



ASEAN Statement on Promoting Innovation for Better Public Service Delivery

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 Heads of Civil Service Meeting of the 23rd ASEAN Cooperation on Civil Service Matters (ACCSM) held on 5 August 2026, in Siem Reap Province, the Kingdom of Cambodia;

RECALLING the purposes and principles of ASEAN as enshrined in the ASEAN Charter, particularly the commitment to enhance good governance, promote the well-being and livelihood of the peoples of ASEAN, and strengthen regional resilience through regional cooperation;

REAFFIRMING our commitment to realise the ASEAN Community Vision 2045 towards a resilient, innovative, dynamic, and people-centred ASEAN by 2045, as well as the commitment to the United Nations 2030 Agenda for Sustainable Development, particularly Sustainable Development Goal 16;

ACKNOWLEDGING the ASEAN Socio-Cultural Community (ASCC) Strategic Plan commitments to promote good governance and an agile, efficient, and people-centred civil service in the digital era; and to strengthen the capacity and capability of the ASEAN public sector through the highest standards of professionalism, efficiency, effectiveness, transparency and accountability, participatory and innovative approaches, and strategic collaboration; and the importance of effective cross-pillar coordination to ensure that public service innovation contributes to the broader economic resilience and political stability of the ASEAN Community;

RECALLING the five principles of public service delivery under the ASEAN Guidelines on Public Service Delivery, namely accessibility, participation, accountability, non-discrimination and inclusiveness, and responsiveness,

which are essential for enhancing the strong and high quality of public services across the region;

REAFFIRMING the commitments in the ASEAN Declaration on Future-Ready Public Service adopted at the ASEAN Conference on Future-Ready Public Service on 7 October 2025, in Kuala Lumpur, Malaysia;

UNDERLINING the importance of building and fostering citizen trust in government, serving as a critical catalyst for maintaining peace, stability, and socio-economic development through effective, efficient, responsive, accountable, sustainable, transparent, agile, resilient, inclusive, and innovative public service delivery;

EMPHASISING the importance of promoting innovation for continuous improvement of public service systems, enabling timely and responsive services, active participation of all stakeholders, effective feedback and grievance redress mechanisms, cybersecurity, and data privacy protection, among others;

ACKNOWLEDGING the rapid advancements in technology and the geo-political and geo-economic uncertainties which underscore the imperative for ACCSM to adopt an innovative approach in the delivery of public services;

DO HEREBY DECLARE TO:

1. Strengthen regular knowledge-sharing on strategies to promote good governance, digitalisation, e-governance, agile civil service, to improve efficiency and reach effective human resources management, and innovative public service delivery in this digital era through the ACCSM and ACCSM+3 platforms of cooperation and engagement with relevant ASEAN sectoral bodies, ASEAN external partners, international organisations, and other stakeholders.
2. Promote an enabling and inclusive environment supported by adequate resources for innovation in public administration to improve the quality of public service delivery and ability to realise the ASEAN Community Vision 2045.

3. Advance digital transformation in the public sector by promoting digital infrastructure and the responsible and appropriate use of technologies to modernise the public service delivery, improve accessibility and efficiency, and ensure non-discrimination, ethical use, accountability, and the protection of personal data and privacy.
4. Promote future-ready public institutions in ASEAN through innovation, policy reform, capacity building, digital literacy, transformative leadership, and the application of technology to foster trust between the government and public, and improve responsiveness to the citizens' demands and emerging challenges.
5. Enhance the capacity of civil servants to drive innovation and effectively utilise advanced digital technology, including artificial intelligence (AI) through upskilling, reskilling and lifelong learning opportunities, and by leveraging the ASEAN Resource Centres (ARC) and ASEAN Network of Public Service Training Institutions (PSTI).
6. Strengthen technical cooperation among ASEAN Member States and ASEAN external partners to support capacity building, knowledge sharing, public service delivery, institutional strengthening and public sector reform, for the effective implementation of the ASEAN Guidelines on Public Service Delivery.
7. Strengthen inclusive and people-centred public service delivery by ensuring accessibility for all, and that no one is left behind, including persons in vulnerable situations, and by enhancing citizen engagement and co-creation in the design and delivery of public services.

WE task the ASEAN Cooperation on Civil Service Matters (ACCSM) Senior Officials' Meeting to undertake the necessary actions for the effective implementation of the commitments contained in this Statement through collaboration with relevant ASEAN sectoral bodies, including but not limited to concrete follow-up activities, and capacity building under the ACCSM and ACCSM+3 Work Plans 2026-2030.

ADOPTED in Siem Reap Province, the Kingdom of Cambodia, on this Fifth Day of August in the year Two Thousand and Twenty-Six, in a single original copy, in the English Language.