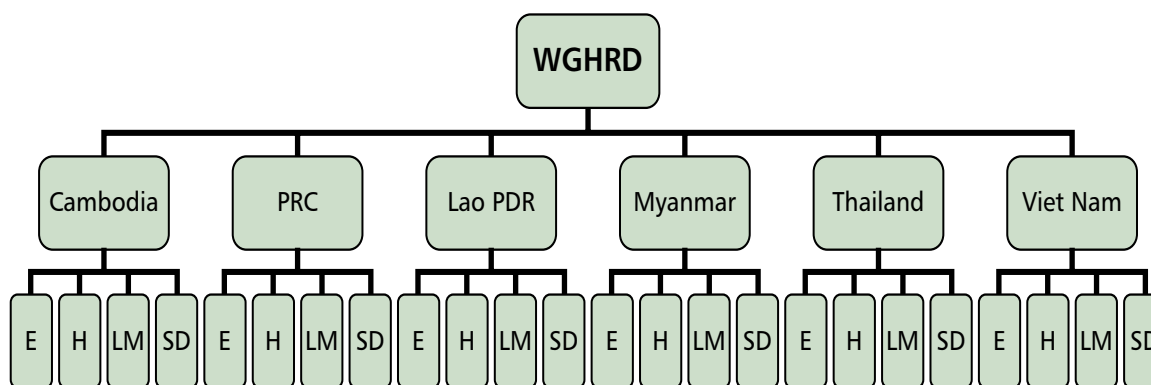
Figure A2.1: Working Group and its Four Subregional Subsector Working Groups



WGHRD = Working Group on Human Resource Development.

Source: Asian Development Bank.

Figure A2.2: National Subsector Working Groups

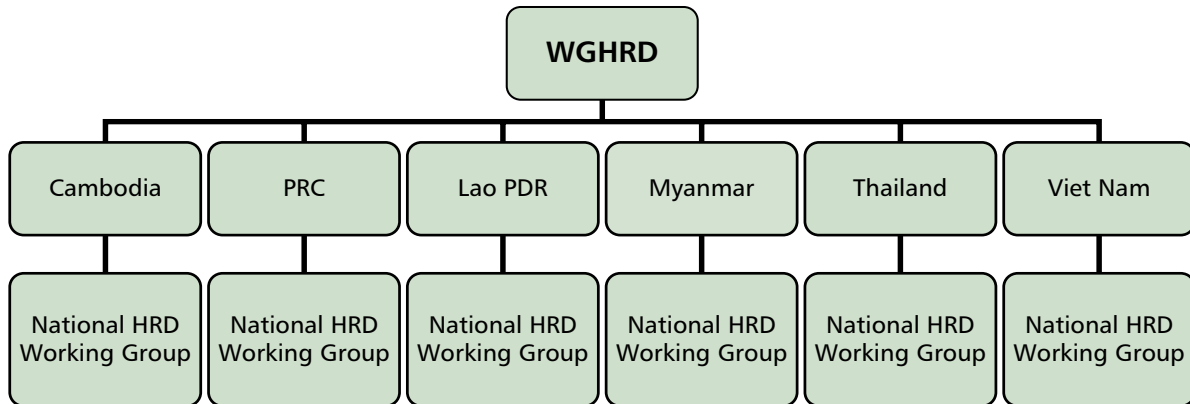


E = education, H = health, LM = labor and migration, SD = social development.

Lao PDR = Lao People’s Democratic Republic, PRC = People’s Republic of China, WGHRD = Working Group on Human Resource Development.

Source: Asian Development Bank.

Figure A2.3: National HRD 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: Asian Development Bank.

**Table AI: Functional Responsibilities**

Group	Organizational Level and Membership	Function
Working Group on Human Resource Development	<ul style="list-style-type: none"> <li>• Subregional</li> <li>• Country focal points for the whole working group and the four subsector working groups are the members; total of five members per country.</li> <li>• Total membership for the six GMS countries is 30 members.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and conceptual guidance for HRD in GMS</li> <li>• Propose future directions for HRD and associated actions</li> <li>• Identify and make links between the HRD subsectors and also with other GMS sectors</li> <li>• Report to SOM on the progress of the GMS HRD action plan</li> </ul>
Subregional subsector working groups	<ul style="list-style-type: none"> <li>• Subregional</li> <li>• Specific subsector working group</li> <li>• Country focal point for the specific subsector is a member of the subgroup.</li> <li>• Total membership for the six GMS countries is six members.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and oversee the implementation of the subsector working group work plan</li> <li>• Ensure intercountry cooperation and collaboration to advance the work plan</li> <li>• Identify and make links with other HRD subsectors and also with other GMS sectors</li> </ul>
National subsector working groups	<ul style="list-style-type: none"> <li>• National</li> <li>• Specific subsector working group</li> <li>• Coordinated by the country focal point for the subsector</li> <li>• Membership reflects the ministries and agencies involved in that subsector at national level.</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss the current progress on actions under the work plan from a national perspective</li> <li>• Contribute to the country statements at the subregional subsector meetings</li> <li>• Ensure interagency cooperation and collaboration to advance the implementation of the work plan</li> <li>• Develop potential actions for the rolling work plan</li> </ul>
National HRD working groups	<ul style="list-style-type: none"> <li>• National</li> <li>• Country focal points for the whole working group and the four subsector working groups are the members; total five members.</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss HRD directions from a national perspective</li> <li>• Discuss and make links between the various HRD sectors</li> <li>• Contribute to the country statements at the WGHRD</li> <li>• Report to the various national subgroups for information and consideration in future work</li> </ul>

GMS = Greater Mekong Subregion, HRD = human resource development, SOM = senior officials' meeting, WGHRD = Working Group on Human Resource Development.

Source: Asian Development Bank.

## Appendix 3: Results Framework (2009–2012)

Strategic Directions/ Opportunities	Indicators	Data Sources and/or Reporting Mechanisms
<b>Impact</b>	<ul style="list-style-type: none"> <li>• More rapid economic growth and poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>• National accounts, household surveys</li> </ul>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Skilled workers as a percentage of total intra-GMS migrant workers increased</li> <li>• Legal migrants as a percentage of total intra-GMS migrants increased</li> <li>• Incidence of malaria, dengue fever, and HIV and AIDS in GMS border areas decreased</li> <li>• Cross-border transmission of HIV and AIDS, avian influenza, and other emerging diseases is effectively controlled</li> <li>• Cross-border human trafficking is reduced</li> <li>• Minimum food and drug safety standards are adopted</li> <li>• Increased continuity in the WGHRD and subgroup focal points and in the WGHRD meeting participants</li> <li>• WGHRD initiatives are consistent with the GMS HRD Strategic Framework</li> <li>• GMS HRD initiatives are well aligned with national policies and strategies and are complementary to national, other regional, and international initiatives</li> <li>• ADB's financing of GMS HRD initiatives decreases as a percentage of the total over time</li> <li>• Benefits of GMS HRD cooperation are distributed equitably among GMS countries</li> </ul>	<ul style="list-style-type: none"> <li>• Migration reports in Thailand</li> <li>• Migration reports in Thailand</li> <li>• Health ministry reports/social surveillance reports in border areas</li> <li>• Health ministry reports</li> <li>• Regional/country reports</li> <li>• Health ministry reports</li> <li>• Summary reports of WGHRD meetings</li> <li>• End of period evaluation of SFAP</li> <li>• End of period evaluation of SFAP</li> <li>• End of period evaluation of SFAP</li> <li>• End of period evaluation of SFAP</li> </ul>

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## Appendix 3: continued

Strategic Directions/ Opportunities	Indicators	Data Sources and/or Reporting Mechanisms
<b>Strategic Thrusts/ Outputs</b>		
<b>1. Promoting regional cooperation in education and skills development</b>	<ul style="list-style-type: none"> <li>• Phase 4 of PPP implemented</li> <li>• Agreement on mutual recognition of competency-based qualifications for three core technical and vocational education skill areas</li> <li>• Agreement on common standards for specific types of technical and vocational teacher training</li> <li>• Subregional cooperation supported to improve quality assurance systems in technical and vocational education</li> <li>• Subregional cooperation supported to improve quality assurance systems in selected higher education institutions</li> <li>• Subregional cooperation supported to develop secondary level exit standards</li> </ul>	<ul style="list-style-type: none"> <li>• Annual PPP reports</li> <li>• Text of agreements</li> <li>• Text of agreements</li> <li>• Summary reports of meetings</li> <li>• Summary reports of meetings</li> <li>• Summary reports of meetings</li> </ul>
<b>2. Facilitating safe labor migration within the subregion</b>	<ul style="list-style-type: none"> <li>• Selected activities to improve labor migration management successfully implemented</li> <li>• Comprehensive information campaign for potential migrant workers successfully implemented in two sending countries</li> <li>• Proposed subregional standard contract for technically skilled migrant workers developed</li> <li>• Subregional code of conduct for employment agencies in cross-border employment in GMS developed and implemented</li> <li>• Review of current access of GMS migrant workers and their dependents to basic social services in the receiving countries completed</li> <li>• Review of the status of social security systems covering GMS migrant workers completed</li> <li>• Agreed labor market information system</li> </ul>	<ul style="list-style-type: none"> <li>• Regional/country reports</li> <li>• Regional/country reports</li> <li>• Summary reports of meetings</li> <li>• Summary reports of meetings Regional and country reports</li> <li>• Completed review</li> <li>• Completed review</li> <li>• Labor surveys, country reports to the WGHRD</li> </ul>

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## Appendix 3: continued

Strategic Directions/ Opportunities	Indicators	Data Sources and/or Reporting Mechanisms
<b>3. Supporting communicable disease control in the subregion</b>	<ul style="list-style-type: none"> <li>• Subregional projects to control cross-border transmission of diseases, such as HIV and AIDS, malaria, dengue fever, and avian influenza successfully implemented</li> <li>• Review of GMS food and drug safety regulation and implementation of quality assurance systems completed</li> <li>• Plan for regional collaboration to improve food and drug safety proposed</li> </ul>	<ul style="list-style-type: none"> <li>• Project monitoring reports</li> <li>• Completed review</li> <li>• Proposed plan and/or summary reports of meetings</li> </ul>
<b>4. Enhancing regional cooperation for social development</b>	<ul style="list-style-type: none"> <li>• Subregional projects to reduce human trafficking successfully implemented</li> <li>• Projects to prevent the spread of HIV and AIDS in connection with GMS infrastructure investments successfully implemented</li> <li>• Project to reduce the risk of HIV and AIDS infection among vulnerable ethnic minority groups successfully implemented</li> <li>• Paper documenting the preparation and lessons learned from the development of radio dramas for ethnic minority communities prepared and disseminated widely</li> <li>• Review of the gender implications of regional economic integration prepared</li> <li>• GMS Youth Forum successfully conducted in 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Regional and/or country reports</li> <li>• Regional and/or country reports</li> <li>• Regional and/or country reports</li> <li>• Completed paper and/or dissemination plans</li> <li>• Completed review</li> <li>• Regional and/or country reports</li> </ul>
<b>5. Strengthening regional institutional links and mechanisms for regional cooperation</b>	<ul style="list-style-type: none"> <li>• WGHRD meetings held every 2 years</li> <li>• WGHRD and subsector focal points designated in each GMS country</li> <li>• Representatives of the WGHRD and of the subsector focal points attend WGHRD meetings</li> <li>• Issues and/or subsector-based discussions at WGHRD or separate subsector meetings organized</li> <li>• Representatives of the WGHRD focal points participate in issues and/or subsector-based meetings and in the key meetings of other working groups</li> </ul>	<ul style="list-style-type: none"> <li>Summary reports of WGHRD meetings</li> <li>Summary reports of WGHRD meetings</li> <li>Summary reports of WGHRD meetings</li> <li>Summary reports of full WGHRD meetings or reports from separate subgroup-based meetings</li> <li>Summary reports of WGHRD meetings</li> </ul>

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*Appendix 3: continued*

Strategic Directions/ Opportunities	Indicators	Data Sources and/or Reporting Mechanisms
	<ul style="list-style-type: none"> <li>• Increased understanding of HRD issues by other GMS working groups</li> <li>• Strategy and plan for the sustainability of GMS HRD cooperation developed and approved</li> <li>• GMS HRD subsector action plans are consistent with the approved Strategic Framework and are implemented on a timely basis</li> </ul>	<p>Surveys of the participants in the meetings of other GMS working groups</p> <p>Summary reports of WGHRD meetings</p> <p>End of period evaluation of SFAP</p>

ADB = Asian Development Bank, GMS = Greater Mekong Subregion, HRD = human resource development, PPP = Phnom Penh Plan, SFAP = Strategic Framework and Action Plan, WGHRD = Working Group on Human Resource Development.

Source: Asian Development Bank.

## Strategic Framework and Action Plan for Human Resource Development in the Greater Mekong Subregion (2009–2012)

The Greater Mekong Subregion (GMS) Economic Cooperation Program is aimed at promoting closer economic ties and cooperation and improving the quality of life in the subregion by emphasizing the “3 Cs”: connectivity, competitiveness, and community. Human resource development (HRD), with its potential to enhance competitiveness, increase returns on physical connectivity, and build a sense of community, is one of the five strategic areas of cooperation under the program. HRD covers the four subsectors of education and skills development, health, labor and migration, and social development. This document sets out the regional HRD challenges and opportunities for cooperation and outlines the first GMS HRD Strategic Framework and Action Plan. The Action Plan 2009–2012 reflects the priorities presented in the Strategic Framework with a clear focus on regional HRD issues that require regional solutions.

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