# ASEAN COOPERATION ON CIVIL SERVICE MATTERS 2016-2020





## ASEAN COOPERATION ON CIVIL SERVICE MATTERS 2016-2020

The ASEAN Secretariat Jakarta

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### ASEAN COOPERATION ON CIVIL SERVICE MATTERS (ACCSM) WORK PLAN 2016-2020 AND ACCSM+3 WORK PLAN 2016-2020

#### ASEAN COOPERATION ON CIVIL SERVICE MATTERS (ACCSM) WORK PLAN 2016-2020 AND ACCSM+3 WORK PLAN 2016-2020

#### ASEAN Socio-Cultural Community (ASCC) Vision 2025:

An ASEAN Community that engages and benefits the peoples and is inclusive, sustainable, resilient, and dynamic.

#### **ASCC Objectives:**

- 1. Enhance commitment, participation and social responsibility of ASEAN peoples through an accountable and inclusive mechanism for the benefit of all:
- 2. Promote equitable access to opportunity for ASEAN people, as well as promote and protect human rights;
- 3. Promote social development and environmental protection through effective mechanisms to meet the current and future needs of the people;
- 4. Enhance capacity and capability to adapt and respond to social and economic vulnerabilities, disasters, climate change as well as emerging threats, and challenges; and
- 5. Strengthen ability to continuously innovate and be a proactive member of the global community.

#### ACCSM Sub-Goal:

To build and sustain a high performing, dynamic and citizen-centric civil service for the peoples of ASEAN.

#### Objectives:

- 1. Strengthened capacity and capability of ASEAN civil services to respond to emerging challenges and the needs of the people through innovative approaches and collaboration; and
- 2. Enabling environment, strengthened mechanisms and engaged stakeholders for responsive, open and adaptive ASEAN civil services.

#### **ACCSM Priority Areas:**

- A. Enhancing workforce competencies and standards in the public sectors;
- B. Building institutional capacities;
- C. Strengthening leadership;
- D. Strengthening ASEAN Resource Centres; and
- E. Public sector reform.

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	F	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2	A.2.iii	[A] Enhancing workforce competencies and standards in the public sectors	1.	Workshop on Civil Service Competency Framework for Administrators	2018	Cost-sharing	Brunei Darussalam	
A.2	A.2.iii	[B] Building institutional capacities	2.	Workshop on Civil Service Human Resource Planning	2019	Cost-sharing	Brunei Darussalam	
A.2 E.2	A.2.iii E.2.iv	[B] Building institutional capacities      [C] Strengthening leadership	3.	Leaders in Governance Programme (for Ministerial/Vice- Ministerial Level)	Annually	Cost-sharing (Participants to cover own airfares)	Singapore	
A.2 E.2	A.2.iii E.2.iv	[B] Building institutional capacities  [C] Strengthening leadership	4.	ASEAN Leaders in Governance and Public Administration Programme	3-7 October 2016, Singapore [Completed]	Cost-sharing (Participants to cover own airfares)	Singapore	

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	F	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.2	A.2.iii E.2.iv E.2.ix	[B] Building institutional capacities  [C] Strengthening leadership	5.	ASEAN Leaders in Strategic HR Programme-Building a Future-Ready Public Service	July 2017	Cost-sharing (Participants to cover own airfares)	Singapore	
A.2 E.1 E.2	A.2.iii E.1.i E.2.iv Also supports A.2.2.iv of the APSC Blueprint 2025	[A] Enhancing workforce competencies and standards in the public sectors  [B] Building institutional capacities  [C] Strengthening leadership  [E] Public sector reform	6.	Leaders in E-Government: Towards Citizen-Centric Public Service Excellence	2019	Cost-sharing (Participants to cover own airfares)	Singapore	

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	F	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 B.2	A.2.iii B.2.i Also supports A.2.2.i of the APSC Blueprint 2025	<ul> <li>[A] Enhancing workforce competencies and standards in the public sectors</li> <li>[B] Building institutional capacities</li> <li>[C] Strengthening leadership</li> <li>[E] Public sector reform</li> </ul>	7.	Workshop on the Public Sector Reform Focusing on Strengthening the Capacity of Grassroots (Village and District Level)	October 2019	Cost-sharing	Lao PDR	
A.2 B.2	A.2.iii B.2.i	[A] Enhancing workforce competencies and standards in the public sectors      [B] Building institutional capacities      [C] Strengthening leadership      [E] Public sector reform	8.	Workshop on the Implementation of Servant Hero "Lingkod Bayani"	TBD	TBD	The Philippines	

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	F	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2	A.2.iv	[B] Building institutional capacity	9.	ASEAN-OECD Good Regulatory Practice Network	Mid-July 2017 2018 2019 2020 (Annually)	USD10,000 Cost-sharing	Malaysia	ASEAN Member States OECD Malaysia Productivity Cooperation
A.2	A.2.iv	[E] Public sector reform	10.	Establish a Platform for Non-Discriminatory Policy Framework	2018	Cost-sharing	Indonesia	ASEAN+3 Countries
A.2 E.1	A.2.iv E.1.vii Also supports A.2.2.i, A.2.2.iii, and A.2.2.vi of the APSC Blueprint 2025	[A] Enhancing workforce competencies and standards in the public sector  [B] Public sector reform	11.	Third Round Consultative Workshop for the Civil Service Reform Action Plan; Knowledge Fair on Bolstering Motivation in the Civil Service through Improved Integrity, Meritocracy and Equal Opportunities; and	15 – 17 December 2016 [Completed]		Myanmar	

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
			Workshop on Civil Service Perceptions on Ethics, Meritocracy and Equal Opportunities in ASEAN Countries				
A.2 E.1	A.2.v E.1.vii Also supports A.2.2.iii and A.2.2.vi of the APSC Blueprint 2025	[A] Enhancing workforce competencies and standards in the public sectors      [B] Building institutional capacities	12. Development of Mechanism for the Exchange of Expertise (e.g. Cross-Posting/ Immersion) in the Civil Service  The Project seeks to institutionalise the exchange of civil servants across ASEAN to learn and experience cutting- edge practices and innovations in different context.	2017 – Concept 2018 – Concept adoption 2019 – Implement- ation	Cost-sharing	The Philippines	

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1	A.2.v E.1.vii Also supports A.2.2.iii and A.2.2.vi of the APSC Blueprint 2025	[D] Strengthening ASEAN Resource Centres	13. Review of ASEAN Resource Centre on Examination and Testing (ARCET) and Study Visit on Computer-Assisted Test		ASEAN Dialogue Partners (ASEAN Plus Three Cooperation Fund)	The Philippines	
A.2 E.1	A.2.v E.1.vii Also supports A.2.2.iii and A.2.2.vi of the APSC Blueprint 2025	[B] Building institutional capacities	14. ACCSM Focal Points Meeting (Follow-up)  Objectives:  • To update issues and challenges discussed in the ACCSM Focal Point Meeting 2015  • To continuously strengthen collaboration among ACCSM Focal Points	5 July 2017	Cost-sharing	Thailand	ASEAN Member States

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1	A.2.v E.1.vii Also supports A.2.2.iii and A.2.2.vi of the APSC Blueprint 2025	[E] Public sector reform	15. Innovative Collaboration through National Blue Oceans Strategy (NBOS)	2018	USD10,000 Cost-sharing	Malaysia	ASEAN Member States INTAN Urban Transformation Centre (UTC) Ministry of Finance of Malaysia
A.2 E.1	A.2.vi E.1.x	[A] Enhancing workforce competencies and standards in the public sector      [B] Building institutional capacities	16. ASEAN Awareness Raising Programme	2018		The Philippines	

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
B.1 E.2	B.1.iii E.2.ix Also supports A.2.2.iv of the APSC Blueprint 2025	[B] Building institutional capacities [C] Strengthening leadership	17. Capacity Building on Development a Module for E-Learning	April 2017	Cost-sharing	Malaysia	
B.2	B.2.ix Also supports A.2.2.vi of the APSC Blueprint 2025	[C] Strengthening leadership	18. 10-Day Training and Workshop Sandwich Programme on Leadership and Change Management  This is a sandwich programme held in two countries for young/ middle-age high potential officials	2016 Fourth quarter of 2017 2018	Cost-sharing	Thailand	ASEAN Member States

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
			Objectives:  • To share best practices and conduct study visits on leadership and change management  • To provide insights into the public service system of participating countries  • To build network between counterparts and colleagues from both public services				
E.1	E.1.vii  Also supports A.2.2.iii of the APSC Blueprint 2025	[E] Public sector reform	19. Workshop on Public Passion through Civil Service Reform	2018		Myanmar	

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
E.2	E.2.i E.2.iv E.2.ix Also supports A.2.2.vi of the APSC Blueprint 2025	[A] Enhancing workforce competencies and standards in the public sector	20. Expanding the Philippines' Annual HR Symposium to include ASEAN perspective.  ASEAN Member States will be invited with waived programme fee. Funding support will be explored to support airfares and DSAs of at least 4 persons from CLMV Countries.	23-25 May 2016, Cebu City, the Philippines [Completed] 4-6 July 2017, Manila, the Philippines	Cost-sharing	The Philippines	
E.2	Also supports A.2.2.vi of the APSC Blueprint 2025	[C] Strengthening leadership	21. Inciting the Leadership Programme	Fourth quarter of 2017	Cost-sharing	Brunei Darussalam	ASEAN+3 Countries

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
E.2	E.2.i Also supports A.2.2.vi of the APSC Blueprint 2025	[C] Strengthening leadership	22. 1-2 Week Workshop and Study Visit Programme to Thailand on Leadership and Talent Development  Objectives:  • To equip ASEAN Member States' young and high potential officials with leadership competency  • To promote network among participants	Annually (February – March)	Cost-sharing	Thailand	
E.2	E.2.i Also supports A.2.2.vi of the APSC Blueprint 2025	[C] Strengthening leadership	23. 3-Day ASEAN Executive Management Programme  Objectives: • To provide new mindset and equip participants with	2018 2020 (every other year)	Cost-sharing	Thailand	ASEAN Member States

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
			innovative collaborative capabilities and tools to enable an inter- agency cooperation across ASEAN+3 Countries; • To broaden the understanding of public and private sectors regarding the development of ASEAN and the overall direction and policies of ASEAN; and • To provide networking opportunities among high-level executives to form a public-private partnership to address ASEAN development agenda.				

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
E.2	Also supports A.2.2.vi of the APSC Blueprint 2025	[C] Strengthening leadership	24. Leadership Scheme for ASEAN Civil Service Leaders	2018		Myanmar	

	ASEAN	N Plus Three Cooperati	on on Civil Service Matte	rs (ACCSM	+3) Work Pla	an 2016-2020	0			
ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners			
<ol> <li>E-Go</li> <li>Huma</li> <li>Produ</li> <li>Good</li> <li>Publi</li> <li>Local</li> </ol>	<ol> <li>Human resource management and human resource development;</li> <li>Productivity in public sector;</li> <li>Good governance;</li> <li>Public sector reform;</li> <li>Local administration capacity building and cooperation; and</li> </ol>									
A.2	A.2.v	[A] Enhancing workforce competencies and standards in the public sector  [B] Building institutional capacity  ACCSM+3 Thematic Area: 2. Human resource management and human resource development and 5. Public sector reform	25. Study Visit Programme for ACCSM Member States on Public Administration and Human Resource Management [Including Recruitment and Examination]	10-14 October 2016 in Beijing and Shanghai, China [Completed] 31 July-4 August 2017 (Japan) 2018 (ROK)	ASEAN Plus Three Cooperation Fund	Malaysia	ASEAN+3 Countries			

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1 E.2	A.2.v E.1.vii E.2.i	[A] Enhancing workforce competencies and standards in the public sector  ACCSM+3 Thematic Area: 2. Human resource management and human resource development	26. Workshop of Talent Management for Senior Executive Services	2017		Indonesia	ASEAN+3 Countries
A.2 E.1	A.2.iv E.1.vii Also supports A.2.2.i, A.2.2.iii and A.2.2.vi of the APSC Blueprint 2025	[A] Enhancing workforce competencies and standards in the public sector  [B] Building institutional capacities  [E] Public sector reform  ACCSM+3 Thematic Area: 2. Human resource management and human resource development	27. Workshop on Civil Service Recruitment Systems	2019		Indonesia	ASEAN+3 Countries

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
E.2	E.2.iv	[D] Strengthening ASEAN Resource Centres  ACCSM+3 Thematic Area: 2. Human resource management and human resource development	28. Establishment and Strengthening of ASEAN Pool of Expert on Civil Service (A-EXPECS)	2017- Concept Annually	Indonesia	Indonesia	ASEAN+3 Countries
B.2	B.2.i	[B] Building institutional capacities  [E] Public sector reform  ACCSM+3  Thematic Area: 2. Human resource management and human resource development	29. Follow-up Project on Mainstreaming Gender in HR Policies, Processes and Systems	2018	ASEAN Plus Three Cooperation Fund	The Philippines	ASEAN+3 Countries

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1 E.2	A.2.v E.1.i E.1.vii E.2.i E.2.iv Also supports A.2.2.iii, A.2.2.iv and A.2.2.vi of the APSC Blueprint 2025	[B] Building institutional capacities  [E] Public sector reform  ACCSM+3  Thematic Area: 2. Human resource management and human resource development	30. International Seminar on Human Resources Management in Digital Economy Context  Objectives:  • To share experience on public sector reform in both central and local government  • To build network between colleagues from public sectors	September 2017 2019	Cost-sharing	Thailand	ASEAN+3 Countries
A.2	A.2.iii	[A] Enhancing workforce competencies and standards in the public sectors  ACCSM+3 Thematic Area: 2. Human resource management and human resource development	31. Performance Management System to Enhance Workforce Competencies and Standards; and Building ASEAN Civil Service Competency Platform and Network	End of April 2017	Cost-sharing	Cambodia Indonesia	ASEAN+3 Countries

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1 E.2	A.2.v E.1.vii E.2.i E.2.iv Also supports A.2.2.i of the APSC Blueprint 2025	<ul> <li>[A] Enhancing workforce competencies and standards in the public sector</li> <li>[B] Building institutional capacities</li> <li>[E] Public sector reform</li> <li>ACCSM+3         Thematic Area:         3. Productivity in public service     </li> </ul>	32. Follow-up to the Study Visits on Public Sector Productivity and Innovation in the Plus Three Countries in 2014 and 2016. a. Publishing Book on Productivity and Innovation Focusing on Performance Management in the Plus Three Countries b. Forum to Discuss Productivity and Innovation in the Plus Three Countries	2016-2017		Lao PDR	ASEAN+3 Countries

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 B.2 E.1	A.2.iv B.2.ix E.1.vii Also supports A.2.2.i, A.2.2.iii, A.2.2.iv and A.2.2.vi of the APSC Blueprint 2025	[A] Enhancing workforce competencies and standards in the public sector  [B] Building institutional capacities  [E] Public sector reform  ACCSM+3 Thematic Area: 3. Productivity in public service and 5. Public sector reform	33. ASEAN Guideline on Public Service Delivery	2017-2019	ASEAN Plus Three Cooperation Fund	Cambodia	ASEAN+3 Countries
A.2 E.1	A.2.v E.1.vii	[A] Enhancing workforce competencies and standards in the public sector      [B] Building institutional capacities	34. Measuring Productivity in the Public Service	2018		Brunei Darussalam	ASEAN+3 Countries

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
		[E] Public sector reform  ACCSM+3  Thematic Area: 3. Productivity in public service					
E.1	E.1.vii  Also supports A.2.2.i, A.2.2.iii, A.2.2.iv and A.2.2.vi of the APSC Blueprint 2025	<ul> <li>[A] Enhancing workforce competencies and standards in the public sector</li> <li>[E] Public sector reform</li> <li>ACCSM+3         Thematic Area:         4. Good governance     </li> </ul>	35. Better Governance Programme on Anti- Corruption	2018		Singapore	ASEAN+3 Countries Corruption Practices Investigation Bureau of Singapore

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1	A.2.v E.1.vii Also supports A.2.2.iii and A.2.2.vi of the APSC Blueprint 2025	[E] Public sector reform  ACCSM+3 Thematic Area: 4. Good governance	36. ACCSM+3 Forum on Good Governance	16 November 2016, Manila, the Philippines 2018 2020	Cost-sharing	The Philippines Singapore Thailand	ASEAN+3 Countries
A.2	A.2.iv	[A] Enhancing workforce competencies and standards in the public sector  ACCSM+3 Thematic Area: 4. Good governance	37. 2-Day Programme on Strengthening Civil Service Merit System in Dynamic Environment through Sharing Session on Challenges of Merit System in Civil Service and a Panel Discussion  Objectives:  To share best practices  To share experiences and broaden knowledge of merit protection among ASEAN+3 Countries	2018	Cost-sharing	Thailand	ASEAN+3 Countries

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
E.1   E.2   E.1   E.2   E.1   E.2   E.1   E.2   E.2	A.2.v E.1.vii E.2.i Also supports A.2.2.iii and A.2.2.vi of the APSC Blueprint 2025	<ul> <li>[B] Building institutional capacities</li> <li>ACCSM+3         Thematic Area:         5. Public sector reform     </li> </ul>	38. Workshop on Freer Flow of Workforce Movement in ASEAN Member States and Implications on Civil Service  The Workshop aims to:  Raise awareness on the importance of workforce mobility to benefit ASEAN as a whole and to ASEAN Civil Service in particular  Share experience and developments to promote freer flow of professionals, skilled labours and talents in ASEAN	6-7 July 2017	Cost-sharing	Thailand	ASEAN+3 Countries

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1 E.2	A.2.iii A.2.v E.1.vii E.2.i E.2.iv  Also supports A.2.2.i, A.2.2.iii, A.2.2.vi of the APSC Blueprint 2025	<ul> <li>[A] Enhancing workforce competencies and standards in the public sector</li> <li>[B] Building institutional capacities</li> <li>ACCSM+3         Thematic Area:         <ol> <li>Local administration capacity building and cooperation</li> </ol> </li> </ul>	39. Networking Workshop among Local Government Bodies and Baseline Study among ASEAN Plus Three Countries		ASEAN Plus Three Cooperation Fund	The Philippines	ASEAN+3 Countries Department of Interior and Local Government of the Philippines

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1 E.2	A.2.iii A.2.v E.1.vii E.2.i E.2.iv	[A] Enhancing workforce competencies and standards in the public sector	40. Local Authority in Sustainable Development:  a). Conducting Seminar	2017		Malaysia	ASEAN+3 Countries
	Also supports A.2.2.i,	[B] Building institutional capacities  ACCSM+3	on Local Authority in Urbanisation and Governance in 2017	2017			
	A.2.2.iii, A.2.2.iv and A.2.2.vi of the APSC Blueprint 2025	Thematic Area: 6. Local administration capacity building and cooperation	b). Benchmarking Visit to Japanese Local Government	2018			

ASCC Key Results Areas (KRAs)	ASCC Strategic Measures	ACCSM Priority Areas	Programmes / Projects / Initiatives	Timelines	Indicative Budget	Country Coordinators	Potential Partners
A.2 E.1 E.2	A.2.v E.1.vii E.2.i E.2.iv E.2.ix Also supports A.2.2.i of the APSC Blueprint 2025	<ul> <li>[A] Enhancing workforce competencies and standards in the public sector</li> <li>[B] Building institutional capacities</li> <li>[E] Public sector reform</li> <li>ACCSM+3         Thematic Area:         7. Research and innovation     </li> </ul>	41. ASEAN+3 Centre for Civil Service Research and Innovation	2017 onwards		Cambodia	ASEAN+3 Countries

#### Endnotes:

#### 1. Relevant Strategic Measures of the ASCC Blueprint 2025

#### A.2. **Empowered People and Strengthened Institutions** Promote participation of local governments /authorities, cities, provinces, townships and municipalities through the central government in [A.2.iii] the development of ASEAN capacity building programmes that benefit their respective communities. Promote non-discriminatory laws, policies and practices by developing effective, responsive, accountable and transparent institutions at [A.2.iv] all levels Strengthen civil service through effective capacity building, human resource development and collaboration programmes among ASEAN [A.2 v] Member States. [A.2.vi] Promote ASEAN awareness among government officials, students, children, youths and all stakeholders as part of building ASEAN identity. B.1. **Reducing Barriers** [B.1.iii] Provide regional mechanisms to promote access to information and communication technologies for all. B.2. **Equitable Access for All** Enhance regional platforms to promote equitable opportunities, participation and effective engagement of women, children youths, [B.2.i] elderly/older persons, persons with disabilities, people living in remote and border areas, and vulnerable groups in the development and implementation of ASEAN policies and programmes. [B.2.ix] Ensure inclusive, participatory and representative decision making at all levels with special attention to the needs of those in disadvantaged situations including ethnic minority groups, children, youths, women, persons with disabilities, and elderly/older persons.

E.1.	Towards an open and adaptive ASEAN
[E.1.i]	Encourage freedom of universal access to information and communication technology in accordance with national legislations.
[E.1.vii]	Strengthen capacity and capability of ASEAN civil service and public sectors to respond to emerging challenges and the needs of the people through efficient, effective, transparent and accountable public services, participatory and innovative approaches and collaboration.
[E.1.x]	Project ASEAN's visibility through comprehensive, multi-stakeholder branding efforts, which are represented by common ASEAN identifiers, such as ASEAN Day, ASEAN Flag, ASEAN Anthem and ASEAN Emblem.
E.2.	Towards a creative and innovative ASEAN
[E.2.i]	Enhance the competitiveness of ASEAN human resources through the promotion of life-long learning, pathways, equivalencies, and skills development as well as the use of information and communication technologies across age groups.
[E.2.iv]	Promote the free flow of ideas, knowledge, expertise and skills to inject dynamism within the region.
[E.2.ix]	Encourage the government, private sector and community to develop a system of continuing training and re-training to support lifelong learning and workforce development.

#### 2. Relevant Action Lines of the APSC Blueprint 2025

- A.2.2. Instil the culture of good governance and mainstream the principles thereof into the policies and practices of the ASEAN Community
- [A.2.2.i] Promote dialogue and partnership among governments and relevant stakeholders to foster and enable new ideas, concepts and methods with a view to enhance transparency, accountability, participatory and effective governance.
- [A.2.2.iii] Ensure the full and effective implementation of agreed areas of cooperation to enhance good governance within the ASEAN Community, including to improve professional skills of public entities on good governance.
- [A.2.2.iv] Encourage the exchange and promotion of best practices on good governance and public service delivery, including through the use of e- government and relevant social media among the civil services of ASEAN Member States.
- [A.2.2.vi] Promote the sharing of experiences and best practices through workshops and seminars on leadership concepts and principles of good governance, aimed at setting baselines, benchmarks and norms.

### Key Performance Indicators and Baseline of ACCSM Work Plan 2016-2020

ACCSM Priority Areas		ACCSM Priority Areas Key Performance Indicators (KPIs)		a and Targets ne level)
[A]	Enhancing workforce competencies and standards in the public sector	[A.1] Number of AMS with institutionalized competency-based approaches  [A.1.1] Number/ Percentage of public sector agencies/ organizations implementing institutionalized competency-based approaches in each AMS	Baseline (2014):	Target (2020):
[B]	Building institutional capacities	[B.1.] Number of AMS with policies to build and improve institutional capacities  [B.1.1] Number/ Percentage of public sector agencies/ organizations implementing policies to build and improve institutional capacities in each AMS  [B.2] Number of policies implemented to build and improve institutional capacities at national and sub-national levels	Baseline (2014):	Target (2020):

ACCSM Priority Areas	Key Performance Indicators (KPIs)		a and Targets ne level)
[C] Strengthening leadership	[C.1] Number of AMS with institutionalized leadership development programme(s) in the public sector	Baseline (2014):	Target (2020):
	[C.1.1] Percentage of public sector agencies implementing/participating in leadership development programme(s) in each AMS		
	[C.2] Number of AMS with institutionalized succession planning policy/ies in the public sector		
	[C.2.1] Percentage of public sector agencies implementing in succession planning programme(s) in each AMS		
[D] Strengthening ARCs	[D.1] Number of enhanced ARCs	Baseline (2014):	Target (2020):
	[D.1.1] Percentage of satisfied participants of projects implemented by each ARC [Refer to Annexes 1 and 2]		
	[D.2] Number of projects implemented by each ARC		
	[D.2.1] Number of participants of each project		

ACCSM Priority Areas	Key Performance Indicators (KPIs)		a and Targets ne level)
[E] Public sector reform	[E. 1] Number of measures to promote effectiveness, efficiency, responsiveness and accountability of the bureaucracy in each AMS	Baseline (2014):	Target (2020):
	[E.2] Number of AMS with measures promote public engagement in policy-making process		
	[E.2.1] Percentage of policy-making process with public engagement in each AMS		
	[E.3] Satisfaction rate of reformed public services in each AMS (based on a third party survey)		

#### **ACCSM Intervention Level 1 Evaluation**

## Name of Intervention Inclusive Dates of Intervention

Name of Participant [optional]:		Country [optional]:		
Position/Designation:		Agency/Organization:		
Office/Department:		Division:		
Age: Sex:			Civil Status:	

#### Dear Participant:

We wish to continually improve the way we are implementing this intervention particularly with respect to the following objectives:

- 1.
- 2.
- 3.

In this connection we would like to request you to determine your level of satisfaction with respect to the various aspects of its implementation using the following rating sale:

- 5 Excellent: Your expectations have been consistently exceeded
- 4 Highly Satisfactory: Your expectations have been exceeded
- 3 Satisfactory: Your expectations have been met
- 2 Fair: Your expectations were somewhat not met
- 1 Poor: Your expectations were not met

### **ANNEX 1**

	Satisfaction Level				
Topic/Content	1	2	3	4	5
Achievement of stated objectives					
Relevance of the covered topics					
Completeness of the covered topics					
Appropriateness of the activities					
Applicability of the topics in own situation					
Comments:			,		

	Satisfaction Level					
Resource Person (Please indicate name)	1	2	3	4	5	
Expertise Level of the resource person						
Presentation and facilitation skills						
Helpful and Supportive						
Effort to relate topics/activities to participant context						
Flexible and Accommodating						
Comments:						

Materials		Satisfaction Level					
		2	3	4	5		
User Friendly; Easy to use							
Usefulness of the materials in relation to the intervention							
Completeness;							
Clear; Easy to understand							
Applicability in own situation							

Administration/Coordination		Satisfaction Level					
		2	3	4	5		
Pre-event coordination/communication							
Environment was conducive and appropriate							
Attention to details							
Special needs determined and given proper attention							
Over-all coordination of all activities							

Thank you!

# ACCSM Intervention Impact Evaluation Name of Intervention

### Name of Intervention Inclusive Dates of Intervention

Name of Participant [optional]:		Country [optional]:		
Position/Designation:		Agency/Organization:		
Office/Department:		Division:		
Age: Sex:			Civil Status:	

Dear Participant:

We wish to evaluate the effectiveness of our intervention with respect to the impact it has created on you and your organization. Please accomplish this evaluation form as frankly and as accurately as you can.

What was your most significant learning from this intervention?						
How did you apply your learning?						
What were you able to achieve as a result of applying your learning?						
How satisfied are you with the results you achieved?	Highly Dissatisfied			Highly Satisfied		
	1	2	3		4	5

Thank you!

TERMS OF REFERENCE OF ASEAN COOPERATION ON CIVIL SERVICE MATTERS (ACCSM)

# TERMS OF REFERENCE OF ASEAN COOPERATION ON CIVIL SERVICE MATTERS (ACCSM)

#### I. PURPOSES

1. The ASEAN Cooperation on Civil Service Matters (ACCSM) was established in 1981 to foster a greater level of cooperation among ASEAN civil services. Since its establishment, the ACCSM has, and continues to be, a platform for the exchange of information, innovations and best practices in public service management in ASEAN. The ACCSM also continues to promote effective cooperation and mutual assistance in, among others, capacity building that supports the narrowing of development gap among ASEAN Member States.

#### II. MISSION1

- 2. The ACCSM shall contribute to the achievement of the ASEAN Vision 2025 by strengthening civil service cooperation in ASEAN.
- 3. The ACCSM will promote ASEAN collaboration in the promotion of effective and efficient civil service, public accountability, and good governance.
- 4. The ACCSM seeks to leverage the strengths of ASEAN Member States through:
  - i. The enhancement of existing mechanisms for networking, mutual learning and sharing of experiences among members;
  - ii. The promotion and facilitation of exchange of best practices and other public management innovations by enhancing the role of ASEAN Resource Centres (ARCs) as providers of expertise in their respective areas of competencies;

<sup>&</sup>lt;sup>1</sup> Taken from ACCSM Work Plan 2008-2015.

- iii. The establishment of supporting initiatives to help ASEAN Civil Service develop and adopt cutting-edge practices; and
- iv. The implementation of various programmes on civil service matters with the support and assistance of ASEAN Dialogue Partners and regional/international agencies.

#### III. OBJECTIVES<sup>2</sup>

### **General Objective:**

5. To promote the role of civil service in contributing to the development of the three pillars of the ASEAN Community, namely political and security, economic and socio-cultural agenda.

### **Specific Objectives:**

- 6. To develop a strategic framework and provide impetus for greater collaboration through the sharing and exchanges of information; experiences and insights;
- 7. To deliberate and recommend common positions or understandings where appropriate, especially in preparation for international meetings relevant to civil service matters;
- 8. To develop strategies and programmes/projects for mutual support and assistance among ASEAN Member States in creating a conducive climate and the development of strategy for effective and efficient civil service and good governance (in line with Vientiane Action Plan Measure 1.1.3.); and to establish supporting initiatives towards narrowing the development gap among ASEAN Member States;
- 9. To strengthen the existing mechanism for networking and building closer relationships;

<sup>&</sup>lt;sup>2</sup> Based on ACCSM Work Plan 2008-2015.

- 10. To strengthen the capacity of and facilitate mutual learning among ASEAN Member States;
- 11. To promote and facilitate adoption of best practices and public management innovations within the civil service;
- 12. To implement ASEAN Leaders directives in the field of civil service;
- 13. To promote joint collaboration with ASEAN Dialogue Partners and regional/international agencies in implementing programmes on civil service matters; and
- 14. To evaluate the implementation of ACCSM projects/activities and further identify priority areas for ACCSM cooperation as necessary.

#### IV. ACCSM STRUCTURE AND COMPOSITION

- 15. The ACCSM shall comprise of representatives from the ministry/agency in-charge of civil service in each of the ASEAN Member States.
- The ACCSM+3 shall comprise of representatives from the ministry/agency in- charge of civil service in each of the ASEAN Member States and Plus Three Countries.

#### V. CHAIRMANSHIP AND VICE CHAIRMANSHIP

- 17. Chairmanship of the ACCSM shall be rotated among ASEAN Member States in alphabetical order with a term of two years. The Vice Chair shall be the incoming Chair of the ACCSM.
- 18. The Chair of the ACCSM is responsible for the following duties:
  - i. Prepare the agenda for and chair the meetings of ACCSM;
  - Host meetings of the ACCSM within the 2-year term of Chairmanship;

- iii. Report decisions and progress of work of the ACCSM to the ASEAN Socio-Cultural Community (ASCC) Council:
- iv. Coordinate and consult with ASEAN Member States during the times between meetings of the ACCSM, and promote the engagement of the ACCSM with other relevant ASEAN Sectoral Bodies;
- v. Coordinate the implementation of projects and activities in the Work Plans of the ACCSM and ACCSM+3 in consultation with the Country Coordinators;
- vi. Represent the ACCSM at regional and international events pertaining to civil service matters as entrusted by the ACCSM; and
- vii. Act as the Secretariat of the ACCSM for a term of 2 years.
- 19. The Chair of the ACCSM is expected to represent ACCSM in relevant ASEAN Meetings, including but not limited to the following:
  - i. Coordinating Conference for the ASEAN Socio-Cultural Community (SOC-COM);
  - ii. Coordinating Conference for the ASEAN Political-Security Community (ASCCO); and
  - iii. Other events upon invitation of other ASEAN Sectoral Bodies, Dialogue Partners, international organisations, or other parties.
- 20. The Vice-Chair of the ACCSM will be responsible for the duty of the Chair in representing the ACCSM in the events specified in paragraph 18 and 19, in the absence of the Chair or as delegated by the Chair.

#### VI. ACCSM SECRETARIAT

21. The Secretariat of the ACCSM shall be responsible for substantive, administrative, and protocol arrangements of the meetings of the ACCSM.

22. The Secretariat of the ACCSM supports the Chair in facilitating coordination and consultation with ASEAN Member States during times between meetings of the ACCSM.

#### VII. ASEAN SECRETARIAT

- 23. The ASEAN Secretariat may bring relevant issues to the attention of the ACCSM.
- 24. The ASEAN Secretariat shall provide the necessary secretarial support to the ACCSM including on the following:
  - i. Support the Chair of the ACCSM in preparing agenda of the meetings;
  - ii. Support, in collaboration with the Secretariat of the ACCSM, the documentation and drafting of reports of the meetings of the ACCSM;
  - iii. Support the Secretariat of the ACCSM in hosting meetings of the ACCSM; and
  - iv. Support the Country Coordinators in the conceptualisation, implementation and evaluation of projects as well mobilising needed resources.

#### VIII. DECISION MAKING AND LINE OF REPORTING

- 25. Decision making in the ACCSM shall be based on consultation and consensus in accordance with the ASEAN Charter.
- 26. The ACCSM reports to the ASEAN Socio-Cultural Community (ASCC) Council.

#### IX. MEETINGS AND OTHER RELATED EVENTS

27. The ACCSM shall have the following regular meetings/side events, which will be hosted by the Chair of the ACCSM:

Name of Meeting <sup>3</sup>	Objectives	Schedule	Level of Participation
First Year of Chairn	nanship		
Senior Officials Meeting for the ASEAN Cooperation on Civil Service Matters (ACCSM SOM)	The Meeting will consider and agree upon the organisation of the ACCSM (i.e. provisional agenda for the meetings, document format and procedures, etc.) proposed by the host country. The Meeting will also review the progress and updates of the ACCSM/ASEAN Resource Center projects by all ASEAN Member States, presentation of concept papers of projects/programmes identified in the Work Plan, discussion of priority area of civil service matters with Dialogue Partners and recommend additional programmes/projects for regional cooperation.	Early part of the first year of Chairmanship	Senior Officials

<sup>&</sup>lt;sup>3</sup> Reorganised Meetings as agreed at the ASEAN Heads of Civil Service Retreat on 17 November 2015 in Cyberjaya, Malaysia with amendments proposed by the Philippines.

Name of Meeting <sup>3</sup>	Objectives	Schedule	Level of Participation					
Second Year of Chairmanship								
Senior Officials Meeting for the ASEAN Cooperation on Civil Service Matter (ACCSM SOM)	The Meeting will discuss preparatory matters for the Heads of Civil Service Meetings as well as other concerns that may be raised by any ASEAN Member States.	Second part of the second year of Chairmanship back-to-back with the Heads of Civil Service Meeting for ACCSM	Senior Officials					
Senior Officials Meeting for the ASEAN Plus Three Cooperation on Civil Service Matters (ACCSM+3 SOM)	The Meeting is established to assist the ACCSM+3 in promoting the cooperation with the Dialogue Partners particularly in implementing the Luang Prabang Declaration on ASEAN Plus Three Civil Service Cooperation which also includes the ACCSM+3 Work Plan.		Senior Officials					

Name of Meeting <sup>3</sup>	Objectives	Schedule	Level of Participation
Heads of Civil Service Meeting for the ASEAN Cooperation on Civil Service Matters (ACCSM)	The Meeting will be a platform for ASEAN Heads of Civil Service to share information, best practices and experiences on innovations in civil services. The format of the Meeting will allow free flow of exchange of ideas. This Meeting is to be preceded by the ACCSM+3 Forum on Good Governance.	Second part of the second year of Chairmanship	Heads of Civil Service + 2 Senior Officials
Heads of Civil Service Meeting for the ASEAN Plus Three Cooperation on Civil Service Matters (ACCSM+3)	The Meeting will be a platform for ASEAN+3 Heads of Civil Service to share information, best practices and experiences on innovations in civil services. The format of the Meeting will allow free flow of exchange of ideas.		
ACCSM+3 Forum on Good Governance	A One-Day Forum for sharing and learning among AMS and the Plus Three Countries. The AMS may present country/technical papers in relation to/ support of the work plans.		Senior Officials  Heads of Civil Service (optional)

28. ASEAN Member State assuming ASEAN Chairmanship and/or ACCSM Chairmanship may propose the conduct of ASEAN Heads of Civil Service Retreat. ASEAN Member States may also propose the conduct of other additional Meetings as the need arises. Hosting of such Retreat or Meetings shall be on a voluntary basis.

#### X. SUPPORT FOR MEETINGS

29. The ASEAN Secretariat shall provide support to the Chair in the conduct of the Meetings and be the repository of reports of the ACCSM Meetings and other related events

#### XI. ACCSM'S COOPERATION WITH OTHER PARTNERS

- 30. ACCSM may wish to expand its cooperation with ASEAN Dialogue Partners and other networks on a need basis by tapping their expertise to support the planned projects/activities.
- 31. ACCSM cooperation with other partners shall be based on the principles of ASEAN centrality and non-discrimination.

#### XII. APPROVAL AND AMENDMENT

- 32. The Terms of Reference for the ACCSM shall be adopted by the ASEAN Heads of Civil Service.
- 33. Any ASEAN Member State may propose amendments to the Terms of Reference. Any amendments shall be decided through consultation and adopted by the ASEAN Heads of Civil Service.

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RULES OF PROCEDURE FOR THE SENIOR OFFICIALS MEETING FOR THE ASEAN PLUS THREE COOPERATION ON CIVIL SERVICE MATTERS (ACCSM+3 SOM)

# RULES OF PROCEDURE FOR THE SENIOR OFFICIALS MEETING FOR THE ASEAN PLUS THREE COOPERATION ON CIVIL SERVICE MATTERS (ACCSM+3 SOM)

#### I. PURPOSE

1. The Senior Officials Meeting for the ASEAN Plus Three Cooperation on Civil Service Matters (ACCSM+3 SOM) is established to realise and strengthen the Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation as well as to assist the ACCSM+3 in promoting ASEAN Plus Three cooperation in civil service matters.

#### II. COMPOSITION

The ACCSM+3 SOM shall comprise representative(s), senior level officials from each of the ASEAN Member States and the Plus Three Countries.

#### III. CHAIRMANSHIP

- The ACCSM+3 SOM shall be chaired by the ASEAN Member State holding the Chairmanship of the ACCSM.
  The ACCSM+3 SOM shall be co-chaired by one of the Plus Three Countries, to be rotated according to alphabetical order.
- 4. The Chairperson shall prepare the draft agenda of the ACCSM+3 SOM in consultation with the Co-Chairperson.

#### IV. SCOPE OF WORK

- 5. The ACCSM+3 SOM shall have the following functions:
  - 5.1. Assist the ACCSM+3 in implementing the Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation;
  - 5.2. Assist the ACCSM+3 in developing, implementing and reviewing the ACCSM+3 Work Plan;
  - 5.3. Undertake follow-up work to the decisions of the ACCSM+3;
  - 5.4. Assist the ACCSM+3 in the drafting the ACCSM+3 progress report to the ASEAN Plus Three Summit;
  - 5.5. Review proposed cooperation activities to be funded by the ASEAN Plus Three Cooperation Fund (APTCF) and make recommendation to the Committee of the Permanent Representatives to ASEAN Plus Three (CPR+3) Meeting for approval; and
  - 5.6. Perform any other functions as may be determined by the ACCSM+3.

#### V. REPORTING MECHANISM

6. The ACCSM+3 SOM shall report to the ACCSM+3 Meeting.

#### VI. FREQUENCY OF MEETINGS

7. The ACCSM+3 SOM shall meet at least once every two years prior to the convening of an ACCSM+3 Meeting.<sup>4</sup> It may also convene additional meetings if and when necessary as determined by the ACCSM+3 Meeting.

<sup>&</sup>lt;sup>4</sup> ASEAN Heads of Civil Service Meeting for the ASEAN Plus Three Cooperation on Civil Service Matters.

#### VII. VENUE OF MEETINGS

8. The ACCSM+3 SOM shall meet in the ASEAN Member State holding the Chairmanship of the ACCSM.

#### **VIII. SUPPORT FOR MEETINGS**

9. The ASEAN Secretariat shall provide secretarial support to the Chairperson in the conduct of the Meetings, and be the repository of reports of the ACCSM+3 Senior Officials Meetings.

#### IX. APPROVAL AND AMENDMENT

- 10. These Rules of Procedure shall be approved by the ACCSM+3 Meeting.
- 11. Any amendment shall be decided through consultation and by consensus of members of the ACCSM+3 Senior Officials Meeting and approved by the ACCSM+3 Meeting.

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# ASEAN DECLARATION ON THE ROLE OF THE CIVIL SERVICE AS A CATALYST FOR ACHIEVING THE ASEAN COMMUNITY VISION 2025

# ASEAN DECLARATION ON THE ROLE OF THE CIVIL SERVICE AS A CATALYST FOR ACHIEVING THE ASEAN COMMUNITY VISION 2025

**WE**, the Heads of the Member States of the Association of Southeast Asian Nations (ASEAN), consisting of Brunei Darussalam, the Kingdom of Cambodia, the Republic of Indonesia, the Lao People's Democratic Republic, Malaysia, the Republic of the Union of Myanmar, the Republic of the Philippines, the Republic of Singapore, the Kingdom of Thailand, and the Socialist Republic of Viet Nam, on the occasion of the 30th ASEAN Summit 2017 in Manila, Philippines;

**RECALLING** the Kuala Lumpur Declaration on ASEAN 2025: Forging Ahead Together, adopted during the 27<sup>th</sup> ASEAN Summit in Kuala Lumpur, Malaysia on 22 November 2015;

**RECOGNISING** the significance of the civil service as the backbone of good governance in the region, and its critical mission not only in providing vital public services to the peoples of ASEAN, but also in driving national and social development, administering public resources responsibly, anticipating the changes ahead and managing the evolving relationship between the government and the people;

**FURTHER RECOGNISING** the role of the civil service as a catalyst for enhanced cross-sector and cross-pillar cooperation, in building the ASEAN Community, providing support towards furthering regional integration in accordance with the ASEAN Vision 2025, and promoting ASEAN awareness;

**ACKNOWLEDGING** the contribution of the civil service to the attainment of the Sustainable Development Goals by ASEAN Member States through continuing initiatives towards the highest standards of professionalism, efficiency, effectiveness, participatory approach, responsiveness, transparency and accountability of civil service;

**REAFFIRMING** the commitment of the civil services of ASEAN Member States in supporting further integration of the ASEAN Community as embodied in the Putrajaya Joint Declaration on Post 2015 Priorities-Towards an ASEAN Citizen Centric Civil Service, which was adopted by the Heads of Civil Service in Putrajaya, Malaysia on 17 November 2015; and the ASEAN Cooperation on Civil Service Matters (ACCSM) Work Plan 2016-2020 adopted by the Heads of Civil Service in Manila, Philippines on November 2016.

#### Do hereby agree to endeavor to:

- i. Promote cooperation in the development and implementation of capacity-building programmes and share best practices in critical areas of concern such as environment promotion and climate change adaptation and mitigation; disaster management, mitigation and response; health management; gender equality in the workplace; good governance; progressive people management, organisational performance and employee engagement, talent attraction and skills building in the civil services of ASEAN;
- ii. Raise the professional standards and capability of civil servants in different sectors, and build the community of professionals in each sector to forge closer ties and enable collaboration;
- iii. Ensure that the civil service of ASEAN embrace good governance principles such as citizen-centricity and innovation, and share best practices and knowledge in these areas for mutual benefit, so as to build government institutions that are resilient, trusted and future-ready, and capable of addressing new challenges and complexities;
- iv. Uphold and protect the welfare of civil servants in the region, including those engaged in intra-regional commitments and those performing critical roles in times of disaster and other hazardous situations; and

v. Strengthen alliance-building/networking/partnership among ASEAN Member States as well as with ASEAN Dialogue Partners, regional and multilateral organisations, civil society, private sector, and other stakeholders in supporting the effective implementation of the commitments reflected in this Declaration.

We task the ACCSM, as the lead, in collaboration with relevant sectoral bodies under the ASEAN Political and Security Community (APSC), ASEAN Economic Community (AEC) and ASEAN Socio-Cultural Community (ASCC) to develop a work plan towards realising the aspirations contained in this Declaration.

Done at Manila, the Philippines on the Twenty Ninth Day of April in the Year Two Thousand and Seventeen, in a single original copy in the English Language.

For Brunei Darussalam:

HAJI HASSANAL BOLKIAH

Sultan of Brunei Darussalam

For the Kingdom of Cambodia:

SAMDECH AKKA MOHA SENA PADEI TECHO HUN SEN

Prime Minister

For the Republic of Indonesia:

JOKO WIDODO President

For the Lao People's Democratic Republic:

THONGLOUN SISOULITH

Prime Minister

For Malaysia:

DATO' SRI MOHD, NAJIB TUN ABDUL RAZAK

Prime Minister

For the Republic of the Union of Myanmar:

**AUNG SAN SUU KYI** 

State Counsellor

For the Republic of the Philippines:

RODRIGO ROA DUTERTE

For the Republic of Singapore:

**LEE HSIEN LOONG** 

Prime Minister

### For the Kingdom of Thailand:

**GENERAL PRAYUT CHAN-O-CHA (RET.)** 

Prime Minister

For the Socialist Republic of Viet Nam:

NGUYEN XUAN PHUC

Prime Minister

# PUTRAJAYA JOINT DECLARATION ON ASEAN POST-2015 PRIORITIES TOWARDS AN ASEAN CITIZEN-CENTRIC CIVIL SERVICE

### PUTRAJAYA JOINT DECLARATION ON ASEAN POST-2015 PRIORITIES TOWARDS AN ASEAN CITIZEN-CENTRIC CIVIL SERVICE

**WE**, the Heads of Civil Service of Member States of the Association of Southeast Asian Nations (hereinafter referred to as "ASEAN") on the occasion of the ASEAN Heads of Civil Service Retreat in Cyberjaya, Malaysia, on 17 November 2015:

**RECALLING** the Bandar Seri Begawan Declaration on the ASEAN Community Post-2015 Vision, adopted at the 23<sup>rd</sup> ASEAN Summit on 9-10 October 2013, on the importance of realising a politically cohesive, economically integrated, socially responsible, people-oriented, people-centred and rules-based ASEAN as central elements of ASEAN Post-2015 Vision of the ASEAN Community;

**FURTHER RECALLING** the Nay Pyi Taw Declaration adopted at the 25<sup>th</sup> ASEAN Summit on 12 November 2014 which describes the central elements of the ASEAN Community Post-2015 Vision including the promotion of adherence to shared values and norms including good governance and anti-corruption;

**RECALLING** the decision in the ASEAN Heads of Civil Service Meeting of the 17<sup>th</sup> ASEAN Conference on Civil Service Matters (ACCSM) held in Yangon, Myanmar, on 26 September 2014 to heighten cooperation on civil service matters and good governance to support the ASEAN Community;

**RECALLING** the Kuala Lumpur Declaration on A People-Oriented, People Centred ASEAN adopted at the 26<sup>th</sup> ASEAN Summit on 27-28 April 2015 which describes a high performing and dynamic civil service to support the establishment of a people-oriented, people-centred and rules-based ASEAN Community where all people, stakeholders and sectors of society can contribute to and enjoy the benefits from a more integrated and connected Community;

**RECOGNISING** the need for civil service reform and greater engagement of the peoples to meet their needs and expectations; and

**ACKNOWLEDGING** the importance of good governance in promoting sustainable development in ASEAN.

Hereby agree to endeavour:

- (i) To continue strengthening good governance, integrity and cooperation in the civil service through regular engagements and consultations for the mutual benefit of ASEAN Member States;
- (ii) To promote effective cooperation and mutual assistance in civil service capacity building that narrows the development gap among ASEAN Member States;
- (iii) To foster technical cooperation in the field of civil service among ASEAN Member States particularly in the areas of capacity building, service delivery, and public sector reform;
- (iv) To continue to make Good Regulatory Practices (GRP) a priority in the delivery of public policies across ASEAN by having rules that are coherent and convergent across the economic community, and strengthening evidence-based decision making, stakeholder engagement and coordination inside of government in order to achieve greater connectivity, better public service delivery, inclusiveness and sustainable growth;
- (v) To promote the well-being and livelihood of the peoples of ASEAN through the highest standards of professionalism, efficiency, effectiveness, participatory approach, responsiveness, transparency and accountability in the civil service;

- (vi) To build and strengthen networking and partnerships within and among ASEAN Member States as well as with Dialogue Partners, UN Agencies, civil society, private sector, development partners and other stakeholders in supporting effective implementation of the commitments reflected in this Declaration; and
- (vii) To task the ACCSM, with the support of the ASEAN Secretariat to implement this Declaration through the ACCSM Work Plan 2016-2020, as well as to monitor and report its progress on a regular basis.

We are committed to the above aspirations which should serve as the guiding principles for the ACCSM in promoting a people-oriented and people-centred ASEAN that support the central elements contained in the ASEAN Vision 2025.

**SIGNED** in Cyberjaya, Malaysia, on this Seventeenth Day of November in the Year Two Thousand and Fifteen, in a single original copy, in the English language.

For Brunei Darussalam:

H.E. YAHYA IDRIS

Permanent Secretary
Prime Minister's Office

For the Kingdom of Cambodia:

H.E. PECH BUNTHIN

Minister of Civil Service /

Chairman of Public Administrative Reform Committee

For the Republic of Indonesia:

H.E. BIMA HARIA WIBISANA
Head of National Civil Service Agency

For the Lao People's Democratic Republic:

H.E. KHAMMOUNE VIPHONGXAY

Vice Minister of Home Affairs

For Malaysia:

H.E. TAN SRI DR ALI HAMSA

Chief Secretary to the Government of Malaysia

For the Republic of the Union of Myanmar:

H.E. U KYAW THU

Chairman of the Union Civil Service Board

For the Republic of the Philippines:

H.E. ALICIA dela ROSA-BALA

Chairperson of the Civil Service Commission

For the Republic of Singapore:

H.E. YONG YING-I

Permanent Secretary (Public Service Division)
Prime Minister's Office

For the Kingdom of Thailand:

H.E. VISOOT PRASITSIRIWONGSE

Secretary General
The Office of the Civil Service Commission

For the Socialist Republic of Viet Nam:

H.E. TRAN THI HA

Vice Minister of Home Affairs

# LUANG PRABANG JOINT DECLARATION ON ASEAN PLUS THREE CIVIL SERVICE COOPERATION

## LUANG PRABANG JOINT DECLARATION ON ASEAN PLUS THREE CIVIL SERVICE COOPERATION

**WE**, the Heads of Civil Service of Member States of the Association of Southeast Asian Nations (ASEAN) and the People's Republic of China, Japan, and the Republic of Korea (the Plus Three Countries), on the occasion of our ASEAN Conference on Civil Service Matters (ACCSM) Plus Three Meeting in Luang Prabang, Lao People's Democratic Republic, on 29 October 2010;

**RECALLING** the initial agreement reached at the inaugural ASEAN Conference on Civil Service Matters (ACCSM) Plus Three Meeting in Vientiane, Lao People's Democratic Republic, on 30 October 2009 to pursue cooperation on civil service matters:

**RECOGNISING** the direct responsibility of the ACCSM Plus Three to take an active part in implementing the ASEAN Plus Three Cooperation Work Plan (2007-2017), particularly in promoting good governance, enhancing administrative effectiveness, efficiency and transparency through policy dialogue and capacity building activities;

**REAFFIRMING** our common belief that civil service cooperation will contribute significantly to strengthening the foundations of ASEAN Plus Three cooperation, facilitate economic and institutional connectivity, and promote people-to-people contacts in East Asia;

**REAFFIRMING ALSO** that civil service cooperation is a key to narrowing the development gaps among ASEAN Member States and between ASEAN and the Plus Three Countries;

**BELIEVING** that we have the precious experiences, modern know-how and best practices in civil service matters that should be shared to benefit all in ASEAN Plus Three Countries;

**AND CONVINCED** that our civil service cooperation will contribute to strengthening peace and security, as well as promoting prosperity and social well-being in East Asia and beyond.

#### THEREFORE WE HEREBY AGREE AS FOLLOWS:

- 1. We will meet once every two years to discuss civil service policy issues of common interest;
- 2. We will explore practical areas of cooperation in line with the ASEAN Plus Three Cooperation Work Plan (2007-2017), starting with the following:
  - a. Strengthening E-Governance;
  - b. Improving effectiveness, efficiency, transparency and productivity in public sector; and
  - c. Strengthening human resource management and human resource development.
- 3. We will endeavour to implement civil service cooperation projects and undertake relevant cooperative activities that will develop best practices in civil service matters to benefit all in ASEAN Plus Three Countries;
- 4. We will endeavour to mobilise necessary resources and expertise to support timely and efficient implementation of this Joint Declaration;
- 5. We will report our progress to the ASEAN Plus Three Summit through ASEAN Plus Three Foreign Ministers Meeting;

- 6. We will establish the ACCSM Plus Three Joint Technical Working Group to carry out appropriate follow-up measures, including formulating a work plan, under our policy guidance;
- 7. The ACCSM Plus Three Joint Technical Working Group will operate under the rules of procedure to be determined by the ACCSM Plus Three, and
- 8. The ASEAN Secretariat will be requested to provide necessary support for the ACCSM Plus Three Joint Technical Working Group.

**ADOPTED** by the Heads of Civil Service of Member States of the Association of Southeast Asian Nations (ASEAN) and the People's Republic of China, Japan, and the Republic of Korea (the Plus Three Countries) on this Twenty-Ninth Day of October in the Year Two Thousand and Ten in Luang Prabang, Lao People's Democratic Republic.

## LIST OF ASEAN RESOURCE CENTRE (ARC)

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- 1. ARC on Managing Civil Service Competency (Brunei Darussalam)
- 2. ARC on Public Service Delivery (Cambodia)
- 3. ARC on ASEAN Pool of Experts on Civil Service (Indonesia)
- 4. ARC on Civil Service Performance Appraisal (Lao PDR)
- 5. ARC on Strategic Collaboration through National Blue Ocean Strategy (Malaysia)
- 6. ARC on Training of Trainers (ToT) for Civil Service (Myanmar)
- 7. ARC on Examination and Testing (Philippines)
- 8. ARC on ASEAN Leaders in Strategic Human Resource Programme-Building a Future-Ready Public Service (Singapore)
- 9. ARC on ASEAN New Wave Leadership Development (Thailand)
- 10. ARC on Supporting Public Service Reform (Viet Nam)

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