ASEAN COOPERATION ON CIVIL SERVICE MATTERS 2016-2020
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. The ASEAN Secretariat is based in Jakarta, Indonesia.

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ASEAN: A Community of Opportunities

Catalogue-in-Publication Data

ASEAN Cooperation on Civil Service Matters 2016-2020
Jakarta, ASEAN Secretariat, April 2017

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1. ASEAN – Civil Service – ASEAN Plus Three
2. Rules of Procedure – Work Plan


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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.
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<td>[B] Building institutional capacities</td>
<td>4. ASEAN Leaders in Governance and Public Administration Programme</td>
<td>3-7 October 2016, Singapore [Completed]</td>
<td>Cost-sharing (Participants to cover own airfares)</td>
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| A.2 E.1                       | A.2.v E.1.vii           | [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 |
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<td>Ministry of Finance of Malaysia</td>
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<td>B.2</td>
<td>B.2.ix</td>
<td>[C] Strengthening leadership</td>
<td>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</td>
<td>2016 Fourth quarter of 2017 2018</td>
<td>Cost-sharing</td>
<td>Thailand</td>
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| E.1                         | E.1.vii                | [E] Public sector reform | 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 | 2018     |                 | Myanmar             |                   |
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| E.2                           | E.2.i E.2.iv E.2.ix     | [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 |
<p>| E.2                           | E.2.i                   | [C] Strengthening leadership | 21. Inciting the Leadership Programme | Fourth quarter of 2017 | Cost-sharing | Brunei Darussalam | ASEAN+3 Countries |</p>
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| E.2                            | E.2.i                   | [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                   | [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 |
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<td>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.</td>
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<td>[C] Strengthening leadership</td>
<td>24. Leadership Scheme for ASEAN Civil Service Leaders</td>
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## ASEAN Plus Three Cooperation on Civil Service Matters (ACCSM+3) Work Plan 2016-2020

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### ACCSM+3 Thematic Areas:
1. E-Governance;
2. Human resource management and human resource development;
3. Productivity in public sector;
4. Good governance;
5. Public sector reform;
6. Local administration capacity building and cooperation; and
7. Research and innovation.

**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
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<td><strong>ACCSM+3 Thematic Area:</strong> 2. Human resource management and human resource development</td>
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<td>A.2 E.1 E.2</td>
<td>A.2.v E.1.i E.1.vii E.2.i E.2.iv</td>
<td>[B] Building institutional capacities [E] Public sector reform <strong>ACCSM+3 Thematic Area:</strong> 2. Human resource management and human resource development</td>
<td>30. International Seminar on Human Resources Management in Digital Economy Context  <strong>Objectives:</strong> • To share experience on public sector reform in both central and local government • To build network between colleagues from public sectors</td>
<td>September 2017 2019</td>
<td>Cost-sharing</td>
<td>Thailand</td>
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<td>A.2</td>
<td>A.2.iii</td>
<td>[A] Enhancing workforce competencies and standards in the public sectors <strong>ACCSM+3 Thematic Area:</strong> 2. Human resource management and human resource development</td>
<td>31. Performance Management System to Enhance Workforce Competencies and Standards; and Building ASEAN Civil Service Competency Platform and Network</td>
<td>End of April 2017</td>
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<td>ACCSM+3 Thematic Area: 3. Productivity in public service</td>
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Also supports A.2.2.i of the APSC Blueprint 2025

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<td>34. Measuring Productivity in the Public Service</td>
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33. ASEAN Guideline on Public Service Delivery

34. Measuring Productivity in the Public Service

33. ASEAN Guideline on Public Service Delivery

34. Measuring Productivity in the Public Service
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<th>ASCC Key Results Areas (KRAs)</th>
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<th>ACCSM Priority Areas</th>
<th>Programmes / Projects / Initiatives</th>
<th>Timelines</th>
<th>Indicative Budget</th>
<th>Country Coordinators</th>
<th>Potential Partners</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>[E] Public sector reform</td>
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<td></td>
<td></td>
<td><strong>ACCSM+3</strong> Thematic Area:</td>
<td>3. Productivity in public service</td>
<td></td>
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<tr>
<td>E.1</td>
<td>E.1.vii</td>
<td>[A] Enhancing workforce competencies and standards in the public sector</td>
<td>35. Better Governance Programme on Anti-Corruption</td>
<td>2018</td>
<td></td>
<td>Singapore</td>
<td>ASEAN+3 Countries</td>
</tr>
<tr>
<td>ASCC Key Results Areas (KRAs)</td>
<td>ASCC Strategic Measures</td>
<td>ACCSM Priority Areas</td>
<td>Programmes / Projects / Initiatives</td>
<td>Timelines</td>
<td>Indicative Budget</td>
<td>Country Coordinators</td>
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<td>Also supports A.2.2.iii and A.2.2.vi of the APSC Blueprint 2025</td>
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<td></td>
<td>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</td>
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<tr>
<td>ASCC Key Results Areas (KRAs)</td>
<td>ASCC Strategic Measures</td>
<td>ACCSM Priority Areas</td>
<td>Programmes / Projects / Initiatives</td>
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<td>Indicative Budget</td>
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</tbody>
</table>
| A.2 E.1 E.2                   | A.2.v E.1.vii E.2.i     | [B] Building institutional capacities | 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 |
<p>|                              |                         | ACCSM+3 Thematic Area: 5. Public sector reform |                                     |           |                  |                      |                   |</p>
<table>
<thead>
<tr>
<th>SCC</th>
<th>ACCSM Priority Areas</th>
<th>Programmes / Projects / Initiatives</th>
<th>Timelines</th>
<th>Indicative Budget</th>
<th>Country Coordinators</th>
<th>Potential Partners</th>
</tr>
</thead>
</table>
[B] Building institutional capacities | | | | |
| E.1  | E.2 | ACCSM+3 Thematic Area:  
6. Local administration capacity building and cooperation | | | | |
| E.2  | | 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 |
<table>
<thead>
<tr>
<th>ASCC Key Results Areas (KRAs)</th>
<th>ASCC Strategic Measures</th>
<th>ACCSM Priority Areas</th>
<th>Programmes / Projects / Initiatives</th>
<th>Timelines</th>
<th>Indicative Budget</th>
<th>Country Coordinators</th>
<th>Potential Partners</th>
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</thead>
<tbody>
<tr>
<td>A.2</td>
<td>A.2.iii</td>
<td>[A] Enhancing workforce competencies and standards in the public sector</td>
<td>40. Local Authority in Sustainable Development:</td>
<td>2017</td>
<td>Malaysia</td>
<td>ASEAN+3 Countries</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E.2.i</td>
<td></td>
<td></td>
<td>2017</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>E.2.iii</td>
<td></td>
<td></td>
<td>2018</td>
<td></td>
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<tr>
<td></td>
<td>E.2.iv</td>
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<tr>
<td>ASCC Key Results Areas (KRAs)</td>
<td>ASCC Strategic Measures</td>
<td>ACCSM Priority Areas</td>
<td>Programmes / Projects / Initiatives</td>
<td>Timelines</td>
<td>Indicative Budget</td>
<td>Country Coordinators</td>
<td>Potential Partners</td>
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<tr>
<td>A.2</td>
<td>A.2.v</td>
<td>[A] Enhancing workforce competencies and standards in the public sector</td>
<td>41. ASEAN+3 Centre for Civil Service Research and Innovation</td>
<td>2017 onwards</td>
<td></td>
<td>Cambodia</td>
<td>ASEAN+3 Countries</td>
</tr>
<tr>
<td>E.1</td>
<td>E.1.vi</td>
<td>[B] Building institutional capacities</td>
<td></td>
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<tr>
<td>E.2</td>
<td>E.2.i</td>
<td>[E] Public sector reform</td>
<td></td>
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<tr>
<td>E.2</td>
<td>E.2.iv</td>
<td>ACCSM+3 Thematic Area: 7. Research and innovation</td>
<td></td>
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<tr>
<td>E.2</td>
<td>E.2.ix</td>
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</tbody>
</table>
### Endnotes:

1. Relevant Strategic Measures of the ASCC Blueprint 2025

<table>
<thead>
<tr>
<th>A.2.</th>
<th><strong>Empowered People and Strengthened Institutions</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>[A.2.iii]</td>
<td>Promote participation of local governments /authorities, cities, provinces, townships and municipalities through the central government in the development of ASEAN capacity building programmes that benefit their respective communities.</td>
</tr>
<tr>
<td>[A.2.iv]</td>
<td>Promote non-discriminatory laws, policies and practices by developing effective, responsive, accountable and transparent institutions at all levels.</td>
</tr>
<tr>
<td>[A.2.v]</td>
<td>Strengthen civil service through effective capacity building, human resource development and collaboration programmes among ASEAN Member States.</td>
</tr>
<tr>
<td>[A.2.vi]</td>
<td>Promote ASEAN awareness among government officials, students, children, youths and all stakeholders as part of building ASEAN identity.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B.1.</th>
<th><strong>Reducing Barriers</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>[B.1.iii]</td>
<td>Provide regional mechanisms to promote access to information and communication technologies for all.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B.2.</th>
<th><strong>Equitable Access for All</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>[B.2.i]</td>
<td>Enhance regional platforms to promote equitable opportunities, participation and effective engagement of women, children youths, 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.</td>
</tr>
<tr>
<td>[B.2.ix]</td>
<td>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.</td>
</tr>
</tbody>
</table>
### E.1. Towards an open and adaptive ASEAN

<table>
<thead>
<tr>
<th>E.1.i</th>
<th>Encourage freedom of universal access to information and communication technology in accordance with national legislations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.1.vii</td>
<td>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.</td>
</tr>
<tr>
<td>E.1.x</td>
<td>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.</td>
</tr>
</tbody>
</table>

### E.2. Towards a creative and innovative ASEAN

<table>
<thead>
<tr>
<th>E.2.i</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.2.iv</td>
<td>Promote the free flow of ideas, knowledge, expertise and skills to inject dynamism within the region.</td>
</tr>
<tr>
<td>E.2.ix</td>
<td>Encourage the government, private sector and community to develop a system of continuing training and re-training to support lifelong learning and workforce development.</td>
</tr>
</tbody>
</table>
2. Relevant Action Lines of the APSC Blueprint 2025

<table>
<thead>
<tr>
<th>A.2.2.</th>
<th>Instil the culture of good governance and mainstream the principles thereof into the policies and practices of the ASEAN Community</th>
</tr>
</thead>
</table>

[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

<table>
<thead>
<tr>
<th>ACCSM Priority Areas</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Baseline Data and Targets (outcome level)</th>
</tr>
</thead>
</table>
| [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): |
<table>
<thead>
<tr>
<th>ACCSM Priority Areas</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Baseline Data and Targets (outcome level)</th>
</tr>
</thead>
</table>
| [C] Strengthening leadership | [C.1] Number of AMS with institutionalized leadership development programme(s) in the public sector  
[C.1.1] Percentage of public sector agencies implementing/participating in leadership development programme(s) in each AMS | Baseline (2014): Target (2020): |
| | [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  
[D.1.1] Percentage of satisfied participants of projects implemented by each ARC  
[Refer to Annexes 1 and 2] | Baseline (2014): Target (2020): |
| | [D.2] Number of projects implemented by each ARC  
[D.2.1] Number of participants of each project | |
<table>
<thead>
<tr>
<th>ACCSM Priority Areas</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Baseline Data and Targets (outcome level)</th>
</tr>
</thead>
<tbody>
<tr>
<td>[E] Public sector reform</td>
<td>[E. 1] Number of measures to promote effectiveness, efficiency, responsiveness and accountability of the bureaucracy in each AMS</td>
<td>Baseline (2014):</td>
</tr>
<tr>
<td></td>
<td>[E.2] Number of AMS with measures promote public engagement in policy-making process</td>
<td>Target (2020):</td>
</tr>
<tr>
<td></td>
<td>[E.2.1] Percentage of policy-making process with public engagement in each AMS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[E.3] Satisfaction rate of reformed public services in each AMS (based on a third party survey)</td>
<td></td>
</tr>
</tbody>
</table>
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 scale:

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

<table>
<thead>
<tr>
<th>Topic/Content</th>
<th>Satisfaction Level</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Achievement of stated objectives</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Relevance of the covered topics</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Completeness of the covered topics</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Appropriateness of the activities</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Applicability of the topics in own situation</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Comments:</td>
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<table>
<thead>
<tr>
<th>Resource Person (Please indicate name)</th>
<th>Satisfaction Level</th>
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<tbody>
<tr>
<td>Expertise Level of the resource person</td>
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<tr>
<td>Presentation and facilitation skills</td>
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<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Helpful and Supportive</td>
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<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Effort to relate topics/activities to participant context</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Flexible and Accommodating</td>
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<td>2</td>
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<tr>
<td>Comments:</td>
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### Materials

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<tr>
<th>User Friendly; Easy to use</th>
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<th>2</th>
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</thead>
<tbody>
<tr>
<td>Usefulness of the materials in relation to the intervention</td>
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<tr>
<td>Completeness;</td>
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<tr>
<td>Clear; Easy to understand</td>
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<tr>
<td>Applicability in own situation</td>
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### Administration/Coordination

<table>
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<th>Pre-event coordination/communication</th>
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<th>5</th>
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<tr>
<td>Environment was conducive and appropriate</td>
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<td>Attention to details</td>
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<td>Special needs determined and given proper attention</td>
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<tr>
<td>Over-all coordination of all activities</td>
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</table>

**Thank you!**
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?

<table>
<thead>
<tr>
<th>Highly Dissatisfied</th>
<th>Highly Satisfied</th>
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<tbody>
<tr>
<td>1</td>
<td>2</td>
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<tr>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
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</table>

Thank you!
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. MISSION

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;

\[\text{Taken from ACCSM Work Plan 2008-2015.}\]
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

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;

---

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.

16. 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;
   ii. 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:

<table>
<thead>
<tr>
<th>Name of Meeting</th>
<th>Objectives</th>
<th>Schedule</th>
<th>Level of Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Year of Chairmanship</strong></td>
<td></td>
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<tr>
<td>Senior Officials Meeting for the ASEAN Cooperation on Civil Service Matters (ACCSM SOM)</td>
<td>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.</td>
<td>Early part of the first year of Chairmanship</td>
<td>Senior Officials</td>
</tr>
</tbody>
</table>

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3 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.
<table>
<thead>
<tr>
<th>Name of Meeting</th>
<th>Objectives</th>
<th>Schedule</th>
<th>Level of Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Second Year of Chairmanship</strong></td>
<td></td>
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<tr>
<td>Senior Officials Meeting for the ASEAN</td>
<td>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.</td>
<td>Second part of the second year of Chairmanship back-to-back with the Heads of Civil Service Meeting for ACCSM</td>
<td>Senior Officials</td>
</tr>
<tr>
<td>Cooperation on Civil Service Matter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(ACCSM SOM)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Senior Officials Meeting for the ASEAN</td>
<td>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.</td>
<td></td>
<td>Senior Officials</td>
</tr>
<tr>
<td>Cooperation on Civil Service Matters</td>
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<tr>
<td>(ACCSM+3 SOM)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Name of Meeting</td>
<td>Objectives</td>
<td>Schedule</td>
<td>Level of Participation</td>
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<tr>
<td>Heads of Civil Service Meeting for the ASEAN Cooperation on Civil Service Matters (ACCSM)</td>
<td>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.</td>
<td>Second part of the second year of Chairmanship</td>
<td>Heads of Civil Service + 2 Senior Officials</td>
</tr>
<tr>
<td>Heads of Civil Service Meeting for the ASEAN Plus Three Cooperation on Civil Service Matters (ACCSM+3)</td>
<td>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.</td>
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<td></td>
</tr>
<tr>
<td>ACCSM+3 Forum on Good Governance</td>
<td>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.</td>
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</tbody>
</table>

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.
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

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

III. CHAIRMANSHP

3. 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. It may also convene additional meetings if and when necessary as determined by the ACCSM+3 Meeting.

4 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.
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 27th 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
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 SISOUPLICATION
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
President

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
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 23rd 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 25th 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 17th 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 26th 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
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

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)
LIST OF ASEAN RESOURCE CENTRE (ARC)

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)