



Asia-Pacific
Economic Cooperation



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APEC "HEALTHY WOMEN, HEALTHY ECONOMIES" WORKSHOP: SHARING IMPLEMENTATION EXPERIENCES

Outcomes Report

**APEC "HEALTHY WOMEN,
HEALTHY ECONOMIES"
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Introduction

How do health and workplace policies and programs impact women across the Asia Pacific? The APEC Healthy Women, Healthy Economies (HWHE) initiative brought together a group of governments, businesses, and organizations to illustrate the impacts, and answer this question at the 2017 HWHE workshop. These individuals gathered to focus solely on health related policies impacting women's ability to work, a key impediment to increasing women's economic participation across the region.

APEC has been a global leader in addressing health related policies that impact women's economic empowerment since 2015. Better health outcomes for women and girls lead to their greater economic participation, which leads to higher economic growth. When women are impacted by issues such as sexual harassment in the workplace, poor leave policies, and lack of on the job safety protections, they are unable to reach full productivity. With the launch of the multi-year Healthy Women, Healthy Economies (HWHE) initiative in 2015, APEC welcomed a policy toolkit: a menu of options and actions that economies may pursue in part or as a whole to achieve HWHE objectives. To harness the power that APEC offers as a regional organization, the toolkit was developed with participation and input from all APEC economies. This critical part of the development process ensured that the toolkit would be applicable and practical for a wide range of economies and businesses.

In 2016, the initiative encouraged implementation at a two-day workshop. During the workshop APEC launched several tools from the toolkit that included: an economic case study for governments; a business case for businesses; an evaluation framework that will enable implementers to measure progress; and a wide variety of implementation case studies. For many implementers, it was imperative to provide a tool that would go beyond the moral argument and demonstrate the empirical evidence and key messaging needed to enact impactful policies. This quantitative evidence helped spur implementation across the region, while the monitoring and evaluation framework provided a menu of indicators that could be used by public and private sector implementers to track results.

The three-year old initiative expanded its reach in 2017, holding a one-day workshop in May 2017 to hear from HWHE implementers as they dive into deeper phases of implementation. The workshop served as a forum to discuss present gaps in data collection and monitoring and evaluation systems that would enable HWHE leaders to more accurately measure the impact of programs and communicate this impact to domestic stakeholders. The workshop saw participation by 46 participants across 12 APEC economies, as well as representatives from numerous private sector partners, including Merck KGaA Darmstadt, Germany and General Electric. Partners that provided non-governmental and civil society perspectives included BSR, the International Labour Organization (ILO), and the Asian Forum of Parliamentarians on Population and Development.

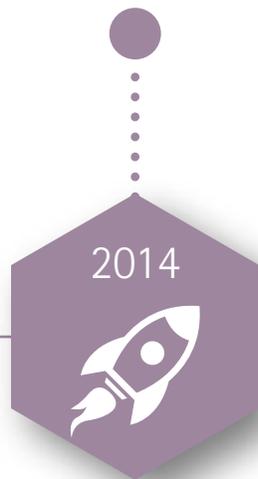
“ I believe the economy can only be healthy when women are healthy! ”

– H.E. Mr. Doan Mau Diep,
Deputy Minister of Labour,
Invalids and Social Affairs, Viet Nam

Evolution of the Multi-Year Initiative

LAUNCH OF HWHE INITIATIVE

- Convening of labor, health and gender officials, and representatives from industry and NGOs to identify barriers to health care preventing women's economic participation



TAKING THE TOOLKIT FROM VISION TO ACTION

- Convening of an Implementation workshop where economies and businesses shared their experiences in piloting the Toolkit
- Launch of implementation resources: *The Business and Economic Case reports and the Monitoring & Evaluation Framework*



LAUNCH OF HWHE POLICY TOOLKIT

- Development of a Literature Review that served to validate the draft HWHE Policy Toolkit
- Implementation of first Experts Group Meeting
- Development and launch of HWHE policy toolkit



SHARING PROGRESS

- Implementation of a workshop to share their impact data to date and exchange best practices

A Closer Look at Workplace Health and Safety

The 2017 workshop was held on the margins of the APEC Human Resources Development Working Group Plenary Meeting. Leveraging this meeting provided an opportunity to hone in on the toolkit area of workplace health and safety, a topic that aligns with Viet Nam's host year priority of human capacity building. The stand-alone panel on this topic allowed for a deeper dive into implementation of women's health and workplace policies and programs across the Asia Pacific region.

Case studies from the ILO and the Australian Government Department of Employment provided tangible examples of impacts in the area of women's workplace health and safety. The ILO's Better Work Vietnam program is targeting workplace change in an industry where women are overrepresented: the garment sector. The Better Work Vietnam program aims to help factories, where eight out of every 10 workers are female, to comply with occupational health and safety standards. Compliance makes workplaces safer for women and helps businesses to be more competitive, a relationship documented in an impact assessment conducted by Tufts University. In addition, evidence from case studies of Vietnamese factories showed that employee turnover has decreased since Better Work Vietnam was implemented.



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Australia provides a leading example of strong occupational health legislation for workers. A representative from the Australian Government Department of Employment shared examples of protections specifically for pregnant and lactating women. One example is the "no safe job" leave provided to pregnant female employees. If there is no safe job available while the employee is pregnant, the employee can take paid no safe job leave, as long as the employee is already entitled to unpaid parental leave. The representative also detailed the Australian government's strides to combat issues women face returning from maternity leave. One in five mothers found that they had been replaced upon returning from maternity leave, making their role redundant, which led to their leaving the workforce permanently.

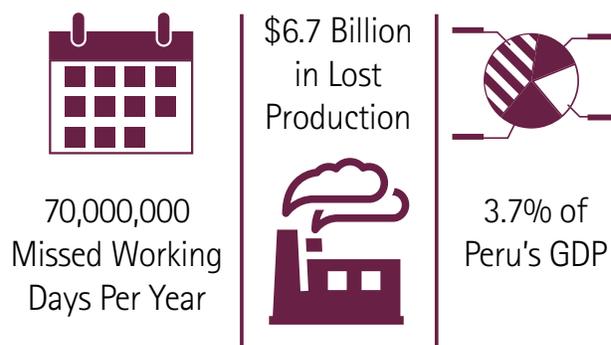
Backing Policy with Evidence from Peru

Peru has taken a leading role in workplace program implementation and in providing empirical evidence to back health-related policies that increase women's economic participation. Since 2013, the Ministry of Women and Vulnerable Populations has led an anti-violence seal program, which recognizes companies that focus on the prevention of violence and discrimination against women. At the 2016 HWHE workshop, the Women Entrepreneurs Development Commission of the Lima Chamber of Commerce presented on the progress of the program. Representatives from one of the companies that received the seal, Laboratorios Bago, shared best practices from its management team training programs on domestic and sexual violence. In line with the focus on the gender-based violence, Dr. Vara Horna, of the University of San Martín de Porres, conducted a study on the economic impacts of gender-based violence on businesses in Peru. Coinciding with this year's focus on the impacts of HWHE policies and programs to date, Ms. Cheri Varnadoe, a consultant working with the Lima Chamber of Commerce, shared compelling data from this study of businesses in Peru. A sample of the key findings is found on the right.

Average Days of Work Lost to Domestic Violence in Peru



A Total Loss of



Implementation by Governments

Governments play a vital role in setting standards and demonstrating the importance of women's active participation in the economy through laws and through promoting women in government. The HWHE initiative is a vital tool for government implementers as they look to address issues of workplace health and safety, work/life balance, health access and awareness, gender-based violence, and sexual and reproductive health. Governments work to address these issues both internally, as employers, and externally, through standards and regulations, and are empowered via tools such as HWHE to address the needs of women. There are several key examples within APEC of governments providing protection and services to their citizens, generating policies that promote women in the workforce, and coordinating data collection to arm policy makers with the information needed to make informed decisions.

The 2017 HWHE workshop emphasized the results of the implementation of HWHE by APEC governments in the third year of initiatives. With implementation comes lessons learned and articulation of policy gaps, both of which are key elements that government participants highlighted through their presentations. For example, representatives from Viet Nam shared methods that their government is employing, including the development of a training manual for health professionals, to tackle stunting and anemia amongst its rural populations, particularly women and girls.

Mexico highlighted its areas for growth in regards to backing policies with data. While Mexico maintains regulations that protect women in the workplace from injury, Ms. Sandra Patricia Bucio-Escobedo from the Secretariat of Health noted that the type of data collected could be modified to better demonstrate the effectiveness of these laws. Ms. Bucio-Escobedo emphasized that continued funding and high-level support and advocacy is necessary to improve data collection efforts and ensure that the value of these and other policies are fully recognized. Papua New Guinea also shared lessons learned regarding the development of its Gender and Social Inclusion Policy, as part of the economy's domestic implementation of HWHE.

“ For the companies to be on board...we need to connect it to the economic benefit. ”

– Ms. Sandra Patricia Bucio-Escobedo,
Secretariat of Health of Mexico



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LEADING THE WAY: PHILIPPINES HWHE SCORECARD

Since the inception of the HWHE initiative, the Philippines Ministry of Health (MOH) has led the charge of government partners implementing the HWHE toolkit. Following the HWHE workshop in Manila, Philippines in 2015, representatives from the Philippines MOH developed a domestic scorecard tool. This scorecard, known as the Validator's Tool, was designed to take the various components of HWHE, and enable entities to evaluate their own level of compliance with set targets for women's participation and workplace health and safety. The initial assessment, performed in 2016, received commitments from 12 companies to utilize the scorecard tool and perform an internal diagnostic. The companies participating included large, medium, and small enterprises that incorporated a range of business perspectives vital to this early pilot phase. MOH implementers quickly found a need to contextualize their tool to cater to both differently sized enterprises and different types of industries.



To address this issue of contextualization, the implementers turned to a technical working group formed within MOH to track and assess the progress of HWHE implementation. This included working with 30 hospitals and agencies to perform their own assessments using the Validator's Tool to measure their compliance with health-industry related HWHE targets in the Philippines. In addition, the technical working group is modifying the scorecard tool to create benchmarks based upon the size of the enterprise that is being assessed, in order to take into account the relative capacity of the enterprise itself. The working group has also identified gaps and areas for improvement in implementation, including engagement of government agencies outside of MOH, methods to ensure accurate reporting of data, and the potential to expand the scope of industries and companies currently being assessed.

Building on the recommendations of the technical working group, the Philippine HWHE implementers are modifying their tools and expanding their scope. In order to reach their target of a sustainable program by 2020, the implementers have begun expanding to more rural regions, ensuring a more diverse data set, and are forming formal partnerships with the Department of Labor and Industry and the Department of Employment to expand data collection.

One of the ultimate successes for the Philippines has been the ability to incorporate the HWHE initiative into the broader Philippines health agenda. Combined with high-level buy-in and a champion at the top, exemplified by the support of the Secretary of Health in 2015, the Philippines MOH has seen widespread support for the HWHE initiative within its federal department. As the MOH looks to expand the Validator's Tool, it will build on existing partnerships to expand the support to other federal entities, garner more data, and increase private sector participation. Contextualizing the HWHE suite of resources to suit the needs of their economy demonstrates how the Philippines remain one of the strongest examples of the success of the HWHE initiative.

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“ We especially need investment in the monitoring of the programs and [to see] if the programs are working.”

– Ms. Sandra Patricia Bucio-Escobedo,
Secretariat of Health of Mexico

Other economies shared progress since the 2016 HWHE workshop, highlighting how tools such as the business case report helped propel domestic implementation forward. After the conclusion of the workshop in Lima, Peru in 2016, the President of the Papua New Guinea Women Doctors Association (WDA), Dr. Lynda Sirigoi, began taking steps to leverage the private sector in order to implement HWHE. After meetings convening the private and public sector, Dr. Sirigoi found that companies were already implementing health-related policies and that the next step was to identify and share information amongst implementers and key stakeholders. However, making the case to other companies presented a different set of challenges and required effectively articulating the

business case that demonstrates how implementation of health and workplace policies for women would impact their bottom line. Dr. Sirigoi found that it was imperative to highlight the economic benefits of implementing these policies and the overall cost savings. Armed with the business case argument, Dr. Sirigoi and colleagues began to hold meetings with companies including Deloitte to expand private sector implementation in Papua New Guinea. Dr. Sirigoi, in her role with the WDA, has played a unique role in furthering the policy objectives of the government of Papua New Guinea. WDA has the ability to leverage the policy goals of the government with the expertise of the private sector and serve as an avenue for HWHE promotion in Papua New Guinea.

Government representatives at the workshop agreed on the need for more engagement with the private and non-governmental sectors. Ms. Sandra Bucio Escobedo from Health Secretariat of Mexico observed that “we can take good practices from the civil society organizations and use the government’s scale to help people.” In addition to working with civil society organizations, governments can form partnerships with businesses in order to further implementation. However, governments must be prepared to make the case to businesses as to why they should implement these policies. Thus, it is important to collect data and be able to demonstrate how improved health and increased workforce participation can benefit a company’s bottom line. If governments are successful in this, they can leverage the partnerships with non-governmental and private organizations to maximize the impact of their policy goals.

Implementation by the Private Sector

Private sector employers play a crucial role in the rise of women in the labor force across the Asia Pacific. The 2017 workshop provided an opportunity for private sector leaders to share the innovations developed for and challenges faced in successful implementation of health-related policies and programs throughout the region. Cases from small businesses in Peru, General Electric, and the Association of Pacific Rim Universities (APRU) highlight the success that the private sector has had in addressing women's workplace issues.

Bago Pharmaceuticals, a Peruvian women-owned business, developed a successful anti-domestic violence marketing campaign. This campaign was designed to target both men and women, and led not only to the company raising its public profile, but also to reassessing its internal management system to better identify survivors of domestic violence. This dynamic example was bolstered by the experience of the APRU, which has been developing an internal diagnostic to assess best practices on employee health and the well-being of their members. With over 140,000

faculty and more than 2 million students at 50 universities in 16 economies, APRU is using its diverse network of members to improve standards across economies through their assessment and recommendations, including addressing women's empowerment and leadership in academia. The demonstrated success of their internal research has led to performing additional internal assessments for some of the world's largest organizations including Toyota, Citibank, and the American Cancer Society.

Complementing the small business and research perspectives, General Electric, one of the world's largest producers of healthcare products, presented their key impacts and programs currently underway in Southeast Asia. A presentation from Ms. Sally Lee from GE Healthcare Southeast Asia highlighted the ways in which GE engages the medical community and the public in product development. To improve the usability of their products, GE performed extensive field studies in over 50 economies, assessing the environments and tools that directly impacting the health of their clients, especially pregnant mothers. In Indonesia, GE worked

with rural midwives to design a product that could help them successfully deliver children in environments where there is no access to hospitals. GE then partnered with the Indonesian Ministry of Health to provide trainings to midwives on how to safely use their products and to arm midwives with entrepreneurial skills to maintain their small businesses. The case of GE demonstrates that companies are uniquely positioned to not only implement supportive workplace policies for their female employees, but also to leverage their expertise to help women entrepreneurs.

“It's not just enough to implement these programs to check off a box, but we have to be able to prove that impact and build the evidence base.”

- Mellissa Withers, Program Manager, Association of Pacific Rim Universities Global Health Program



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A key theme that emerged was that designing products and systems to address inequality, and building sustainable solutions to these problems, yielded a financial good for the company in addition to the social and financial good for the economy. Ms. Sally Lee of GE emphasized the importance of profitability, saying "We are a profit driven entity...If we do the right thing for the patient that's how we can grow the company." Thus, the motivation is present for the private sector to leverage their expertise and innovation to improve women's health and generate prosperity.

Case Study Highlight: Merck KGaA Darmstadt, Germany's Public-Private Partnership in the Philippines

Merck KGaA, Darmstadt, Germany is the world's oldest pharmaceutical company and a global leader in utilizing public-private partnerships (PPPs) to address global health challenges. As one of the founding partners of HWHE, Merck KGaA Darmstadt, Germany has developed an internal diagnostic to assess the ways in which the actions prescribed in the HWHE toolkit are present and can improve the corporate culture. Aside from their internal work, Merck KGaA, Darmstadt, Germany has formed strong partnerships with the public sector in the Philippines and other economies. In 2012, the Philippines society of endocrinologists performed a national survey and found that millions of Filipino women were disproportionately affected by thyroid disorders. They identified three key issues:



1. Lack of public awareness of the symptoms
2. Lack of access to physicians and medical care
3. Inaccurate diagnosis by physicians due to a lack of understanding of the diseases

Merck KGaA, Darmstadt, Germany, the Philippine Thyroid Association, and the Philippine Ministry of Health (MOH) formed a PPP to address these issues, with focus on educating physicians and the public about thyroid disorders, how to identify them, and effective treatment methods. Given the high rate of social media use, Merck KGaA Darmstadt, Germany utilized online platforms, including Facebook, where potential patients could complete simple questionnaires that would indicate if they were at risk of thyroid disorders and prompt them to seek care. Merck KGaA, Darmstadt, Germany also utilized the MOH network to educate primary care physicians and rural health workers on how to recognize and manage thyroid disorders, with specific education on how to identify cases among women. Merck KGaA, Darmstadt, Germany's work exemplifies the types of partnership that not only benefit women, but the private sector and economies as a whole.

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Looking Ahead

An open dialogue at the close of the workshop allowed attendees to reflect on the best practices and impacts shared. Thinking about how lessons learned can be applied to expand impacts on new and existing programs and policies, economies and businesses shared thoughts on how HWHE will move forward. They also identified key areas and gaps that should continue to be addressed through HWHE capacity building. Some of this discussion is highlighted below.

KEY TAKEAWAYS

Solve Research Gaps through Private Sector Involvement

While universities and research institutions play an important role, in some cases the research is not generated fast enough to meet the rapid demands of policymakers and companies. Who can produce impactful research that is relevant to the health related issues women workers face today? Private sector partners have the opportunity to fill this gap. Companies can identify research gaps, determine and provide access to data that is most essential, and fund data collection and analysis. They can do this in several ways, including commissioning their own research to improve data collection and co-funding research with the public sector. Compared to domestic governments, multinational corporations often have more expansive reach and can draw on their operations in countries worldwide to collect larger and more widespread data samples. They are also uniquely positioned to collect data on private sector interventions, as they can conduct internal research on corporate-led programs, as Merck KGaA, Darmstadt, Germany did. Finally, the private sector can leverage their brands and platforms for sharing and publicizing important data.

Establish Collective Knowledge

While HWHE implementers are now equipped with tools including an M&E framework that can help to track and share progress, the data collected by implementers is not consistent across the region. The challenge is to collect aggregate data across APEC with companies and governments that are implementing various programs and policies and tracking progress in different ways. There are a wide range of avenues to establish collective knowledge, including use of existing APEC tools. BSR, a global nonprofit organization, suggested starting small: identify a few economies where there are already small sets of companies currently implementing programs and encouraging them to share data, and harmonize the information as data is disseminated. While seemingly straightforward,

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businesses still need an incentive to collect and share such data. BSR noted that if companies know that their competitor or neighbor is collecting the information, they are more inclined to do it as well. Another incentive may be tying the request for this data to achieving the United Nations Sustainable Development Goals (SDGs). Aggregate data continues to be vital to telling the story of the impact of HWHE over time and across the region, so continued efforts to streamline the collection of data should be prioritized across implementers.

Utilize Data for both Policy and Budgeting

While this initiative has always emphasized policy implementation, implementers in 2017 discussed examining how economy-wide budgets can defend and sustain implementation of HWHE policies. Economies including Australia and the Philippines highlighted the importance of data in supporting policy. The Philippines discussed going beyond legislation and utilizing data for making the case to use various components of governmental budgets to welcome new initiatives. Discussion involved examining whether the Philippines' gender and development budget could be used if the data were to be presented to support the link to health policies. Looking ahead, HWHE implementers will explore more targeted outreach to parliamentarians and lawmakers, an audience which so far has not been fully incorporated into communication efforts.

Continue to Update and Share Best Practices

While implementers shared rich case studies in 2016 and 2017, new economies, businesses, and organizations continue to become involved in the initiative as it matures and expands. Capturing this growing critical mass of implementation experiences remains a key challenge. In post-workshop evaluations, some participants expressed the desire for more discussion time to facilitate exchange of experiences, tips, and best practices. Looking ahead, the initiative may explore alternative ways to continue exchanging best practices and new case studies. These may include exploring platforms or champions at higher political levels that can help to disseminate case studies more widely.



Communicate the Efforts to Date

With lessons learned from three successive workshops and the completion of five tools, including the policy toolkit, the HWHE initiative continues to rapidly expand the resources available to implementers. The current challenge is assembling the multitude of resources and showcasing them in a way that makes HWHE accessible to businesses and governments that are new to implementation. Economies and businesses that are new to the initiative need a quick way to learn what is available to them and where to start. Strategically packaging what has been completed to date and presenting it in a digestible way can help make a stronger case for implementation of HWHE across the region.

Elevate the Initiative

Since the start of the initiative, HWHE has focused its engagement with economies and businesses at the working level. Now that the toolkit and accompanying materials are developed, another way for the initiative to grow is by raising it to the ministerial level. While the initiative will continue conversations and workshops at the working level, elevating the initiative will allow HWHE to expand

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toolkit application and engage high-level political support. This will involve more closely examining the role of legislation in implementation of the HWHE policy toolkit and identifying key high-level partners to advance this work at the ministerial level, among legislators, and others.

NEXT STEPS

HWHE will draw directly on lessons learned from the 2017 workshop in planning for 2018 implementation. 2018 will mark three years since the launch of the toolkit, and since then, the roll out of several tools as well as a plethora of implementation experiences from a wide range of partners. Now that many of the key pieces are in place, the initiative will look to collate and package its work to date to reach more implementers and decision-makers. The initiative will also examine communication methods that can be utilized to gain and harness additional support and expand implementation across the region.

The key question moving forward is how to expand HWHE implementation further. The initiative will assess the current tools, taking a closer look at how HWHE can be applied more specifically and purposefully to other potential implementers, including women-owned SMEs. More specifically, the initiative will look at shaping and molding the toolkit policies and actions so that they can be implemented by SMEs. HWHE also will further examine *who* can help to expand implementation among governments, identifying potential high-level political champions such as legislators.

To achieve these goals, the initiative will hold a 1.5 day workshop to explore the role of legislation in toolkit implementation and to enhance the relevance of the toolkit for SMEs. The workshop will continue to facilitate the sharing of best practices and lessons learned, as businesses and governments at all points in implementation look to improve their programs and policies.



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APPENDIX A. FINAL AGENDA



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Agenda

APEC "Healthy Women, Healthy Economies" Workshop: Sharing Implementation Experiences

May 11, 2017

National Convention Center

Ha Noi, Viet Nam

DAY ONE	
8.30 – 9.00 am	Registration and Arrival
9.00 – 9.15 am	Welcome Remarks Mr. Chris Watson , Senior Advisor for Asia and the Pacific and APEC Affairs, U.S. Department of Labor
9.15 – 9.45 am	HWHE Overview and Participant Introductions <i>This session will provide an overview of the meeting objectives, the HWHE toolkit and initiative to date, and walk through the agenda.</i> Ms. Ann Katsiak , Chief of Party, US-APEC Technical Assistance to Advance Regional Integration (US-ATAARI) Project, Nathan Associates Inc.
9.45 – 10.00 am	Keynote Remarks H.E. Mr. Doan Mau Diep , Deputy Minister of Labour, Invalids and Social Affairs (MOLISA), Viet Nam
10.00 – 10.30 am Session I	HWHE Case Study: The Philippines Dr. Leonita Gorgolon , OIC Assistant Secretary and Director IV-DOH Regional Health Office 3, Department of Health, the Philippines

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	<i>Questions and Answers</i>
10.30 – 11.15 am Session 2	<p>Workplace Health and Safety with a Gender Lens</p> <p><i>This session will focus on challenges and best practices for labor officials implementing Toolkit actions, including gender sensitive OSH laws, workplace safety policies for pregnant and lactating women, illness prevention, and more. It will also address how progress in these programs can be tracked, through measures such as sex-disaggregated data and other approaches.</i></p> <p>Moderator: Mr. Chris Watson, Senior Advisor for Asia and the Pacific and APEC Affairs, U.S. Department of Labor</p> <ul style="list-style-type: none"> • Ms. Nguyen Hong Ha, Program Manager, Better Work Vietnam, International Labour Organization • Ms. Rebecca Duncan, Assistant Director of International Labour Policy Team, Australian Government Department of Employment <p><i>Questions and Answers</i></p>
11.15 – 11.45 am	Coffee/Tea Break
11.45 am – 12.45 pm Session 3	<p>Measuring Impact and Sharing Implementation Experiences: Perspectives from Governments</p> <p><i>This session will provide an opportunity for governments to highlight initiatives underway related to all five areas of the toolkits, to discuss challenges and successes related to implementation and to share any key findings based on data or other experiences collected thus far.</i></p> <p>Moderator: Dr. Mika Marumoto, Executive Director, Asian Forum of Parliamentarians on Population and Development (AFPPD)</p> <ul style="list-style-type: none"> • Dr. Lynda Sirigoi, President, Women Doctors Association, Papua New Guinea • Ms. Sandra Bucio-Escobedo, Deputy General Director of Financial Policies of the Economic Analysis Unit, Secretariat of Health of Mexico • Dr. Nguyen Duc Vinh, Director General of Maternal and Child Health Department, Ministry of Health, Viet Nam <p><i>Questions and Answers</i></p>
12.45 – 1.00 pm	Morning Wrap-Up
1.00 – 2.15 pm	Lunch

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<p>2.15 – 2.35 pm</p> <p>Session 4</p>	<p>HWHE Case Study: Merck</p> <p><i>Following on Merck’s co-chairmanship of the development of the HWHE Policy Toolkit, Merck has been working alongside governments and patient groups to operationalize HWHE partnerships in several economies within APEC and beyond. These partnerships are raising awareness of diseases that disproportionately affect women and removing gender-specific barriers to health care. Merck will share its experience to date implementing these HWHE partnerships. In addition, Merck has embarked on an internal process to implement elements of the HWHE Policy Toolkit. Merck will provide a short update on this effort.</i></p> <ul style="list-style-type: none"> • Dr. Chrysanthus Herrera, Medical Science and Government Affairs Manager, Merck Philippines • Ms. Yasmine Rouai, Associate Director, Global Health Policy, Merck <p><i>Questions and Answers</i></p>
<p>2.35 – 3.35 pm</p> <p>Session 5</p>	<p>Measuring Impact and Sharing Implementation Experiences: Perspectives from Industry and Academia</p> <p><i>This session will feature private sector and academia experts involved in the implementation of Toolkit actions who will share lessons learned from implementation to date and any key findings based on data collected or other experiences thus far.</i></p> <p>Moderator: Ms. Patricia Wu, Managing Director, C&M International</p> <ul style="list-style-type: none"> • Perspective From Industry – Ms. Cheri Varnardoe, Director, Gender Equality, SMART Global Development • Perspective From Industry – Ms. Sally Lee, Care Area Solutions Leader, GE Healthcare Southeast Asia • Perspective From Academia – Dr. Mellissa Withers, Program Manager, Association of Pacific Rim Universities Global Health Program <p><i>Questions and Answers</i></p>
<p>3.35 – 4.00 pm</p>	<p>Coffee/Tea Break</p>
<p>4.00 – 4.45 pm</p>	<p>Roundtable discussion: HWHE Stock take and Moving Forward</p> <p><i>This roundtable will focus on participants discussing the following:</i></p> <p><i>What is your biggest success and biggest challenge? What is the value add of the initiative and APEC to your efforts? What additional tools, case studies, etc. would help you? How do we continue to share and apply lessons learned beyond the annual workshop? Where are the key connections on which to build?</i></p>
<p>4.45 – 5.00 pm</p>	<p>Conclusion and Next Steps</p>
<p>6.00 – 8.00 pm</p>	<p>Reception <i>(held at the JW Marriott Hotel Hanoi)</i></p>