

ANNEX A: SUBSTANTIVE REQUIREMENTS

A.1 TOPICS

The specific research outputs aim to support ASEAN Member States in meeting current and future needs towards post-COVID-19 recovery, resilience and inclusiveness of labour markets in ASEAN. They will focus on issues of significance concerning vulnerable workers that will support the implementation of the ASEAN Vision 2025, ASCC Blueprint 2025, ALM Work Programme 2021-2025, and ASEAN Declaration on HRD for the Changing World of Work. Those are aligned with the Sustainable Development Goals (SDGs) particularly Goal 8 to “Promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all”.

In particular, those research outputs will support the ASCC Blueprint 2025’s Strategies Measures towards the greater contribution of private sector and community to support lifelong learning and workforce development (E.2.ix); development of human capital, economic self-reliance and sustainable livelihood (B.2.vi); skills development and entrepreneurship of women, youth and persons with disabilities (A.2.vii, A.4, A.6); and engagement of private sector on CSR (C.3.ii).

The research outputs will also support attainment of the ALM’ Work Programme’s desired outcomes in these thematic areas:

- Thematic Area 5 Corporate Social Responsibility (CSR) in labour sector
- Thematic Area 6 Response to the future of work including emerging trends in employment relations
- Thematic Area 8 Skills development including technical and vocational education and training (TVET)
- Thematic Area 10 Promotion of inclusive employment including for rural employment, unemployed youth, persons with disabilities, and other vulnerable workers¹ through employment support services, skills matching, and entrepreneurship/ SMEs
- Thematic Area 16 Expansion of social protection to all workers

The research outputs may be considered as implementation of several corresponding actions planned in the Roadmap of ASEAN Declaration on HRD for the Changing World of Work¹. Those also contribute to implementation of the Vientiane Declaration on Transition from Informal Employment to Formal Employment towards Decent Work Promotion in ASEAN²; ASEAN Guidelines for Corporate Social Responsibility on Labour³; ASEAN Declaration on Promoting Competitiveness, Resilience and Agility of Workers for the Future of Work⁴; and ASEAN Labour Ministers’ Statement on the Future of Work: Embracing Technology for Inclusive and Sustainable Growth⁵.

¹ <https://asean.org/wp-content/uploads/2021/08/ASEAN-Declaration-on-Human-Resources-Development-for-the-Changing-World-of-Work-and-Its-Roadmap.pdf>

² <https://asean.org/wp-content/uploads/2016/09/Vientiane-Declaration-on-Employment.pdf>

³ <https://asean.org/wp-content/uploads/2012/05/ASEAN-Guidelines-for-CSR-on-Labour.pdf>

⁴ <https://asean.org/asean-declaration-on-promoting-competitiveness-resilience-and-agility-of-workers-for-the-future-of-work/>

⁵ <https://asean.org/asean2020/wp-content/uploads/2021/01/ASEAN-Labour-Ministers-Statement-on-the-Future-of-Work-Embracing-Techno....pdf>

The Future of Work Platform will produce the following outputs. Deliverables of topic 1 (flagship report 1 and policy briefs 1.1 and 1.2) have been completed. **Therefore, the consultant shall continue working on Topic 2 and Topic 3 below. A total of 2 flagship reports and 4 policy briefs shall be delivered within the agreed timeline.**

- A. Topic 1: Flagship Report 1** – Participation of private sector and communities on HRD for the future
 - **Policy Brief 1.1** – Integrating skills training investment in business models or business upgrading strategies
 - **Policy Brief 1.2** – Promoting business incubation strategies to support entrepreneurs and start-up businesses of young talents
- B. Topic 2: Flagship Report 2** – Removing barriers and gaps for persons with disabilities' participation in the world of work
 - **Policy Brief 2.1** – Maximizing ICT and digital transformation to promote equal opportunities
 - **Policy Brief 2.2** – Innovative policies and strategies to promote persons with disabilities' employability and access to income opportunities
- C. Topic 3: Flagship Report 3** - Promoting inclusive HRD strategies to sustain productivity
 - **Policy Brief 3.1** – Empowering female workforce for the future of work: redefining productivity and work-life balance
 - **Policy Brief 3.2** – Strengthening governance of employment outsourcing for decent work

A.2 ASEAN HRD ROADMAP

ASEAN HRD Roadmap Key Result Area	ASEAN HRD Roadmap's Possible Action	Corresponding paper under the Future of Work Platform
1.1. Higher investment in skills development to adapt to the changing world of work	1.1.2. Provide and review of policies to incentivise investment by companies in skills training.	• Flagship Report 1 – Participation of private sector and communities on HRD for the future
1.2. Effective policies and initiatives	1.2.3. Higher education:	• Policy Brief 1.2 – Promoting business incubation strategies to

throughout the key stages of education and training (i.e. basic education, TVET, higher education) and skills development in organisations that will meet current and future skills needs and allow occupational mobility and career development	• Establish incubators for entrepreneurship and innovation;	support entrepreneurs and start-up businesses of young talents
	1.2.5. Skills development in organisations: • Promote business models that incorporate reskilling and up-skilling of workers; • Support institutionalisation of skills trainings in SMEs;	• Policy Brief 1.1 – Integrating skills training investment in business models or business upgrading strategies
2.1. Improved access to and quality of education, skills training and job opportunities for all especially women, people with disabilities, elderly, those in rural and/or remote areas and those employed in SMEs	2.1.1. Provide support to women, girls and underprivileged groups to pursue formal and non-formal education programmes: • Identify and remove barriers to increased participation of women, girls, youth and underprivileged groups in TVET and higher education; • Identify capability gaps in TVET institutions for gender and social inclusion;	• Flagship Report 2 – Removing barriers and gaps for persons with disabilities' participation in the world of work • Policy Brief 2.1 – Maximizing ICT and digital transformation to promote equal opportunities • Policy Brief 2.2 – Innovative policies and strategies to promote persons with disabilities' employability and access to income opportunities
3.2. Enhanced leadership of business, industry and educational institutions on HRD	3.2.2. Provide incentives and recognition to companies investing resources in skills training, internships and apprenticeships: • Identify good models of incentivising the participation of business and industry in	• Flagship Report 1 – Participation of private sector and communities on HRD for the future • Policy Brief 1.1 – Integrating skills training investment in

	education and skills training (e.g. Skills Award in the ASEAN Business Awards).	business models or business upgrading strategies
4.1. Responsive and cohesive labour, educational, economic policies and institutional frameworks	4.1.1. Enhance the responsiveness and cohesiveness of labour, educational, economic policies and institutional frameworks in promoting the following aspects: • Industry-led skills initiatives as part of business upgrading strategies, including sector-based skills needs identification and skills strategies; • Workplace learning, including quality apprenticeship to facilitate smooth school-to-work transition; • Business models that incorporate re-skilling, up-skilling and new skills acquisition of workers; • Competencies, productivity, job flexibility (including mobility) of workers; • Career progression maps with required qualifications and indicative wage levels;	• Flagship Report 1 – Participation of private sector and communities on HRD for the future • Policy Brief 1.1 – Integrating skills training investment in business models or business upgrading strategies • Policy Brief 3.1 – Empowering female workforce for the future of work: redefining productivity and work-life balance
5.1. Responsive and cohesive labour, educational, economic policies and institutional frameworks	5.1.3 Development of breakthrough policies/ mechanisms that promote key human resource of the economy (entrepreneurs, scientists and technologists, state management personnel and high-skilled workers).	• Policy Brief 1.2 – Promoting business incubation strategies to support entrepreneurship and start-up businesses of young talents

ASEAN Guidelines for CSR on Labour's Priority Areas	Corresponding paper under the Future of Work Platform
12. Employment and Employment Relationship	12.1. Enterprises/ establishments should pursue policies designed to promote equality of opportunity and treatment in employment, and should not discriminate workers based on race, national extraction, social origin, religion, language, age, gender, sexual orientation, political opinion, membership of workers' organisations, nationality, or due to disability, pregnancy, marital status, parenthood, or HIV status. 12.2. Enterprises/ establishments should not benefit from unfair, exploitative or abusive labour practices of their partners, suppliers, or sub-contractors. • Flagship Report 3 - Promoting inclusive HRD strategies to sustain productivity • Policy Brief 3.1 – Empowering female workforce for the future of work: redefining productivity and work-life balance • Policy Brief 3.2 – Strengthening governance of employment outsourcing for decent work
13. Human Resources Development and Training	13.1. Enterprises/ establishments should pursue human resources development policies and programmes that provide relevant trainings and life-long learning opportunities for all levels of their employees to develop their skills and promote career opportunities. 13.2. Enterprises/ establishments should promote hiring workers from the vulnerable sector (e.g. out-of-school youth, persons with disabilities). • Flagship Report 2 – Removing barriers and gaps for persons with disabilities' participation in the world of work • Policy Brief 2.1 – Maximizing ICT and digital transformation to promote equal opportunities • Policy Brief 2.2 – Innovative policies and strategies to promote persons with disabilities' employability and

		access to income opportunities
Vientiane Declaration on Transition from Informal Employment to Formal Employment towards Decent Work Promotion in ASEAN		Corresponding paper under the Future of Work Platform
Take appropriate measures at the national level to promote wide access to decent jobs, entrepreneurship opportunities, skills development, decent work conditions, and income security that would contribute to equitable and sustainable development and inclusive growth in ASEAN;		Flagship Report 1 – Participation of private sector and communities on HRD for the future Policy Brief 1.1 – Integrating skills training investment in business models or business upgrading strategies Policy Brief 1.2 – Promoting business incubation strategies to support entrepreneurship and start-up businesses of young talents
Integrate labour matters into national policies and programmes that promote entrepreneurship, sustainable MSMEs and other forms of business models, by expanding access to information of relevant regulations, financial services and support, and market opportunities;		
Strengthen policies and programmes, and encourage cooperation and collaboration of enterprises, self-employed workers, and cooperative units, to provide support to workers in informal employment who are vulnerable to decent work deficits [...];		Policy Brief 3.2 – Strengthening governance of employment outsourcing for decent work
ASEAN Declaration on Promoting Competitiveness, Resilience and Agility of Workers for the Future of Work⁶		Corresponding paper under the Future of Work Platform
Foster the efforts to increase labour productivity of ASEAN Member States through strengthening policy measures and implementation of a holistic framework in the management of labour productivity		Flagship Report 3 - Promoting inclusive HRD strategies to sustain productivity

⁶ <https://asean.org/asean-declaration-on-promoting-competitiveness-resilience-and-agility-of-workers-for-the-future-of-work/>

which involves institutional approaches, strategies, and cultures;	• Policy Brief 3.1 – Empowering female workforce for the future of work: redefining productivity and work-life balance • Policy Brief 3.2 – Strengthening governance of employment outsourcing for decent work
• Encourage the participation of the communities as well as private business in capacity building initiatives and business incubation strategies to enable young talent, including those in the rural areas, to create start-up businesses and develop entrepreneurship;	Flagship Report 1 – Participation of private sector and communities on HRD for the future • Policy Brief 1.1 – Integrating skills training investment in business models or business upgrading strategies • Policy Brief 1.2 – Promoting business incubation strategies to support entrepreneurship and start-up businesses of young talents
• Encourage the optimisation of the use of secure internet of things (IOT) to intensify and advance manpower training, job creation, job placement, career advancement, [...];	• Policy Brief 1.2 – Promoting business incubation strategies to support entrepreneurship and start-up businesses of young talents • Policy Brief 2.1 – Maximizing ICT and digital transformation to promote equal opportunities

ASEAN Labour Ministers' Statement on the Future of Work: Embracing Technology for Inclusive and Sustainable Growth⁷	Corresponding paper under the Future of Work Platform
• Encourage and support efforts of businesses, including MSMEs, to invest in decent work according to international standards and to harness and manage technology which will improve the quantity and quality of jobs in existing and emerging sectors of employment;	All flagship reports and policy briefs
• Share best practices among AMS on implementing responsive policies and initiatives to address the changing nature of employment relationships, [...]	All flagship reports and policy briefs

⁷ <https://asean.org/asean2020/wp-content/uploads/2021/01/ASEAN-Labour-Ministers-Statement-on-the-Future-of-Work-Embracing-Techno....pdf>

