



ASEAN COOPERATION ON CIVIL SERVICE MATTERS (ACCSM)

**ACCSM and ACCSM+3 Work Plans 2026–2030
and Related Documents**



one vision
one identity
one community



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(ACCSM)**

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The ASEAN Secretariat
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ASEAN COOPERATION ON CIVIL SERVICE MATTERS
ACCSM and ACCSM+3 Work Plans 2026–2030 and Related Documents

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ASEAN: A Community of Opportunities for All

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SECTION A: INTRODUCTION

A1. Background and Rationale of ACCSM Work Plan 2026–2030

Civil services are recognised as the backbone of development and good governance across all ASEAN Member States (AMS). The ASEAN Cooperation on Civil Service Matters (ACCSM) was established to strengthen collaboration among AMS based on the belief that civil service cooperation is essential for narrowing development gaps and supporting the establishment of the ASEAN Community. Since its inception, ACCSM has served as a platform for fostering closer regional ties, enabling collaboration, and facilitating the exchange of information, innovations, and best practices in civil service management and development.

The ACCSM Work Plan, renewed every five years, provides a dynamic platform for AMS to identify key management and reform issues, share policy perspectives, and strengthen communities of practice across ASEAN civil services. The current Work Plan (2021–2025) continues to pursue ACCSM’s long-term goal of building and sustaining a high-performing, dynamic, and citizen-centric civil service for the peoples of ASEAN. It also plays a central role in promoting cooperation, developing and implementing capacity-building programmes, and raising professional standards across AMS. To support this, ACCSM has expanded cooperation with the Plus Three Countries (China, Japan, and the Republic of Korea), Dialogue Partners (Australia, Canada, and India), and other ASEAN Sectoral Bodies.

The 2021–2025 Work Plan focuses on five priority areas: enhancing workforce competencies and standards in the public sectors; building institutional capacities and inter-agency coordination; transformative leadership; strengthening ASEAN Resource Centres (ARCs); and public sector reform and modernisation. The ACCSM Focal Points Meeting in 2019 also agreed that digitalisation and good governance should serve as cross-cutting enablers to be mainstreamed across all priority areas.

Since its establishment in 1981, ACCSM has played a vital role in promoting regional cooperation on civil service development and reform. Through successive Work Plans, it has helped build more professional, accountable, and citizen-oriented public sectors across AMS, while reinforcing solidarity and knowledge exchange among civil servants.

The ACCSM Work Plan 2026–2030 builds on the achievements and lessons of the 2016–2020 and 2021–2025 cycles, while addressing new and emerging challenges. Rapid digital transformation, evolving citizen expectations, increasingly complex cross-border issues, and the need for resilient, agile, and values-driven governance systems require a coordinated and forward-looking response. These themes were strongly reinforced during the first consultation workshop held in Phnom Penh in July 2025, where AMS emphasised the need to strengthen institutional capacities, embed public-sector values, and prepare civil services for the future of work.

The formulation of the new Work Plan is guided by ASEAN Vision 2045, the ASCC Strategic Plan, and other foundational ASEAN instruments. It is also informed by key declarations such as the ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy; the ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector, and the ASEAN Declaration on Future-Ready Public Service Together, these frameworks ensure

that the Work Plan's priorities align with ASEAN's broader agenda for good governance, institutional resilience, inclusivity, innovation, and a shared ASEAN identity.

By consolidating regional and national initiatives under a unified framework, the ACCSM Work Plan 2026–2030 provides a roadmap for AMS to:

- Strengthen governance and integrity in public institutions;
- Enhance workforce competencies and leadership capability;
- Leverage digital transformation and innovation for more responsive service delivery;
- Promote inclusivity, gender equality, and ASEAN identity;
- Deepen cooperation with the Plus Three Countries and other Dialogue Partners.

The Work Plan therefore represents both continuity and renewal. It maintains ACCSM's long-standing role as a platform for regional cooperation, while positioning ASEAN civil services to adapt to future challenges and contribute to the achievement of ASEAN Community Vision 2045.

The ASCC Strategic Plan provides a roadmap to build an inclusive, resilient, and people-centred ASEAN by 2045. It outlines 12 strategic goals, 16 objectives, 20 key result areas, and 112 measures that guide socio-cultural development over the next two decades. It addresses development gaps, sustainable growth, public health, and cultural preservation, while empowering women and youth. Collectively, these measures aim to improve the lives of more than 680 million people and advance the ASEAN Community Vision 2045.

SECTION B: ACHIEVEMENTS AND CHALLENGES (2021–2025)

B1. Overarching Vision Statement and Objectives

As we reflect on the ACCSM Work Plan 2021–2025, this cycle laid important foundations for strengthening ASEAN civil services and positioning them to meet evolving regional aspirations. The Work Plan articulated a shared vision and objectives that continue to inform ongoing reform efforts.

The 2021–2025 Work Plan envisioned a high-performing, dynamic, and citizen-centric ASEAN civil service that leverages good governance and digital transformation as key enablers. This vision reflects ASEAN’s commitment to building an inclusive, resilient, and responsive public sector that contributes meaningfully to community-building and sustainable development.

The Work Plan was guided by two overarching objectives. First, it aimed to strengthen the capacity and capability of ASEAN civil services to respond effectively to emerging challenges and the needs of the people through innovative approaches and collaboration.

Second, it sought to establish an enabling environment with strengthened mechanisms and engaged stakeholders, fostering civil services that are responsive, open, and adaptive. Together, these objectives positioned ASEAN civil services to be future-ready, citizen-oriented, and aligned with regional integration goals.

B2. Priority and Thematic Areas

As part of the 2021–2025 cycle, the ACCSM Work Plan identified strategic priorities that shaped regional cooperation in civil service development. These priority areas provided a roadmap for reform and capacity-building, laying the groundwork for greater coherence and alignment in the next Work Plan.

The ACCSM Work Plan 2021–2025 focused on five strategic priority areas:

- Enhancing workforce competencies and standards in the public sector;
- Building institutional capacities and inter-agency coordination;
- Transformative leadership;
- Strengthening ASEAN Resource Centres (ARCs);
- Public sector reform and modernisation.

These priorities were designed to be crosscutting in nature and are expected to be consolidated further in the next Work Plan to maximise coherence and impact.

Complementing these priorities, the ACCSM+3 Work Plan 2021–2025—developed in collaboration with China, Japan, and the Republic of Korea—focused on seven thematic areas:

- E-governance;
- Human resource management and human resource development;
- Productivity in the public sector;
- Good governance;

- Public sector reform;
- Local administration capacity-building and cooperation;
- Research and innovation.

Together, these thematic areas reflected shared regional priorities and supported ASEAN's ongoing efforts to modernise public administration, strengthen institutional resilience, and promote effective governance.

B3. Achievements of the ACCSM and ACCSM+3 Work Plans 2021–2025

The 2021–2025 cycle represented an important period of consolidation for ASEAN cooperation on civil service reform. Key achievements include:

- **Capacity development and professionalisation**, supported through regional training programmes, benchmarking studies, and competency frameworks;
- **Ethics and integrity initiatives**, including succession planning efforts and integrity workshops that reinforced professionalism and transparency;
- **Digital transformation pilots**, such as e-training methods, digital ID expansion, and public sector innovation labs, which strengthened ASEAN's readiness for digital governance;
- **Expanded collaboration with Plus Three Countries**, supporting exchanges on e-governance, HR development, productivity, good governance, and local administration;
- **Institutionalisation of monitoring and evaluation (M&E)**, with baseline indicators introduced for HR systems, leadership development, and public service accountability for the first time.

Collectively, these initiatives enhanced ASEAN's ability to act collectively, positioned the civil service as a driver of community-building, and anchored national-level governance reforms within broader regional commitments, including the ASCC Strategic Plan.

B4. Challenges

Despite significant progress, several challenges emerged during the implementation of the 2021–2025 Work Plans:

- **Digitalisation gaps**: The pace and depth of digital transformation varied, reflecting differences in infrastructure, resources, and institutional readiness across AMS;
- **Inadequate capacity and capability**: Varied institutional maturity affected the adoption of reforms, particularly in digitalisation, M&E systems, and inclusive HR policies;
- **Limited cross-agency and cross-pillar coordination**: Collaboration within and across ASEAN's pillars remained fragmented, constraining whole-of-government approaches;
- **Transformative leadership and leadership turnover**: High turnover at senior levels affected institutional memory and continuity of reform efforts;
- **Gaps in inclusiveness and citizen engagement**: While inclusivity was recognised, gender and youth mainstreaming and participatory governance models were not consistently embedded;

- **Workforce well-being under-addressed:** Mental health and work-life balance, though increasingly important, were not sufficiently prioritised.

These challenges underscore the need for differentiated approaches that recognise AMS' varying contexts, strengthened institutional accountability, and a more systematic focus on inclusion and well-being.

SECTION C: EMERGING TRENDS AND IMPLICATIONS

FOR 2026–2030

C1. Emerging Trends

Building on lessons from past Work Plans and the participatory process that informed the new priorities, this section outlines the wider forces shaping ASEAN civil services in the years ahead. While the Priority and Thematic Areas provide a framework for action, their relevance depends on how effectively they respond to global and regional trends. These emerging dynamics¹—technological, environmental, demographic, and societal—define the context in which ASEAN civil services must operate and underscore why adaptability, innovation, and collaboration remain central to the ACCSM Work Plan 2026–2030.

Civil services globally are undergoing profound transformation, driven by a convergence of these forces. These trends are increasingly relevant to ASEAN, where governments face similar pressures while pursuing regional integration and sustainable development goals.

1. Digitalisation and Artificial Intelligence (AI)

Digital transformation is a defining global trend, with governments adopting AI, automation, and data-driven systems to enhance service delivery, improve efficiency, and personalise citizen engagement.^{2 3 4} In ASEAN, this trend is evident in the growing use of e-government platforms, digital identity systems, and smart city initiatives. Workshop discussions reinforced this trajectory, highlighting not only the opportunities of AI-driven governance but also the risks of uneven adoption across Member States, data privacy concerns, and the need for clear ethical frameworks. Both sources stressed that civil servants must be equipped with new digital competencies to ensure inclusive and responsible transformation.

2. Demographic Shifts and Migration

Ageing populations, urbanisation, and increased migration are reshaping public service demands worldwide.⁵ In ASEAN, countries face a dual challenge: managing ageing populations in more developed economies and addressing youth employment and rural-urban migration in others. These demographic dynamics necessitate more agile, inclusive, and responsive civil service systems.^{6 7} ACCSM can continue to foster a system of emotional, psychological and social inclusion support such as through the recent ASEAN Statement

¹ These emerging trends were identified in the desk review, which was conducted to inform the Work Plan development, and also from discussions held during the first Workshop with participants.

² Barber, M., Levy, A., & Mendonca, L. (2007). *Transforming Government: Ten Global Trends Affecting the Public Sector*. McKinsey & Company

³ OECD (2024). *Global Trends in Government Innovation 2024: Fostering Human-Centred Public Services*. OECD Publishing.

⁴ OECD. *Digital Government in the Post-COVID-19 Era: A New Paradigm for Public Sector Transformation*. Paris: OECD Publishing, 2022.

⁵ United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). *Population Ageing in Asia and the Pacific: Overview, Trends, and Policy Responses*. Bangkok: UNESCAP, 2022.

⁶ Barber et al. *Transforming Government: Ten Global Trends Affecting the Public Sector*.

⁷ Jain. *Impact of Digitalisation and AI: Implications for the International Civil Service*.

on Strengthening Government Strategies on Mental Health and Well-being towards Achieving Work-Life Balance (WLB) in Public Sector. This statement was drafted to support the development of guidelines and strategies for mental health and support for the public sector which will allow for a more inclusive civil service system.

3. Evolving Citizen Expectations

Globally, citizens expect public services to be as responsive and user-friendly as those offered by the private sector.⁸ This includes 24/7 digital access, transparency, and participatory governance. In ASEAN, rising digital literacy and mobile connectivity are fueling similar expectations. Trust in government is increasingly linked to the perceived reliability, fairness, and accessibility of public services.^{9 10} From the workshop, participants noted that citizen trust is increasingly tied not just to service quality but also to integrity, ethics, and transparency in leadership—underlining that governance values must keep pace with new modes of digital delivery.

4. Talent and Workforce Transformation

The global public sector faces growing competition from the private sector for skilled talent,¹¹ particularly in digital and managerial roles. ASEAN civil service must modernise recruitment, invest in continuous learning, and foster leadership that is empathetic, collaborative, and future oriented. Enhancing the attractiveness of public sector careers is a key regional concern.^{12 13} ¹⁴ Workshop findings added nuance to this trend: they pointed to the “future of work” as a critical challenge, requiring new skillsets, flexible pathways, and stronger leadership pipelines to motivate and retain diverse talent, including women and youth.

5. Institutional Complexity and Intersectoral Collaboration

Governance is becoming more complex, requiring cross-sectoral coordination and integrated service delivery.¹⁵ Globally, there is a shift towards “whole-of-government” and “whole-of-society” approaches. In ASEAN, this is mirrored in efforts to harmonise civil service standards, promote regional cooperation, and implement integrated responses to transboundary challenges such as pandemics and climate change.¹⁶ The workshop discussions echoed this, emphasising the role of ASEAN platforms, regional exchanges, and ARC coordination as enablers to reduce fragmentation and sustain collaboration.

⁸ OECD. *The Path to Becoming a Data-Driven Public Sector*. Paris: OECD Publishing, 2019

⁹ OECD. *Global Trends in Government Innovation 2024: Fostering Human-Centred Public Services*.

¹⁰ Ipsos. *Future Issues for Public Service Leaders*.

¹¹ OECD. *Public Employment and Management 2023: Towards a More Flexible Public Service*. Paris: OECD Publishing, 2023.

¹² Barber et al. *Transforming Government: Ten Global Trends Affecting the Public Sector*.

¹³ Jain. *Impact of Digitalisation and AI: Implications for the International Civil Service*.

¹⁴ Ipsos. *Future Issues for Public Service Leaders*.

¹⁵ UNDESA. *Whole-of-Government Approaches to Sustainable Development*. New York: UN, 2018. <https://publicadministration.un.org>.

¹⁶ OECD. *Global Trends in Government Innovation 2024: Fostering Human-Centred Public Services*.

6. Mental Health and Workforce Well-being

There is growing regional recognition that public sector resilience requires not just structural reform but also investment in the mental health and well-being of civil servants. The 2024 ASEAN Statement affirms the need for institutionalised strategies that promote psychological safety, flexible work arrangements, and inclusive workplace support. These are increasingly seen as strategic enablers of civil service innovation and long-term productivity.¹⁷

7. Resilience and Sustainability

While not a standalone category in the desk review, the workshop identified resilience and sustainability as defining forces for the future of ASEAN civil services. Participants highlighted that shocks such as pandemics, climate change, and economic volatility demand adaptable institutions, and that embedding resilience and sustainability into service delivery will be crucial to achieving ASEAN Community Vision 2045.

8. Innovation and Productivity

Another emerging theme from the workshop was the role of innovation as both a necessity and an opportunity. Modernising institutions through e-governance, service delivery reforms, and research and innovation, were seen as enablers of greater efficiency and citizen-centred outcomes, reinforcing the broader transformation agenda outlined in the desk review.

C2. Implications for the 2026–2030 Work Plan

The desk review and workshop discussions highlighted several implications that should guide the development of the next Work Plan:

- **From coordination to leadership**—positioning ACCSM not only as a facilitator but also as a hub for policy innovation and regional standard-setting;
- **Inclusion as a guiding principle**—addressing uneven adoption of inclusive HR policies by embedding the perspectives of women, youth, and underrepresented groups in HR systems and service delivery;
- **Technology-enabled service delivery**—advancing digital transformation through enabling systems, capable leadership, digitally skilled civil servants, and strong IT infrastructure to ensure citizen-centred services;
- **Resilience and foresight**—preparing civil services for uncertainty through futures thinking, strategic planning, and strengthened cross-sectoral collaboration;
- **Learning and adaptation**—strengthening monitoring, evaluation, peer learning, and regional knowledge exchange to support continuous improvement;
- **Well-being and integrity**—elevating mental health, ethics, and integrity as cross-cutting enablers of performance and public trust.

¹⁷ ASEAN. ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in the Public Sector. Jakarta: ASEAN Secretariat, October 2024. <https://asean.org/wp-content/uploads/2024/10/47-Final-ASEAN-Statement-on-Strengthening-Government-Strategies-on-Mental-Health-and-Well-Being-Towards-Achieving-Work-Life-Balance-in-Public-.pdf>.

Taken together, these areas suggest that the ACCSM Work Plan 2026–2030 can build on past achievements while strengthening the resilience, inclusivity, adaptability, and digital readiness of ASEAN civil services in support of ASEAN Community Vision 2045.

SECTION D: DEVELOPMENT AND OBJECTIVES OF THE 2026–2030 WORK PLAN

D1. Development of the Work Plan

The formulation of the ACCSM Work Plan 2026–2030 is grounded in continuity with past commitments while aligning with ASEAN’s long-term vision. It draws on several key frameworks and instruments:

- **ASEAN Community Vision (ACV) 2025**, which outlines ASEAN’s mission to become a rules-based, people-centred, and people-oriented community that promotes peace, stability, and shared prosperity;
- **The ASCC Blueprint 2025**, which translates this vision into socio-cultural objectives focused on narrowing development gaps, promoting sustainable development, strengthening social protection, and preserving cultural heritage;
- **The ACCSM Work Plan 2021–2025**, which operationalised these commitments within the civil service sphere through goals to enhance workforce competencies and standards, build institutional capacity, promote transformative leadership, advance public sector reform and modernisation, and strengthen ASEAN Resource Centres;
- **ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy**, which reaffirms the need for agile, people-centred, and digitally enabled public administration founded on transparency, accountability, and interoperability;
- **ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-being Towards Achieving Work-Life Balance in Public Sector**, which commits AMS to enhancing mental-health and well-being strategies through work-life balance initiatives, supportive organisational environments, and the integration of mental-health considerations into public-sector reform;
- **ASEAN Declaration on Future-Ready Public Service**, which commits AMS to building an adaptive, innovative, inclusive, and people-centric public service that strengthens good governance, enhances regional resilience, and advances cross-sectoral collaboration to meet emerging challenges in the digital era;
- **Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation**, which strengthens collaboration between ASEAN and the Plus Three countries to advance good governance, enhance administrative effectiveness and transparency, and promote shared best practices to narrow development gaps and support regional peace and prosperity;

- **Putrajaya Joint Declaration on ASEAN Post-2015 Priorities Towards an ASEAN Citizen-Centric Civil Service**, which commits AMS to strengthening good governance, enhancing civil service integrity and capacity, promoting good regulatory practices, and advancing people-centred, responsive, and accountable public administration to support a sustainable and citizen-oriented ASEAN Community;
- **ASEAN Declaration on the Role of Civil Service as a Catalyst for Achieving the ASEAN Community Vision 2025**, which recognises the civil service as the backbone of good governance and commits AMS to strengthening professional standards, promoting cross-sector collaboration, advancing sustainable development goals, and enhancing public sector capability, responsiveness, transparency, and accountability;
- **ASEAN Declaration on Fostering the Civil Service's Adaptability to the New Challenges**, which commits AMS to building an agile, resilient, and people-centred civil service capable of responding cohesively to emerging challenges such as pandemics, technological change, climate impacts, and evolving socioeconomic pressures;
- **ASEAN Gender Mainstreaming in Human Resource Toolkit: An Assessment Tool for Human Resource Practitioners (2024)**, which provides a comprehensive, practitioner-focused guide to integrating gender equality into HR policies, systems, and practices through capacity building, stakeholder engagement, and the adoption of inclusive, discrimination-free approaches across ASEAN institutions;
- **ASEAN Guidelines on Public Service Delivery**, which outline five core principles, accessibility, participation, responsiveness, accountability, and non-discrimination, to help AMS deliver high-quality, people-centred public services that improve quality of life and support inclusive, sustainable development.

Note that hyperlinks to all sources can be found in **Annex 4** of this Work Plan.

Looking ahead, ASEAN Community Vision 2045 envisions ASEAN as an inclusive, resilient, and dynamic community. The ASCC Strategic Plan sets out 12 strategic goals, 16 objectives, 20 key result areas, and 112 measures that will guide socio-cultural development until 2045. These forward-looking frameworks provide the strategic compass for the new Work Plan.

The 2025 desk review highlighted both achievements and persistent gaps from the previous cycle. It found that many reforms—such as competency-based HRM systems, leadership pipelines, ARC projects, and integrity training—have been institutionalised, marking significant progress in professionalisation. However, it also identified uneven adoption across AMS, limited monitoring and feedback mechanisms, and insufficient evidence on whether reforms translate into improved service delivery or higher citizen trust. The review underscored the need to shift from tracking systems to assessing effectiveness, embed resilience and foresight into civil service planning, and strengthen outcome-based KPIs to measure adoption, impact, and citizen-level results.

Taken together, these missions, strategic frameworks, and desk review insights form the foundation for the ACCSM Work Plans 2026–2030, ensuring they remain evidence-based, forward-looking, and aligned with ASEAN Community Vision 2045.

D2. Overarching Vision Statement and Objectives

The ACCSM Work Plan 2026–2030 has an overarching vision: To create a trusted, innovative, and people-centred ASEAN civil service that drives responsive governance, upholds integrity and inclusivity, and strengthens regional cooperation to realise a resilient, dynamic, and sustainable ASEAN Community by 2045.

To achieve this vision, the Work Plan will pursue the following overarching objectives:

- **Advance digital transformation and governance**
Strengthen e-governance, data interoperability, and the ethical use of AI to modernise public services and improve trust in digital government.
- **Strengthen public sector capability, values, and leadership**
Develop transformative, ethical, and inclusive leaders while embedding shared ASEAN values and fostering foresight and adaptability across public institutions.
- **Enhance citizen-centred service delivery through productivity and innovation**
Improve service quality and responsiveness by adopting productivity frameworks, citizen feedback mechanisms, and innovation pilots across AMS.
- **Modernise human resource management and development**
Reform recruitment, promotion, and workforce planning systems; expand lifelong learning; and implement inclusive HR policies supported by digital HR systems.
- **Promote integrity, ethics, and anti-corruption**
Institutionalise codes of conduct, integrity training, whistleblower protection, and peer learning to build and sustain public trust.
- **Prepare for the future of work and foster innovation in governance**
Equip civil servants with future-ready skills, strengthen foresight capacity, and support innovation labs and sandboxes to respond to emerging challenges.
- **Strengthen ASEAN identity and regional cooperation**
Deepen shared values and solidarity through ASEAN Resource Centres, youth fellowships, visibility initiatives, and collaborative projects with the Plus Three Countries.

SECTION E: ACCSM PRIORITY AREAS (2026–2030)

This section outlines the four strategic Priority Areas that will guide the next phase of ACCSM cooperation. Each area sets out the core objectives for strengthening ASEAN civil services, identifies the enablers and barriers that influence progress, and highlights initiatives that translate these priorities into practice.

The new Priority Areas were developed through a participatory process, ensuring that AMS reflected on both current needs and emerging regional trends. They represent not only areas of technical improvement but also the values of inclusivity, collaboration, and adaptability that underpin the future of civil service in the region.

Each Priority Area was shaped with explicit attention to enablers and barriers:

- **Enablers** refer to the structural conditions, resources, or collaborative mechanisms that can accelerate progress. These include digital infrastructure, shared toolkits and frameworks, regional platforms for knowledge exchange, and strong institutional coordination across ASEAN.
- **Possible barriers** are the constraints that may slow or unevenly distribute progress across AMS. These include fragmented capacities, resource limitations, diverse institutional readiness, and gaps in governance or accountability mechanisms. Identifying these barriers early allows AMS to develop strategies that mitigate risks and promote equitable implementation.

These Priority Areas build on past Work Plans while responding to new trends and challenges. Each Priority Area is closely aligned with the ASCC Strategic Plan, ensuring coherence with ASEAN's broader vision for an inclusive, resilient, and future-ready community.

Together, the Priority Areas provide a comprehensive framework for enhancing the capacity, values, and resilience of ASEAN civil services, ensuring they remain agile, inclusive, and citizen-centred in advancing the ASEAN Community Vision 2045.

Note: *in the summary tables provided below for each Priority and Thematic Area initiative, timeline, country coordinator, partner fields, and Strategic Measures remain TBC pending confirmation by AMS. These will be populated through country consultations and coordination with the ACCSM Secretariat after endorsement of the Work Plan.*

Certain declarations and statements listed originate from other ASEAN Sectoral Bodies. They are referenced to ensure coherence with wider ASEAN commitments and to highlight relevant policy guidance that supports implementation of ACCSM initiatives, without implying formal responsibility for those instruments.

E1. Priority Area 1: Public Sector Capability, Leadership, Digitalisation and Values

Definition

Priority Area 1 strengthens the core capabilities, leadership culture, digital readiness, and public-sector values that underpin a high-performing and future-ready ASEAN civil service. It recognises that effective governance depends not only on technical expertise but also on ethical leadership, institutional integrity, and a resilient workforce capable of navigating complex and rapidly evolving challenges. Effective and efficient big data management is essential to this Priority Area as it forms the foundation of any digital transformation effort. Strong data governance, data quality assurance, and secure, interoperable data systems are essential for enabling analytics, automation, and AI-driven decision-making. By strengthening data stewardship and establishing coherent data governance frameworks, civil services can ensure that digital initiatives are impactful, sustainable, and fully supportive of evidence-informed, citizen-centred governance.

This Priority Area emphasises the development of foundational public-sector competencies—such as strategic thinking, foresight, collaboration, communication, and evidence-informed decision-making—while embedding ASEAN values, ethical conduct, and citizen-centred governance across all levels of the civil service. Strengthening leadership pipelines, succession planning, and continuous learning systems is central to building a consistent culture of excellence, accountability, and inclusivity.

Digitalisation forms an integral part of this Priority Area because digital transformation is fundamentally a leadership and capability challenge—and not only a technical one. Civil servants require digital literacy, data-informed decision-making skills, and the ability to lead organisational change in increasingly digital environments. This human-centred dimension differs from the technical infrastructure, systems interoperability, and e-governance standards addressed under Thematic Area 1: Digital Transformation and Governance, addressed in Section F below. Together, these areas ensure that both the people capabilities and the technical enablers necessary for digital governance are developed in a complementary and non-duplicative way.

Key Enablers

- Leadership accelerators and development programmes
- Consider development of common regional HR competency frameworks
- Peer-learning platforms and exchanges
- AI and digital tools for data-driven governance
- Inclusive policies that support diversity, equity, mental health and well-being

- Foresight mechanisms and scenario-planning tools
- Organisational values, ethics frameworks, and standards
- Supportive institutional culture and cross-country knowledge sharing

Key Barriers

- Uneven uptake of training and leadership development across AMS
- Uneven goals of leadership across AMS
- Variations in institutional readiness and digital maturity
- Limited resources and organisational constraints
- Differences in understanding and application of values, ethics, and Diversity, equity, and inclusion (DEI)
- Gaps in technical capacity for big data management, AI and digital workforce planning
- Challenges adapting uniform initiatives to diverse national contexts

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
P1.1 Integrating Diversity, equity, and inclusion (DEI) and well-being into leadership development and talent pipelines	TBC	If no lead country identified before the 23 rd ACCSM SOM in August 2026, P1.1 may be retained and revisited during the mid-term review	TBC	ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector (2024) ASEAN Declaration on Human Resources Development for the Changing World of Work (2020)	Strategic Measure 3.1.3. - Lead Strategic Measure 7.1.5. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
		of the Work Plan in 2028. Projects without lead countries are not subject to M&E of this Work Plan.		ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector (2024)	
P1.2 Institutionalising values-based governance, and linking ethics with workplace well-being	TBC	Malaysia	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector (2024) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on the Promotion of Good Governance and Rules of Law (2018)	Strategic Measure 1.1.9. - Lead Strategic Measure 3.1.3. - Lead Strategic Measure 4.2.4. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
P1.3 Strengthening institutional capacity to embed foresight and AI-driven workforce planning in public service Implemented through Workshop on Applying strategic foresight and AI technologies methods in public sector human resource planning	2028 (Hybrid)	Viet Nam		ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Digital Masterplan 2025 (ADM 2025) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 5.1.7. - Lead Strategic Measure 1.1.7. - Supporting Strategic Measure 1.1.8. - Supporting
P1.4 Strengthening institutional capacity to promote critical thinking in the AI era across HR and public-sector operations				ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 5.1.7. - Lead Strategic Measure 1.1.8. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
Implemented through Leadership Competency Framework in Civil Service of AMS in Digital-AI Era	2028-2029	Cambodia	AMS	ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Digital Masterplan 2025 (ADM 2025) ASEAN Declaration on Future-Ready Public Service (2025)	
P1.5 Leadership Competency Framework in Civil Service of AMS in Digital-AI Era	2028-2029	Cambodia	AMS	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.9. - Lead Strategic Measure 1.1.8. - Supporting
P1.6 Connect ASEAN Leaders (CAL) Programme	Annual (2026 to 2030)	Singapore	NA	ASEAN Declaration on Future-Ready Public Service (2025) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 1.1.9. - Supporting Strategic Measure 5.1.7. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
				ASEAN Declaration on Human Resources Development for the Changing World of Work (2020)	

E2. Priority Area 2: Integrity, Ethics & Anti-Corruption

Definition

Priority Area 2 strengthens integrity, ethical conduct, and accountability across ASEAN civil services to build public trust and support effective, transparent governance. It recognises that values-based behaviour is essential for credible public institutions and that integrity must be embedded not only in policies but also in everyday practice, leadership behaviour, and organisational culture.

This Priority Area supports AMS in institutionalising ethics frameworks, strengthening codes of conduct, improving transparency mechanisms, and reinforcing accountability systems. It also focuses on equipping civil servants with the knowledge and skills needed to uphold professional standards, prevent misconduct, and respond effectively to integrity risks.

A key component of this Priority Area is building resilient and trust-enhancing institutions, including through the establishment of clear reporting channels, whistleblower or grievance-redress mechanisms, and strengthened oversight and monitoring functions. Workshop discussions highlighted the importance of linking integrity to leadership development, embedding ethical considerations into HR systems, and ensuring consistent application of standards across AMS.

Key Enablers

- Existing Codes of Conduct and ongoing integrity frameworks
- Peer learning, exchanges, and regional knowledge sharing
- ARC mechanisms and potential regional monitoring functions
- Flexible training models suitable for different administrative contexts
- Growing interest in AI ethics and responsible digital governance
- Commitment to harmonised integrity principles across AMS

Key Barriers

- Significant differences in administrative structures and capacity
- Varied levels of digital readiness for AI and data governance
- Limited resources for systematic training and monitoring
- Difficulty standardising ethics training across diverse civil-service systems
- Different interpretations of integrity, ethics, and anti-corruption concepts
- Risk of overly rigid frameworks that cannot be applied across all AMS

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
P2.1 Review, revise, or adopt national codes of conduct and regional monitoring mechanisms	2026–2030	AMS	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
National level: Implementation by AMS for reporting to ACCSM SOM at its annual meetings					
P2.2 Institutionalise ethics and integrity training with peer-learning across civil service National level: Implementation by AMS for reporting to ACCSM SOM at its annual meetings	2026–2030	AMS	TBC	ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 3.1.3. - Lead
P2.3 Establish whistleblower protection and grievance redress mechanisms	2026–2030	AMS	TBC	ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on the Promotion of Good Governance and the Rule of Law (2018)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
National level: Implementation by AMS for reporting to ACCSM SOM at its annual meetings					
P2.4 Develop adaptive and ethical AI standards for responsible innovation (P2.4 and T1.1 to be implemented together)	TBC	ASEAN Secretariat	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Digital Masterplan 2025 (ADM 2025) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 1.1.8. - Supporting
P2.5 Workshop on Enhancing Work Performance through Public Service Motivation	2028	Myanmar	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019)	Strategic Measure 3.1.3. - Lead Strategic Measure 5.1.7. - Lead

E3. Priority Area 3: Productivity and Innovation

Definition

Priority Area 3 focuses on enhancing productivity and fostering innovation within ASEAN civil services to improve the quality, efficiency, and responsiveness of public service delivery. It recognises that modern governance requires continuous improvement, adaptive systems, and the willingness to test and scale new approaches to meet evolving citizen needs.

This Priority Area supports AMS in strengthening productivity frameworks, introducing tools and methodologies that enhance operational efficiency, and embedding citizen-focused performance standards. Innovation is understood not only as the adoption of new technologies but also as experimentation, service redesign, and the use of data, behavioural insights, and human-centred approaches to improve outcomes.

Workshop discussions emphasised the importance of enabling environments - such as innovation labs, policy sandboxes, cross-agency collaboration, and regional peer-learning platforms—that allow AMS to pilot, refine, and scale successful practices. Participants also underscored that productivity and innovation must be tied to measurable improvements in citizen satisfaction, transparency, and trust.

Key Enablers

- ASEAN-wide good practices shared through regional platforms
- Benchmarking studies providing comparative evidence
- Conferences, forums, and peer-learning exchanges
- Effective utilisation of ARCs as a coordination and knowledge-sharing hub
- Digital literacy and AI-related capacity building
- Organisational culture as a foundational enabler of innovation
- Centralised knowledge repositories

Key Barriers

- Limited resources across AMS
- Development disparities and uneven digital readiness
- Limited capacity or willingness to participate in benchmarking
- Variability in organisational cultures

- Uneven adoption of digital literacy or AI-related competencies
- Risk of duplication without centralised coordination
- Lack of coordination or cooperation between Ministries and Departments

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
P3.1 ASEAN innovation exchange for public service delivery	2029	Viet Nam	TBC	ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 5.1.7. - Lead Strategic Measure 1.1.7. - Supporting
P3.2. Baseline and benchmarking studies on productivity and citizen-centred service delivery Implemented through P.3.2.A. Follow up initiative of the workshop on developing framework for measuring productivity in public sector on 27-29 April	TBC	Brunei Darussalam	TBC	ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
2026 in Brunei Darussalam. P3.2.B Global Public Service Benchmarking Study	Q3 2026 – Q2 2027	Singapore	TBC	ASEAN Guidelines on Public Service Delivery (2020)	
P3.3 Comprehensive digital literacy and AI skills development for HR officers to enhance workforce planning and data driven decision-making Implemented through Leadership Competency Framework in Civil Service of AMS in Digital-AI Era	2028-2029	Cambodia	AMS	ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 3.1.3. - Lead Strategic Measure 1.1.7. - Supporting Strategic Measure 1.1.8. - Supporting
P3.4 Embedding innovation and citizen-centric practices				ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 5.1.7. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
through centralised knowledge platforms and productivity frameworks Implemented through Public Sector Knowledge Compendium	TBC	The Philippines	TBC	ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.7. - Supporting
P3.5 Centrally managed ARC database and information repository for toolkits and knowledge sharing platforms	TBC	This initiative is led by all ARCs. Each ARC to develop its database and information repository.	TBC	ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 5.1.7. - Lead Strategic Measure 6.1.1. - Supporting
P3.6 Development of organisational culture workshop	TBC	If no lead country identified before the 23 rd ACCSM SOM in August 2026, P3.6	TBC	ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector (2024)	Strategic Measure 3.1.3. - Lead Strategic Measure 5.1.7. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
		may be retained and revisited during the mid-term review of the Work Plan in 2028. Projects without lead countries are not subject to M&E of this Work Plan.			
P3.7 Developing framework for measuring productivity in public sector	27-29 April 2026	Brunei Darussalam		ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Fostering Civil Service's Adaptability (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
P3.8 Public Sector Knowledge Compendium	2028	The Philippines	TBC	ASEAN Declaration on Fostering the Civil Service's Adaptability to the New Challenges	Strategic Measure 3.1.3. - Lead Strategic Measure 6.1.1. – Supporting
P3.9 Enhance the Productivity and Performance through the Performance Appraisal	2029	Lao PDR		ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Fostering Civil Service's Adaptability (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

E4. Priority Area 4: Strengthening ASEAN Identity

Definition

Priority Area 4 focuses on cultivating a shared ASEAN identity among civil servants by embedding regional values, fostering cross-cultural understanding, and strengthening a sense of belonging to the ASEAN Community. A strong and cohesive ASEAN identity among public officials is essential for deepening regional cooperation, enhancing mutual understanding across administrative systems, and ensuring that civil services are aligned with ASEAN's long-term vision of unity and solidarity.

This Priority Area elevates ASEAN Identity from a thematic focus to a core strategic priority. It aims to institutionalise ASEAN identity awareness within civil service development, promote youth and early career engagement, and expand people-to-people and government-to-government

exchanges. Through these initiatives, AMS will nurture future leaders who embody ASEAN values, strengthen collaboration across borders, and enhance the visibility and relevance of ASEAN institutions.

The strengthened role of ASEAN Resource Centres (ARCs) is central to this Priority Area. ARCs act as key enablers for regional coordination, peer learning, and civil service exchanges. Emphasising flexibility and adaptability ensures that initiatives remain responsive to the diverse national contexts of AMS. At the same time, the Work Plan acknowledges potential barriers, such as differing levels of awareness of ASEAN identity and uneven capacity to implement cross-border programmes, and positions targeted exchanges, visibility campaigns, and structured youth programmes as mechanisms to overcome these gaps.

Key Enablers

- ASEAN Resource Centres (ARCs) as a coordination and learning hub
- Existing leadership and training platforms
- Structured peer-learning and exchange mechanisms
- Digital tools and platforms to widen access and inclusion
- Youth and talent development programmes
- Cross-border collaboration and regional partnerships

Key Barriers

- Variation in the level of implementation of ASEAN identity across AMS
- Varying levels of administrative capacity to implement exchanges
- Potential overlap with ethics, leadership, or values work if definitions are not clear
- Resource constraints for peer-learning exchanges
- Limited early-stage awareness of ASEAN identity among civil servants
- Need for phased implementation before advanced modules or exchanges

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
P4.1 ASEAN identity awareness integrated into civil service programmers Implemented through Development and implementation of ASEAN Awareness e-Learning Course Materials	TBC TBC	Timor-Leste The Philippines	TBC TBC	ASEAN Leaders' Statement on ASEAN Identity (2020) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 9.1.3. - Lead Strategic Measure 1.1.9. - Lead Strategic Measure 9.1.2. - Supporting Strategic Measure 9.1.3. - Supporting
P4.2 ASEAN junior civil service fellowship / exchange programmes Implemented through ACCSM Emerging Leaders Fellowship (AELF) Programme	 Q4 2027 and Q3–4 2029	 Singapore	 TBC	ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) Joint Statement of ASEAN Youth Ministers on Enhancing Youth Cooperation for a Cohesive and Responsive ASEAN Community (2022) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 3.1.3. - Lead Strategic Measure 6.1.1. - Supporting Strategic Measure 9.1.2. - Supporting Strategic Measure 9.1.3. - Supporting Strategic Measure 9.1.4. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
P4.3 Peer-learning visits Implemented through Implementation of ASEAN Guidelines on Cross-Country Exchange of Expertise (adopted by the ACCSM HCSM on 11 February 2026)	TBC	The Philippines	TBC	ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 5.1.13. - Supporting Strategic Measure 6.1.1. - Supporting Strategic Measure 9.1.4. - Supporting
P4.4 ACCSM visibility campaign (newsletter, online platform, communications plan) National level: Implemented by AMS and reported to ACCSM SOM at its annual meetings	2026–2030	AMS	TBC	ASEAN Leaders' Statement on ASEAN Identity (2020) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 9.1.1. - Supporting Strategic Measure 9.1.2. - Supporting Strategic Measure 9.1.3. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
Regional level: Articles related to ACCSM on the ASEAN Magazine and Know ASCC platform	2026–2030	ACCSM Chair, ASEAN Secretariat			
P4.5 Mainstreaming gender in HR: policies, processes and systems” strengthening the institutional building blocks for implementing the ASEAN Gender Mainstreaming Framework Implemented through Implementation of ASEAN Gender Mainstreaming in Human Resource Toolkit: An Assessment Tool for Human Resource Practitioners	TBC	The Philippines	TBC	ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 5.1.13. - Supporting Strategic Measure 7.1.5. - Supporting Strategic Measure 9.1.4. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
(Updated toolkit was endorsed by ACCSM HCSM on 30 September 2024)					

SECTION F: ACCSM+3 THEMATIC AREAS (2026–2030)

This section outlines the **five ACCSM+3 Thematic Areas** that complement and reinforce the ACCSM Priority Areas. While the Priority Areas articulate ASEAN-wide strategic imperatives, the Thematic Areas translate these into specific domains of cooperation where the Plus Three Countries bring targeted expertise and resources. Developed jointly through the consultation process, they reflect both regional needs and the opportunities created through deeper collaboration with external partners.

The Thematic Areas were shaped with careful consideration of the conditions required for effective implementation. Progress will depend on how well enabling factors—such as digital infrastructure, regional platforms for knowledge exchange, and harmonised standards—are strengthened, and how effectively barriers such as uneven capacity, resource gaps, and variations in institutional readiness are addressed. By anticipating these dynamics, the Thematic Areas provide AMS with practical entry points for advancing reforms in a more inclusive, consistent, and scalable manner.

The Plus Three Countries will play a particularly active role in supporting the Thematic Areas. Their contributions extend beyond that of observers; they act as co-creators of solutions. Through targeted expertise in digital transformation, human resource development, leadership, and regional identity-building, they help ensure that the Thematic Areas deliver tangible benefits for AMS and reinforce the broader objectives of the Work Plan.

F1. Thematic Area 1: Digital Transformation and Governance

Definition

This Thematic Area focuses on strengthening the digital governance foundations of ASEAN civil services. It supports the development and implementation of secure, interoperable, and inclusive digital systems that enable efficient, citizen-centred public services across ASEAN Member States.

Thematic Area 1 concentrates on system-level enablers of digital government, including e-government platforms, data governance frameworks, cybersecurity standards, interoperability protocols, and common digital service standards. It emphasises technical coherence, reliability, and scalability, ensuring that digital public services are resilient, trusted, and accessible across diverse national contexts.

Structured cooperation with the Plus Three Countries is central to this Thematic Area, drawing on their experience in digital government systems, smart public services, and integrated platforms to support ASEAN Member States in strengthening digital infrastructure and governance capacity. This Thematic Area is distinct from Priority Area 1, which focuses on the leadership, values, and capability dimensions of digital transformation. By contrast, Thematic Area 1 addresses the technical, system-level enablers required for effective digital governance.

Key Enablers

- Strong technical expertise from Plus Three countries and relevant AMS (AI, cybersecurity, digital governance)
- Existing digital strategies, standards, and competency frameworks across AMS
- Increasing national ICT investments and digitalisation momentum
- Established training centres and digital academies
- Regional platforms for knowledge-sharing and best practices
- Digital public service pilots and early interoperability initiatives

Key Barriers

- Uneven digital infrastructure and connectivity across AMS
- Budget constraints and competing national priorities
- Limited digital literacy, AI, and cybersecurity skills
- Slow or complex processes for adopting new technologies
- Concerns around data protection, cybersecurity, and AI bias
- Fragmented standards for digital services and interoperability
- Challenges in harmonised data collection for M&E

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
T1.1 Develop an AI Ethics and Governance Guideline for the Civil Service (P2.4 and T1.1 to be implemented together)	TBC	ASEAN Secretariat	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead
T1.2 Strengthen digital literacy and core digital competencies	2026–2030	This initiative could be implemented by ASEAN+3 Countries at national level and reported to ACCSM+3 SOM.	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.7. - Supporting Strategic Measure 3.1.3. - Lead Strategic Measure 5.1.7. - Lead
T1.3 Deliver regional training programmes on digital ethics, AI use, and cyber resilience				ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 1.1.7. - Supporting Strategic Measure 1.1.8. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
Implemented through ASEAN+3 Study Visit on Digital Innovation in Public Service Delivery	2029-2030	Cambodia	ACCSM+3	ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 3.1.3. - Lead
T1.4 Establish ASEAN minimum standards for e-governance and digital knowledge to bridge the digital infrastructure gap	TBC	If no lead country identified before the ACCSM+3 SOM in August 2026, this T1.4 may be retained and revisited during the mid-term review of the Work Plan in 2028. Projects without lead countries are not subject	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
		to M&E of this Work Plan.			
T1.5 Promote the use of AI for human resource development	TBC	Malaysia	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.7. - Supporting Strategic Measure 1.1.8. - Supporting Strategic Measure 3.1.3. - Lead Strategic Measure 5.1.7. - Lead
T1.6 ASEAN+3 Study Visit on Digital Innovation in Public Service Delivery	2029-2030	Cambodia	ACCSM+3	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead Strategic Measure 1.1.8. – Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
T1.7 Guidelines on the Ethical and Responsible Development, Deployment, and Use of Artificial Intelligence in Government	2028	ASEAN Secretariat	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

F2. Thematic Area 2: Citizen Centred and Inclusive Public Services

Definition

This Thematic Area strengthens citizen trust and satisfaction by ensuring that public services are responsive, accessible, inclusive, and equitable. It promotes coherent service-delivery standards, gender- and diversity-inclusive policies, expanded citizen-engagement mechanisms, and whole-of-government approaches to deliver services that meet the needs of all population groups, including vulnerable and underserved communities. The focus is on integrating inclusive service design, multi-stakeholder collaboration, digital service innovation, and evidence-driven improvements across ASEAN and the Plus Three Countries.

Key Enablers

- Regional peer-learning platforms and ASEAN+3 forums
- Multi-stakeholder partnerships (civil society, private sector, academia)
- Shared service-delivery guidelines and regional toolkits
- Plus Three technical expertise

- Digital platforms for service delivery and citizen engagement
- Harmonised frameworks and minimum standards

Key Barriers

- Fragmented service standards across AMS
- Uneven digital infrastructure and digital literacy gaps
- Limited financial and human resources
- Bureaucratic hurdles and slow inter-agency coordination
- Inconsistent uptake of inclusive service design approaches
- Divergent national capacities and policy priorities

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
T2.1 ASEAN+3 knowledge exchange forum on service delivery innovation Implemented through T.2.1.A. Workshop on Innovation in	2027	Viet Nam	TBC	ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 3.1.3. - Lead Strategic Measure 1.1.8. - Supporting Strategic Measure 5.1.2. - Supporting Strategic Measure 5.1.14. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
Public Service delivery at the Local Government Level T.2.1.B. ACCSM Leaders in Service Delivery Innovations (ALSDI)	Q3 2027 (ALSDI)	Singapore (ALSDI)			
T2.2 ASEAN+3 roundtable series on inclusive governance Implemented through ASEAN+3 Forum on Good Governance (adopt a theme related to inclusive governance)	2028 2030	Indonesia (24 th ACCSM Chair) Lao PDR	TBC	ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 5.1.14. - Supporting Strategic Measure 7.1.1. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
		(25 th ACCSM Chair)			
T2.3 ASEAN Pilot Model on 'one-stop digital public services centre'	TBC	If no lead country identified before the ACCSM+3 SOM in August 2026, this T2.4 may be retained and revisited during the mid-term review of the Work Plan in 2028. Projects without lead countries are not subject to M&E of	TBC	ASEAN Leaders' Statement on Advancing Digital Transformation in ASEAN (2021)	Strategic Measure 5.1.9. - Supporting Strategic Measure 5.1.2. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
		this Work Plan.			
T2.4 ASEAN+3 Forum on Public Service Delivery	2027-2029	Cambodia	ACCSM+3	Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation (2010) ASEAN Declaration on the Role of Civil Service as a Catalyst for Achieving the ASEAN Community Vision 2025 (2017) ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

F3. Thematic Area 3: Human Resource Management (HRM) and Development

Definition

This Thematic Area focuses on modernising ASEAN civil services through fair, transparent, and future-ready HR systems. It emphasises strengthening recruitment and promotion processes, building inclusive and resilient HR policies, supporting lifelong learning and mobility, and enabling sustainable digital HRM systems—including AI-enabled workforce planning with appropriate safeguards. The approaches prioritise flexibility and mutual learning, recognising the diversity of workforce needs, institutional structures, and administrative capacities across ASEAN Member States.

Key Enablers

- Regional cooperation and strong ASEAN+3 technical expertise
- Established HR training centres, academies, and civil service institutes
- Existing national competency frameworks and HRM SOPs
- Growing adoption of digital HRM systems and HR analytics
- Peer-learning platforms and knowledge exchanges
- Supportive leadership and whole-of-government collaboration
- Availability of external technical assistance (Plus Three, Dialogue Partners)

Key Barriers

- Diverse HR systems and varying administrative structures across AMS
- Limited technical skills in AI, data governance, and HR analytics
- Resource constraints and uneven investment in HR modernisation
- Institutional reluctance to participate in benchmarking or reforms
- Ethical and privacy concerns in digital HRM and AI use
- Inconsistent data systems and challenges in standardisation
- Resistance to change and limited organisational readiness

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
T3.1 Sharing best practices in modern recruitment and promotion systems	TBC	Timor-Leste	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 3.1.3. - Lead
T3.2 Exchange of inclusive HR policies (gender, disability, intergenerational equity, mental health and well-being) and best practices	TBC	Malaysia	TBC	ASEAN Gender Mainstreaming Strategic Framework (2016) ASEAN Declaration on Gender Equality and Family Development (2017) ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector (2024)	Strategic Measure 3.1.3. - Lead Strategic Measure 4.2.4. - Supporting
T3.3 Sharing of best practices for lifelong learning and workforce development (training, career	TBC	Malaysia	TBC	ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 1.1.7. - Supporting Strategic Measure 1.1.8. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
development, talent and workforce mobility pathways, future readiness, etc.)				ASEAN Declaration on Future-Ready Public Service (2025)	
T3.4 Sharing of best practices in adopting sustainable HRM systems/HRIS (including AI-enabled workforce planning and data management) Implemented through ACCSM Leaders in Human Resource Innovations (ALSHRI)	Q2 2028 and Q2 2030 (ALSHRI)	Singapore (ALSHRI)	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.8. - Supporting Strategic Measure 1.1.9. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
T3.5 Conduct of a Policy Development Write-Shop on Mental Health in the Public Sector	2028	The Philippines	TBC	ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector (2024)	Strategic Measure 4.2.4. - Supporting Strategic Measure 10.1.3. - Supporting
T3.6 Civil Service Institute – Leadership Series	2027 to 2030	The Philippines	TBC	ASEAN Declaration on Fostering Civil Service’s Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 3.1.3. - Lead Strategic Measure 1.1.7 - Supporting
T3.7 ASEAN Civil Service Development Program for HR Innovations	2026 to 2030	Thailand	TBC	ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Declaration on Fostering Civil Service’s Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.7. - Supporting Strategic Measure 1.1.8. - Supporting Strategic Measure 1.1.9. - Lead Strategic Measure 3.1.1. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
					Strategic Measure 3.1.3. - Lead Strategic Measure 4.2.4. - Supporting
T3.8 Workshop on Upskilling and Reskilling for Career Development	2030	Myanmar	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019)	Strategic Measure 3.1.3. - Lead Strategic Measure 5.1.7. - Lead
T3.9 Investing in Civil Service for Future Talent and Capability	TBC	Brunei Darussalam	TBC		
T3.10 1st International Psychology Conference	2026	Malaysia	TBC		Strategic Measure 3.1.3. - Lead Strategic Measure 4.2.4. - Supporting Strategic Measure 5.1.7. - Lead

F4. Thematic Area 4: Future of Work and Innovation¹⁸

Definition

This Thematic Area focuses on strengthening the adaptive capacity of ASEAN civil services to respond to long-term shifts in technology, demographics, workforce expectations, and public-sector operating models. It emphasises how civil services organise work, develop skills, foster innovation, and prepare institutions for uncertainty.

Thematic Area 4 promotes future-oriented workforce planning, foresight and futures-thinking, continuous reskilling and upskilling, and the cultivation of innovation ecosystems within the public sector. It supports experimentation through innovation labs, policy sandboxes, and peer-learning platforms, enabling civil services to test new ways of working, delivering services, and solving complex policy challenges. A defining feature of this Thematic Area is its focus on people, culture, and organisational practices—including workforce well-being, mental health, and resilience—ensuring that civil servants are equipped not only with new skills, but with the institutional environments needed to adapt and innovate sustainably.

Key Enablers

- Strong ASEAN+3 expertise in innovation, and emerging technologies
- Regional networks, peer-learning mechanisms, and knowledge-sharing platforms
- Growing national commitments to upskilling, reskilling, and future skills
- Digital transformation strategies supporting innovation and experimentation
- Leadership support for adaptive planning and organisational flexibility

¹⁸ In Thematic Area 4, innovation refers to systems-level and operational innovation, including workforce planning, foresight, and mechanisms such as innovation labs and policy sandboxes.

Key Barriers

- Uneven readiness for foresight, futures-thinking, and innovation across AMS
- Limited technical capacity and resources to establish labs and sandboxes
- Institutional resistance to change and risk-averse organisational cultures
- Fragmented policy frameworks and inconsistent national priorities
- Challenges retaining skilled staff in high-demand areas
- Low exposure to new methodologies (design thinking, systems thinking, green skills)

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
T4.1 Reskilling and upskilling for future skills (digital, green, human-centred design, systems thinking)	TBC	This initiative could be implemented by ASEAN+3 Countries at national level and reported to ACCSM+3 SOM.	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.7. - Supporting Strategic Measure 1.1.8. - Supporting Strategic Measure 3.1.3. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
T4.2.A Foresight and futures thinking capacity-building for civil servants T.4.2.B Workshop on Enhancing foresight capacity, adapting to the future of work in the public sector	TBC	Malaysia Viet Nam	TBC 2029	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.7. - Supporting Strategic Measure 5.1.7. - Lead
T4.3 Innovation labs and policy sandboxes for service delivery and governance pilots	2026–2030	This initiative could be implemented by ASEAN+3 Countries at national level and reported to ACCSM+3 SOM.	TBC	ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead
T4.4 Promote innovation, workforce well-being and mental health initiatives through regional peer-learning platforms				ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 1.1.7. - Supporting Strategic Measure 5.1.7. - Lead

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
Implemented through Workshop on Strengthening Government Strategies on Mental Health towards Achieving Work-Life Balance in Public Sector	TBC	Brunei Darussalam	TBC	ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector (2024)	
T4.5 ASEAN+3 Center for Civil Service Research and Innovation	2027–2029	Cambodia	ACCSM+3	Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation (2010) ASEAN Declaration on the Role of Civil Service as a Catalyst for Achieving the ASEAN Community Vision 2025 (2017) ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy (2019) ASEAN Guidelines on Public Service Delivery (2020) ASEAN Declaration on Fostering Civil Service’s Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

F5. Thematic Area 5: Leadership, Innovation, and Public Sector Values¹⁹

Definition

This Thematic Area focuses on strengthening leadership at all levels of the civil service by embedding innovation, ethical values, and citizen-centred approaches into everyday governance. It emphasises broadening leadership development beyond senior officials to include next-generation leaders and mid-level managers, ensuring a resilient and future-ready leadership pipeline.

Key Enablers

- Regional leadership accelerators, bootcamps, and forums
- Structured mentorship schemes to support peer- and cross-country learning
- Institutionalised leadership programmes integrated into HR systems
- Networks that recognise and reward innovative leadership

Key Barriers

- High turnover in leadership positions that disrupt continuity
- Inequitable access to leadership opportunities across AMS
- Lack of sustained funding to maintain leadership programmes
- Gaps in embedding values and citizen-centric design into leadership curricula

¹⁹ In Thematic Area 4, innovation refers to systems-level and operational innovation, including workforce planning, foresight, and mechanisms such as innovation labs and policy sandboxes.

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
T5.1 Establish ASEAN+3 leadership accelerators and bootcamps (targeting senior-mid-level, and next-generation leaders) Implemented through Leaders in Governance Programme (LGP)	Annual (2026 to 2030)	Singapore	TBC	ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021)	Strategic Measure 1.1.7. - Supporting Strategic Measure 3.1.3. - Lead Strategic Measure 5.1.13. - Supporting
T5.2 Institutionalise mentorship and exchange networks across ASEAN+3 (peer learning and cross-country placements)	TBC	This T5.2 is similar with P4.2 and P4.3. This could be led by the Philippines as an implementation of the ASEAN Guidelines on Cross-Country Exchange of Expertise adopted by the ACCSM HCSM on 11 February 2026	TBC	ASEAN Declaration on Fostering Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.7. - Supporting Strategic Measure 3.1.3. - Lead Strategic Measure 5.1.13. - Supporting

Proposed Programme / Initiative	Timeline	Country Coordinator	Potential Partner(s)	Possible Relevant Declarations / Statements	Corresponding ASCC Strategic Measures
		for notation by the 48 th ASEAN Summit in May 2026.			
T5.3 ASEAN+3 leadership development and recognition for innovative public sector practices	TBC	China	TBC	ASEAN Declaration on Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.7. - Supporting Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead
T5.4 Develop an ASEAN+3 regional framework for succession planning and talent pipelines	2029	Indonesia	TBC	ASEAN Declaration on Human Resources Development for the Changing World of Work (2020) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 3.1.3. - Lead Strategic Measure 5.1.7. - Lead
T5.5 ACCSM Transformational Leadership Forum	2029	Singapore	NA	ASEAN Declaration on Civil Service's Adaptability to the New Challenges (2021) ASEAN Declaration on Future-Ready Public Service (2025)	Strategic Measure 1.1.9. - Lead Strategic Measure 5.1.7. - Lead

SECTION G: MONITORING AND EVALUATION

This Monitoring and Evaluation (M&E) Framework outlines how progress will be tracked, assessed, and learned from throughout the implementation of the ACCSM and ACCSM+3 Work Plans (2026–2030). It provides a shared structure for measuring progress across the four Priority Areas and five Thematic Areas, while remaining flexible enough to accommodate the diversity of national contexts and capacities. The framework is organised around a structured set of indicators linked to each Priority Area and Thematic Area. These indicators support systematic tracking of reforms, service delivery improvements, and regional collaboration. Clear roles and responsibilities are assigned to AMS and the ACCSM Secretariat to promote consistency, comparability, and timely reporting.

To support adaptive implementation, the framework includes annual reporting cycles, a mid-term review, and an end-term evaluation. These processes create regular opportunities for reflection, evidence-based planning, and regional peer learning.

The purpose of the M&E Framework is not only to demonstrate accountability, but also to foster a culture of mutual learning, innovation, and continuous improvement across ASEAN civil services. In doing so, it contributes directly to the achievement of ASEAN Community Vision 2045 and the Sustainable Development Goals (SDGs).

This Monitoring and Evaluation (M&E) approach is aligned with the ASCC Results Framework, which translates the ASCC Strategic Plan into strategic goals, measures, and indicators used by sectoral bodies. Relevant ASCC Strategic Measures have been mapped to each Priority and Thematic Area to ensure coherence, support reporting consistency, and enable aggregation of results, while allowing flexibility in national implementation.

G1: Objectives of the M&E Framework

The Monitoring and Evaluation (M&E) Framework for the ACCSM and ACCSM+3 Work Plans (2026–2030) is designed to ensure the effective, timely, and evidence-based implementation of regional civil service priorities. It supports AMS in measuring progress, identifying lessons, and strengthening collaboration toward shared governance and public sector reform goals.

Specifically, the M&E Framework aims to:

1. Support accountability and transparency

Provide a structured mechanism for tracking commitments and reporting progress across all four Priority Areas and five Thematic Areas. Regular monitoring enables AMS to remain accountable to their peers and citizens and to demonstrate tangible achievements toward ASEAN Community Vision 2045 and SDG 16.

2. Enable learning and continuous improvement

Promote a culture of learning by identifying what is working, what is not, and why. The framework encourages reflection on implementation challenges and successes, helping countries refine strategies, adapt approaches, and scale proven practices.

3. Facilitate knowledge exchange and regional cooperation

Create shared platforms for documenting innovations, exchanging lessons, and disseminating tools and good practices across ASEAN and the Plus Three Countries. This strengthens regional solidarity and reduces duplication of effort.

4. Inform evidence-based decision-making

Generate relevant data and insights to support annual reviews, mid-term reflections, and strategic decisions by the ACCSM Secretariat and national focal points.

5. Track the contribution of the Plus Three Countries

Assess how the Plus Three Countries contribute to Work Plan implementation—including technical assistance, pilot programmes, knowledge sharing, and peer exchange — and ensure their support remains aligned with regional priorities.

This framework is not intended to create a heavy reporting burden, but to provide meaningful, manageable, and collaborative tracking of progress. It should remain flexible and responsive to the evolving needs, capacities, and contexts of AMS.

G2. Key Performance Questions (KPQs)

Key Performance Questions (KPQs) form the foundation of the new M&E Framework by providing a structured lens for assessing whether the objectives of the ACCSM and ACCSM+3 Work Plans are being achieved. They build on the experience of the 2021–2025 KPI framework, which tracked the institutionalisation of reforms across five pillars: workforce competencies, institutional capacities, leadership, ASEAN Resource Centres (ARCs), and public sector reform.

While the earlier framework focused on whether systems and policies were in place, the KPQs encourage deeper reflection on relevance, effectiveness, sustainability, and collaboration. They are directly linked to the indicators in this Work Plan, ensuring that both quantitative and qualitative data can be consistently interpreted against shared guiding questions.

The KPQs are intended to be revisited during the mid-term review (2028) and the end-term evaluation (2030). They provide a common reference point across AMS for assessing progress, identifying challenges, and determining where additional support or course correction is needed.

Key performance questions and their purpose:

KPQ	Key Performance Question	Purpose / explanation	Example indicators (2026–2030)	Link to previous KPIs (2021–2025)
1	To what extent are the objectives under each Priority Area being met across AMS?	Assesses progress on national and regional implementation of objectives; allows for country-level reporting against initiatives.	• % of AMS with updated competency frameworks • % of agencies using competency-based HRM tools • % of AMS with policies for institutional capacity-building • % increase in citizen satisfaction with reformed services	KPI A.1 (competency HRM), B.1 (institutional capacity), C.1–C.2 (leadership/succession), D.1–D.2 (ARC activities), E.1–E.3 (public sector reform & satisfaction)

KPQ	Key Performance Question	Purpose / explanation	Example indicators (2026–2030)	Link to previous KPIs (2021–2025)
2	How effectively are collaborative and cross-border initiatives being implemented?	Looks at quality, scope, and outcomes of joint AMS and the Plus Three Countries' activities (training, research, pilot programmes).	• Number of regional peer-learning sessions on competency frameworks • % of ARC projects rated satisfactory by participants	KPI D.2 (ARC project numbers/participants), ARC satisfaction scores, cross-border programmes
3	What are the enabling factors or barriers affecting progress on each theme?	Identifies systemic challenges (e.g. resource gaps, uneven data, lack of buy-in) or accelerators (e.g. leadership, external funding).	• Number of AMS reporting resource gaps or data challenges • Qualitative assessment of leadership/political commitment • Availability of third-party validation reports	Cross-cutting gaps noted in 2021–2025: data inconsistency, lack of validation, uneven adoption
4	What role are the Plus Three Countries playing in knowledge exchange and innovation?	Examines contributions of the Plus Three Countries in technical support, capacity building, and innovation.	• Number of joint ASEAN+3 programmes implemented • Types of technical assistance provided (capacity-building, innovation pilots) • Stakeholder perceptions of the Plus Three Countries' contributions	Implicit in ARC KPIs and leadership programmes but not systematically tracked in 2021–2025. KPQs make this role explicit
5	What examples of good practice or innovation can be scaled or adapted by other members?	Encourages documentation and peer learning from successful reforms, tools, or service models.	• Number of case studies of best practice compiled and shared • Number of AMS adapting peer approaches • Evidence of uptake of regional toolkits or guidelines	Builds on best practices flagged in KPI analysis: SIPAS (Vietnam), PRIME-HRM (The Philippines), PST (Singapore)

These KPQs can also be used to guide qualitative assessments, such as stakeholder interviews, annual learning reports, or case studies—especially for outcomes that are difficult to measure with simple indicators. Where appropriate, they can be linked to the indicators and embedded in country reporting templates.

To ensure that the KPQs are used meaningfully, the following structured approach is proposed:

Mid-term and end-term evaluation template for AMS

Each year, AMS will be invited to submit a brief qualitative and quantitative report responding to each KPQ. The reporting template may include:

Section	Description
Country profile	Name of AMS reporting focal point, reporting period
Progress summary	Narrative overview of implementation efforts
KPQ response matrix	Structured responses to each KPQ (see table below)
Good practices or case examples	One or two short examples of innovation or success stories
Support needs or challenges	Identification of any technical assistance or coordination needs

Example: KPQ response matrix (embedded in reporting template)

KPQ	Country response	Data/evidence provided	Challenges	Support needed
KPQ 1	Brief summary of progress on thematic objectives	Indicators, training stats, policy changes	E.g. lack of budget	E.g. peer exchange, technical support
KPQ 2	Summary of any joint activities	Names of collaborations, regional events	Coordination gaps	Assistance in organising cross-border events

ACCSM Secretariat consolidation and regional synthesis

The ACCSM Secretariat (or rotating chair) will compile and synthesise country submissions annually. This will feed into:

- Mid-term Review (2028)
- End-Term Evaluation (2030)

The synthesis should draw out:

- Regional trends and comparative progress;
- Highlighted innovations and good practices;
- Common barriers and capacity needs;
- Recommendations for strategic adjustment or ACCSM+3 engagement.

Optional peer-learning integration

To complement the reporting process, countries may be invited to:

- Present one KPQ-based case study at annual ACCSM meetings;
- Share innovations via a knowledge platform or community of practice;
- Participate in peer review of selected KPQ responses for learning purposes.

G3. Building on the KPI Analysis (2018–2024)

The KPI analysis conducted under the 2021–2025 Work Plan provided important evidence of the progress made by AMS. Many civil service systems and programmes were institutionalised during this period, including competency-based HRM, leadership pipelines, ARC projects, and integrity training. These achievements reflect significant progress in professionalising ASEAN civil services and embedding regional commitments at the national level.

At the same time, the analysis revealed gaps in consistency, evaluation, and citizen-level outcomes. Adoption of reforms was uneven across AMS, monitoring was not standardised, and there was limited evidence on whether these reforms led to improvements in service delivery or strengthened citizen trust. These findings highlighted the need to shift emphasis from tracking the existence of systems to assessing their effectiveness and impact.

For 2026–2030, the M&E Framework therefore evolves the KPI approach into a set of outcome-based indicators that:

- **Retain** measures that remain relevant (e.g. competency frameworks, leadership and succession planning);
- **Amend** measures to focus on quality, adoption, and citizen impact (e.g. leadership pipelines evaluated for continuity, public satisfaction assessed with standardised tools),
- **Add** new indicators that reflect emerging needs (e.g. whistleblower protection mechanisms, digital governance frameworks, inclusivity in HR systems).

By explicitly linking past KPI findings with new indicators, the M&E Framework demonstrates a clear trajectory from institutionalisation to measurable outcomes. This ensures that AMS progress is assessed not only by the establishment of systems but also by their effectiveness in improving civil service performance and citizen experience.

The indicator framework that follows builds directly on the previous KPI analysis, which established a regional baseline for the four Priority Areas and five Thematic Areas. By drawing on these starting points, the framework ensures that measurement under the ACCSM and ACCSM+3 Work Plans 2026–2030 goes beyond tracking the existence of systems and reforms. Instead, it captures their depth, quality, inclusivity, and impact—providing a clearer picture of how institutional changes translate into improved performance of ASEAN civil services and better outcomes for citizens.

G4. Indicators and means of verification

The M&E Framework for the ACCSM and ACCSM+3 Work Plans 2026–2030 has been designed to balance accountability with practicality, ensuring that progress can be measured consistently across AMS without creating undue reporting burdens. The framework includes two levels of indicators:

- **Output indicators** capture the direct deliverables of initiatives, such as training workshops, guidelines developed, or peer-learning platforms established.
- **Outcome indicators** measure the tangible changes resulting from initiatives, focusing on whether reforms are embedded at national level, civil service capacity is strengthened, and citizen experience is improved.

The addition of outcome-based KPIs ensures the framework not only monitors activities but also captures the broader results of ACCSM's work in strengthening institutions, improving service delivery, and promoting ASEAN values. Indicators are aligned with the four Priority Areas of the ACCSM Work Plan and will also be applied, where relevant, to the five Thematic Areas of the ACCSM+3 Work Plan.

To enable systematic tracking of progress, a set of KPIs has been developed for each of the Priority Areas and Thematic Areas. These indicators build on the baseline and monitoring practices established in previous Work Plans, ensuring continuity for longitudinal assessment, while also incorporating new measures that capture outcomes in emerging area. The tables that follow provide examples of indicators for each Priority Area and Thematic Area, offering a flexible framework that can be adapted by AMS according to national contexts and priorities.

ACCSM Priority Areas

Priority Area 1: Public Sector Capability, Values & Leadership

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Number of leaders (senior, mid-level, next gen) completing leadership development programmes	Training attendance records; participant feedback forms	KPI C.1.1, C.2.1 (Participation in leadership/succession programmes)
Outcome	Increased improvements in civil servant satisfaction and well-being	Regional civil service surveys; well-being assessment tools	KPI A.1 (Competency-based HRM); KPI C.1/C.2 (Leadership development & succession planning)
Outcome	Number of competency strengthening frameworks adopted by AMS	AMS progress reports; ARC updates	KPI A.1 (Competency HRM), KPI C.1/C.2 (Leadership development & succession planning)

Priority Area 2: Integrity, Ethics & Anti-Corruption

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Increase in the number and coverage of integrity, ethics, and AI/data ethics training programmes delivered to civil servants, including their integration into regular training system	Training records; curriculum reviews; ARC peer review	KPI E.1 (Integrity measures adopted); KPI E.2 (Public engagement in policymaking)
Outcome	Increase in the number and scope of codes of conduct and integrity frameworks that are adopted, updated, or strengthened at national and sub-national levels across AMS	AMS self-reports; third-party validation	KPI E.1 (Governance-strengthening measures)
Outcome	Increase in the number and functionality of whistleblower protection mechanisms, including digital reporting platforms, established or strengthened at national and sub-national levels across AMS	Whistleblower policy audits; usage reports; AMS updates	New

Priority Area 3: Productivity & Innovation

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Increase in the use of standardised or comparable citizen satisfaction tools to	Survey tools; peer reviews; AMS reporting	KPI E.3 (Citizen satisfaction tools)

	assess service innovation outcomes across AMS		
Outcome	Increase in levels of citizen satisfaction with reformed public services, as measured through standardised or comparable assessment tools	National satisfaction surveys (e.g. SIPAS, PRIME-HRM); regional satisfaction tool	KPI E.3 (Public satisfaction with reformed services)
Outcome	Increase in the adoption and adaptation of peer-identified innovations from other AMS	AMS progress reports; regional peer learning records	KPI B.2 (Policies implemented at national/sub-national levels); KPI D.2 (ARC projects/exchanges)

Priority Area 4: Strengthening ASEAN Identity

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Increased integration of ASEAN identity, shared values, and regional cooperation themes into civil service training curricula	Curriculum reviews; HRD institutional reports	New
Outcome	Increase in the implementation of civil service projects and policy initiatives that foster ASEAN awareness, shared values, and regional cooperation	Project documentation; AMS progress reports	New

Outcome	Increase in participation of civil servants in programmes and initiatives that promote ASEAN identity and shared values	Programme participation data; training attendance records; AMS reports	New
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ACCSM+3 Thematic Areas

Thematic Area 1: Digital Transformation & Governance

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Increase in the delivery of digital literacy, AI ethics, and cyber-resilience training aligned with ASEAN guidance	Attendance records; training programme reports	KPI B.1 (Capacity development and training programmes)
Outcome	Increase in the integration and application of AI ethics, digital ethics, and cyber-resilience guidelines within civil service training programmes and standard operating procedures	Training curricula, SOP reviews	New

Outcome	Increase in the adoption, updating, or strengthening of national digital competency standards and/or e-governance minimum standards	AMS digital governance reports; regional peer review	New
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Thematic Area 2: Citizen-Centred & Inclusive Public Services

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Increased participation in regional peer-learning platforms focused on inclusive governance and service delivery innovation	Attendance records; ARC reports; workshop summaries	KPI D.2 (ARC exchanges and peer-learning)
Outcome	Increase in the adoption and strengthening of inclusive civil service policies (e.g. gender, disability, diversity, and well-being), informed by the regional toolkit	AMS HR policy reviews; self-assessment reports	KPI E.1 / E.2 (inclusive policymaking and engagement)
Outcome	Improved levels of citizen satisfaction, as measured using standardised or comparable assessment tools	National citizen satisfaction surveys; benchmarking reports	KPI E.3 (Public satisfaction with reformed services)

Thematic Area 3: Human Resource Management & Development

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Increased participation in HR knowledge exchanges on inclusive HR practices, workforce mobility, and lifelong learning	Workshop agendas; attendance lists; ARC reports	KPI D.2 (Peer learning and knowledge exchange)
Outcome	Expanded implementation of modern HRM systems, including competency-based recruitment, performance management, and digital HRIS	HRIS assessments; workforce planning documents	KPI A.1 (Competency frameworks); KPI B.1 (Digital HRM pilots)
Outcome	Increase in the adoption and strengthening of inclusive HR policies (including gender equality, disability inclusion, and mental health and well-being)	HR policy reviews; AMS submissions; ARC validation	KPI A.1 / B.1 (HRM standards inclusive policies)

Thematic Area 4: Future of Work & Innovation

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Increased participation in innovation-focused peer-learning platforms, labs, or policy sandboxes	Workshop/innovation lab records; ARC reports	KPI D.2 (Peer-learning and knowledge exchange)

Outcome	Increased integration of foresight and futures-thinking approaches into workforce planning and policy design	Planning documents; training curricula; AMS submissions	New
Outcome	Increased implementation of reskilling and upskilling programmes in future-oriented competencies (digital, green, human-centred design, and systems thinking)	National training reports; AMS workforce development strategies	KPI B.1 (Training programmes in future competencies)

Thematic Area 5: Leadership, Innovation & Public Sector Values

Level	Indicator	Means of verification	Linked old KPI(s) (2021–2025)
Output	Increased participation in regional leadership exchanges, accelerators, and peer-learning platforms	Attendance records; ARC reports; workshop summaries	KPI D.2 (Peer-learning and exchanges)
Outcome	Increased establishment and strengthening of leadership pipelines, succession planning frameworks, and mentorship or exchange networks	HR planning documents; mentorship programme records	KPI C.2 (Succession planning and leadership pipelines)
Outcome	Increased implementation of leadership development programmes that integrate innovation, ethics, and public-sector values	Leadership training curricula; AMS HRD reports	KPI C.1 (Leadership training)

These indicators will serve as the basis for the mid-term review (2028) and end-term review (2030), enabling AMS and the ACCSM Secretariat to track progress, identify gaps, and adjust implementation as needed to ensure that the Work Plan contributes effectively to the ASEAN Community Vision 2045.

Standardisation and flexibility

While AMS operate within different national contexts, a degree of standardisation will be introduced by using shared indicators across sub-priorities. This will:

- Simplify cross-country comparison and synthesis;
- Streamline reporting templates and progress reviews;
- Help the ACCSM Secretariat identify regional trends and learning opportunities.

At the same time, countries will retain the flexibility to supplement indicators with country-specific measures or qualitative reflections that reflect local realities.

Using KPI data

KPI data should serve not only as a monitoring tool but as a driver of learning, adaptation, and strategic decision-making. Beyond tracking progress, ACCSM can use KPI findings to strengthen implementation, peer learning, and alignment with ASEAN Vision 2045. Specifically, KPI data can be used to:

- **Inform decision-making** by identifying trends, progress, and implementation gaps, ensuring that policies and capacity-building are guided by evidence;
- **Facilitate peer learning** through the exchange of good practices and success stories, helping AMS learn from one another and accelerate regional progress;
- **Support adaptive implementation** by using KPI results during annual and mid-term reviews to refine activities and adjust priorities.
- **Demonstrate accountability and transparency** through regional progress snapshots or dashboards that showcase collective achievements;
- **Strengthen national ownership** by encouraging AMS to analyse and apply KPI data within their domestic HRM and governance systems.

By embedding these practices, the M&E Framework promotes continuous learning and collaboration, ensuring that KPI data actively informs how ASEAN's civil services evolve rather than serving solely as a reporting requirement.

G5. Roles and Responsibilities

A successful M&E framework depends on clearly defined and coordinated roles across AMS and ACCSM Secretariat. This section outlines the expected responsibilities of key stakeholders involved in monitoring, reporting, learning, and adaptive management.

AMS

Primary responsibilities:

- **National coordination:** Designate a national focal point (or team) to oversee M&E efforts at the country level and liaise with the ACCSM Secretariat.
- **Data collection and reporting:** Track and compile national-level data and qualitative insights on implementation progress across relevant Priority Areas and Thematic Areas.
- **Submission of annual reports:** Complete the M&E reporting template annually, including responses to KPQs, indicator tracking, case studies, and challenges.
- **Peer learning contributions:** Share good practices, innovations, or lessons through regional workshops or case documentation, where possible.
- **Participation in M&E reviews:** Engage in mid-term and end-term evaluations to reflect on regional progress and shape future planning.

ACCSM Secretariat (or rotating chair/lead country)

Primary responsibilities:

- **Overall M&E oversight:** Coordinate the monitoring and reporting process across all AMS and the Plus Three Countries.
- **Annual synthesis reports:** Consolidate national submissions into a regional progress report to be shared with AMS, the Plus Three Countries, and ASEAN Sectoral Bodies.
- **Indicator alignment and support:** Provide guidance on shared indicators and reporting expectations; offer technical support to countries if needed.
- **Facilitation of learning:** Organise regional knowledge-sharing events, publish case studies, and convene communities of practice or working groups.
- **Adaptive management:** Use M&E findings to propose adjustments to implementation strategies or to recommend technical assistance priorities.

Collective responsibility

Across all actors, the M&E framework should be approached not as a compliance exercise, but as a tool for mutual accountability, regional solidarity, and continuous improvement. By working together, AMS can better understand what is working, what needs to be adapted, and how civil service transformation can be sustained across diverse contexts.

G6. Monitoring and reporting timeline

The M&E framework will follow a structured, yet flexible timeline aligned with the ACCSM and ACCSM+3 Work Plan cycle. The timeline includes periodic learning and reflection milestones, and mid- and end-term assessments. This schedule ensures accountability, promotes ongoing learning and allows for adaptive implementation throughout the 2026–2030 period.

Year	Activity	Purpose	Lead responsibility
2026	Work Plan implementation begins	Launch priority actions and set up national coordination and reporting mechanisms	AMS, ACCSM Secretariat
	Annual progress report submitted by AMS	Implementation progress	AMS
2027	Annual progress report and regional synthesis	ACCSM Secretariat compiles regional summary; highlights trends and challenges	ACCSM Secretariat
	Regional peer learning exchange (optional)	Share good practices and lessons learned from year 1 and 2	ACCSM Secretariat, hosting AMS
2028	Mid-term review (MTR)	Formal stock-take of progress against Work Plan objectives and KPQs; adapt strategies as needed	ACCSM Secretariat, AMS
	MTR reflection workshop	Incorporate MTR findings into implementation guidance	ACCSM Secretariat
2029	Annual progress report submitted	Ongoing monitoring	AMS
	Learning exchange on scaling successful initiatives (optional)	Focus on cross-country uptake and innovation	ACCSM Secretariat
2030	Final progress report and end-term evaluation	Comprehensive review of Work Plan achievements and challenges	ACCSM Secretariat, AMS
	Regional validation and lessons-learned workshop (optional)	Share results, extract good practices, and shape inputs for next planning cycle	ACCSM Secretariat

G7. Knowledge sharing and adaptive learning

Effective M&E is not only about tracking progress—it is a tool for reflection, learning, and continuous improvement. This section outlines how the findings generated through the ACCSM and ACCSM+3 monitoring process will be interpreted and used at the national and regional levels.

Objectives of learning

The M&E system aims to:

- Strengthen evidence-informed decision-making across ASEAN civil service;
- Foster a culture of peer learning and innovation within ACCSM and with the Plus Three Countries;
- Adapt strategies and actions based on what is working—and what is not;
- Promote greater transparency and accountability in implementing the Work Plans.

How learning will be facilitated

The table below outlines the key mechanisms through which learning will be embedded into the M&E process. These mechanisms are designed not only to track progress, but also to generate meaningful exchanges between AMS and the Plus Three Countries. They enable implementation teams to capture insights, share what works, adapt to challenges, and continuously improve the relevance and effectiveness of the Work Plans.

Each learning mechanism contributes to fostering a culture of collaboration, where the experiences of one Member State can inform and inspire others, and where the Plus Three Countries can align support with on-the-ground needs.

Mechanism	Description
Mid-term review and end-term evaluation	These formal evaluation points could include reflection workshops to review findings, validate results, and co-create recommendations.
Regional peer-learning events	Optional sessions will spotlight case examples and enable cross-country learning.
Knowledge products	Key lessons, promising practices, and successful innovations could be documented and disseminated through briefs, summary reports, or case studies.

Communities of practice (optional)	Virtual or in-person platforms could be created for technical officials to share progress and troubleshoot challenges in real time.
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Who will use these learnings

The second table highlights how different stakeholders will use M&E findings. Each actor plays a distinct role in turning insights into action. For example, AMS may use the findings to shape upcoming reforms or request technical support, while the ACCSM Secretariat may use cross-country learning to guide coordination efforts and develop capacity-building agendas. Ensuring that all stakeholders have access to relevant and timely data, and understand how to act on it, is essential to achieving the outcomes of the ACCSM and ACCSM+3 Work Plans 2026–2030.

Stakeholder	Use of findings
AMS	Use findings to reflect on progress, shape national strategies, and request support or collaboration.
ACCSM Secretariat	Track regional progress, identify support needs, and adjust coordination mechanisms.
Plus Three Countries	Understand impact of their contributions and align future technical assistance with real needs.
ASEAN Sectoral Bodies	Inform wider policy and programme alignment with ASEAN Community Vision 2045, SDGs, and ASCC Strategic Plan.

Feedback loops

The M&E system includes clear feedback loops:

- **AMS to ACCSM Secretariat** – through reports and updates;
- **ACCSM Secretariat to AMS** – through regional reports and learning briefs;
- **AMS to AMS** – through peer-learning and horizontal exchange;
- **Plus Three Countries to AMS/ACCSM Secretariat** – through technical insights.

These loops will support a dynamic, adaptive approach to implementation throughout the 2026–2030 cycle.

SECTION H: NEXT STEPS

The ACCSM and ACCSM+3 Work Plans 2026–2030 will serve as a shared roadmap for AMS and the Plus Three Countries, guiding cooperation on civil service reform and innovation over the next five years. It provides a framework for aligning national initiatives with regional priorities, strengthening institutional capacities, and fostering cross-border collaboration. Beyond a planning document, the Work Plans are intended to serve as a living reference that supports implementation, monitoring, and peer learning—ensuring that ASEAN civil services remain future-ready, people-centred, and resilient in advancing the ASEAN Community Vision 2045.

ANNEX 1: Relevant Strategic Goals and Strategic Measures of ACCSM Priority Areas and ACCSM+3 Thematic Areas

3.1.1. Priority Area 1: Public Sector Capability, Leadership, Digitalisation and Value

Relevant ASCC Strategic Goals:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

2. Strategic Goal 3

A Community that is able to optimise its demographic bonus to, among others, make ASEAN the epicentre of growth and innovation through inclusive, comprehensive and transformative education in a conducive learning environment to develop a highly skilled and competitive labour force and the creation of decent work and high-quality jobs.

3. Strategic Goal 5

A Community where its peoples play an active role in all aspects of life through the promotion of human security, enhancing peoples' resilience through public-private partnerships in line with the ASEAN sustainability agenda.

Relevant Strategic Measures:

1. Strategic Measure 1.1.7. - Supporting

Increase human resource competencies, competitiveness and resilience for the future-ready workforce and relevant stakeholders on technical and technological knowledge, literacy, numeracy and digital competencies, and managerial skills, including through lifelong learning and skills development, so as to improve institutional capacity and address current and emerging challenges.

2. Strategic Measure 1.1.8. - Supporting

Enhance ASEAN human resource competitiveness and digital literacy for future workforce by leveraging technological transformation, such as communication and digital technology, as well as emerging technology, such as AI, ensuring the quality of basic and higher education and Technical and Vocational Education and Training (TVET), and providing decent work for all with an industry-driven approach.

3. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

4. Strategic Measure 3.1.3. - Lead

Strengthen ASEAN civil service through high-quality education, effective capacity building, application of merit principle, strategic partnerships, and collaboration programmes among AMS and other relevant stakeholders to generate highly skilled, competent and future-ready human resources and active global citizens for sustainable development.

5. Strategic Measure 5.1.7. - Lead

Strengthen the capacity and capability of the ASEAN public sector, including civil servants, to respond to the needs of the peoples, emerging challenges, and technological advancements through the highest standard of professionalism, efficient, effective, transparent and accountable public services, participatory and innovative approaches, and strategic collaboration.

6. Strategic Measure 7.1.5. - Supporting

Ensure inclusive, participatory and representative decision-making and leadership of women and girls at all levels, including their empowerment in peace and security.

7. Strategic Measure 4.2.4. - Supporting

Enhance policies, strategies and models for mental health and well-being to enable people of all ages to cope with the stresses of life, realise their potential, learn, work and live well and eventually contribute to their communities while enhancing preventive, curative, and rehabilitative approach in alignment with international and national frameworks.

8. Strategic Measure 10.1.3. - Supporting

Enhance policies, strategies and models for mental health and well-being to enable people of all ages to cope with the stresses of life, realise their potential, learn, work and live well and eventually contribute to their communities while enhancing preventive, curative, and rehabilitative approaches in alignment with international and national frameworks.

3.1.2. Priority Area 2: Integrity, Ethics & Anti-Corruption

Relevant ASCC Strategic Goal:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

Relevant ASCC Strategic Measures:

1. Strategic Measure 1.1.8. - Supporting

Enhance ASEAN human resource competitiveness and digital literacy for future workforce by leveraging technological transformation, such as communication and digital technology, as well as emerging technology, such as AI, ensuring the quality

of basic and higher education and Technical and Vocational Education and Training (TVET), and providing decent work for all with an industry-driven approach.

2. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

3. Strategic Measure 5.1.7. - Lead

Strengthen the capacity and capability of the ASEAN public sector, including civil servants, to respond to the needs of the peoples, emerging challenges, and technological advancements through the highest standard of professionalism, efficient, effective, transparent and accountable public services, participatory and innovative approaches, and strategic collaboration.

4. Strategic Measure 3.1.3. - Lead

Strengthen ASEAN civil service through high-quality education, effective capacity building, application of merit principle, strategic partnerships, and collaboration programmes among ASEAN Member States and other relevant stakeholders to generate highly skilled, competent and future-ready human resources and active global citizens for sustainable development.

5. Strategic Measure 1.1.7. - Supporting

Increase human resource competencies, competitiveness and resilience for the future-ready workforce and relevant stakeholders on technical and technological knowledge, literacy, numeracy and digital competencies, and managerial skills, including through lifelong learning and skills development, so as to improve institutional capacity and address current and emerging challenges.

3.1.3. Priority Area 3: Productivity and Innovation

Relevant ASCC Strategic Goals:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

2. Strategic Goal 3

A Community that is able to optimise its demographic bonus to, among others, make ASEAN the epicentre of growth and innovation through inclusive, comprehensive and transformative education in a conducive learning environment to develop a highly skilled and competitive labour force and the creation of decent work and high-quality jobs.

3. Strategic Goal 5

A Community where its peoples play an active role in all aspects of life through the promotion of human security, enhancing peoples' resilience through public-private partnerships in line with the ASEAN sustainability agenda.

Relevant ASCC Strategic Measures:

1. Strategic Measure 1.1.7. - Supporting

Increase human resource competencies, competitiveness and resilience for the future-ready workforce and relevant stakeholders on technical and technological knowledge, literacy, numeracy and digital competencies, and managerial skills, including through lifelong learning and skills development, so as to improve institutional capacity and address current and emerging challenges.

2. Strategic Measure 1.1.8. - Supporting

Enhance ASEAN human resource competitiveness and digital literacy for future workforce by leveraging technological transformation, such as communication and digital technology, as well as emerging technology, such as AI, ensuring the quality of basic and higher education and Technical and Vocational Education and Training (TVET), and providing decent work for all with an industry-driven approach.

3. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

4. Strategic Measure 3.1.3. - Lead

Strengthen ASEAN civil service through high-quality education, effective capacity building, application of merit principle, strategic partnerships, and collaboration programmes among AMS and other relevant stakeholders to generate highly skilled, competent and future-ready human resources and active global citizens for sustainable development.

5. Strategic Measure 5.1.4. - Lead

Strengthen local institutions and community-based approaches that promote the participation of local governments/authorities, provinces, townships, municipalities, cities, and villages through the central government in the development of ASEAN capacity-building programmes that benefit their respective communities.

6. Strategic Measure 5.1.7. - Lead

Strengthen the capacity and capability of the ASEAN public sector, including civil servants, to respond to the needs of the peoples, emerging challenges, and technological advancements through the highest standard of professionalism, efficient, effective, transparent and accountable public services, participatory and innovative approaches, and strategic collaboration.

3.1.4. Priority Area 4: Strengthening ASEAN Identity

Relevant ASCC Strategic Goals:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

2. Strategic Goal 3

A Community that is able to optimise its demographic bonus to, among others, make ASEAN the epicentre of growth and innovation through inclusive, comprehensive and transformative education in a conducive learning environment to develop a highly skilled and competitive labour force and the creation of decent work and high-quality jobs.

3. Strategic Goal 5

A Community where its peoples play an active role in all aspects of life through the promotion of human security, enhancing peoples' resilience through public-private partnerships in line with the ASEAN sustainability agenda.

4. Strategic Goal 6

A Community with a shared ASEAN identity that is adaptive and responsive to evolving national needs, as well as relevant regional and global issues.

5. Strategic Goal 9

A Community that is proud of its identity and assumes ownership of the preservation, conservation and value creation of its cultural heritage, arts and traditions while also promoting cultural industries.

Relevant ASCC Strategic Measures:

1. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

2. Strategic Measure 3.1.3. - Lead

Strengthen ASEAN civil service through high-quality education, effective capacity building, application of merit principle, strategic partnerships, and collaboration programmes among AMS and other relevant stakeholders to generate highly skilled, competent and future-ready human resources and active global citizens for sustainable development.

3. Strategic Measure 5.1.4. - Lead

Strengthen local institutions and community-based approaches that promote the participation of local governments/authorities, provinces, townships, municipalities,

cities, and villages through the central government in the development of ASEAN capacity-building programmes that benefit their respective communities.

4. Strategic Measure 5.1.13. - Supporting

Promote government, private sector, ASEAN Dialogue and Development Partners, and community collaboration to facilitate knowledge sharing, effective resource mobilisation and develop continuous training and re-training systems, promoting human capital development and regional cooperation in education, training, and research.

5. Strategic Measure 6.1.1. - Supporting

Promote regional cooperation in education, training, and research, strengthening ASEAN's role in regional and global research networks.

6. Strategic Measure 7.1.5. - Supporting

Ensure inclusive, participatory and representative decision-making and leadership of women and girls at all levels, including their empowerment in peace and security.

7. Strategic Measure 9.1.1. - Supporting

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.

8. Strategic Measure 9.1.2. - Supporting

Increase ownership and deepen the sense of ASEAN identity and the spirit of belonging to the ASEAN Community amongst students, children, youths and all stakeholders as part of strengthening the ASEAN Community.

9. Strategic Measure 9.1.3. - Supporting

Strengthen the ASEAN Community and ASEAN shared values in the government by reinforcing ASEAN Identity through innovative policy initiatives both at the regional and national levels.

10. Strategic Measure 9.1.4. - Supporting

Promote a dynamic, sustainable and inclusive ecosystem of stakeholders to foster greater understanding, tolerance and a sense of regional agenda's value-centric ASEAN identity and communities through forging partnerships.

3.2.1. Thematic Area 1: Digital Transformation and Governance

Relevant ASCC Strategic Goals:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

2. Strategic Goal 3

A Community that is able to optimise its demographic bonus to, among others, make ASEAN the epicentre of growth and innovation through inclusive, comprehensive and

transformative education in a conducive learning environment to develop a highly skilled and competitive labour force and the creation of decent work and high-quality jobs.

3. Strategic Goal 5

A Community where its peoples play an active role in all aspects of life through the promotion of human security, enhancing peoples' resilience through public-private partnerships in line with the ASEAN sustainability agenda.

4. Strategic Goal 9

A Community that is proud of its identity and assumes ownership of the preservation, conservation and value creation of its cultural heritage, arts and traditions while also promoting cultural industries.

Relevant ASCC Strategic Measures:

1. Strategic Measure 1.1.7. - Supporting

Increase human resource competencies, competitiveness and resilience for the future-ready workforce and relevant stakeholders on technical and technological knowledge, literacy, numeracy and digital competencies, and managerial skills, including through lifelong learning and skills development, so as to improve institutional capacity and address current and emerging challenges.

2. Strategic Measure 1.1.8. - Supporting

Enhance ASEAN human resource competitiveness and digital literacy for future workforce by leveraging technological transformation, such as communication and digital technology, as well as emerging technology, such as AI, ensuring the quality of basic and higher education and Technical and Vocational Education and Training (TVET), and providing decent work for all with an industry-driven approach.

3. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

4. Strategic Measure 3.1.3. – Lead

Strengthen ASEAN civil service through high-quality education, effective capacity building, application of merit principle, strategic partnerships, and collaboration programmes among ASEAN Member States and other relevant stakeholders to generate highly skilled, competent and future-ready human resources and active global citizens for sustainable development.

5. Strategic Measure 5.1.7. - Lead

Strengthen the capacity and capability of the ASEAN public sector, including civil servants, to respond to the needs of the peoples, emerging challenges, and technological advancements through the highest standard of professionalism,

efficient, effective, transparent and accountable public services, participatory and innovative approaches, and strategic collaboration.

6. Strategic Measure 9.1.3. - Lead

Strengthen the ASEAN Community and ASEAN shared values in the government by reinforcing ASEAN Identity through innovative policy initiatives both at the regional and national levels.

3.2.2. Thematic Area 2: Citizen Centred and Inclusive Public Services

Relevant ASCC Strategic Goals:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

2. Strategic Goal 3

A Community that is able to optimise its demographic bonus to, among others, make ASEAN the epicentre of growth and innovation through inclusive, comprehensive and transformative education in a conducive learning environment to develop a highly skilled and competitive labour force and the creation of decent work and high-quality jobs.

3. Strategic Goal 5

A Community where its peoples play an active role in all aspects of life through the promotion of human security, enhancing peoples' resilience through public-private partnerships in line with the ASEAN sustainability agenda.

Relevant ASCC Strategic Measures:

1. Strategic Measure 5.1.9. - Supporting

Eliminate all forms of maltreatment on the basis of old age and gender through rights-based/needs-based and life cycle approaches that promote equitable access of older persons to public services, income generation, health care services, social protection, and essential information, as well as preventive measures, legal protection, and effective support system.

2. Strategic Measure 5.1.2. - Supporting

Strengthen public understanding and awareness through media engagements and campaigns about the rights of persons with disabilities while providing opportunities and ensuring comprehensive and inclusive social protection.

3. Strategic Measure 5.1.14. - Supporting

Promote awareness, respect and protection of human rights, particularly those of persons with disabilities, women, children, youth, older persons and others in vulnerable situations to enhance understanding of human rights principles and relevant ASEAN declarations and instruments and their effective implementation.

4. Strategic Measure 7.1.1. - Supporting

Strengthen policies and action plans that better respond to the needs of women and girls in the region and enhance capacities of sectoral bodies to undertake initiatives that benefit and protect the rights of women and girls.

5. Strategic Measure 7.1.4. - Supporting

Institutionalise a clearly articulated and coordinated approach to gender equality.

6. Strategic Measure 7.1.5 – Supporting

Ensure inclusive, participatory and representative decision-making and leadership of women and girls at all levels, including their empowerment in peace and security.

7. Strategic Measure 3.1.3. - Lead

Strengthen ASEAN Civil Service through high-quality education, effective capacity building, application of merit principle, strategic partnership, and collaboration programmes among AMS and other relevant stakeholders to generate highly skilled, competent and future ready human resources and active global citizens for sustainable development.

8. Strategic Measure 1.1.8. - Supporting

Enhance ASEAN human resource competitiveness and digital literacy for future workforce by leveraging technological transformation, such as communication and digital technology, as well as emerging technology, such as AI, ensuring the quality of basic and higher education and Technical and Vocational Education and Training (TVET), and providing decent work for all with an industry-driven approach.

9. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

3.2.3. Thematic Area 3: Human Resource Management (HRM) and Development

Relevant ASCC Strategic Goals:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

2. Strategic Goal 3

A Community that is able to optimise its demographic bonus to, among others, make ASEAN the epicentre of growth and innovation through inclusive, comprehensive and transformative education in a conducive learning environment to develop a highly

skilled and competitive labour force and the creation of decent work and high-quality jobs.

Relevant ASCC Strategic Measures:

1. Strategic Measure 1.1.7. - Supporting

Increase human resource competencies, competitiveness and resilience for the future-ready workforce and relevant stakeholders on technical and technological knowledge, literacy, numeracy and digital competencies, and managerial skills, including through lifelong learning and skills development, so as to improve institutional capacity and address current and emerging challenges.

2. Strategic Measure 1.1.8. - Supporting

Enhance ASEAN human resource competitiveness and digital literacy for future workforce by leveraging technological transformation, such as communication and digital technology, as well as emerging technology, such as AI, ensuring the quality of basic and higher education and Technical and Vocational Education and Training (TVET), and providing decent work for all with an industry-driven approach.

3. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

4. Strategic Measure 3.1.1. - Supporting

Enhance the responsiveness and cohesiveness of relevant policies and institutional frameworks towards better employment opportunities, employability, higher income, job security, quality of jobs and enterprise competitiveness.

5. Strategic Measure 3.1.3. - Lead

Strengthen ASEAN civil service through high-quality education, effective capacity building, application of merit principle, strategic partnerships, and collaboration programmes among ASEAN Member States and other relevant stakeholders to generate highly skilled, competent and future-ready human resources and active global citizens for sustainable development.

6. Strategic Measure 4.2.4. - Supporting

Enhance policies, strategies and models for mental health and well-being to enable people of all ages to cope with the stresses of life, realise their potential, learn, work and live well and eventually contribute to their communities while enhancing preventive, curative, and rehabilitative approaches in alignment with international and national frameworks.

7. Strategic Measure 10.1.3. - Supporting

Enhance policies, strategies and models for mental health and well-being to enable people of all ages to cope with the stresses of life, realise their potential, learn, work and live well and eventually contribute to their communities while enhancing preventive,

curative, and rehabilitative approaches in alignment with international and national frameworks.

3.2.4. Thematic Area 4: Future of Work and Innovation

Relevant ASCC Strategic Goals:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

2. Strategic Goal 3

A Community that is able to optimise its demographic bonus to, among others, make ASEAN the epicentre of growth and innovation through inclusive, comprehensive and transformative education in a conducive learning environment to develop a highly skilled and competitive labour force and the creation of decent work and high-quality jobs.

3. Strategic Goal 5

A Community where its peoples play an active role in all aspects of life through the promotion of human security, enhancing peoples' resilience through public-private partnerships in line with the ASEAN sustainability agenda.

4. Strategic Goal 6

A Community with a shared ASEAN identity that is adaptive and responsive to evolving national needs, as well as relevant regional and global issues.

Relevant ASCC Strategic Measures:

1. Strategic Measure 1.1.7. - Supporting

Increase human resource competencies, competitiveness and resilience for the future-ready workforce and relevant stakeholders on technical and technological knowledge, literacy, numeracy and digital competencies, and managerial skills, including through lifelong learning and skills development, so as to improve institutional capacity and address current and emerging challenges.

2. Strategic Measure 1.1.8. - Supporting

Enhance ASEAN human resource competitiveness and digital literacy for future workforce by leveraging technological transformation, such as communication and digital technology, as well as emerging technology, such as AI, ensuring the quality of basic and higher education and Technical and Vocational Education and Training (TVET), and providing decent work for all with an industry-driven approach.

3. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

4. Strategic Measure 3.1.3. - Lead

Strengthen ASEAN civil service through high-quality education, effective capacity building, application of merit principle, strategic partnerships, and collaboration programmes among ASEAN Member States and other relevant stakeholders to generate highly skilled, competent and future-ready human resources and active global citizens for sustainable development.

5. Strategic Measure 5.1.4. - Lead

Strengthen local institutions and community-based approaches that promote the participation of local governments/authorities, provinces, townships, municipalities, cities, and villages through the central government in the development of ASEAN capacity-building programmes that benefit their respective communities.

6. Strategic Measure 5.1.7. - Lead

Strengthen the capacity and capability of the ASEAN public sector, including civil servants, to respond to the needs of the peoples, emerging challenges, and technological advancements through the highest standard of professionalism, efficient, effective, transparent and accountable public services, participatory and innovative approaches, and strategic collaboration.

3.2.5. Thematic Area 5: Leadership, Innovation, and Public Sector Values

Relevant ASCC Strategic Goals:

1. Strategic Goal 1

A Community that is people-centred, people-oriented, and interconnected with seamless movement of peoples, goods, and services with a shared ASEAN ownership and identity.

2. Strategic Goal 3

A Community that is able to optimise its demographic bonus to, among others, make ASEAN the epicentre of growth and innovation through inclusive, comprehensive and transformative education in a conducive learning environment to develop a highly skilled and competitive labour force and the creation of decent work and high-quality jobs.

3. Strategic Goal 5

A Community where its peoples play an active role in all aspects of life through the promotion of human security, enhancing peoples' resilience through public-private partnerships in line with the ASEAN sustainability agenda.

Relevant ASCC Strategic Measures:

1. Strategic Measure 1.1.7. - Supporting

Increase human resource competencies, competitiveness and resilience for the future-ready workforce and relevant stakeholders on technical and technological knowledge, literacy, numeracy and digital competencies, and managerial skills, including through lifelong learning and skills development, so as to improve institutional capacity and address current and emerging challenges.

2. Strategic Measure 1.1.9. - Lead

Promote good governance and an agile, efficient and people-centred civil service in the digital era through enhancement of capacities and strategic partnerships with relevant ASEAN Sectoral Bodies, ASEAN Entities, ASEAN Dialogue Partners, ASEAN Sectoral Dialogue Partners, ASEAN Development Partners, international organisations, and other stakeholders.

3. Strategic Measure 3.1.3. - Lead

Strengthen ASEAN civil service through high-quality education, effective capacity building, application of merit principle, strategic partnerships, and collaboration programmes among AMS and other relevant stakeholders to generate highly skilled, competent and future-ready human resources and active global citizens for sustainable development.

4. Strategic Measure 5.1.7. - Lead

Strengthen the capacity and capability of the ASEAN public sector, including civil servants, to respond to the needs of the peoples, emerging challenges, and technological advancements through the highest standard of professionalism, efficient, effective, transparent and accountable public services, participatory and innovative approaches, and strategic collaboration.

5. Strategic Measure 5.1.13. - Supporting

Promote government, private sector, ASEAN Dialogue and Development Partners, and community collaboration to facilitate knowledge sharing, effective resource mobilisation and develop continuous training and re-training systems, promoting human capital development and regional cooperation in education, training, and research.

ANNEX 2: Terms of Reference (TOR) of the ASEAN Cooperation on Civil Service Matters (ACCSM)

I. PURPOSE

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 gaps among ASEAN Member States and contributes to the realisation of a resilient, innovative, dynamic and people-centred ASEAN as inscribed in the ASEAN Community Vision 2045 and its ASCC Strategic Plan. In 2010, ACCSM also sought to strengthen ties with East Asia and adopted the Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation.

II. MISSION

2. The ACCSM shall contribute to the achievement of the ASEAN Community Vision 2045 by creating a trusted, innovative, and people-centred ASEAN civil service that drives responsive governance, upholds integrity and inclusivity, and strengthens regional cooperation.
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) and ASEAN Network of Public Service Training Institutes (PSTI) as providers of expertise in their respective areas of competencies;
 - 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, other external partners, and regional/ international agencies in line with the ACCSM Framework of Strategic Partnerships.

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, as well as the ASEAN Connectivity;

6. To achieve the overarching objectives of the ACCSM Work Plan, ASEAN Leaders' decisions relevant to the ACCSM, ASEAN declarations/statements pertaining to civil service matters, and ASCC Strategic Plan.

Specific Objectives:

7. To develop a strategic framework and provide impetus for greater collaboration through the sharing and exchange of information, experiences, and insights;
8. To deliberate and recommend common positions or understandings where appropriate, especially in preparation for international meetings relevant to civil service matters;
9. To regularly develop a five-year ACCSM Work Plan which comprises strategies and programmes/projects for mutual support and assistance among ASEAN Member States in promoting innovation, digitalisation, and productivity; enhancing competencies, ethics, and leadership in public sector; and the development of strategies for effective, efficient and inclusive civil service and good governance; and to establish supporting initiatives towards narrowing the development gap among ASEAN Member States;
10. To strengthen the existing mechanism for networking and building closer relationships as guided by the ACCSM Framework of Strategic Partnerships;
11. To strengthen the capacity of and facilitate mutual learning among ASEAN Member States;
12. To promote and facilitate adoption of best practices and public management innovations within the civil service;
13. To implement ASEAN Leaders' directives in the field of civil service;
14. To promote joint collaboration with ASEAN Dialogue Partners, other external partners, and regional/ international agencies in implementing programmes on civil service matters; and
15. To evaluate the implementation of ACCSM projects/activities in the five-year Work Plan and further identify priority areas for ACCSM cooperation as necessary.

IV. ACCSM STRUCTURE AND COMPOSITION

16. The ACCSM comprises, as listed on Annex 1 of the ASEAN Charter, the ACCSM Heads of Civil Service Meeting and ACCSM Senior Officials' Meeting.
17. The ACCSM shall comprise representatives from the ministry/agency in-charge of civil service in each of the ASEAN Member States.
18. The ACCSM+3 shall comprise representatives from the ministry/agency in-charge of civil service in each of the ASEAN Member States and Plus Three Countries.

19. The ACCSM may decide, based on consultation and consensus, to establish an ACCSM+1 mechanism at the Senior Official level and/or Heads of Civil Service level to institutionalise and sustain its cooperation with an ASEAN Dialogue Partner or other institutional cooperation mechanisms with external partners. The ACCSM+1 mechanism shall be guided by its Rules of Procedure to be endorsed by the ACCSM Heads of Civil Service Meeting.

V. CHAIRSHIP AND VICE CHAIRSHIP

20. Chairship 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.
21. 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 Chairship;
 - 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.
22. 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. ASEAN Working Group on Culture of Prevention (WG-COP);
 - iii. ASEAN Gender Mainstreaming Steering Committee (AGMSC);
 - iv. Coordinating Conference for the ASEAN Political-Security Community (ASCCO); and
 - v. Other events upon invitation of other ASEAN Sectoral Bodies, Dialogue Partners, other external partners, international organisations, or other parties.
23. 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

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

25. 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

26. The ASEAN Secretariat may bring relevant issues to the attention of the ACCSM.
27. 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;
 - iv. Support the Country Coordinators in the conceptualisation, implementation and evaluation of projects as well as mobilising needed resources; and
 - v. Support the Chair of the ACCSM in preparing presentations for the ASEAN meetings listed on paragraph 22, as needed.

VIII. DECISION MAKING AND LINE OF REPORTING

28. Decision making in the ACCSM shall be based on consultation and consensus in accordance with the ASEAN Charter.
29. The ACCSM Senior Officials' Meeting reports to the ACCSM Heads of Civil Service Meeting.
30. The ACCSM Heads of Civil Service Meeting reports to the ASEAN Socio-Cultural Community (ASCC) Council.

IX. MEETING AND OTHER RELATED EVENTS

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

Name of Meeting	Objectives	Schedule	Level of Participation
First Year of Chairship			
Preparatory Meeting of the ACCSM	The Meeting will, among others, consider and agree upon the organisation of the ACCSM (i.e. provisional agenda for the meetings,	Early part of the first year of Chairship	Senior Officials

Name of Meeting	Objectives	Schedule	Level of Participation
	document format and procedures, etc.) proposed by the host country.		
Senior Officials' Meeting for the ASEAN Cooperation on Civil Service Matters (ACCSM SOM)	The Meeting will review the progress and updates of the 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 Chairship	Senior Officials
Second Year of Chairship			
Senior Officials' Meeting for the ASEAN Cooperation on Civil Service Matters (ACCSM SOM)	The Meeting will discuss preparatory matters for the Heads of Civil Service Meeting as well as other concerns that may be raised by any ASEAN Member State.	Second part of the second year of Chairship 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	<i>Back-to-back with the ACCSM SOM or back-to-back with the ACCSM HCSM (as applicable).</i>	Senior Officials

Name of Meeting	Objectives	Schedule	Level of Participation
	in implementing the Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation which also includes the ACCSM+3 Work Plan.		
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 Chairship	Heads of Civil Service + 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.	<i>Back-to-back with the ACCSM+3 SOM (as applicable).</i>	Heads of Civil Service + Senior Officials
ACCSM+3 Forum on Good Governance	A One-Day Forum for sharing and learning among AMS	<i>Back-to-back with the ACCSM SOM or back-to-back with</i>	Senior Officials Heads of Civil Service (optional)

Name of Meeting	Objectives	Schedule	Level of Participation
	and the Plus Three Countries. The AMS may present country/technical papers in relation to/ support of the work plans.	<i>the ACCSM HCSM (as applicable).</i>	

32. ASEAN Member State assuming ASEAN Chairship and/or ACCSM Chairship 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

33. 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

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

XII. APPROVAL AND AMENDMENT

36. The Terms of Reference for the ACCSM shall be adopted by the ASEAN Heads of Civil Service.
37. 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.

ANNEX 3: Rules of Procedure (ROP) of 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 on Civil Service Matters.

II. COMPOSITION

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

III. CHAIRSHIP

3. The ACCSM+3 SOM shall be chaired by the ASEAN Member State holding the Chairship 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:
 - i. Assist the ACCSM+3 in implementing the Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation;
 - ii. Assist the ACCSM+3 Heads of Civil Service Meeting in developing, implementing and reviewing the ACCSM+3 Work Plan;
 - iii. Undertake follow-up work to the decisions of the ACCSM+3 Heads of Civil Service Meeting; Assist the ACCSM+3 Heads of Civil Service Meeting in the drafting the ACCSM+3 progress report to the ASEAN Plus Three Summit as necessary;
 - iv. Review proposed cooperation activities to be funded by the ASEAN Plus Three Cooperation Fund (APTCF) and make recommendation to the Committee of Permanent Representatives to ASEAN Plus Three (CPR+3) Meeting for approval; and
 - v. 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 Heads of Civil Service 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 Heads of Civil Service Meeting.
8. It may also convene additional meetings, if and when necessary, as determined by the ACCSM+3 SOM.

VII. Venue of Meetings

9. The ACCSM+3 SOM shall meet in the ASEAN Member State holding the Chairship of the ACCSM.

VIII. Support for Meetings

10. 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' Meeting.

IX. APPROVAL AND AMENDMENT

11. These Rules of Procedure shall be approved by the ACCSM+3 Heads of Civil Service Meeting.
12. 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 Heads of Civil Service Meeting.

ANNEX 4: Sources

1. [ASEAN Community Vision 2045](#)
2. [ASEAN Socio-Cultural Community \(ASCC\) Strategic Plan](#)
3. [The ACCSM Work Plan 2021–2025](#)
4. [ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy](#)
5. [ASEAN Statement on Strengthening Government Strategies on Mental Health and Well-Being Towards Achieving Work-Life Balance in Public Sector](#)
6. [ASEAN Declaration on Future-Ready Public Service](#)
7. [Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation](#)
8. [Putrajaya Joint Declaration on ASEAN Post-2015 Priorities Toward an ASEAN Citizen-Centric Civil Service](#)
9. [ASEAN Declaration on the Role of Civil Service as a Catalyst for Achieving the ASEAN Community Vision 2025](#)
10. [ASEAN Declaration on the Role of Civil Service's Adaptability to the New Challenges](#)
11. [ASEAN Gender Mainstreaming in Human Resource Toolkit: An Assessment Tool for Human Resource Practitioners \(2024\)](#)
12. [ASEAN Guidelines on Public Service Delivery](#)
13. [ASEAN Statement on Collaboration and Network of Local Governments in ASEAN](#)
14. [ASEAN Statement on Promoting Innovation for Better Public Service Delivery](#)

ANNEX 5: List of ASEAN Resource Centres²⁰

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 helps 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 23rd 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.

²⁰ The full document of the ASEAN Resource Centre's Directory is accessible at <https://asean.org/wp-content/uploads/2016/05/ASEAN-Resource-Centre-Directory-2018.pdf>

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)	:	Vision: To improve the quality and effectiveness of public service delivery in ASEAN region. Mission: 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)	:	• To develop minimum standard of public service delivery in ASEAN Member States; • 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 • 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.

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)	:	Vision: To be a pool of data experts and talents as center of excellence on civil service in ASEAN Mission: • To develop ARC: A-EXPECS concept within National Civil Service Agency (NCSA); • To discuss the concept developed within NCSA in the national level through the National Workshop of A-EXPECS; • To develop ideas and concept of the National Workshop in a focus group of Indonesia government inter-institutions; • To improve the national concept through the ASEAN Workshop; and • To develop pool of data.
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.

LAO PDR

Current Title	:	ASEAN Resource Center on Civil Service Performance Appraisal
Endorsement of the Current Title	:	The Heads of Civil Service Meeting for the 18th ASEAN Cooperation on Civil Service Matters (18th 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)	:	• To exchange information and best practices on Civil Service Performance Appraisal with other AMS; • To improve the Performance Appraisal system of Cambodia, Lao PDR, Myanmar and Viet Nam; and • To network among AMS.

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)	:	• To identify the key features of the Malaysian Public Sector Transformation agenda; • To outline the main features of the Malaysia’s National Blue Ocean Strategy (NBOS) through the implementation of the Government Transformation Programme; • To define the concepts and methodologies in Blue Ocean Strategy (BOS) thinking; and • To identify and develop Blue Ocean initiatives to be implemented in home countries through benchmarking Malaysia’s NBOS projects.

MYANMAR

Current Title	:	ASEAN Resource Centre for Public Service Motivation
Endorsement of the Current Title	:	The Senior Officials Meeting of the 19th 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)	:	• To contribute the development of empirical evidence on relationship between Public Service motivation and improved performance; • To share lessons learned and best practice on Public Service motivation with other AMS; • To inform modernisation and transformation initiatives in ASEAN with outcomes of New Public Service motivation initiatives; and • To lead ASEAN discussions on Public Service Motivation and link with global platforms and networks.

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)	:	• 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 • To serve as a hub in the Philippines for research, development, and knowledge exchange on civil service matters in ASEAN.

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)	:	Vision: Sharing of best practices and experiences especially in the area of strategic human resource management. Mission: 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.

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)	:	• 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; • To enable AMS to gain insights into the latest development and public sector innovations in the area of HR; and • To bridge the gap of public management and development between members of ASEAN.

VIET NAM

Current Title	:	ASEAN Resource Centre for Personnel Management
Endorsement of the Current Title	:	Updated at the Senior Officials Meeting of the 19th 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)	:	• To exchange information and experience among AMS in the area of personnel management; and • To promote the public sector reform in Viet Nam focusing on reforming civil servant payroll system, down-sizing, and building position-based system.
Objective(s)	:	• To enhancing cooperation among AMS and partners on the area of personnel management; and • To share and exchanges best practices on personnel management among AMS.



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