

# ASEAN RESOURCE CENTRE'S DIRECTORY

## Second Edition



one vision  
one identity  
one community





# **ASEAN RESOURCE CENTRE'S DIRECTORY**

## **SECOND EDITION**

The ASEAN Secretariat  
Jakarta

The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam.  
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# BRUNEI DARUSSALAM

## Introduction of the ARC

- Country : Brunei Darussalam
- Current Title : ASEAN Resource Centre on Managing Civil Service Competencies
- Endorsement of the Current Title : The ASEAN Heads of Civil Service Retreat on 17 November 2015, Cyberjaya, Malaysia
- Date of ARC Establishment : 1995: Original Title “ASEAN Resource Center on Managing New Technologies”
- Vision and Mission(s) :
  - The Competencies Management is essential for Civil Service as it is an organised approach in ensuring its human resources meet the needs of organisational goals.
  - The initiatives will help strengthen the quality of Civil Service in the ASEAN Member States and it is also in line with the Statement of His Majesty of Brunei Darussalam as the Chairman of the 23<sup>rd</sup> ASEAN Summit in reaffirming ASEAN collective commitment to further strengthen human resource development to improve regional productivity and prosperity.
- Objective(s) :
  - The capacity of ASEAN human resource needs to be enhanced and improved further through strategic programmes and develop a qualified, competent and well-prepared ASEAN labour force that would benefit from as well as cope with the challenges of global and regional integration.

- Therefore, through human resource training and capacity building ASEAN will be able to narrow the development gaps through people-to-people connectivity.
- To support this Brunei Darussalam had offered three (3) programmes under ASEAN Cooperation on Civil Service Matters (ACCSM) Work Plan 2016-2020.

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## Activities

- Area of expertise : Managing Civil Service Competencies
- Key activities : Under Brunei Darussalam Work Plan 2016-2020, there are three (3) Programmes that had been endorsed:
- Workshop on Leadership for Managers: Inciting the Leadership in You;
  - Workshop on Civil Service Competencies Framework; and
  - Workshop on Civil Service Human Resource Planning
- The programmes will be conducted in a workshop style where the activities include:
- Lecture
  - Exchanges of best practices
  - Discussion
  - Case Study
  - Role Play
- Total number of participants trained from the ASEAN Member States : Workshop on Leadership for Managers: Inciting the Leadership in You
- 23 participants from ASEAN Member States (AMS)
- List of concluded training courses : Workshop on Leadership for Managers: Inciting the Leadership in You on 23 – 25 October 2017 in Brunei Darussalam







# CAMBODIA

## Introduction of the ARC

Country	: The Kingdom of Cambodia
Current Title	: ASEAN Resource Centre on Public Service Delivery
Endorsement of the Current Title	: The ASEAN Heads of Civil Service Retreat on 17 November 2015, Cyberjaya, Malaysia
Date of ARC Establishment	: 2002: Original Title “ASEAN Resource Center on Capacity Development of the Civil Servants”
Vision and Mission(s)	: <b>Vision:</b> To improve the quality and effectiveness of public service delivery in ASEAN region. <b>Mission:</b> To provide a platform to foster technical cooperation and share concept, information and best practices of public service delivery to benchmark and innovate the standard and policy for better public service delivery in ASEAN.
Objective(s)	: <ul style="list-style-type: none"><li>• To develop minimum standard of public service delivery in ASEAN Member States;</li><li>• To strengthen technical cooperation and networking in sharing concepts, best practices, and experiences among AMS and other stakeholders to benchmark their respective public service delivery; and</li><li>• To develop ASEAN pool of experts/trainers in public service delivery to research and innovate their respective public sector reform policy as well as to train civil servants.</li></ul>

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## Activities

Area of expertise : Public Service Delivery

- Key activities :
- To conduct desk study, research, study visit and web liner on public service delivery in AMS and the Plus Three countries to collect information;
  - To conduct a series of forums / seminars (at local and international levels) to share information, concepts, best practices of public service delivery among AMS and other stakeholders;
  - To develop ASEAN service standard, citizen feedback procedure and other public service delivery tools to serve as key references for AMS to benchmark and innovate their respective service delivery; and
  - To archive all public service delivery tools and publications to share with all stakeholders.



# INDONESIA

## Introduction of the ARC

Country	: The Republic of Indonesia
Current Title	: ASEAN Resource Centre for ASEAN Pool of Expert on Civil Service (A-EXPECS)
Endorsement of the Current Title	: The ASEAN Heads of Civil Service Retreat on 17 November 2015, Cyberjaya, Malaysia
Date of ARC Establishment	: 1995: Original Title “ASEAN Resource Centre on Information Exchange”
Vision and Mission(s)	: <b>Vision:</b> <ul style="list-style-type: none"><li>● To be a pool of data experts and talents as center of excellence on civil service in ASEAN</li></ul> <b>Missions:</b> <ul style="list-style-type: none"><li>● To develop ARC: A-EXPECS concept within National Civil Service Agency (NCSA);</li><li>● To discuss the concept developed within NCSA in the national level through the National Workshop of A-EXPECS;</li><li>● To develop ideas and concept of the National Workshop in a focus group of Indonesia government inter-institutions;</li><li>● To improve the national concept through the ASEAN Workshop; and</li><li>● To develop pool of data.</li></ul>

- Objective(s) : Through the ASEAN Pool of Expert on Civil Service (A-EXPECS), public officials in the ASEAN Region will be able to:
- Encourage knowledge and experiences sharing and exchanging with regards to Pool of Expert design and development, methods, instruments, etc. among AMS; and
  - Provide source of expertise in civil service matters and talented civil servants from all AMS which can be utilised by all AMS.

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## Activities

Area of expertise : Providing data/information on Talent and Expert Inventory of AMS in area of public sector which can be utilised by all AMS to support promotion of the free flow of ideas, knowledge, expertise, and skills to inject dynamism within the region

Key activities : 

- Drafting of A-EXPECS Concept (National & ASEAN Workshop);
- Creation of web based design of A-EXPECS
- Implementation of A-EXPECS (Expert data exchange)
- Development of A-EXPECS (National & ASEAN Workshop)

## Partnership

List of ARC Partners (if applicable) : All Sectoral Bodies across ASEAN pillars







## LAO PDR

### Introduction of the ARC

Country	: The Lao People's Democratic Republic
Current Title	: ASEAN Resource Center on Civil Service Performance Appraisal
Endorsement of the Current Title	: The Heads of Civil Service Meeting for the 18 <sup>th</sup> ASEAN Cooperation on Civil Service Matters (18 <sup>th</sup> ACCSM) on 17 November 2016, Manila, Philippines
Date of ARC Establishment	: 2001: Original Title "ASEAN Resource Center on Civil Service Performance"
Vision and Mission(s)	: The ARC on Civil Service Performance Appraisal will serve as a central point for AMS to exchange best practices and network on Performance Appraisal through workshop, seminar and study material.
Objective(s)	: <ul style="list-style-type: none"><li>• To exchange information and best practices on Civil Service Performance Appraisal with other AMS;</li><li>• To improve the Performance Appraisal system of Cambodia, Lao PDR, Myanmar and Viet Nam; and</li><li>• To network among AMS.</li></ul>

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## Activities

Area of expertise : Civil service performance appraisal.

Key activities :

- Workshop on ASEAN Resource Centre for Civil Service Performance Appraisal;
- Forum on Performance Management with Plus Three Countries in 2018;
- Uploading of material on Civil Service Performance Appraisal of AMS and Plus Three Countries on Ministry of Home Affairs Lao PDR Website;
- Dissemination of lessons on ASEAN Civil Service Performance Appraisal to the Central and Local administration in Lao PDR.





# MALAYSIA

## Introduction of the ARC

Country	: Malaysia
Current Title	: ASEAN Resource Centre for Innovative Collaboration through National Blue Ocean Strategy (NBOS)
Endorsement of the Current Title	: The ASEAN Heads of Civil Service Retreat on 17 November 2015, Cyberjaya, Malaysia
Date of ARC Establishment	: 1995: Original Title “ASEAN Resource Center for Case Studies”
Vision and Mission(s)	: During the ASEAN Heads of Civil Service Retreat held on 17 November 2015, Malaysia proposed to shift focus of our ARC to a new programme namely Innovative Collaboration through National Blue Ocean Strategy (NBOS) to meet the current challenges.
Objective(s)	: <ul style="list-style-type: none"><li>• To identify the key features of the Malaysian Public Sector Transformation agenda;</li><li>• To outline the main features of the Malaysia’s National Blue Ocean Strategy (NBOS) through the implementation of the Government Transformation Programme;</li><li>• To define the concepts and methodologies in Blue Ocean Strategy (BOS) thinking; and</li><li>• To identify and develop Blue Ocean initiatives to be implemented in home countries through benchmarking Malaysia’s NBOS projects.</li></ul>

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## Activities

- Area of expertise : Conducting training programme on Innovative  
Collaboration through NBOS

Key activities : Conducting course with following contents and methodologies:

#### Course Content

- Introduction on National Blue Ocean Strategy (NBOS);
- Concept and Methodology of NBOS;
- BOS-Tools and Methodology;
- Overview of Government's Transformation Programme (GTP) and Economic Transformation Programme (ETP);
- NBOS - Creativity Index and Fair Process;
- NBOS - Formulation: Bottom Up Approach;
- NBOS Initiatives on Crime Prevention and Crime Reduction (PDRM);
- Visit to NBOS Project identified; and
- Simulation and Course Reflection

#### Methodology

- Lectures;
- International Conference on Blue Ocean Strategy;
- Country Paper Presentation;
- Individual and group assignment and presentations; and
- Academic visits to NBOS' projects identified

Total number of participants trained from the ASEAN Member States : 18 participants (between 2015 - 2017)

List of concluded training courses

Following the shift of Malaysia’s ARC function, Public Service Department through its training arm – the National Institute of Public Administration or known as INTAN has conducted a 2-week course entitled “Transforming the Public Sector Through the National Blue Ocean Strategy” on 12-26 August 2016.

The course content comprised interactive lectures, international conference, individual and group discussions and visits to several NBOS initiatives in the effort to expose the participants to the real situation and experiences. The participants were also invited to the International Conference on NBOS organised by Ministry of Finance, Malaysia held on 16-18 August 2016.





## MYANMAR

### Introduction of the ARC

Country	: The Republic of the Union of Myanmar
Current Title	: ASEAN Resource Centre for Public Service Motivation
Endorsement of the Current Title	: The Senior Officials Meeting of the 19 <sup>th</sup> ASEAN Cooperation on the Civil Service Matters on 12 May 2017, Singapore
Date of ARC Establishment	: 2004: The Original Title “ASEAN Resource Centre for Training of Trainers for Civil Service”
Vision and Mission(s)	: Ethical, merit-based, inclusive and responsive Civil Service promoting public participation and strengthening the trust of the people
Objective(s)	: <ul style="list-style-type: none"><li>• To contribute the development of empirical evidence on relationship between Public Service motivation and improved performance;</li><li>• To share lessons learned and best practice on Public Service motivation with other AMS;</li><li>• To inform modernisation and transformation initiatives in ASEAN with outcomes of New Public Service motivation initiatives; and</li><li>• To lead ASEAN discussions on Public Service Motivation and link with global platforms and networks.</li></ul>

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## Activities

- Area of expertise : Public Service Motivation
- Key activities :
- Partaking in the “Global Study of Intrinsic Motivation in Developing Countries” led by UNDP, and identification of recommendations and lessons learned to strengthen motivation in the service;
  - Undertaking of recurrent Perception Survey on Ethics, Meritocracy and Equality and Inclusiveness in Myanmar’s Civil Service and record improvements;
  - Development of research papers and studies on Public Service Motivation;
  - Conduct of workshops, forums, seminars and training to other ARC in ASEAN Member States;
  - Dissemination of lessons learned to Member States through ASEAN networks; and
  - Serving as link between AMS and global Public Service Motivation Networks.
- Total number of participants trained from the ASEAN Member States : 5 participants from the AMS
- List of concluded training courses : Knowledge Forum on Public Service Motivation on 11-12 July 2017 in Myanmar

## Partnership

- List of ARC Partners (if applicable) : United Nations Development Programme





# THE PHILIPPINES

## Introduction of the ARC

Country	: The Republic of the Philippines
Current Title	: ASEAN Resource Center for Assessment and Organization Development (OD)
Endorsement of the Current Title	: Ad-referendum endorsement by ACCSM on 21 June 2018
Date of ARC Establishment	: 1995: Original Title “ASEAN Resource Center on Examination and Testing” (ARCET)
Objective(s)	: <ul style="list-style-type: none"><li>• To undertake activities towards the enrichment of knowledge and practices in the areas of assessment and organisation development in the public sector of the ASEAN region; and</li><li>• To serve as a hub in the Philippines for research, development, and knowledge exchange on civil service matters in ASEAN.</li></ul>

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## Activities

Area of expertise : Assessment and Organisation Development

Key activities : The ARC shall:

- Conduct relevant research and program development relative to continuous improvement of assessment and OD initiatives of the PCSC;
- Propose and implement relevant projects/initiatives; and
- Establish and maintain an ASEAN Gallery and Library/ Information Center.

List of concluded training courses

**1. Conference-Workshop on Examination and Testing in the Civil Service on 24-28 November 2014**

The Conference-Workshop, which was attended by delegates from Republic of South Korea, Japan, and nine AMS, was a five-day learning and sharing session focused on examination, particularly on:

- Test-item construction
- Test form assembly
- Test administration
- Introduction to Competency-Based Recruitment and Selection
- Trends in psychological testing

**2. Orientations conducted in 2012**

Orientations on the Computer Assisted Test (CAT) were conducted for delegates from Indonesia, Nepal and Afghanistan.

**3. Study Visit of Indonesian Delegates on 7-10 December 2011**

Delegates from the National Civil Service Agency (NCSA), Indonesia had a study visit on “Designing Simulation and Assessment Tools and CAT-based Recruitment System”. During this visit, the ARCET also showcased PCSC’s assessment tools measuring personality and integrity.

**4. Study Visit of Thai Delegates on 30-31 January 2008**

The focus of the study visit was the Ethics-Oriented Personality Test (EOPT). It also included an orientation on the PCSC’s Merit and Selection Policy, Civil Service Examinations, Examination Administration, Security Measures, Scholarship Administration, and CAT Administration.

**5. Other study visits conducted from 1999 to 2002**

Study visits that focused on the CAT, PCSC Examination Programs and Projects, PCSC's Computer-based Test Bank, Examination Generation System (EGNS) and PCSC Recruitment and Selection Programs and Projects were held for various groups:

- Royal Institute of Management (RIM) of Bhutan
- Government Committee on Organization and Personnel (GCOP) of Vietnam
- Vietnam State Inspectorate Office
- Other delegations from Pakistan and Japan

**6. Conduct of ASEAN Seminar-Workshop on Test Item Writing/Construction and Development on 1-4 December 1998**

The Seminar-Workshop focused on the following topics:

- Test Planning and Development
- Types of Test Items
- Test Assembly and Item Banking
- Technical Considerations in Test Development
- Finalisation of Tests
- Issues and Concerns

**7. Conduct of First ASEAN Conference on Examination and Testing on 2-4 December 1996**

The Conference was participated by all AMS. The highlights of the Conference were:

- Orientation on the Examination and Testing System in the Philippine Civil Service Commission;
- Country sharing/discussion of examination practices/experiences of ASEAN Member States; and
- Action Agenda



**8. Study Visit of Malaysian Delegates on 6-8 March 1996**

The delegates were given briefing on recruitment and examination.

**9. First Study Visit of Thai Delegates on 21 April - 3 May 1995**

Delegates were brought to a number of PCSC-regional offices to observe how these offices actually perform their delegated examination functions and their application of the various computer-based examination systems at the regional level.





# SINGAPORE

## Introduction of the ARC

Country	: The Republic of Singapore
Current Title	: ASEAN Resource Centre on ASEAN Leaders in Strategic Human Resource Programme – Building a Future-Ready Public Service
Endorsement of the Current Title	: The ASEAN Heads of Civil Service Retreat on 17 November 2015, Cyberjaya, Malaysia
Date of ARC Establishment	: 1995: Original title “ASEAN Resource Center on Management Innovation” 2011: Changed Title to become “Human Resource Management Programme”
Vision and Mission(s)	: <b>Vision:</b> Sharing of best practices and experiences especially in the area of strategic human resource management. <b>Mission:</b> To provide a robust platform for exchanges on the latest trends and developments in human resource management and share best practices and build capacity in ASEAN civil services especially in strategic human resource management.
Objective(s)	: To curate and develop programmes for cross-sharing and learning of best practices and experiences in strategic human resource management among AMS and with other ASEAN Dialogue Partners beyond the Plus Three to build a future-ready public service.

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## Activities

Area of expertise : Strategic Human Resource Management

Key activities : Training programmes in human resource management

Total number of participants trained from the ASEAN Member States : 353 (as of 12 February 2018)

List of concluded training courses : • Human Resource Management in the Public Sector Programme

Conducted at	Date (Number of Participants)
Cambodia-Singapore Training Centre	• 25 to 29 July 2011 (30)
	• 3 to 7 December 2012 (30)
Lao PDR-Singapore Training Centre	• 27 June to 1 July 2011 (30)
	• 27 to 31 August 2012 (30)
Myanmar-Singapore Training Centre	• 4 to 8 July 2011 (30)
	• 25 to 29 June 2012 (29)
Viet Nam-Singapore Training Centre	• 5 to 9 March 2012 (30)
	• 21 to 25 May 2012 (29)

• Management and Leadership Strategies in the Public Sector Programme

Conducted at	Date (Number of Participants)
Cambodia-Singapore Training Centre	• 11 to 15 August 2014 (24)
Lao PDR-Singapore Training Centre	• 7 to 11 July 2014 (29)
Myanmar-Singapore Training Centre	• 9 to 13 June 2014 (28)
Viet Nam-Singapore Training Centre	• 2 to 6 June 2014 (29)

- Leaders in Governance Programme
  - 29 August to 6 September 2016 (2 pax)
  - 21 to 29 August 2017 (3 pax)
  - 28 August to 5 September 2018
  
- The Future of Public Sector HR for ASEAN HR Leaders Programme on 26 February - 2 March 2018
  
- Forum on Good Governance on 24 October 2018



# THAILAND

## Introduction of the ARC

Country	: The Kingdom of Thailand
Current Title	: ASEAN Resource Centre on Human Resource Innovation
Endorsement of the Current Title	: 2018
Date of ARC Establishment	: 1995: Original Title “ASEAN Resource Center on Leadership Development”
Vision and Mission(s)	: Thailand aims to be the center of knowledge sharing on policies, practices, and initiatives in Human Resource Management and Human Resource Development in the Civil Service of ASEAN nations.
Objective(s)	: <ul style="list-style-type: none"><li>• To share latest knowledge and practices among AMS, as well as non-ASEAN, on the developments and changes of HR innovations within the public service, which has an impact on all levels of the civil service system, including policy formulation and execution;</li><li>• To enable AMS to gain insights into the latest development and public sector innovations in the area of HR; and</li><li>• To bridge the gap of public management and development between members of ASEAN.</li></ul>

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## Activities

Area of expertise : Capacity Building for Digital Transformation

Key activities : 

- Collecting and providing latest knowledge and innovation of civil service in the field of HRM and HRD through website
- Providing conference, seminar, workshop, symposium





## VIET NAM

### Introduction of the ARC

Country	: The Socialist Republic of Viet Nam
Current Title	: ASEAN Resource Centre for Personnel Management
Endorsement of the Current Title	: Updated at the Senior Officials Meeting of the 19 <sup>th</sup> ASEAN Cooperation on the Civil Service Matters, 12 May 2017 in Singapore.
Date of ARC Establishment	: 1998: Original Title “ASEAN Resource Centre for Personnel Management”
Vision and Mission(s)	: <ul style="list-style-type: none"><li>• To exchange information and experience among AMS in the area of personnel management; and</li><li>• To Promote the public sector reform in Viet Nam focusing on reforming civil servant payroll system, down-sizing, and building position-based system.</li></ul>
Objective(s)	: <ul style="list-style-type: none"><li>• To enhancing cooperation among AMS and partners on the area of personnel management; and</li><li>• To share and exchanges best practices on personnel management among AMS.</li></ul>

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## Activities

Area of expertise : Personnel management reforms

Key activities : Organisation of workshops, seminars, symposiums to share experience on the issues relating civil service reforms, especially personnel management reforms.

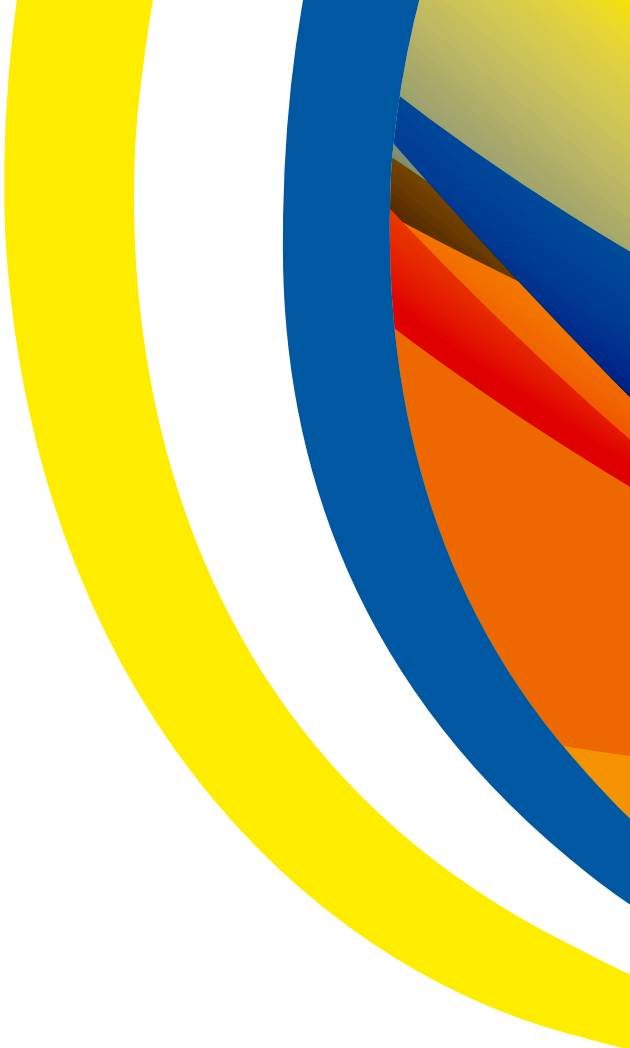
Total number of participants trained from the ASEAN Member States : 40 participants

List of concluded training courses:

- Workshop on experiences sharing on strengthening the role of civil service as a catalyst for achieving the ASEAN Community Vision 2025; and
- Symposium on State Capacity for Public Sector Reform and National Development in Southeast Asia and Korea







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