

**INDEPENDENT ASSESSMENT OF THE  
HUMAN RESOURCES DEVELOPMENT WORKING GROUP (HRDWG)**

Recommendations by Independent Assessor	Comments from member economies and/or APEC Secretariat	Suggested Action to be taken by SCE or HRDWG	Proposed timeline to implement the recommendation by HRDWG	Agreement on the suggested action (Yes/No)
<b>RECOMMENDATIONS TO HRDWG</b>				
<b>Recommendation to HRDWG 1.</b> Improve the process for developing high-quality, high-priority Concept Notes.	<u>APEC Secretariat</u> : The recommendation provided by the independent assessor was quite detailed and only the headline is presented here, see the report for more detail.	As per the recommendation.	SCE2 2015	
<b>Recommendation to HRWG 2.</b> Ensure that HRDWG objectives align with all APEC mission and priority statements.	<u>APEC Secretariat</u> : The recommendation provided by the independent assessor was quite detailed and only the headline is presented here, see the report for more detail.	As per the recommendation.	SCE2 2015	
<b>Recommendation to HRDWG 3.</b> The Lead Shepherd should consider additional, low-cost opportunities to develop future HRDWG leaders.	<u>APEC Secretariat</u> : The recommendation provided by the independent assessor was quite detailed and only the headline is presented here, see the report for more detail.	As per the recommendation.	Ongoing.	
<b>Recommendation to HRDWG 4.</b> Structure meetings to maximize time dedicated to substantive discussion.	<u>APEC Secretariat</u> : The recommendation provided by the independent assessor was quite detailed and only the headline is presented here, see the report for more detail.	As per the recommendation.	SCE2 2015	
<b>Recommendation to HRDWG 5.</b> Refine selection criteria and desired skill sets for the Lead Shepherd.	<u>APEC Secretariat</u> : The recommendation provided by the independent assessor was quite detailed and only the headline is presented here, see the report for more detail.	As per the recommendation.	SCE2 2015	

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<b>RECOMMENDATIONS TO HRDWG</b>				
<b>Recommendation to HRDWG 6.</b> Take evaluation seriously at all levels, including project planning and implementation.	<u>APEC Secretariat</u> : The recommendation provided by the independent assessor was quite detailed and only the headline is presented here, see the report for more detail.	As per the recommendation.	Ongoing.	
<b>Recommendation to HRDWG 7.</b> Demonstrate continued commitment to gender equality in all HRDWG activities and projects.	<u>APEC Secretariat</u> : The recommendation provided by the independent assessor was quite detailed and only the headline is presented here, see the report for more detail.	As per the recommendation.	Ongoing	