



Greater Mekong Subregion
ECONOMIC COOPERATION PROGRAM

Document Stage: Draft for Consultation
6 May 2009

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

ABBREVIATIONS

ADB	–	Asian Development Bank
APEC	–	Asia-Pacific Economic Cooperation
ASEAN	–	Association of Southeast Asian Nations
GMS	–	Greater Mekong Subregion
HRD	–	human resource development
GMS-SF	–	Greater Mekong Subregion Strategic Framework
LAO PDR	–	Lao People's Democratic Republic
PRC	–	People's Republic of China
MDG	–	millennium development goal
PPP	–	Phnom Penh Plan
RETA	–	regional technical assistance
SFAP	–	Strategic Framework and Action Plan
WGHRD	–	Working Group on Human Resource Development

NOTE

In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. The Greater Mekong Subregion (GMS), consisting of Cambodia, the People's Republic of China, (PRC),¹ Lao People's Democratic Republic (Lao PDR), Myanmar, Thailand and Viet Nam, has a combined population of approximately 324 million.² 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 (GMS-SF) (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.

2. 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 Mid-Term Review of the GMS SF (2002–2012) noted that although the WGHRD have addressed key HRD concerns in the GMS, program development and implementation has been essentially project-based and lacked 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 (SFAP).

3. This document explains the rationale for GMS cooperation in HRD, details the strategic framework and presents the action plan consisting of priority actions for implementation during 2009–2012. The SFAP were developed in consultation with GMS countries and other stakeholders through a series of national, subgroup and subregional meetings. Recommendations from recent WGHRD meetings and other relevant 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.

II. BACKGROUND

4. The WGHRD had its inception meeting in December 1996 and to date, a total of eight meetings have been held. These meetings have identified numerous HRD issues of common and regional interest to the GMS member countries and have led in many cases to subregional HRD initiatives involving some or all of the GMS countries.

5. Many of these initiatives have been highly successful such as the flagship Phnom Penh Plan (PPP) capacity development program that provides training in development management to government officials. The PPP program is now in its third phase. Several initiatives to control important infectious diseases such as avian influenza, severe acute respiratory syndrome, dengue, HIV and AIDS have also been very successful. The first communicable disease control project involving three countries (Cambodia, Lao PDR, and Viet Nam) conceptualized and developed by the WGHRD health subgroup was approved in 2005. In addition, the WGHRD

¹ The People's Republic of China has been represented geographically in the Greater Mekong Subregion (GMS) by Yunnan Province and Guangxi Zhuang Autonomous Region.

² ADB 2007.

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 GMS countries about their own programs, resources and initiatives in the subregion.

6. 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 activities supported by the working group. Two overarching and significant concerns relate to a lack of focus on important HRD issues of a "regional" nature 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 non-existent criteria for prioritizing the myriad of HRD issues, (ii) multi-sectoral composition of the group resulting in limited internal cohesion and sectoral silos inhibiting collaboration on cross-sector HRD initiatives, (iii) limited ownership in the GMS countries due to its multi-sectoral make-up, (iii) 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, (iv) limited links between WGHRD and other GMS sector working groups to support HRD across the other sectors, and (v) organizational problems related to continuity of country representatives.

7. The WGHRD's successes to date and the concerns mentioned above are reflected in the findings and recommendations of the 2007 Mid-Term Review of the GMS-SF. 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 cross-cutting 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 SFAP.

III. KEY GMS HRD CHALLENGES

8. The GMS is developing very rapidly in the context of 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 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 the GMS.³ In addition, the cross-border transmission of communicable diseases (some emerging, some existing) and human and drug trafficking are increasing concerns in the GMS.⁴ There is also growing concern about the social

³ Shortages of certain types of skilled workers are frequently cited in Thailand and Viet Nam, while Thailand faces an acute shortage of unskilled workers due to relatively slow growth in its labor force. Emerging shortages of skilled workers in both Cambodia and Lao PDR are also cited. Evidence of pressure on national health systems to provide better quality healthcare is the rapid growth in recent years in cross-border travel within the GMS to obtain medical care and foreign investment in the hospital sectors of several GMS countries.

⁴ IOM, ESCAP, UNFPA, UNICEF, UNIFEM, UNDP, UNAIDS and ILO, "Situation Report on International Migration in East and South-East Asia," Bangkok, 2008.

and health impact of rapid growth and subregional integration in border areas, many of which are inhabited predominantly by highly vulnerable ethnic groups.⁵

9. 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 the GMS countries and in the degrees of development of their social sectors.⁶ For example, levels of per capita GDP ranged from US\$510 to US\$3,133 among the six GMS countries in 2006, while values of the Human Development Index ranged from 0.553 to 0.784 in 2004.⁷ According to the Mid-Term 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 non-poor if effective counter measures are not adopted.

10. 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 to provide skilled and unskilled workers with cross-border employment opportunities.⁸ 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.⁹ 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.¹⁰ Migrants also have difficulties accessing needed 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.¹¹

11. **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 human beings (creates “human and social

⁵ In particular, it is noted that relatively high prevalence of HIV/AIDS is found in the border areas of some GMS economic corridors (IOM et al., op. cit.).

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

⁷ These data are taken from the *Mid-Term Review of the GMS Strategic Framework*, Asian Development Bank, Manila (2007). The Human Development Index (HDI) is a composite index measuring a country’s average achievement in three basic dimensions of human development, i.e., a long and healthy life, knowledge and a decent standard of living.

⁸ International Labour Office, “Labor and Social Trends in ASEAN 2008,” Regional Office for Asia and the Pacific, Bangkok, 2008.

⁹ IOM et al., op. cit..

¹⁰ For example, current HIV/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 TB prevalence rate varies between 197 and 665 cases per 100,000 persons.

¹¹ 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 Vietnam to Thailand. See IOM, “Forecasting of Migration Flows,” op. cit.

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 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 their efficient and equitable utilization.

IV. OPPORTUNITIES FOR GMS HRD COOPERATION

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

13. HRD cooperation and integration will contribute to broad economic growth and sustainable social development within the GMS. It will 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 as an important means to support economic growth and social development and to 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.¹²

14. During the WGHRD meetings, a large number of issues and potential areas of cooperation in HRD have been identified and discussed, some of which 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:

- (i) Facilitating subregional integration by harmonizing national HRD regulations, standards, policies and procedures;
- (ii) Addressing cross-border HRD issues resulting from subregional integration;
- (iii) Obtaining additional value by conducting selected activities at the subregional level;

¹² It has been estimated that 1.8 million labor migrants contributed 1.25% to Thai GDP in 1996 and that remittances from cross-border labor migrants in Cambodia are currently equal to 4.1% of GDP (ILO, “Labor and Social Trends in ASEAN 2008,” op. cit.).

- (iv) Exchanging relevant information and experience within the subregion (for example, to facilitate achievement of the Millennium Development Goals [MDGs]); and
- (v) Complementing subregional investments in other sectors.

15. **Harmonization.**¹³ 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 standardization of labor regulations (for example, minimum conditions of employment and regulation of child labor), border health certification, cross-border migration regulations and procedures (for example, the registration of cross-border workers, employment contracts, ensuring migrants' access to social services and regulation of the activities of private recruitment companies), standardizing teacher training in key areas such as technical training, language, portability of educational and training qualifications across borders (for example, the transfer of credits among GMS universities), and 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 require considerable time to achieve. However, a phased approach would be possible to progress towards achieving the full benefits.

16. **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 (for example, HIV and AIDS, TB and SARS) 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.

17. **Additional value through subregional cooperation.** Some HRD activities involve significant economies of scale, public goods or provide other opportunities that can be most effectively exploited through subregional cooperation. Examples include regional disease surveillance, some types of specialized training or research, information and communication technology initiatives in education and health (for example, use of distance learning technologies in training institutions), quality testing of pharmaceuticals and the manufacture of vaccines, the provision of regional labor market information, and cooperation in developing information and communications materials for ethnic groups (for example, educational radio programs for ethnic groups in cross border areas). The development management training for GMS government officials under the PPP is a highly successful example of the additional value that can be obtained by conducting selected activities at the subregional level, in this case from (i) developing a common GMS approach to problem solving (by exposing GMS government

¹³ The Concise Oxford Dictionary, "harmonize" means to "make or be harmonious or in agreement, make consistent".

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.¹⁴

18. **Exchange of information and experience.** Most GMS countries face many of the same HRD challenges (or have faced them in the recent past), for example, 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) education and health system strengthening, (ii) improving access to education and health services in remote areas, (iii) non-communicable disease control (including road safety), (iv) quality assurance in education and health services, (v) governance reforms in education, (vi) country-level planning and results monitoring in education and health, (vii) decentralization of education and health services, (viii) development of social security systems and other social protection mechanisms, and (ix) public administration reform. Information, good practices and experience can be exchanged through subsector and cross-cutting meetings and forums, through strengthened institutional links and networks between and within GMS countries, through training and related activities under the PPP and by using advanced information and communications 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.

19. **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 the period 2006–2015. Similarly, the benefits from enhanced connectivity in the transport sector depend critically on the education levels of the population residing along transportation 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 inter-sectoral and cross-cutting 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 resources 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.

20. **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 in order 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, with scope for **regional cooperation** and that require **regional solutions**.

21. **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

¹⁴ *Enhancing the Impact of the Phnom Penh Plan for Development Management in the GMS* prepared by Prof. Lindsay Falvey. 2008.

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-sectoral perspective is needed, and a strategy is required to sustain GMS HRD cooperation over time. With regard to the latter, it has been a goal of the WGHRD from the beginning to gradually transfer responsibility for sustaining the GMS HRD program and initiatives from ADB to the GMS countries. However, very little has so far been done to advance this objective.

V. HRD STRATEGY

22. **Goal of the HRD Strategy.** The HRD strategy will contribute towards the 10-year GMS-SF 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, including in particular women and ethnic minorities.¹⁵ The **goal of the HRD strategy** is to foster sustainable regional human resource development, thereby contributing to increased subregional competitiveness, connectivity and community, in order to promote and sustain economic growth and social development in GMS countries and to enhance poverty reduction by delivering the benefits of regional cooperation and integration more equitably.

23. The **objectives of the HRD strategy** are to:

- (i) Support HRD initiatives that directly facilitate the process of subregional cooperation and integration (for example, labor migration management, harmonization of 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
- (ii) Address cross-border HRD issues directly linked to GMS integration (for example, the cross-border transmission of communicable diseases, human trafficking).

24. 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.

25. 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.

26. In support of the strategy and objectives, the WGHRD

- (i) has developed an Action Plan for the period 2009–2012 consisting of five strategic thrusts, and
- (ii) will develop an effective and sustainable enabling organizational and operational framework to support GMS HRD cooperation that complements other frameworks and avoids duplication.

¹⁵ ADB. 2002. *Building on Success, A Strategic Framework for the Next Ten Years of the GMS Economic Cooperation Program*. Manila.

VI. HRD STRATEGIC THRUSTS

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

- (i) Promoting regional cooperation in education and skills development,
- (ii) Facilitating safe labor migration within the subregion,
- (iii) Supporting communicable disease control in the subregion,
- (iv) Enhancing regional cooperation for social development, and
- (v) Strengthening regional institutional links and mechanisms for regional cooperation.

28. **Promoting regional cooperation in education and skills development.** Regional cooperation and integration in many sectors (for example, agriculture and tourism) create 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 young and prime labor force ages (15–24 and 25–59) from the three neighboring countries to Thailand.¹⁶ 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 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.

29. **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 efforts have been made on a bilateral level to regularize migration flows between some GMS countries, but to date they have not been very successful.¹⁷ 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.¹⁸ This strategic thrust will support meetings of the GMS subgroup on Labor and Migration and is also expected to support (i) actions to improve labor migration management, (ii) development of an improved subregional labor market information system, (iii) harmonization of 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) progressing dialogue on the access of labor migrants to social security services.

30. **Supporting communicable disease control in the subregion.** Some aspects of subregional integration, including tourism, cross-border labor migration 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 control communicable diseases effectively in border areas (for example, malaria and dengue fever) or to develop

¹⁶ World Bank, *Labor Migration in the Greater Mekong Sub-region Synthesis Report Phase 1*. 2007.

¹⁷ IOM et al., "Situation Report on International Migration in East and South East Asia, op. cit.

¹⁸ ILO, "Labour and Social Trends in ASEAN 2008," op. cit.

effective prevention programs for populations in border areas.¹⁹ This strategic thrust is currently supporting a regional project for the timely and effective control of cross-border epidemics, for 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 is also expected to build capacity for HIV and AIDS prevention in the GMS and to continue a second phase of assistance in regional communicable disease control.

31. 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 and children and ethnic groups. This strategic thrust seeks to (i) mitigate 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 capacity of vulnerable groups and women, (v) enhance 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.

32. 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 the period 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 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:

- (i) Ensure that HRD initiatives are well aligned with national policies and strategies and that they do not duplicate national, other regional or international initiatives;
- (ii) Facilitate more equitable distribution of the benefits of HRD cooperation among the GMS countries;
- (iii) Coordinate 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
- (iv) Establish 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 and on a timely basis.

VII. HRD ACTION PLAN

33. 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.

¹⁹ ADB. 2008. *An Operational Plan for Improving Health Access and Outcome under Strategy 2000*. Manila.

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 of the issues are complex and require a phased approach over a period of time. The Action Plan is a living document and subject to refinement and adjustment as the working group may deem appropriate. The design of the initiatives will consider sustainability of the outputs. The list of current and proposed priority projects for the period 2009–2012 is presented in Appendix 1.

VIII. WGHRD STRUCTURE AND IMPLEMENTATION ARRANGEMENTS

A. WGHRD Institutional Arrangements

34. The multi-sectoral nature of the work group has resulted in some problems associated with country ownership of the WGHRD, continuity of membership and retaining momentum of activities in-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 interactions between the groups. It is proposed this will be done through more frequent subsector meetings and virtual meetings (video-conferences). The WGHRD structure and institutional arrangements will be strengthened at subregional, subsector, and national levels.

35. The new structure consists of an overarching WGHRD, complemented by subsector working groups, and national HRD working groups. Diagrams of the structure are presented in Appendix 2. The WGHRD will function as an overarching group composed of five representatives from each country—a WGHRD focal point from a governmental unit with a broad inter-sectoral and cross-cutting focus and a focal point for each of the subsectors, education, health, labor and migration), and social development.

- 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 participate in the key meetings of other relevant GMS sector working groups to identify HRD and any cross-sectoral issues that need WGHRD consideration.
- a subregional ‘virtual’ network comprising the WGHRD focal points is established to provide opportunities for regular interaction in-between meetings and to discuss progress on the implementation of the action plan.

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

- separate subregional meetings of the subsector working groups will be held.
- country subsector focal points convene country meetings of relevant ministries and agencies to facilitate progress on initiatives and activities in the Action Plan.
- subregional ‘virtual’ networks comprising the respective subsector focal points are established for each subsector to provide on-going support to the implementation of the Action Plan.

37. 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 are held as necessary to discuss subregional HRD issues and Action Plan from a country perspective.

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

B. Strategic Partners

39. The need to coordinate WGHRD initiatives closely with those of other organizations was recognized from the outset and reinforced by the Mid-Term Review as an important cross-cutting issue and challenge. Strategic partners in the GMS HRD program currently include international organizations,²⁰ regional and subregional organizations,²¹ bilateral donor,²² NGOs²³ and GMS institutions.²⁴ 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 at the national, regional and international levels. Strategic partners also provide co-financing of GMS HRD initiatives and participate directly in GMS HRD initiatives. The WGHRD will continue to develop and deepen its partnership with interested strategic partners.

C. Financing

40. It is recognized that additional financing will be needed in the future to undertake GMS HRD priorities. Increased visibility and cooperation of the WGHRD with governments and with strategic partners is expected to help in attracting additional resources. Financing for GMS HRD initiatives will continue to be provided by ADB during the period 2009–2012, but with increased levels of co-financing 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 the GMS and that therefore have an important stake in GMS integration. It is also expected that the GMS countries will gradually assume responsibility for financing a larger share of the costs of GMS HRD cooperation.

D. Monitoring

41. A monitoring framework for the Strategic Framework and Action Plan is presented in Appendix 3.

²⁰ The World Bank, the International Labor Organization, the International Organization for Migration, UNESCO, and WHO.

²¹ ASEAN, GMSARN, GMSTEC, UNESCAP.

²² Australia, Denmark, France, New Zealand, Norway, People's Republic of China, Sweden and Thailand.

²³ The Rockefeller Foundation.

²⁴ Universities and research institutes.

ACTION PLAN^a**Proposed Activities for Implementation in 2009-2012**

^a Action Plan is broadly based on the Vientiane Plan of Action as well as proposed initiatives arising from the consultations.

^b Existing projects are in bold. Potential projects are in italics. Additional projects can be added in the course of project preparation and implementation.

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
I. PROMOTING REGIONAL COOPERATION IN EDUCATION AND SKILLS DEVELOPMENT			
a. Building capacity of GMS government officials in development management	<p>1. GMS Phnom Penh Plan for Development Managers (Phase 3)</p> <p>The TA will continue to build capacity of GMS government officials, strengthen GMS institutions, and encourage knowledge generation and dissemination. PPP aims to accomplish this through a series of carefully designed learning activities and networking opportunities for civil servants in the GMS.</p>	2007-2009 (on-going)	\$3.3 million: (ADB \$1 million; PRC \$0.5 million; NZ \$400,00; Korea \$500,000; AFD \$900,000)
	<p><i>2. Phnom Penh Plan for Development Management (Phase 4)</i></p> <p><i>This Project will continue to build the capacity of GMS officials and institutions.</i></p>	<i>2010-2011</i>	<i>\$2.4 million:</i> <i>(ADB \$1.4 million; PRC \$500,000; Korea \$500,000)</i>
b. Developing and implementing education and skills standards, and quality assurance	<p>1. Developing and piloting a framework for the mutual recognition of technical skills in the GMS Phase 1</p> <p>This project will contribute to the subregional technical skills and qualifications recognition framework. The project will develop a GMS technical skills recognition</p>	2009-2011	ADB financed R-PATA-7275 Implementing GMS HRD SFAP

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
	framework for three key skills areas for discussion and endorsement of relevant governments.		
	<p>2. <i>Developing and piloting a framework for the mutual recognition of technical skills in the GMS Phase 2</i></p> <p><i>The project will develop additional skill areas under the framework.</i></p>	2011-2012	Funding to be sought: \$500,000
	<p>3. <i>Facilitating harmonization of technical teacher training standards.</i></p> <p><i>This project will establish the teacher training standards for technical teachers in at least three key skill areas.</i></p>	2011-2012	Funding to be sought : \$200,000
	<p>4. <i>Facilitating subregional cooperation in establishing quality assurance systems in technical education.</i></p> <p><i>This project will support subregional cooperation in selected technical education institutions to help improve the quality assurance systems and so contribute to the quality of technical education programs.</i></p>	2011-2012	Funding to be sought: \$ 1 million
	<p>5. <i>Facilitating subregional cooperation in establishing quality assurance systems in higher education.</i></p> <p><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.</i></p>	2011-2012	Funding to be sought: \$1 million
	<p>6. <i>Adopting secondary level exit standards and cross-border recognition</i></p>	2011-2012	Funding to be sought: \$500,000

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
	<i>This project will contribute to the development of subregional secondary level exit standards that will be mutually recognized by participating GMS countries.</i>		
II. FACILITATING SAFE LABOR MIGRATION WITHIN THE SUBREGION			
a. Enhancing labor migration management systems for safe migration of migrant workers in the GMS	<p>1. A study on the relationship between economic development, demographic changes and labor migration in the GMS.</p> <p>This project will explore the relationship between labor migration, economic development and demographic changes in the GMS to estimate future trends in labor migration</p>	Q 2, 2009	Financed by ADB
	<p>2. Improving the labor migration management in the GMS</p> <p>This project will use the findings from the labor migration trends study as well as other sources as a basis for discussing future management of labor migration in the GMS and implementing selected activities to support improved management.</p>	2009-2011	ADB financed R-PATA-7275 Implementing GMS HRD SFAP
	<p>3. Improving information to potential migrants on the cross border labor migration process</p> <p>This project will develop and provide a comprehensive information campaign in two sending countries for potential migrant workers about the labor market, legal migration process and vulnerabilities associated with migration. Women will be specifically targeted in the campaign.</p>	2009-2010	ADB financed R-PATA-7275 Implementing GMS HRD SFAP

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p>4. Regional Standard Employment Contract for technically skilled migrant workers in the GMS</p> <p>This project will support GMS governments to develop a proposed subregional standard contract of employment for technically skilled migrant workers for discussion.</p>	2010	ADB financed R-PATA–7275 Implementing GMS HRD SFAP
	<p><i>5. Code of conduct for employment agencies facilitating cross-border labor migration. This project will support GMS governments to develop and implement a subregional code of conduct for employment agencies involved in cross-border employment in the GMS.</i></p>	2011	<i>Funding to be sought: \$250,000</i>
b. Enhancing social protection for migrant workers in the GMS	<p><i>1. Improving access of migrant workers to basic social services in the receiving countries in the GMS</i></p> <p><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.</i></p>	2011	<i>Funding to be sought: \$250,000</i>
	<p><i>2. Review of social security services in GMS for migrant workers</i></p> <p><i>This project will review the status of social security systems covering migrant workers in the GMS, identify issues and propose subregional actions.</i></p>	2012	<i>Funding to be sought: \$100,000</i>
c. Improving labor market information for the GMS	<p>1. Strengthening of labor market information systems in GMS Phase 1</p>	2009-2011	ADB financed R-PATA–7275 Implementing GMS HRD SFAP

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p>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 the collaboration and the sharing of best practices in developing usable labor market information and the system for sharing information.</p> <p><i>2. Strengthening of labor market information systems in GMS Phase 2</i></p> <p><i>This project will continue to develop the labor market information system for sharing labor information across the subregion.</i></p>		
III. SUPPORTING COMMUNICABLE DISEASES CONTROL IN THE SUBREGION			
a. Improving communicable disease control in the GMS	<p>1. GMS Communicable Disease Control Project (Phase 1) [Grant 0025/26/27]</p> <p>The project is to contain the spread of epidemic diseases at local level and reduce the burden of common endemic diseases in 3 countries, Cambodia, Lao PDR, Viet Nam.</p>	2005-2010	\$39.7 million (ADB \$31 million; governments \$7.8 million; WHO \$900,000)
	<p>2. RETA: Regional Public Goods for Health: Combating Dengue in ASEAN</p> <p>This RETA will pilot integrated vector management strategies in selected areas in 2 GMS countries (Lao PDR, CAM), and PHI</p>	2009-2011	\$1 million (ADB \$1 million; WHO \$200,000 (in-kind))
	<p><i>3. GMS: Communicable Disease Control Project (Phase 2) [40375-01]</i></p>	<i>2010-2015</i>	<i>\$41 million (ADB \$34.5 million; Australia \$2 million;</i>

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p><i>CDC-2 will build on the momentum and success of, and lessons from the GMS CDC-1 in Cambodia, Lao PDR, Viet Nam. The project will focus on vulnerable populations in 30 high priority provinces along China-Lao-Vietnam border, the CLV triangle, the Vietnam-Cambodia economic corridor, and the Cambodia-Thai border.</i></p>		<p><i>governments \$4.5 million)</i></p>
	<p><i>4. GMS Dengue Control Project.</i></p> <p><i>The project will support dengue control in the GMS.</i></p>	<p><i>2010-2015</i></p>	<p><i>Funding to be sought</i></p>
	<p><i>5. GMS cross-border surveillance and response project.</i></p> <p><i>The project will strengthen cross-border collaboration of provinces in the control of emerging and endemic diseases including collaboration with the animal health sector.</i></p>	<p><i>2010-2012</i></p>	<p><i>Funding to be sought</i></p>
	<p><i>6. Access to health services and education for migrant workers and border populations.</i></p> <p><i>The project will help improve access to health services and education for labor migrants and border populations.</i></p>	<p><i>2011-2012</i></p>	<p><i>Funding to be sought</i></p>
<p>b. Quality of Medicines in the GMS</p>	<p><i>1. Study of Improving the Quality of Medicines in the GMS.</i></p> <p><i>This study will examine the status of drug standards and quality assurance systems to ensure quality of medicines within the region. It will identify issues and opportunities for regional harmonization to support the safe trading of drugs within the region.</i></p>	<p><i>2011</i></p>	<p><i>Funding to be sought.</i></p>

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
IV. ENHANCING REGIONAL COOPERATION FOR SOCIAL DEVELOPMENT			
a. Strengthening research on the social impacts of increased subregional connectivity	<p>1. Social Impact Assessments in specific locations along the economic corridors.</p> <p>This project will conduct social impact assessments in selected locations along the economic corridor. 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	<p>1. Integrating Human Trafficking and Safe Migration Concerns for Women and Children into Regional Cooperation [RETA 6448]</p> <p>The impact will be enhanced integration of concerns about human trafficking and safe migration of women and children into ADB-assisted subregional cooperation and integration strategies and interventions in the GMS. The two outcomes in the GMS will be (i) assisting the social development subgroup to implement its work plan under the SFAP, including enhanced mainstreaming of human trafficking and safe migration concerns and (ii) enhanced regional policy dialogue and partnerships on these topics.</p>	2008-2010	\$390,000 (ADB financed; UNIAP [in-kind])
c. HIV and AIDS and Infrastructure	<p>1. HIV/AIDS Prevention and the Infrastructure Sector [RETA 6321 Fighting HIV/AIDS in Asia and the Pacific Subproject 3]</p> <p>The TA is to help contain the spread of HIV and AIDS within the GMS and to improve the knowledge base, practices and institutional mechanisms available for effective implementation of HIV and AIDS prevention</p>	2006- 2009	\$1.15 million (ADB financed)

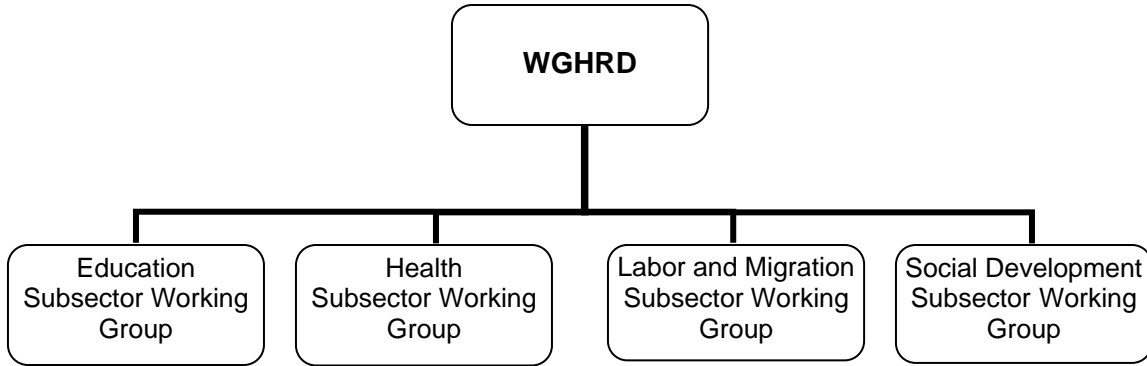
Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p>interventions in association with infrastructure projects. The countries covered by this TA are Cambodia, PRC (Yunnan Province and Guangxi Zhuang Autonomous Region), Lao PDR, and Viet Nam, PRC (Yunnan province and Guangxi Zhuang Autonomous Region).</p>		
	<p>2. HIV Prevention and the Infrastructure Sector: Mitigating Risk in the Greater Mekong Subregion [RETA 6467]</p> <p>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 3 countries, (Lao PDR, Viet Nam, and Cambodia). This project includes 8 subprojects.</p>	<p>2008-2011</p>	<p>\$6 million (Australia \$6 million + ADB)</p>
	<p><i>3. Capacity Building for HIV/AIDS Prevention in the GMS [PPTA 42179]</i></p> <p><i>This project will support a package of HIV prevention interventions in priority border districts along economic corridors in Lao PDR and Viet Nam.</i></p>	<p><i>2009-2014</i></p>	<p><i>Funding to be sought (\$21.8 million: ADB \$21.3 million; governments \$500,000)</i></p>
<p>d. Strengthening capacity of vulnerable groups</p>	<p>1. Developing Capacity Among Ethnic Minority Communities to Combat HIV/AIDS Phase 2 [RETA 6321 Subproject 4]</p> <p>The impact is to reduce the risk of HIV and AIDS exposure among vulnerable ethnic minority populations living in remote areas in the GMS. The outcome is to develop a set of effective mechanisms, whereby knowledge and capacity may be developed at different levels for risk reduction and effective protection of vulnerable ethnic minority populations.</p>	<p>2009-2010</p>	<p>\$615,000 (ADB \$270,000; UNESCO \$345,000 cofinanced on a parallel basis)</p>

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost
	<p>2. Documentation of the Development of Radio Dramas for Ethnic Minorities</p> <p>A paper will document the preparation and lessons learnt 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	ADB financed R-PATA-7275 Implementing GMS HRD SFAP
e. Strengthening capacity of women	<p><i>1. A review of the gender implications of regional economic integration</i></p> <p><i>This review will use the raw data from various regional projects including RETA 6171, RETA 6190 and RETA 6247 and will propose subregional actions.</i></p>	2010	Funding to be sought: \$100,000
f. Enhancing the sense of GMS community in GMS youth	<p><i>1. GMS Youth Forum 2011</i></p> <p><i>The GMS Youth Forum is a series of events and activities held in the run-up to the triennial GMS Leaders' Summits. The objectives are (i) to raise awareness about the GMS Program and its processes among the region's young people (aged 20 to 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.</i></p>	2010-2011	TBD
V. STRENGTHENING REGIONAL INSTITUTIONAL LINKS AND MECHANISMS FOR REGIONAL COOPERATION			
a. Strengthening subregional cooperation for the HRD Action Plan	<p>1. Strengthening Human Resource Development in the GMS [RETA 6413]</p> <p>This RETA will develop a strategic framework and action plan for discussion and endorsement by the GMS countries. The RETA also supported the Regional Public Health Forum 2007.</p>	2007-2009	\$222,000 (ADB \$200,000; PRC \$22,000)
	2. Implementation of the GMS Human Resource	2009-2011	\$1.25 million

Program ^b	Project Title and Description	Indicative Time Frame	Estimated Cost (ADB financed)
	<p>Development Strategic Framework and Action Plan [41369-01]</p> <p>This RETA will strengthen HRD policy and strategy reform in the GMS, operational links on intra-HRD and inter-sectoral HRD issues and support partnerships with other development partners. It will support the implementation of the HRD action plan including meetings of the WGHRD and its subgroups. It will also support the development of a strategy to sustain GMS HRD cooperation.</p>		
	<p><i>3. Implementation of the GMS Human Resource Development Strategic Framework and Action Plan 2011-2012</i></p> <p><i>The project will support the implementation of the HRD action plan including meetings of the WGHRD and its subgroups from 2001-2012.</i></p>	2011-2012	<p><i>\$1.9 million (ADB financed \$700,000; PRC \$500,000; RCIF \$750,000)</i></p>

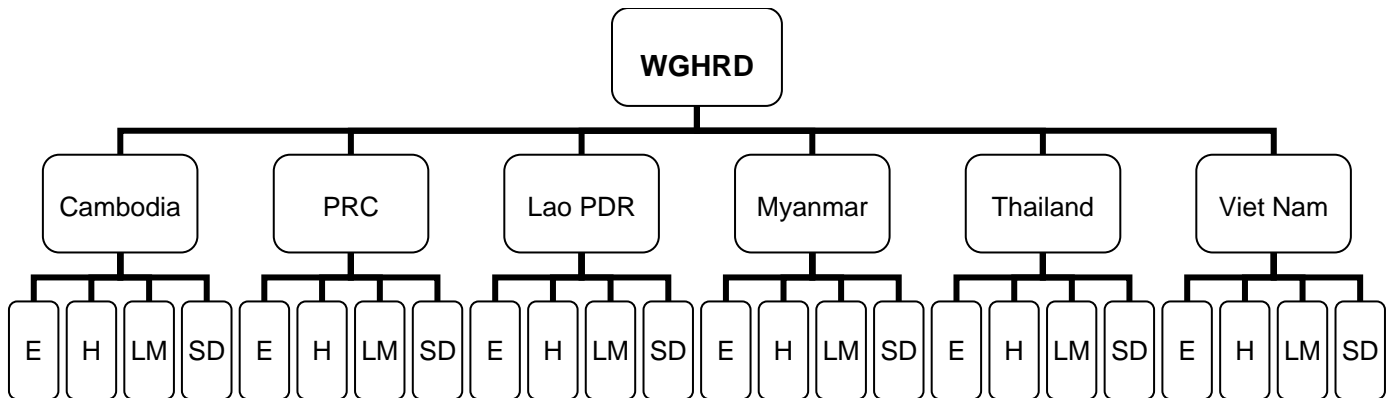
STRUCTURE OF THE GREATER MEKONG SUBREGION WORKING GROUP ON HUMAN RESOURCE DEVELOPMENT

Figure 2A: Working Group and its Four Subregional Subsector Working Groups



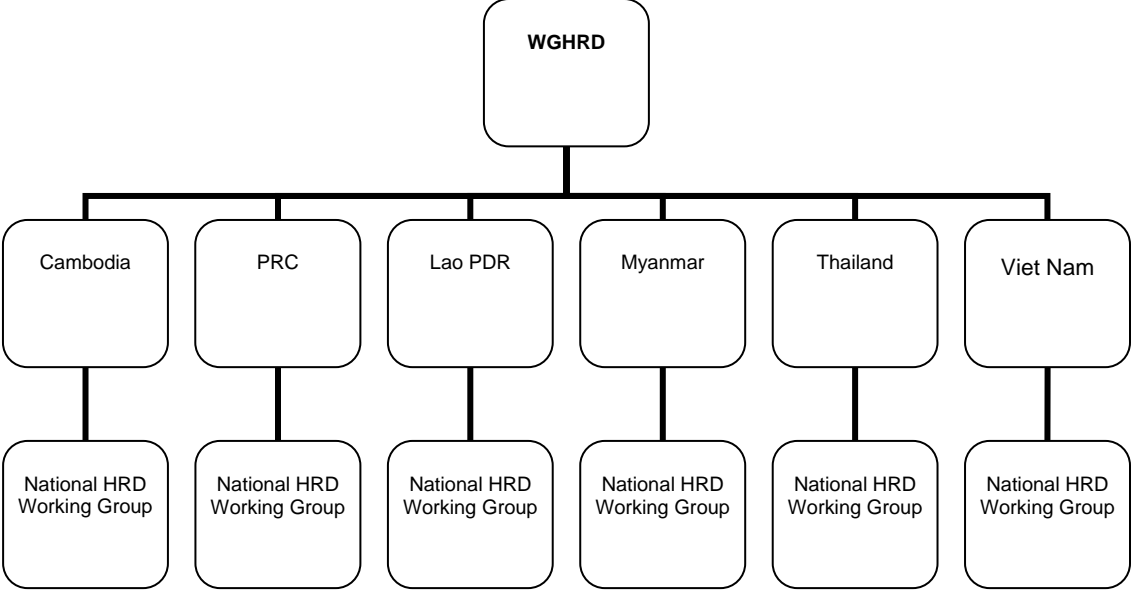
WGHRD = working group on human resource development.
 Source: Asian Development Bank.

Figure 2B: National Subsector Working Groups



E = education, H = health, LM = labor and migration, SD = social development.
 Lao PDR = Lao People's Democratic Republic, WGHRD = working group on human resource development.
 Source: Asian Development Bank.

Figure 2C: National Human Resource Development Groups



HRD = human resource development, Lao PDR = Lao People's Democratic Republic.
WGHRD = working group on human resource development.
Source: Asian Development Bank.

Table A2: 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 subsector working groups 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 - Proposed future directions for HRD and associated actions - Identify and make links between the HRD subsectors and also with other GMS sectors - Report to SOM on the progress of the GMS HRD action plan
Subregional Subsector Working Groups	<ul style="list-style-type: none"> - Subregional - Specific subsector working group - Country focal point for the specific subsector is a member of the subgroup - Total membership for the six GMS countries is six members 	<ul style="list-style-type: none"> - Develop and oversee the implementation of the subsector working group work plan - Ensure intercountry cooperation and collaboration to advance the work plan - Identify and make links with other HRD subsectors and also with other GMS sectors
National Subsector Working Groups	<ul style="list-style-type: none"> - National - Specific subsector working group - Coordinated by the country focal point for the subsector - Membership reflects the ministries and agencies involved in that subsector at national level 	<ul style="list-style-type: none"> - Discuss the current progress on actions under the work plan from a national perspective - Discussions contribute to the country statements at the subregional subsector meetings - Ensure interagency cooperation and collaboration to advance the implementation of the work plan - Develop potential actions for the rolling work plan
National HRD Working Group	<ul style="list-style-type: none"> - National - Country focal points for the whole working group and the four subsector working groups are the members, total five members 	<ul style="list-style-type: none"> - Discuss HRD directions from a national perspective - Discuss and make links between the various HRD sectors - Discussions contribute to the country statements at the WGHRD - Discussions are reported back to the various national subgroup for information and consideration in future work

RESULTS FRAMEWORK (2009–2012)

Strategic Directions/Opportunities	Indicators	Data Sources/Reporting Mechanisms
Impact	<ul style="list-style-type: none"> • More rapid economic growth and poverty reduction 	<ul style="list-style-type: none"> • National accounts, household surveys
	<ul style="list-style-type: none"> • Skilled workers as a percentage of total intra-GMS migrant workers increased 	<ul style="list-style-type: none"> • Migration reports in Thailand
	<ul style="list-style-type: none"> • Legal migrants as a percentage of total intra-GMS migrants increased 	<ul style="list-style-type: none"> • Migration reports in Thailand
	<ul style="list-style-type: none"> • The incidence of malaria, dengue fever and HIV and AIDS in GMS border areas decreased 	<ul style="list-style-type: none"> • Health ministry reports
	<ul style="list-style-type: none"> • The cross-border transmission of HIV and AIDS, avian influenza and other emerging diseases is effectively controlled 	<ul style="list-style-type: none"> • Health ministry reports
	<ul style="list-style-type: none"> • Cross-border human trafficking is reduced 	<ul style="list-style-type: none"> • Regional/country reports
	<ul style="list-style-type: none"> • Trade in fake drugs is reduced 	<ul style="list-style-type: none"> • Health ministry reports
	<ul style="list-style-type: none"> • There is increased continuity in WGHRD and subgroup focal points and in WGHRD meeting participants 	<ul style="list-style-type: none"> • Summary reports of WGHRD meetings
	<ul style="list-style-type: none"> • WGHRD initiatives are consistent with the GMS HRD Strategic Framework 	<ul style="list-style-type: none"> • End of period evaluation of SFAP
	<ul style="list-style-type: none"> • GMS HRD initiatives are well aligned with national policies and strategies and are complementary to national, other regional and international initiatives 	<ul style="list-style-type: none"> • End of period evaluation of SFAP
	<ul style="list-style-type: none"> • ADB's financing of GMS HRD initiatives decreases as a percentage of the total over time 	<ul style="list-style-type: none"> • End of period evaluation of SFAP
	<ul style="list-style-type: none"> • The benefits of GMS HRD cooperation are distributed equitably among the GMS countries 	<ul style="list-style-type: none"> • End of period evaluation of SFAP
Strategic Thrusts/Outputs		
1. Promoting regional cooperation in education and skills development	<ul style="list-style-type: none"> • Numbers of government managers trained through the Phnom Penh Plan increased 	<ul style="list-style-type: none"> • Annual PPP reports
Regional cooperation in education and skills development facilitated	<ul style="list-style-type: none"> • Agreement on mutual recognition of competency based qualifications for three core technical and vocational education skill areas 	<ul style="list-style-type: none"> • Text of agreements

Strategic Directions/Opportunities	Indicators	Data Sources/Reporting Mechanisms
	<ul style="list-style-type: none"> Agreement on common standards for specific types of technical and vocational teacher training 	<ul style="list-style-type: none"> Text of agreements
	<ul style="list-style-type: none"> Subregional networks, centers of excellence and twinning arrangements between GMS education, research and training institutions developed 	<ul style="list-style-type: none"> Report from 'Higher Education Cooperation' project
<p>2. Facilitating safe labor migration within the subregion</p> <p>Labor migration within the subregion facilitated</p>	<ul style="list-style-type: none"> Agreed labor market information system 	<ul style="list-style-type: none"> Labor surveys, country reports to the WGHRD
<p>3 Supporting Communicable Disease Control in the subregion</p> <p>Subregional and cross-border communicable disease concerns in the subregion addressed</p>	<ul style="list-style-type: none"> Subregional projects to control cross-border transmission of diseases, such as HIV and AIDS, malaria, dengue fever and avian influenza implemented 	<ul style="list-style-type: none"> Project monitoring reports
<p>4. Enhancing regional cooperation for social development</p> <p>Regional cooperation for social development strengthened</p>	<ul style="list-style-type: none"> Subregional projects to reduce human trafficking implemented Vulnerability of women and ethnic groups in border areas to HIV and AIDS and human trafficking reduced Training and IEC materials in ethnic languages for use in border areas published 	<ul style="list-style-type: none"> Regional/country reports Social surveillance reports in border areas Training and IEC materials
<p>5. Strengthening regional institutional links and mechanisms for regional cooperation</p> <p>Regional institutional links and mechanisms for regional cooperation strengthened</p>	<ul style="list-style-type: none"> WGHRD meetings held every 2 years WGHRD and subsector focal points designated in each GMS country Representatives of the WGHRD and of the subsector focal points attend WGHRD meetings Issues and/or subsector based discussions at WGHRD or separate subsector meetings organized Representatives of the WGHRD focal points participate in issues and/or subsector based meetings and in the key meetings of other working groups 	<ul style="list-style-type: none"> Summary reports of WGHRD meetings Summary reports of WGHRD meetings Summary reports of WGHRD meetings Summary reports of full WGHRD meetings or reports from separate subgroup based meetings Summary reports of WGHRD meetings

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