

ASEAN DECLARATION ON FUTURE-READY PUBLIC 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 Conference on Future-Ready Public Service held on 7 October 2025 in Kuala Lumpur, Malaysia;

RECALLING the purposes and principles of ASEAN as enshrined in the ASEAN Charter, particularly to strengthen good governance, to promote and protect human rights, and enhance regional resilience through regional cooperation;

GUIDED BY the ASEAN Community Vision 2045 which envisions a resilient, dynamic, innovative, and people-centred ASEAN;

RECOGNISING the relevant strategic measures in the ASEAN Political-Security Community (APSC) Blueprint 2025, the ASEAN Economic Community (AEC) Blueprint 2025, and the ASEAN Socio-Cultural Community (ASCC) Blueprint 2025 and their respective Strategic Plans that emphasise the need for adaptive, innovative, and inclusive governance;

FURTHER RECOGNISING the ASCC Strategic Plan which calls for the promotion of good governance and an agile, efficient and people-centred public service in the digital era through enhancement of capacities and strategic partnerships;

ACKNOWLEDGING the role of the public service in addressing emerging challenges, such as digital transformation, technological disruption, economic downturn, social and political pressure, climate change, demographic shift and global health emergencies, while ensuring a care economy with equitable development and inclusivity in all ASEAN Member States;

EMPHASISING the importance of cross-sectoral and cross-pillar collaboration within ASEAN to achieve a responsive, transparent,

accountable, competent, harmonious, loyal, adaptive, and collaborative public sector that delivers people-centric services; and

REAFFIRMING our commitment to the principles outlined in the Putrajaya Joint Declaration on Post-2015 Priorities towards an ASEAN Citizen-Centric Civil Service, ASEAN Declaration on the Role of Civil Service as a Catalyst for Achieving the ASEAN Community Vision 2025, ASEAN Statement on the Promotion of Good Governance and Acceleration of an Agile Civil Service on the Digital Economy, and ASEAN Declaration on Fostering the Civil Service's Adaptability to the New Challenges;

DO HEREBY DECLARE TO:

1. Strengthen institutional resilience, institutional capacity and innovation through adaptive policies, transformative leadership and the application of technology, towards fostering innovation and forward-looking approach in governance and public service delivery to meet the evolving needs of our citizens.
2. Develop a professional, agile and effective public service through a merit-based performance management, talent and competency development framework.
3. Build digital competency, connectivity and accelerate the digital transformation of public services by developing a skilled and digitally literate civil service, improving ICT infrastructure, embracing emerging technologies, and promoting secure and interoperable e-governance platforms to enhance the quality, sustainability, accessibility, and responsiveness of public services, while safeguarding data privacy and security.
4. Promote inclusive governance by ensuring that public services are accessible, affordable, equitable and responsive to the needs of all, particularly people in vulnerable situations, and by mainstreaming gender equality and enhancing the participation of women and youth in decision-making and governance processes.

5. Enhance regional collaboration and mutual support through platforms for mutual learning, sharing of best practices, and capacity-building programs to collectively address common challenges and leverage ASEAN's diversity.
6. Safeguard ethical and transparent governance by striving to uphold integrity, accountability, and transparency within public institutions, reinforce public trust and ensure that effective governance serves the public interest.
7. Strengthen the ASEAN identity and regional solidarity through people-centric public services that reflect shared values, foster regional solidarity, and contribute to building a cohesive and resilient ASEAN Community.

WE task the ASEAN Cooperation on Civil Service Matters (ACCSM) Senior Officials Meeting, in collaboration with other relevant ASEAN sectoral bodies, to take necessary actions towards the implementation of this Declaration through activities and capacity building under the ACCSM and ACCSM+3 Work Plans 2026-2030.

ADOPTED in Kuala Lumpur, Malaysia, on this 7th day of October in the year Two Thousand Twenty-Five, in a single original copy, in the English language.
