

# ASEAN COOPERATION ON CIVIL SERVICE MATTERS

ACCSM Work Plan 2021 - 2025  
and Related Documents



one vision  
one identity  
one community





# **ASEAN COOPERATION ON CIVIL SERVICE MATTERS**

## **ACCSM Work Plan 2021 - 2025 and Related Documents**

The ASEAN Secretariat  
Jakarta

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

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# 1. INTRODUCTION

## 1.1. Background and Rationale of ACCSM Work Plan 2021-2025

Civil service is recognized as a backbone for development in each ASEAN Member State and regional cooperation, as the well-being and livelihood of the peoples of ASEAN can be promoted through the high standards of professional, efficient, effective, responsive, transparent, and accountable civil service. The significant missions of the civil service are not only providing vital public services to the peoples of ASEAN, but also driving national and social development, administering public resources responsibly, anticipating the future changes and managing the evolving relationship between the government and the people.

The ASEAN Cooperation on Civil Service Matters (ACCSM) was established in order to strengthen collaboration among ASEAN Member States with the belief that civil service cooperation is a key to narrow the development gap among ASEAN Member States and contribute significantly to foster the establishment of the ASEAN Community. Furthermore, enhancing regional cooperation for a high performing and dynamic civil service can also contribute to the achievement of the ASEAN Vision 2025, which is aimed to be a community that is politically cohesive, economically integrated, socially responsible and truly rules-based, people-oriented and people-centred.

Since its establishment, ACCSM has continued to be a platform for forging closer ties and enabling collaboration as well as exchange of information, innovations, and best practices in civil service management and development. The cooperation of ACCSM is mainly guided by the five-year ACCSM Work Plan which serves as the dynamic platform for AMS to identify key management and reform issues, share their policy perspectives and experiences, and building community of ASEAN civil service management at all levels through variety of programmes and activities. The current Work Plan of 2021-2025 continues to pursue the long-term goal of ACCSM, which is to build and sustain a high performing, dynamic and citizen-centric civil service for the peoples of ASEAN while also plays a vital role in promoting cooperation, development, and implementation of capacity-building programmes and raising professional standards and capability of civil servants. To strengthen policy and practice learning through its Work Plan, ACCSM has expanded cooperation to Plus Three countries (China, Japan and Republic of Korea), its dialogue partners (Australia, Canada, and India), as well as other ASEAN sectoral bodies.

## 1.2. Development Process of ACCSM Work Plan 2021-2025

The ACCSM Work Plan 2021-2025 was adopted by ASEAN Heads of Civil Service at Heads of Civil Service Meeting for the 20<sup>th</sup> ACCSM and the Heads of Civil Service Meeting for the 5<sup>th</sup> ACCSM+3 held in August 2020 in Bangkok. The Work Plan details the components and proposed activities for its effective implementation to address the ACCSM goal, which is to build and sustain a high performing, dynamic and citizen-centric civil service for the peoples of ASEAN.

The ACCSM Work Plan 2021-2025 was initially developed at the ACCSM Focal Points Meeting 2018 on 19-20 July 2018 in Bangkok, Thailand. During the meeting, the AMS collectively identified the key challenges facing the ASEAN civil services in the context of rapid change and digital transformation. There was a consensus amongst the ASEAN Member States on the top five challenges which are (i) digitalization; (ii) cross-agency coordination; (iii) inadequate capacity and capability; (iv) resource constraints; and (v) transformative leadership in order to respond effectively to the current context. Moreover, ideas and suggestions were gathered from the AMS as inputs for the development of the post-2020 ACCSM Work Plan.

At the Senior Officials Meeting for the 19<sup>th</sup> ACCSM on 23 October 2018 in Singapore, the concept of the Post-2020 ACCSM Work Plan was presented and subsequently acknowledged. It addressed that the five key challenges would serve as the starting point for the formulation of the post-2020 Work Plan. The top five challenges were reported to the Heads of Civil Service Meeting for the 19<sup>th</sup> ACCSM on 25 October 2018 in Singapore. The concept was then further deliberated at the Preparatory Meeting for the 20<sup>th</sup> ACCSM on 22-23 April 2019, in Chiang Rai, Thailand to identify top three issues under each challenge as well as suggesting possible solutions to be inputs for the new Work Plan (Appendix A).

### **ASEAN Socio-Cultural Community (ASCC) Vision 2025**

An ASEAN Community that engages and benefits the peoples and is inclusive, sustainable, resilient, and dynamic.

### **ASCC Objectives**

1. Enhance commitment, participation and social responsibility of ASEAN peoples through an accountable and inclusive mechanism for the benefit of all
2. Promote equitable access to opportunity for ASEAN people, as well as promote and protect human rights
3. Promote social development and environmental protection through effective mechanisms to meet the current and future needs of the people
4. Enhance capacity and capability to adapt and respond to social and economic vulnerabilities, disasters, climate change as well as emerging threats, and challenges
5. Strengthen ability to continuously innovate and be a proactive member of the global community



In the process of ACCSM Work Plan development, five priority areas were revised during the ACCSM Focal Points Meeting 2019 in Bangkok, Thailand in order to support responsiveness to the impact of disruptive technology and digital transformation. As agreed by the meeting, the ACCSM Work Plan 2021-2025 focuses on five priority areas:

- Priority Area 1: Enhancing workforce competencies and standards in the public sectors
- Priority Area 2: Building institutional capacities and inter-agency coordination
- Priority Area 3: Transformative leadership
- Priority Area 4: Strengthening ARCs
- Priority Area 5: Public sector reform and modernization

#### ACCSM Goal

To build and sustain a high performing, dynamic and citizen-centric civil service for the peoples of ASEAN.

#### ACCSM Objectives

1. Strengthened capacity and capability of ASEAN civil services to respond to emerging challenges and the needs of the people through innovative approaches and collaboration; and
2. Enabling environment, strengthened mechanisms and engaged stakeholders for responsive, open and adaptive ASEAN civil services

The ACCSM Focal Points Meeting in 2019 also agreed that digitalisation and good governance will serve as enablers to all Priority Areas and therefore will be mainstreamed into all the five Post-2020 Priority Areas of ACCSM.

In addition, suggestions were made to add information on background, development process, and explanation on the terms used. Thailand later proposed the drafted template of work plan to AMS for the further development. After discussion with Plus Three countries during the ACCSM+3 Focal Points Meeting 2019, there were no objections or amendment on the thematic areas.

The revised draft template of the ACCSM Work Plan 2021-2025 was reported and adopted by the Heads of Civil Service at the 3<sup>rd</sup> Heads of Civil Service Retreat in August 2019 in Bangkok, Thailand. Then, the programmes/ projects/activities and other details of the draft ACCSM Work Plan 2021-2025 and ACCSM Plus Three Work Plan were discussed in the ACCSM Focal Points Meeting 2020 on 2 November 2020, hosted by Thailand via video conference. The ACCSM Work Plan 2021-2025 together with the ACCSM Plus Three Work Plan were subsequently submitted to the Senior Officials Meeting for the 20<sup>th</sup> ACCSM and the Senior Officials Meeting for the 5<sup>th</sup> ACCSM+3 for agreement on 17 November 2020 before submitting for adoption at the Heads of Civil Service Meeting for the 20<sup>th</sup> ACCSM and the Heads of Civil Service Meeting for the 5<sup>th</sup> ACCSM+3 on 18 November 2020, hosted by Thailand via video conference.

### **1.3. Priority Areas of ACCSM Work Plan 2021 – 2025**

ACCSM has identified the following top Five Priority Areas to be addressed during the ACCSM Work Plan 2021-2025. Importantly, in accordance to the 2019 ASEAN Statement on Promotion of Good Governance and Acceleration of an Agile Civil Service in a Digital Economy, ACCSM recognizes pivotal role of “Good Governance” and “Digitalisation”, as key enablers for us to achieve the Five Priority Areas. Therefore, Projects, Activities, and Initiatives proposed in the ACCSM Work Plan 2021-2025 should reflect elements relating to good governance approaches as well as how we would leverage on technology to achieve our common goals.

#### **Priority Area 1: Enhancing workforce competencies and standards in the public sectors**

Delivering efficient public services for the best benefits of the peoples of ASEAN requires competent workforce. ACCSM recognizes that competencies of our workforce need to be strengthened in order to cope with emerging changes that are faced by all member countries. Mindset and skill sets that are central to the delivery of public services in the fast-growing environments should be enhanced. Moreover, it is vital that each public sectors adopts best practices and try to standardize its processes. This would enable the public sectors to be more efficient and deliver reliable services to the peoples of ASEAN.

#### **Priority Area 2: Building institutional capacities and inter-agency coordination**

Organizational capacities are keys to the success of the Civil Service in carrying out its mission and ensuring sound governance. However, given the rise of citizens' demand and challenges in a world that is increasingly volatile, uncertain, complex, and ambiguous (VUCA), coordination within and among agencies is one of the key success factors to ensure quality and deliver timely service to citizens.

#### **Priority Area 3: Transformative leadership**

Leadership is the most significant contribution to the policy formulation and implementation of all Civil Services. In recent years, ASEAN Civil Services have encountered a flow of change and challenges in all sectors which has inevitably affected the operations of all ASEAN Pillars. As the core body responsible for building and strengthening leadership within Civil Services, ACCSM should perform its roles in shaping the quality of leaders to be more adaptive and transformative. Being able to cope with emerging changes and challenges will allow leaders to transform organizations and the delivery of public services for the full benefit of the peoples of ASEAN.

#### **Priority Area 4: Strengthening ARCs**

In view of ACCSM's commitment to provide efficient public services, we see this as an opportunity for different AMS to step up to contribute towards this vision in

accordance with our respective area of expertise and interest. Therefore, each of our Member Countries has nominated (or “will nominate”) ONE area of expertise and interest as ASEAN Resource Centres so that the expertise can be maintained, developed, and shared amongst and within ASEAN.

**Priority Area 5: Public sector reform and modernization**

ACCSM has never ceased to upgrade and streamline ourselves to continually enhance public service delivery for our citizens. To do this well, it may require a fundamental change approach in the implementation of reform and modernization. We would also need to bring in principles of public sector management, such as good governance, approach to designing citizen-centric services, and measurement of effectiveness. Lastly, it should also take into account each country’s context such as public service structure, processes, budget, manpower policy, and laws.

## 2. ASEAN COOPERATION ON CIVIL SERVICE MATTERS (ACCSM) WORK PLAN 2021-2025

Matrix Template Component	Component Meaning
ACCSM Priority Areas	1. Enhancing workforce competencies and standards in the public sectors 2. Building institutional capacities and inter-agency coordination 3. Transformative leadership 4. Strengthening ARCs 5. Public sector reform and modernization  With good governance and digitalization as key enablers to achieve all Five Priority Areas.
ACCSM+3 Thematic Areas	1. E-Governance 2. Human resource management and human resource development 3. Productivity in public sector 4. Good governance 5. Public sector reform 6. Local administration capacity building and cooperation 7. Research and innovation
Programmes/Projects/ Initiatives	Programme name
Timeline	Date of Programme
Indicative Budgets	Cost-sharing. AMS would cover their international flights.
Country Coordinator	Country that is organising the programme.
Potential Partners	Countries excluding AMS.

Matrix Template Component	Component Meaning
Progress of Implementation	<p>Programme is planned/ongoing/completed.</p> <p>Updates and scope of programme will be included here.</p>
ASCC Key Results Areas	Endnotes
ASCC Strategic Measures	
Correspondence to Declarations	<p>Declarations Component can be included as a justification for ACCSM programmes.</p> <ol style="list-style-type: none"> <li>I. Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation</li> <li>II. Putrajaya Joint Declaration on ASEAN Post-2015 Priorities towards an ASEAN Citizen-Centric Civil Service</li> <li>III. ASEAN Declaration on the Role of the Civil Service as a Catalyst for Achieving the ASEAN Community Vision 2025</li> <li>IV. ASEAN Statement on Promotion of Good Governance and Acceleration an Agile Civil Service in a Digital Economy</li> <li>V. Nay Pyi Taw Declaration (12 November 2014)</li> </ol>

Endnotes:

### 1. Relevant Strategic Measures of the ASCC Blueprint 2025

A.2. Empowered People and Strengthened Institutions	[A.2.iii] Promote participation of local governments /authorities, cities, provinces, townships and municipalities through the central government in the development of ASEAN capacity building programmes that benefit their respective communities.
	[A.2.iv] Promote non-discriminatory laws, policies and practices by developing effective, responsive, accountable and transparent institutions at all levels.
	[A.2 v] Strengthen civil service through effective capacity building, human resource development and collaboration programmes among ASEAN Member States.
	[A.2.vi] Promote ASEAN awareness among government officials, students, children, youths and all stakeholders as part of building ASEAN identity.
B.1. Reducing Barriers	[B.1.iii] Provide regional mechanisms to promote access to information and communication technologies for all.
B.2. Equitable Access for All	[B.2.i] Enhance regional platforms to promote equitable opportunities, participation and effective engagement of women, children youths, elderly/older persons, persons with disabilities, people living in remote and border areas, and vulnerable groups in the development and implementation of ASEAN policies and programmes.
	[B.2.ix] Ensure inclusive, participatory and representative decision making at all levels with special attention to the needs of those in disadvantaged situations including ethnic minority groups, children, youths, women, persons with disabilities, and elderly/older persons.

E.1. Towards an open and adaptive ASEAN	[E.1.i] Encourage freedom of universal access to information and communication technology in accordance with national legislations.
	[E.1.vii] Strengthen capacity and capability of ASEAN civil service and public sectors to respond to emerging challenges and the needs of the people through efficient, effective, transparent and accountable public services, participatory and innovative approaches and collaboration.
	[E.1.x] 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.
E.2 Towards a creative and innovative ASEAN	[E.2.i] Enhance the competitiveness of ASEAN human resources through the promotion of life-long learning, pathways, equivalencies, and skills development as well as the use of information and communication technologies across age groups.
	[E.2.iv] Promote the free flow of ideas, knowledge, expertise and skills to inject dynamism within the region.
	[E.2.ix] Encourage the government, private sector and community to develop a system of continuing training and re-training to support lifelong learning and workforce development.

## 2. Relevant Action Lines of the APSC Blueprint 2025

<p>A.2.2. Instil the culture of good governance and mainstream the principles thereof into the policies and practices of the ASEAN Community</p>	<p>[A.2.2.i] Promote dialogue and partnership among governments and relevant stakeholders to foster and enable new ideas, concepts and methods with a view to enhance transparency, accountability, participatory and effective governance.</p>
	<p>[A.2.2.iii] Ensure the full and effective implementation of agreed areas of cooperation to enhance good governance within the ASEAN Community, including to improve professional skills of public entities on good governance.</p>
	<p>[A.2.2.iv] Encourage the exchange and promotion of best practices on good governance and public service delivery, including through the use of e-government and relevant social media among the civil services of ASEAN Member States.</p>
	<p>[A.2.2.vi] Promote the sharing of experiences and best practices through workshops and seminars on leadership concepts and principles of good governance, aimed at setting baselines, benchmarks and norms.</p>



ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 2 PA 3 PA 5	1. Online Workshop on Leadership Foresight and Governance	January 2022	\$5,000.00 USD (BND 6,600.00)	Brunei Darussalam	<ul style="list-style-type: none"> <li>CSPS The Centre for Strategic &amp; Policy Studies (CSPS)</li> <li>Avisionaday Company</li> </ul>	A.2 E.1	A.2.v E.1.vii	PA 1 PA 2 PA 3 PA 5
PA 1 PA 2	2. Workshop on Public Service Delivery Reform through Cross-Agency Coordination	2022	\$11,000.00 USD (BND15,000.00)	Brunei Darussalam	<ul style="list-style-type: none"> <li>Prime Minister's Office, Brunei</li> <li>Public Service Department, Brunei</li> <li>Management Services Department, Brunei</li> <li>E-Government National Centre, Brunei</li> </ul>	A.2 E.1	A.2.v E.1.vii	PA 1 PA 2

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 2 PA 3	3. Framework on Managing Ethics for Leaders	2023	\$11,000.00 USD (\$15,000.00)	Brunei Darussalam	<ul style="list-style-type: none"> <li>Public Service Department (PSD)</li> <li>Anti-Corruption Bureau (ACB)</li> <li>Treasury Department, Ministry of Finance and Economy</li> <li>IT Protective Security Services (ITPSS) Sdn. Bhd.</li> </ul>	A.2 E.1	A.2.v E.1.vii	PA 1 PA 2 PA 3
PA 1 PA 2 PA 5	4. Digital Transformation as an Enabler for Effective Public Policy	2025	\$11,000.00 USD (\$15,000.00)	Brunei Darussalam	<ul style="list-style-type: none"> <li>University of Brunei Darussalam (UBD)</li> <li>University of Technology Brunei (UTB)</li> </ul>	A.2 E.1 E.2	A.2.i A.2.ii E.1.i E.2.i	PA 1 PA 2 PA 5

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
					<ul style="list-style-type: none"> <li>Ministry of Transport and Info-Communications (MTIC)</li> <li>E-Government National Centre (EGNC)</li> <li>Technology and Innovation Office, Prime Minister's Office</li> </ul>			
PA1 PA2	5. Formulating the Model of Civil Service Planning	2021	AMS	Indonesia	AMS	A.1 A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 2 PA 3 PA 5	6. Civil Service Recruitment and Selection: <ul style="list-style-type: none"> <li>• Sharing Session</li> <li>• Benchmark</li> </ul>	2021	AMS	Indonesia	AMS	A.2. B.2. E.2.	A.2.iv A.2.v A.2.vi B.2.i B.2.ix E.2.i	ii iii iv
PA 1 PA 2 PA 3	7. Open Selection for SES <ul style="list-style-type: none"> <li>• Sharing expertise from AMS</li> </ul>	2021	AMS	Indonesia	AMS	A.2. B.2. E.2.	A.2.iv A.2.v A.2.vi B.2.i B.2.ix E.2.i	ii iii iv
PA 1 PA 2 PA 5	8. Developing the Model of the Civil Service Competence in the Digital Era: <ul style="list-style-type: none"> <li>• Benchmark</li> </ul>	2022	AMS	Indonesia	AMS	A.1. A.2. E.2.	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii iv

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 2 PA 5	9. Civil Service Competence Certification (position-based)	2022	AMS	Indonesia	AMS	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii iv
PA 1 PA 2 PA 3	10. Job Evaluation (Grading System) and Job Classification on Civil Service System <ul style="list-style-type: none"> <li>• Seminar</li> <li>• Benchmark</li> </ul>	2022-2023	AMS	Indonesia	AMS	A.1. A.2. E.2.	A.2.v A.2.vi E.2.i	ii iii iv
PA 1 PA 2 PA 3	11. Civil Service Career Management	2023	AMS	Indonesia	AMS	A.2. E.1. E.2.	A.2.i A.2.v E.1.vii E.2.i E.2.vii E.2.ix	ii iii iv

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 3 PA 5	12. Civil Service Development (Future Skills 2025): • Workshop	2023	AMS	Indonesia	AMS	A.2. E.1. E.2.	A.2.i A.2.v E.1.vii E.2.i E.2.vii E.2.ix	ii iii iv
PA 1 PA 2 PA 3	13. Performance Management, the Implementation Both Organizational and Individual Performance Assessment: • Workshop	2023	AMS	Indonesia	Brunei Darussalam	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii iv
PA 1 PA 3	14. Compensation and Benefit: • Seminar	2024	AMS	Indonesia	AMS, Plus Three Countries, International Organizations	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 3 PA 5	15. Discipline Management: • Seminar	2024	AMS	Indonesia	AMS	A.1. A.2. E.2	A.1.i A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii iv
PA 1 PA 3 PA 5	16. Civil Service Termination Management: • Seminar	2024	AMS	Indonesia	AMS	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii iv
PA 1 PA 3 PA 5	17. Management on the Integrated Information System: • Workshop	2025	Cost-sharing	Indonesia	AMS	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii iv

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 2 PA 3 PA 5	18. Monitoring and Evaluation: i) Mid Term Review and Final Review (Survey and Focus Group Discussion)	2023-2025	ASEAN Funding	Indonesia	AMS	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	ii iii iv
PA 1 PA 2	19. Digitalisation in Public Service Delivery	2022	Cost-sharing	Lao PDR	AMS, Plus Three Countries, Dialogue Partners	A.2 E.1	A.2 v E.1.vii	iv
PA 1 PA 5	20. Workshop on the Effective E-Training Methodology	2023	Cost-sharing	Lao PDR	AMS, Plus Three Countries, Dialogue Partners	B.1	B.1.iii	iv
	21. Good Regulatory Practices (GRP) Programme*	2021	Cost-sharing	Malaysia	AMS, Plus Three Countries, Australia			
	22. Digital Government Competency and Capability Readiness	2022	Cost-sharing	Malaysia	AMS, Plus Three Countries, Australia			
PA 1 PA 4	23. The Virtual Regional Workshop on Data for Civil Service Reform	2022	Cost-sharing	Myanmar	International organization (e.g. UNDP)	A.2 E.1	A.2.i A.2.ii E.1.vii	



ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 2	24. Business Process Mapping/ SOPs in Human Resource Management System	2022	Cost-sharing	Myanmar	International organization (e.g. UNDP)	A.2 E.1	A.2.i A.2.ii E.1.vii	
PA 1 PA 5	25. Promotion of Good Governance through Enhancing Integrity and Ethicality	2023	Cost-sharing	Myanmar	International organization (e.g. UNDP)	A.2 E.1	A.2.i A.2.ii E.1.vii	
PA 1 PA 2	26. Development of Mechanism for the Exchange of Expertise (e.g. Cross- posting/ immersion) in the Civil Service*	TBC	TBC	The Philippines	TBC	A.2 E.1	A.2.v E.1.vii Also supports A.2.2.iii and A.2.2.vi of the APSC BP 2025	iii
PA 1 PA 2	27. ASEAN Awareness Raising Programme*	TBC	TBC	The Philippines	TBC	A.2 E.1	A.2.vi E.1.x	iii iv
PA 1-5	28. Service Delivery Benchmarking Study	2022	Cost-sharing	Singapore	Nil	A.2 E.1 E.2	A.2.v E.1.vii E.2.iv	iii iv

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1-5	29. ACCSM Leaders in Strategic HR Innovations to build a Future Ready Public Service	2023	Cost-sharing	Singapore	Nil	A.2 E.1 E.2	A.2.v E.1.vii E.2.iv	iii iv
PA 1-5	30. ACCSM Leaders in Service Delivery Innovations	2024	Cost-sharing	Singapore	Nil	A.2 E.1 E.2	A.2.v E.1.vii E.2.iv	iii iv
PA 1-5	31. Leaders in Governance Programme*	Annual	Cost-sharing	Singapore	Nil	A.2 E.1	A.2.v E.1.vii	iii iv
PA 3 PA 4	32. The ASEAN Conference on “Leadership and HR Operations in a Digitally Transformed World”	Q4 2022	Cost-sharing	Thailand	<ul style="list-style-type: none"> <li>Shanghai Administrative Institute, People Republic of China</li> <li>Department of People and Training, Republic of India</li> </ul>	A.2 E.1	A.2 v E.1.vii	iii iv
PA 2	33. The ACCSM+3 Focal Points Meeting*	Annually	Cost-sharing	Thailand	AMS, Plus Three Countries	A.2 E.1	A.2 v E.1.vii	iii iv
PA 2 PA 4	34. Human Resource Management Practices in Times of the COVID-19 Pandemic	Q3 2021	Cost-sharing	Thailand	AMS, Plus Three Countries	A.2 E.1	A.2 v E.1.vii	iii iv

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 3 PA 4	35. ASEAN Civil Service Development Program for HR Innovations (HR in the Age of Disruptions)	Annually	Cost-sharing	Thailand	AMS, Plus Three Countries, Dialogue Partners	A.2 E.1	A.2 v E.1.vii	iii iv
PA 2 PA 4 PA 5	36. Digital Civil Service for Better Service Delivery	Q3 2022	Cost-sharing	Thailand	AMS, Plus Three Countries, Dialogue Partners	A.2 E.1	A.2 V E.1.vii	iii iv
PA 5	37. Information Technology Application in Civil Service Modernization	2021	Cost-sharing	Viet Nam	AMS			iv
PA 1 PA 2 PA 3 PA 5	38. Study on Civil Service Modernisation in ASEAN: Towards a Future-Ready Civil Service	2020-2021	Funded by APSC	ASEAN Secretariat	Australian Public Service Commission (APSC)	A.2 A.2.2 B.1 B.2 E.1 E.2	A.2.iii A.2.v A.2.2.i A.2.2.iii A.2.2.iv B.1.iii B.2.i B.2.ix E.1.i E.1.vii E.2.i E.2.iv. E.2.ix	ii iii iv

ACCSM Priority Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 2 PA 4 PA 5	39. Development of a Framework for Strategic Partnerships with Relevant ASEAN Sectoral Bodies, Plus Three Countries, ASEAN Dialogue Partners, International Organizations and Other Stakeholders to Promote Good Governance and Accelerate an Agile Civil service in Digital Era	2021	Cost-sharing	ACCSM Chair ASEAN Secretariat	ASEAN Sectoral Bodies ASEAN Dialogue Partners International Organisations Other stakeholders	A.2 A.2.2 E.1 E.2	A.2.iv A.2.2.i A.2.2.iii A.2.2.iv A.2.2.v E.1.vii E.2.iv E.2.ix	ii iii iv

\*The projects are carried over from the ACCSM Work Plan 2016-2020

### 3. ASEAN PLUS THREE COOPERATION ON CIVIL SERVICE MATTERS (ACCSM+3) WORK PLAN 2021-2025

ACCSM Plus 3 Thematic Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Plus 3 Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
TA 2	1. International Conference on Human Resource Management in the Public Sector	2022	Cost-sharing	ROK	AMS, Plus Three Countries	A.2	A.2.v	i
	2. Measuring Productivity in the Public Service and Forum to Discuss Productivity and Innovation in the Plus Three Countries *			Brunei Darussalam & Lao PDR	AMS, Plus Three Countries	A.2 E.1	A.2.v E.1.vii	
TA 1 TA 2	3. Workshop on the Digitalization in Public Administration	2022	ASEAN+3 Cooperation Fund	Cambodia	ACCSM+3, DP, International organization	A.2	A.2.i A.2.ii	i lii iv
TA 3	4. Transformative Leadership (Building Capacity on Transformative Leadership in the Civil Service of ASEAN Member States)	2022	ASEAN+3 Cooperation Fund	Cambodia	ACCSM+3, DP, International organization	A.2	A.2.i A.2.ii	i lii iv
TA 3	5. Phase II of the ASEAN Guidelines on Public Service Delivery (Study Visits to China and ROK)*	2022	ASEAN+3 Cooperation Fund	Cambodia	AMS, China, ROK	A.2	A.2.iv	i lii iv

ACCSM Plus 3 Thematic Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Plus 3 Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
TA 7	6. ASEAN+3 Centre for Civil Service Research and Innovation*	2021-2024	ASEAN+3 Cooperation Fund	Cambodia	AMS, Plus Three Countries	A.2	A.2.v	i lii iv
TA 3	7. ASEAN+3 Forum on Public Service Delivery	2023-2025	ASEAN+3 Cooperation Fund	Cambodia	ACCSM+3, DP, International organization	A.2	A.2.iv	i lii iv
TA 1 TA 2 TA 4 TA 5 TA 7	8. Restructuring the Qualifications of Civil Service for Agile and Dynamic Government as Part of Strengthening Public Sector Reform: • Workshop	2021	AMS Plus Three Dialogue Partner	Indonesia	AMS, Timor Leste and ROK	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	i ii iii iv
TA 2 TA 4 TA 5	9. Civil Service Recruitment and Selection: • Benchmark	2022	AMS Plus Three Dialogue Partner	Indonesia	Japan, ROK	A.2. B.2. E.2.	A.2.iv A.2.v A.2.vi B.2.i B.2.ix E.2.i	i ii iii iv

ACCSM Plus 3 Thematic Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Plus 3 Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
TA 2 TA 3 TA 5	10. Formulating Model of Talent Succession (Succession Planning): • Workshop	2023	AMS Plus Three Dialogue Partner	Indonesia	AMS Plus Three, Dialogue Partner	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	i ii iii iv
TA 2 TA 3 TA 5	11. Formulating the Methods of Talent Development • Benchmark	2024	AMS Plus Three Dialogue Partner	Indonesia	AMS Plus Three, Dialogue Partner	A.1. A.2. E.2	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	i ii iii iv
TA 1 TA 4 TA 7	12. Digitalization on the Civil Service Administration: • Benchmark	2025	Korea International Cooperation Agency (KOICA)	Indonesia	AMS Plus Three, Dialogue Partner	A.1. A.2. E.2	A.1.i A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	i ii iii iv

ACCSM Plus 3 Thematic Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Plus 3 Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
TA 2 TA 3 TA 5 TA 6	13. Formulating the Compendium on the Implementation of Talent Management for AMS Plus Three Countries: <ul style="list-style-type: none"> <li>• Comparative Study</li> <li>• Focus Group Discussion</li> </ul>	2025	Cost-sharing	Indonesia	AMS Plus Three, Dialogue Partner	A.1. A.2. E.	A.1.ii A.2.iii A.2.v A.2.vi E.2.i E.2.iv E.2.ix	i ii iii iv
	14. Civil Service Retrenchment Experience in Plus Three Countries	2024	Cost-sharing	Lao PDR	AMS, Plus Three Countries, Dialogue Partners	A.2 E.1	A.2.v E.1.vii	iv
	15. Local Authority in Urbanisation and Governance*	2021	Cost-sharing	Malaysia	AMS, Plus Three Countries, Australia			
	16. Workshop on Public Service Reform	2023	Cost-sharing	Malaysia	AMS, Plus Three Countries, Australia			
TA 7	17. Modern Research Methodologies Applied and Modern Instruments for Research and Data Use	2022	Cost-sharing	Myanmar	International organization (e.g. UNDP)	A.2 E.1	A.2.v E.1.vii	
PA 2 PA 5	18. Follow-up Project on Mainstreaming Gender in HR Policies, Processes and Systems*	2022	TBC	The Philippines	AMS, Plus Three Countries	B.2	B.2.i	iii



ACCSM Plus 3 Thematic Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Plus 3 Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1 PA 2	19. Baseline Study on Governance Systems among ASEAN Plus Three Countries*	2021	APTFCF \$ 202, 572.20 USD	The Philippines	AMS, Plus Three Countries	A.2 E.1 E.2	A.2.iii A.2.v E.1.vii E.2.i E.2.iv Also supports A.2.2.i, A.2.2.iii, A.2.2.iv and A.2.2.vi of the APSC BP 2025	iii
PA 1-5	20. Service Delivery Benchmarking Study	2022	Cost-sharing	Singapore	Nil	A . 2 E . 1 E.2	A.2.v E.1.vii E.2.iv	iii iv
PA 1-5	21. ACCSM Leaders in Strategic HR Innovations to build a Future Ready Public Service	2023	Cost-sharing	Singapore	Nil	A . 2 E . 1 E.2	A.2.v E.1.vii E.2.iv	iii iv
PA 1-5	22. ACCSM Leaders in Service Delivery Innovations	2024	Cost-sharing	Singapore	Nil	A . 2 E . 1 E.2	A.2.v E.1.vii E.2.iv	iii iv

ACCSM Plus 3 Thematic Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Plus 3 Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
PA 1-5	23. Leaders in Governance Programme*	Annually	Cost-sharing	Singapore	Nil	A.2 E.1	A.2.v E.1.vii	iii iv
PA 2	24. The ACCSM+3 Focal Points Meeting*	Annually	Cost-sharing	Thailand	AMS, Plus Three Countries	A.2 E.1	A.2 V E.1.vii	iii iv
PA 2 PA 4	25. Human Resource Management Practices in Times of the COVID-19 Pandemic	Q3 2021	Cost-sharing	Thailand	AMS, Plus Three Countries	A.2 E.1	A.2 V E.1.vii	iii iv
PA 3 PA 4	26. ASEAN Civil Service Development Program for HR Innovations (HR in the Age of Disruptions)	Annually	Cost-sharing	Thailand	AMS, Plus Three Countries, Dialogue Partners	A.2 E.1	A.2 V E.1.vii	iii iv
PA 2 PA 4 PA 5	27. Digital Civil Service for Better Service Delivery	Q3 2022	Cost-sharing	Thailand	AMS, Plus Three Countries, Dialogue Partners	A.2 E.1	A.2 V E.1.vii	iii iv
	28. Leadership in the Post-COVID 19: Skills to Respond to the Uncertainties of the Changing World	2022	Cost-sharing	Viet Nam	AMS, Plus Three Countries			
	29. Digital Transformation in Civil Service	2023	Cost-sharing	Viet Nam	AMS, Plus Three Countries			
	30. Building E-government: Platforms for Developing Digital Government	2023		Viet Nam	AMS, Plus Three Countries			

ACCSM Plus 3 Thematic Areas	Programmes/Projects/Initiatives	Timeline	Indicative Budgets	Country Coordinator	Potential Plus 3 Partners	ASCC KRAs	ASCC Strategic Measures	Correspondence to Declarations
	31. ACCSM+3 Forum on Good Governance*	Biennially	Cost-sharing	ACCSM Chair	AMS, Plus Three Countries, Dialogue Partners			

\*The projects are carried over from the ACCSM+3 Work Plan 2016-2020

## 4. MONITORING AND EVALUATION

The review and assessment of the ACCSM Work Plan shall utilize an existing or agreed upon Monitoring and Evaluation Strategy, which includes baseline, targets, and indicators. The M&E Framework is not meant to compare progress across AMS, but to track AMS's own progress over a period of time. During the ACCSM Focal Points 2019, AMS determined the baseline year of 2020 and suggested the target year of 2025.

AMS are at various stages of development with different laws/regulations/ policies on achieving the ACCSM Work Plan's objectives. Therefore, the target of each KPI is "increasing trends" (i.e. quantitatively and/or qualitatively). This will allow every AMS to have the flexibility in improving its own baseline level over a period of time in accordance with its national priorities and circumstances.

A mid-term evaluation, covering the period of 2020-2022, will be conducted to monitor progress and evaluate outcomes/impacts towards achievement of the ACCSM Work Plan.

**Key Performance Indicators and Baseline of ACCSM Work Plan 2021-2025<sup>1</sup>**

ACCSM Priority Areas	Key Performance Indicators (KPIs)	Baseline Data and Targets (outcome level)	
[A] Enhancing workforce competencies and standards in the public sector	[A.1] Number of AMS with institutionalized competency-based approaches  [A.1.1] Number/ Percentage of public sector agencies/ organizations implementing institutionalized competency-based approaches in each AMS	<b>Baseline (2021):</b>	<b>Target (2025):</b>
[B] Building institutional capacities	[B.1.] Number of AMS with policies to build and improve institutional capacities  [B.1.1] Number/ Percentage of public sector agencies/ organizations implementing policies to build and improve institutional capacities in each AMS  [B.2] Number of policies implemented to build and improve institutional capacities at national and sub-national levels	<b>Baseline (2021):</b>	<b>Target (2025):</b>

<sup>1</sup> Taken from ACCSM Work Plan 2016-2020

ACCSM Priority Areas	Key Performance Indicators (KPIs)	Baseline Data and Targets (outcome level)	
[C] Strengthening leadership	<p>[C.1] Number of AMS with institutionalized leadership development programme(s) in the public sector</p> <p>[C.1.1] Percentage of public sector agencies implementing/participating in leadership development programme(s) in each AMS</p> <p>[C.2] Number of AMS with institutionalized succession planning policy/ies in the public sector</p> <p>[C.2.1] Percentage of public sector agencies implementing in succession planning programme(s) in each AMS</p>	<b>Baseline (2021):</b>	<b>Target (2025):</b>
[D] Strengthening ARCs	<p>[D.1] Number of enhanced ARCs</p> <p>[D.1.1] Percentage of satisfied participants of projects implemented by each ARC</p> <p><b>[Refer to Annexes 1 and 2]</b></p> <p>[D.2] Number of projects implemented by each ARC</p> <p>[D.2.1] Number of participants of each project</p>	<b>Baseline (2021):</b>	<b>Target (2025):</b>

ACCSM Priority Areas	Key Performance Indicators (KPIs)	Baseline Data and Targets (outcome level)	
[E] Public sector reform	<p>[E. 1] Number of measures to promote effectiveness, efficiency, responsiveness and accountability of the bureaucracy in each AMS</p> <p>[E.2] Number of AMS with measures promote public engagement in policy-making process</p> <p style="padding-left: 40px;">[E.2.1] Percentage of policy-making process with public engagement in each AMS</p> <p>[E.3] Satisfaction rate of reformed public services in each AMS (based on a third party survey)</p>	<b>Baseline (2021):</b>	<b>Target (2025):</b>

## Template for Data Collection of Key Performance Indicators of the ACCSM Work Plan

The ACCSM Work Plan 2016-2020, was initially developed at the Preparatory Meeting of the 18<sup>th</sup> ACCSM on 28-29 April 2015 in Tagaytay City, Philippines. It was further discussed at ACCSM Focal Points Meeting on 4-6 August 2015 in Bangkok, Thailand, together with the development of the Key Performance Indicators. The ACCSM Work Plan 2016-2020 and KPI were finalized during the Senior Officials Meeting held on 6-7 October 2015 in Mactan Island, Cebu, Philippines.

The Senior Officials Meeting agreed on the following next steps to finalise the Key Performance Indicators and Targets of the ACCSM Work Plan 2016-2020:

- a. The Philippines to conceptualise the measurements of the Key Performance Indicators (KPIs) for the consideration of AMS;
- b. AMS to submit information on the existing country data based on the concept paper;
- c. AMS to set the baseline data and targets for the ACCSM Work Plan 2016-2020 based on the concept paper and country data.

The ACCSM Work Plan 2016-2020 (together with the KPIs and Annexes 1 and 2) was adopted by the Heads of Civil Service Meeting for the 18<sup>th</sup> ACCSM held on 17 November 2016 in Manila.

The concept of measurements and terms used in the KPIs of the ACCSM Work Plan 2016-2020 was submitted by the Philippines and consulted with ACCSM. It was endorsed by the Senior Officials Meeting for the 20<sup>th</sup> ACCSM on 24 March 2019 in Chiang Rai, Thailand. The Senior Officials Meeting also agreed on the following guiding principles for data collection:

- i) The M&E Framework is not meant to compare progress across AMS, but to track AMS's own progress over a period of time (e.g. 4 years).
- ii) At the 18<sup>th</sup> ACCSM SOM in 2015, AMS determined the baseline year of 2014. However, if 2014 data is not available, AMS could provide data closest to 2014 for comparison, i.e. 2015 data or 2013 data.
- iii) The 18<sup>th</sup> ACCSM SOM in 2015 suggested the target year of 2020. The target year is now 2018 (or year closest to 2018) to allow reporting by the 20<sup>th</sup> ACCSM Secretariat to the 20<sup>th</sup> ACCSM Heads of Civil Service Meeting in 2020.
- iv) AMS are at various stages of development with different laws/regulations/policies on achieving the ACCSM Work Plan's objectives. Therefore, the target of each KPI is "increasing trends" (i.e. quantitatively and/or qualitatively). This will allow every AMS to have the flexibility in improving its own baseline level over a period of time in accordance with its national priorities and circumstances.



- v) Definitions provided are generic in nature and intended to provide a common as well as general understanding on the terminologies. There may be national definitions that should be taken into account. AMS may therefore provide those definitions to facilitate for further clarity and understanding.
- vi) AMS could also provide narrative of qualitative information to complement the quantitative data. Narrative description of the data will deepen appreciation on national context and perspectives.
- vii) Some data and information may need coordination on data collection with other government agencies.
- viii) The data shall be submitted to the 20<sup>th</sup> ACCSM Secretariat. Since the focus of the M&E Framework is to track AMS as a whole, the 20<sup>th</sup> ACCSM Secretariat will report AMS' progress as a whole and not to compare progress across countries. The report will be submitted to the Senior Officials Meeting and Heads of Civil Service Meeting for the 20<sup>th</sup> ACCSM in 2020 for consideration.

The Senior Officials Meeting also agreed that AMS will submit the baseline and target data to the 20<sup>th</sup> ACCSM Secretariat by July 2019. The data will be refined between July-August 2019 and update on data collection and related issues will be reported to the 3<sup>rd</sup> ASEAN Heads of Civil Service Retreat in August 2019. Data will continue to be refined between August 2019 and June 2020. The draft report will then be presented at the ACCSM Focal Points Meeting in 2020 and subsequently submitted to the Heads of Civil Service Meeting for the 20<sup>th</sup> ACCSM in August 2020.

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
[A] Enhancing Workforce Competencies and Standards in the public sector	[A.1] Number of AMS with institutionalized competency-based approaches	Do public sector agencies in your country adopt institutionalised competency-based approach in their human resource management systems?  <input type="checkbox"/> Yes <input type="checkbox"/> No	Do public sector agencies in your country adopt institutionalised competency-based approach in their human resource management systems?  <input type="checkbox"/> Yes <input type="checkbox"/> No		Institutionalized competency-based approach refers to the adoption and application of a competency-based framework in various aspects of human resource management systems of public sector agencies such as recruitment, selection and promotion, learning and development, performance management, rewards and recognition.  Standard competence <sup>2</sup> is specific competence that matches each requisite level of position – outlining competency needed to perform at the level of complexity required by the specialisation.

2 Definition guided by the ASEAN Civil Service Talent Management Initiatives adopted by the 19<sup>th</sup> ACCSM in October 2018, Singapore.

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
	[A.1.1] Number/ Percentage of public sector agencies implementing institutionalized competency-based approaches in each AMS	<p>In relation to question A.1, List, where possible, the number of public sector agencies are implementing institutionalised competency-based approach in their human resource management systems? ____</p> <p>Please list down the names of such public sector agencies: 1. .... 2. ....</p> <p><u>For reference:</u> What is the definition of public sector agency in your country? ____</p> <p>Total number of public sector agencies in your country: ____</p>	<p>In relation to question A.1, List, where possible, the number of public sector agencies are implementing institutionalised competency-based approach in their human resource management systems? ____</p> <p>Please list down the names of such public sector agencies: 1. .... 2. ....</p> <p><u>For reference:</u> What is the definition of public sector agency in your country? ____</p> <p>Total number of public sector agencies in your country: ____</p>		<p>At the national level, it is possible that while the shift to competency-based approach has started, not all of its public sector agencies have completed the shift.</p> <p>AMS are requested to provide the number or percentage of public sector agencies that have implemented competency-based approaches. A list of such agencies may be developed for reference in future reporting.</p>

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
[B] Building Institutional Capacities	[B.1] Number of AMS with policies to build and improve institutional capacities	Do public sector agencies in your country adopt policies to build and improve their institutional capacities:  <input type="checkbox"/> Yes <input type="checkbox"/> No	Do public sector agencies in your country adopt policies to build and improve their institutional capacities:  <input type="checkbox"/> Yes <input type="checkbox"/> No		Institutional capacities refer to the ability of an organisation to carry out its mandate and/or perform key functions.
	[B.1.1] Number/ Percentage of public sector agencies/ organizations implementing policies to build and improve institutional capacities in each AMS	In relation to question B.1, List, where possible, the number of public sector agencies are implementing policies to build and improve institutional capacities? —  Please list down the names of such public sector agencies: 1. .... 2. ....	In relation to question B.1, List, where possible, the number of public sector agencies are implementing policies to build and improve institutional capacities? —  Please list down the names of such public sector agencies: 1. .... 2. ....		AMS are requested to provide the number/ percentage of public sector agencies/ organisations that are implementing the policies identified in support of B.1.1 and B.2  A list of such agencies may be developed for reference in future reporting

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
	[B.2] Number of policies implemented to build and improve institutional capacities at national and sub-national levels	<p>List, where possible, the number of policies implemented to build and improve institutional capacities of public sector agencies at national level? ____</p> <p>Please list down the names of such nation-wide policies:</p> <p>1. ....</p> <p>2. ....</p> <p>How many policies implemented to build and improve institutional capacities of public sector agencies at provincial level? ____</p> <p>Please list down the names of such provincial-level policies:</p> <p>1. ....</p> <p>2. ....</p>	<p>List, where possible, the number of policies implemented to build and improve institutional capacities of public sector agencies at national level? ____</p> <p>Please list down the names of such nation-wide policies:</p> <p>1. ....</p> <p>2. ....</p> <p>How many policies implemented to build and improve institutional capacities of public sector agencies at provincial level? ____</p> <p>Please list down the names of such provincial-level policies:</p> <p>1. ....</p> <p>2. ....</p>		AMS may provide a list of relevant policies for reference in future reporting.

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
[C] Strengthening Leadership	[C.1] Number of AMS with institutionalized leadership development programmes in the public sector	Do public sector agencies in your country institutionalise leadership development programmes?  <input type="checkbox"/> Yes <input type="checkbox"/> No	Do public sector agencies in your country institutionalise leadership development programmes?  <input type="checkbox"/> Yes <input type="checkbox"/> No		Institutionalised leadership development programmes refer to regularly conducted programmes for public sector officers to enable them to perform leadership role in the organisation or to improve their leadership skills. These may include compulsory programmes for career advancement and optional courses for continuous learning/ development.
	[C.1.1] Percentage of public sector agencies implementing/ participating in leadership development programmes in each AMS	List, where possible, the number of public sector agencies are implementing or participating in leadership development programmes: ____  Please list down the names of such public sector agencies:  1. .... 2. ....	List, where possible, the number of public sector agencies are implementing or participating in leadership development programmes: ____  Please list down the names of such public sector agencies:  1. .... 2. ....		

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
	[C.2] Number of AMS with institutionalized succession planning policy/policies in the public sector	Do public sector agencies in your country institutionalise succession planning policies? <input type="checkbox"/> Yes <input type="checkbox"/> No	Do public sector agencies in your country institutionalise succession planning policies? <input type="checkbox"/> Yes <input type="checkbox"/> No		Institutionalised succession planning policies refer to adopted policies for identifying and developing leaders who can replace senior leaders when they leave, retire, or die.
	[C.2.1] Percentage of public sector agencies implementing succession planning programme(s) in each AMS	List, where possible, the number of public sector agencies implementing succession planning programme? ____  Please list down the names of such public sector agencies: 1. .... 2. ....	List, where possible, the number of public sector agencies implementing succession planning programme? ____  Please list down the names of such public sector agencies: 1. .... 2. ....		Succession <sup>3</sup> is a concept and plan as to what the government institution must do to prepare talents to become managers/ leaders.  It may be possible that while succession planning policy is not yet institutionalised, there may be agencies implementing such policies in their own organisation. It may also

3 Definition guided by the ASEAN Civil Service Talent Management Initiatives adopted by the 19<sup>th</sup> ACCSM in October 2018, Singapore.

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
					be possible for an AMS to have institutionalised succession planning policy but such policy has yet to be adopted/ implemented by all agencies.
[D] Strengthening ARCs	[D.1] Number of enhanced ARCs	<p>Has the theme of ARC led by your country been revised in response to current needs of civil service in the region?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Has the satisfactory rate of ARC led by your country been improved since 2016 (refer to question D.1.1.)?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>Has the theme of ARC led by your country been revised in response to current needs of civil service in the region?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Has the satisfactory rate of ARC led by your country been improved since 2021 (refer to question D.1.1.)?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>		As part of ACCSM's commitment to strengthening the ASEAN Resource Centers, AMS regularly conduct review and enhancement of their respective ARCs.



ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
	[D.1.1] Percentage of satisfied participants of projects implemented by ARC [refer to Annexes 1 and 2]	<p>Based on the Intervention Level 1 Evaluation Form (Annex 1), what is the average rate of satisfaction based on evaluation results by all participants of the ARC projects completed?</p> <p>Completed projects in 2020-2022:</p> <p><input type="checkbox"/> 5- Excellent  <input type="checkbox"/> 4- Highly satisfied  <input type="checkbox"/> 3- Satisfactory  <input type="checkbox"/> 2- Fair  <input type="checkbox"/> 1- Poor</p> <p>Completed projects in 2023-2025:</p> <p><input type="checkbox"/> 5- Excellent  <input type="checkbox"/> 4- Highly satisfied  <input type="checkbox"/> 3- Satisfactory  <input type="checkbox"/> 2- Fair  <input type="checkbox"/> 1- Poor</p>	<p>Based on the Intervention Level 1 Evaluation Form (Annex 1), what is the average rate of satisfaction based on evaluation results by all participants of the ARC projects completed?</p> <p>Completed projects in 2020-2022:</p> <p><input type="checkbox"/> 5- Excellent  <input type="checkbox"/> 4- Highly satisfied  <input type="checkbox"/> 3- Satisfactory  <input type="checkbox"/> 2- Fair  <input type="checkbox"/> 1- Poor</p> <p>Completed projects in 2023-2025:</p> <p><input type="checkbox"/> 5- Excellent  <input type="checkbox"/> 4- Highly satisfied  <input type="checkbox"/> 3- Satisfactory  <input type="checkbox"/> 2- Fair  <input type="checkbox"/> 1- Poor</p>		<p>To ensure that projects implemented by ARCs remain relevant to the needs of its target beneficiaries, ACCSM has committed to obtaining feedback from these beneficiaries as input towards continuous improvement of the various programs of the ARCs.</p> <p>AMS may use the ACCSM Intervention Level 1 Evaluation form (Annex 1) or develop a similar tool to measure participant satisfaction of the programme.</p>

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
		<p>Based on the Intervention Impact Evaluation Form (Annex 2), what is the average rate of satisfaction based on evaluation results by all participants of the ARC projects completed?</p> <p>Completed projects in 2020-2022:</p> <p><input type="checkbox"/> 5- Excellent  <input type="checkbox"/> 4- Highly satisfied  <input type="checkbox"/> 3- Satisfactory  <input type="checkbox"/> 2- Fair  <input type="checkbox"/> 1- Poor</p> <p>Completed projects in 2023-2025:</p> <p><input type="checkbox"/> 5- Excellent  <input type="checkbox"/> 4- Highly satisfied  <input type="checkbox"/> 3- Satisfactory  <input type="checkbox"/> 2- Fair  <input type="checkbox"/> 1- Poor</p>	<p>Based on the Intervention Impact Evaluation Form (Annex 2), what is the average rate of satisfaction based on evaluation results by all participants of the ARC projects completed?</p> <p>Completed projects in 2020-2020:</p> <p><input type="checkbox"/> 5- Excellent  <input type="checkbox"/> 4- Highly satisfied  <input type="checkbox"/> 3- Satisfactory  <input type="checkbox"/> 2- Fair  <input type="checkbox"/> 1- Poor</p> <p>Completed projects in 2023-2025:</p> <p><input type="checkbox"/> 5- Excellent  <input type="checkbox"/> 4- Highly satisfied  <input type="checkbox"/> 3- Satisfactory  <input type="checkbox"/> 2- Fair  <input type="checkbox"/> 1- Poor</p>		<p>In addition, AMS may also use the ACCSM Intervention Impact Evaluation form (Annex 2) or a similar tool to measure the effectiveness of the programme.</p>

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
	[D.2] Number of projects implemented by each ARC	How many projects completed by the ARC in your country each year? Year 2020: ___ Year 2021: ___ Year 2022: ___ Year 2023: ___ Year 2024: ___ Year 2025: ___	How many projects completed by the ARC in your country each year? Year 2020: ___ Year 2021: ___ Year 2022: ___ Year 2023: ___ Year 2024: ___ Year 2025: ___		AMS are requested to report completed projects or activities implemented each year by their ARC.

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
	[D.2.1] Number of participants of each project	In relation to question D.2, how many participants of each project? 1. Project title: Total participants: • <u>Gender-segregation</u> Female: Male: • <u>Country-segregation</u> Brunei Darussalam: Cambodia: Indonesia: Lao PDR: Malaysia:	In relation to question D.2, how many participants of each project? 1. Project title: Total participants: • <u>Gender-segregation</u> Female: Male: • <u>Country-segregation</u> Brunei Darussalam: Cambodia: Indonesia: Lao PDR: Malaysia:		AMS are requested to report on the number of participants or beneficiaries of such projects

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
		Myanmar: The Philippines: Singapore: Thailand: Viet Nam: 2. Project title: Total participants: • <u>Gender-segregation</u> Female: Male: • <u>Country-segregation</u> Brunei Darussalam: Cambodia: Indonesia: Lao PDR: Malaysia: Myanmar: The Philippines: Singapore: Thailand: Viet Nam:	Myanmar: The Philippines: Singapore: Thailand: Viet Nam: 2. Project title: Total participants: • <u>Gender-segregation</u> Female: Male: • <u>Country-segregation</u> Brunei Darussalam: Cambodia: Indonesia: Lao PDR: Malaysia: Myanmar: The Philippines: Singapore: Thailand: Viet Nam:		

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
[E] Public Sector Reform	[E.1] Number of measures to promote the attributes and core functions/principles of good governance (i.e. effectiveness, efficiency, responsiveness and accountability) in the bureaucracy in each AMS.	List, where possible, the number of measures adopted by public sector agencies in your country to promote effectiveness, efficiency, responsiveness and accountability of the bureaucracy? ____  Please list down the names of such public sector agencies? 1. ... 2. ....	List, where possible, the number of measures adopted by public sector agencies in your country to promote effectiveness, efficiency, responsiveness and accountability of the bureaucracy? ____  Please list down the names of such public sector agencies? 1. ... 2. ....		AMS are requested to provide a list of measures (including legislation, policy, programme, mechanism) implemented in their respective national governments that promote effectiveness, efficiency, responsiveness and accountability of the bureaucracy.
	[E.2] Number of AMS with measures to promote public engagement in policy-making process	Do public sector agencies in your country adopt measures to promote public engagement in their policy making process?  <input type="checkbox"/> Yes <input type="checkbox"/> No	Do public sector agencies in your country adopt measures to promote public engagement in their policy making process?  <input type="checkbox"/> Yes <input type="checkbox"/> No		Does the AMS have mechanisms in place that encourages engaging the public or relevant stakeholders in the policy-making process?

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
	[E.2.1] Percentage of policy-making process with public engagement in each AMS	<p>In relation to question E.2, List, where possible, the number of policy-making processes in your country that involve public engagement? ____</p> <p>Please list down the names of such policy-making processes:</p> <p>1. ....</p> <p>2. ....</p>	<p>In relation to question E.2, List, where possible, the number of policy-making processes in your country that involve public engagement? ____</p> <p>Please list down the names of such policy-making processes:</p> <p>1. ....</p> <p>2. ....</p>		<p>This KPI seeks to measure the extent to which public engagement is practiced within the policy making processes within the respective national governments.</p> <p>AMS are requested to provide a list of policy processes that they undertake and indicate</p>
	[E.3] Satisfaction Rate of reformed public services in each AMS	<p>Based on your internal survey (if available), what is the public satisfaction rate of the reformed public services in your country? ____</p> <p>Title of survey: ____</p> <p>When the survey was conducted?</p> <p>Year: ____</p>	<p>Based on your internal survey (if available), what is the public satisfaction rate of the reformed public services in your country? ____</p> <p>Title of survey: ____</p> <p>When the survey was conducted?</p> <p>Year: ____</p>		<p>AMS are requested to report on the satisfaction rating (by the general public) of their reformed public service obtained either through internal feedback mechanisms or through a third party survey provider. In reporting the rating, AMS are requested to</p>

ACCSM Priority Area	Key Performance Indicators	Baseline (2021)	Target (2025)	Remarks	Explanatory Notes
		<p>What are the indicators of 'satisfying'?</p> <p>1. ....</p> <p>2. ....</p> <p>What is the scale of rating? ____</p> <p>Based on third-party survey, what is the public satisfaction rate of the reformed public services in your country? ____</p> <p>Title of survey: ____</p> <p>When the survey was conducted?</p> <p>Year: ____</p> <p>What are the indicators of 'satisfying'?</p> <p>1. ....</p> <p>2. ....</p> <p>What is the scale of rating? ____</p>	<p>What are the indicators of 'satisfying'?</p> <p>1. ....</p> <p>2. ....</p> <p>What is the scale of rating? ____</p> <p>Based on third-party survey, what is the public satisfaction rate of the reformed public services in your country? ____</p> <p>Title of survey: ____</p> <p>When the survey was conducted?</p> <p>Year: ____</p> <p>What are the indicators of 'satisfying'?</p> <p>1. ....</p> <p>2. ....</p> <p>What is the scale of rating? ____</p>		<p>disclose the source of data (whether through internal feedback mechanisms or third party provider).</p> <p>According to the World Bank<sup>4</sup>, public service reforms involve changing the interlocking structures and processes that define how financial, physical and human resources are deployed.</p>

<sup>4</sup> Public Sector Reform: What Works and Why? An IEG evaluation of World Bank Support. Washington, DC: World Bank, 2018. Available online: <https://openknowledge.worldbank.org/bitstream/handle/10986/6484/448180PUB0Box310only109780821375891.pdf?sequence=1&isAllowed=y>



## 5. TERMS OF REFERENCE OF ASEAN COOPERATION ON CIVIL SERVICE MATTERS<sup>5</sup>

### 5.1. 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 gap among ASEAN Member States.

### 5.2. MISSION

2. The ACCSM shall contribute to the achievement of the ASEAN Vision 2025 by strengthening civil service cooperation in ASEAN.
3. The ACCSM will promote ASEAN collaboration in the promotion of effective and efficient civil service, public accountability, and good governance.
4. The ACCSM seeks to leverage the strengths of ASEAN Member States through:
  - i. The enhancement of existing mechanisms for networking, mutual learning and sharing of experiences among members;
  - ii. The promotion and facilitation of exchange of best practices and other public management innovations by enhancing the role of ASEAN Resource Centres (ARCs) as providers of expertise in their respective areas of competencies;
  - iii. The establishment of supporting initiatives to help ASEAN Civil Service develop and adopt cutting-edge practices; and
  - iv. The implementation of various programmes on civil service matters with the support and assistance of ASEAN Dialogue Partners and regional/international agencies.

### 5.3. OBJECTIVES

#### **General objective:**

5. To promote the role of civil service in contributing to the development of the three pillars of the ASEAN Community, namely political and security, economic and socio-cultural agenda.

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<sup>5</sup> Taken from ACCSM Work Plan 2016-2020

### **Specific Objectives:**

6. To develop a strategic framework and provide impetus for greater collaboration through the sharing and exchanges of information; experiences and insights;
7. To deliberate and recommend common positions or understandings where appropriate, especially in preparation for international meetings relevant to civil service matters;
8. To develop strategies and programmes/projects for mutual support and assistance among ASEAN Member States in creating a conducive climate and the development of strategy for effective and efficient civil service and good governance (in line with Vientiane Action Plan Measure 1.1.3.); and to establish supporting initiatives towards narrowing the development gap among ASEAN Member States;
9. To strengthen the existing mechanism for networking and building closer relationships;
10. To strengthen the capacity of and facilitate mutual learning among ASEAN Member States;
11. To promote and facilitate adoption of best practices and public management innovations within the civil service;
12. To implement ASEAN Leaders directives in the field of civil service;
13. To promote joint collaboration with ASEAN Dialogue Partners and regional/international agencies in implementing programmes on civil service matters; and
14. To evaluate the implementation of ACCSM projects/activities and further identify priority areas for ACCSM cooperation as necessary.

### **5.4. ACCSM STRUCTURE AND COMPOSITION**

15. The ACCSM shall comprise of representatives from the ministry/agency in-charge of civil service in each of the ASEAN Member States.
16. The ACCSM+3 shall comprise of representatives from the ministry/agency in-charge of civil service in each of the ASEAN Member States and Plus Three Countries.

## **5.5. CHAIRMANSHIP AND VICE CHAIRMANSHIP**

17. Chairmanship of the ACCSM shall be rotated among ASEAN Member States in alphabetical order with a term of two years. The Vice Chair shall be the incoming Chair of the ACCSM.
18. The Chair of the ACCSM is responsible for the following duties:
  - i. Prepare the agenda for and chair the meetings of ACCSM;
  - ii. Host meetings of the ACCSM within the 2-year term of Chairmanship;
  - iii. Report decisions and progress of work of the ACCSM to the ASEAN Socio-Cultural Community (ASCC) Council;
  - iv. Coordinate and consult with ASEAN Member States during the times between meetings of the ACCSM, and promote the engagement of the ACCSM with other relevant ASEAN Sectoral Bodies;
  - v. Coordinate the implementation of projects and activities in the Work Plans of the ACCSM and ACCSM+3 in consultation with the Country Coordinators;
  - vi. Represent the ACCSM at regional and international events pertaining to civil service matters as entrusted by the ACCSM; and
  - vii. Act as the Secretariat of the ACCSM for a term of 2 years.
19. The Chair of the ACCSM is expected to represent ACCSM in relevant ASEAN Meetings, including but not limited to the following:
  - i. Coordinating Conference for the ASEAN Socio-Cultural Community (SOC-COM);
  - ii. Coordinating Conference for the ASEAN Political-Security Community (ASCCO); and
  - iii. Other events upon invitation of other ASEAN Sectoral Bodies, Dialogue Partners, international organisations, or other parties.
20. The Vice-Chair of the ACCSM will be responsible for the duty of the Chair in representing the ACCSM in the events specified in paragraph 18 and 19, in the absence of the Chair or as delegated by the Chair.

## **5.6. ACCSM SECRETARIAT**

21. The Secretariat of the ACCSM shall be responsible for substantive, administrative, and protocol arrangements of the meetings of the ACCSM.
22. The Secretariat of the ACCSM supports the Chair in facilitating coordination and consultation with ASEAN Member States during times between meetings of the ACCSM.

## **5.7. ASEAN SECRETARIAT**

23. The ASEAN Secretariat may bring relevant issues to the attention of the ACCSM.
24. The ASEAN Secretariat shall provide the necessary secretarial support to the ACCSM including on the following:
  - i. Support the Chair of the ACCSM in preparing agenda of the meetings;
  - ii. Support, in collaboration with the Secretariat of the ACCSM, the documentation and drafting of reports of the meetings of the ACCSM;
  - iii. Support the Secretariat of the ACCSM in hosting meetings of the ACCSM; and
  - iv. Support the Country Coordinators in the conceptualisation, implementation and evaluation of projects as well mobilising needed resources.

## **5.8. DECISION MAKING AND LINE OF REPORTING**

25. Decision making in the ACCSM shall be based on consultation and consensus in accordance with the ASEAN Charter.
26. The ACCSM reports to the ASEAN Socio-Cultural Community (ASCC) Council.

## 5.9. MEETING AND OTHER RELATED EVENTS

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

Name of Meeting	Objectives	Schedule	Level of Participation
<b>First Year of Chairmanship</b>			
Senior Officials Meeting for the ASEAN Cooperation on Civil Service Matters (ACCSM SOM)	The Meeting will consider and agree upon the organisation of the ACCSM (i.e. provisional agenda for the meetings, document format and procedures, etc.) proposed by the host country. The Meeting will also review the progress and updates of the ACCSM/ASEAN Resource Center projects by all ASEAN Member States, presentation of concept papers of projects/ programmes identified in the Work Plan, discussion of priority area of civil service matters with Dialogue Partners and recommend additional programmes/projects for regional cooperation.	Early part of the first year of Chairmanship	Senior Officials
<b>Second Year of Chairmanship</b>			
Senior Officials Meeting for the ASEAN Cooperation on Civil Service Matter (ACCSM SOM)	The Meeting will discuss preparatory matters for the Heads of Civil Service Meetings as well as other concerns that may be raised by any ASEAN Member States.	Second part of the second year of Chairmanship back-to-back with the Heads of Civil Service Meeting for ACCSM	Senior Officials

Name of Meeting	Objectives	Schedule	Level of Participation
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 in implementing the Luang Prabang Declaration on ASEAN Plus Three Civil Service Cooperation which also includes the ACCSM+3 Work Plan.		Senior Officials
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 Chairmanship	Heads of Civil Service + 2 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.		
ACCSM+3 Forum on Good Governance	A One-Day Forum for sharing and learning among AMS and the Plus Three Countries. The AMS may present country/ technical papers in relation to/ support of the work plans.		Senior Officials  Heads of Civil Service (optional)

28. ASEAN Member State assuming ASEAN Chairmanship and/or ACCSM Chairmanship may propose the conduct of ASEAN Heads of Civil Service Retreat. ASEAN Member States may also propose the conduct of other additional Meetings as the need arises. Hosting of such Retreat or Meetings shall be on a voluntary basis.

## **5.10.SUPPORT FOR MEETINGS**

29. The ASEAN Secretariat shall provide support to the Chair in the conduct of the Meetings and be the repository of reports of the ACCSM Meetings and other related events

## **5.11. ACCSM'S COOPERATION WITH OTHER PARTNERS**

30. ACCSM may wish to expand its cooperation with ASEAN Dialogue Partners and other networks on a need basis by tapping their expertise to support the planned projects/activities.
31. ACCSM cooperation with other partners shall be based on the principles of ASEAN centrality and nondiscrimination.

## **5.12. APPROVAL AND AMENDMENT**

32. The Terms of Reference for the ACCSM shall be adopted by the ASEAN Heads of Civil Service.
33. Any ASEAN Member State may propose amendments to the Terms of Reference. Any amendments shall be decided through consultation and adopted by the ASEAN Heads of Civil Service.

## **6. RULES OF PROCEDURE FOR THE SENIOR OFFICIALS MEETING FOR THE ASEAN PLUS THREE COOPERATION ON CIVIL SERVICE MATTERS (ACCSM+3 SOM)<sup>6</sup>**

### **6.1. PURPOSE**

1. The Senior Officials Meeting for the ASEAN Plus Three Cooperation on Civil Service Matters (ACCSM+3 SOM) is established to realise and strengthen the Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation as well as to assist the ACCSM+3 in promoting ASEAN Plus Three cooperation in civil service matters.

### **6.2. COMPOSITION**

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

### **6.3. CHAIRMANSHIP**

3. The ACCSM+3 SOM shall be chaired by the ASEAN Member State holding the Chairmanship of the ACCSM. The ACCSM+3 SOM shall be co-chaired by one of the Plus Three Countries, to be rotated according to alphabetical order.
4. The Chairperson shall prepare the draft agenda of the ACCSM+3 SOM in consultation with the Co-Chairperson.

### **6.4. SCOPE OF WORK**

5. The ACCSM+3 SOM shall have the following functions:
  - 5.1. Assist the ACCSM+3 in implementing the Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation;
  - 5.2. Assist the ACCSM+3 in developing, implementing and reviewing the ACCSM+3 Work Plan;
  - 5.3. Undertake follow-up work to the decisions of the ACCSM+3;
  - 5.4. Assist the ACCSM+3 in the drafting the ACCSM+3 progress report to the ASEAN Plus Three Summit;
  - 5.5. Review proposed cooperation activities to be funded by the ASEAN Plus Three Cooperation Fund (APTCF) and make recommendation to

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6 Taken from ACCSM Work Plan 2016-2020



the Committee of the Permanent Representatives to ASEAN Plus Three (CPR+3) Meeting for approval; and

5.6. Perform any other functions as may be determined by the ACCSM+3.

## **6.5. REPORTING MECHANISM**

6. The ACCSM+3 SOM shall report to the ACCSM+3 Meeting.

## **6.6. FREQUENCY OF MEETINGS**

7. The ACCSM+3 SOM shall meet at least once every two years prior to the convening of an ACCSM+3 Meeting. It may also convene additional meetings if and when necessary as determined by the ACCSM+3 Meeting.

## **6.7. VENUE OF MEETINGS**

8. The ACCSM+3 SOM shall meet in the ASEAN Member State holding the Chairmanship of the ACCSM.

## **6.8. SUPPORT FOR MEETINGS**

9. The ASEAN Secretariat shall provide secretarial support to the Chairperson in the conduct of the Meetings, and be the repository of reports of the ACCSM+3 Senior Officials Meetings.

## **6.9. APPROVAL AND AMENDMENT**

10. These Rules of Procedure shall be approved by the ACCSM+3 Meeting.

11. Any amendment shall be decided through consultation and by consensus of members of the ACCSM+3 Senior Officials Meeting and approved by the ACCSM+3 Meeting.

## **7. DECLARATIONS AND STATEMENTS**

### **7.1. LUANG PRABANG JOINT DECLARATION ON ASEAN PLUS THREE CIVIL SERVICE COOPERATION**

[https://asean.org/?static\\_post=luang-prabang-joint-declaration-on-asean-plus-three-civil-service-cooperation](https://asean.org/?static_post=luang-prabang-joint-declaration-on-asean-plus-three-civil-service-cooperation)

### **7.2. PUTRAJAYA JOINT DECLARATION ON ASEAN POST-2015 PRIORITIES TOWARDS AN ASEAN CITIZEN-CENTRIC CIVIL SERVICE**

[https://www.asean.org/storage/images/2015/November/27<sup>th</sup>-summit/ASCC\\_documents/Putrajaya%20Joint%20Declaration%20on%20ASEAN%20Post2015%20Priorities%20Towards%20an%20ASEAN%20Citizen-Centric%20Civil%20ServiceSigned%20Copy.pdf](https://www.asean.org/storage/images/2015/November/27<sup>th</sup>-summit/ASCC_documents/Putrajaya%20Joint%20Declaration%20on%20ASEAN%20Post2015%20Priorities%20Towards%20an%20ASEAN%20Citizen-Centric%20Civil%20ServiceSigned%20Copy.pdf)

### **7.3. ASEAN DECLARATION ON THE ROLE OF THE CIVIL SERVICE AS A CATALYST FOR ACHIEVING THE ASEAN COMMUNITY VISION 2025**

<https://asean.org/wp-content/uploads/2017/04/img-429180922.pdf>

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### **7.4. ASEAN STATEMENT ON PROMOTION OF GOOD GOVERNANCE AND ACCELERATION AN AGILE CIVIL SERVICE IN A DIGITAL ECONOMY**

<https://asean.org/asean-statement-promotion-good-governance-acceleration-agile-civil-service-digital-economy/>

## 8. LIST OF ASEAN RESOURCE CENTRES

(As of 2018) <https://asean.org/wp-content/uploads/2016/05/ASEAN-Resource-Centre-Directory-2018.pdf>

<b>Brunei Darussalam</b>	ASEAN Resource Centre on Managing Civil Service Competencies
<b>Cambodia</b>	ASEAN Resource Center on Public Service Delivery
<b>Indonesia</b>	ASEAN Resource Centre for ASEAN Pool of Expert on Civil Service (A-EXPECS) <a href="https://accsm-indonesia.bkn.go.id/aexpecs/">https://accsm-indonesia.bkn.go.id/aexpecs/</a>
<b>Lao PDR</b>	ASEAN Resource Centre on Civil Service Performance Appraisal
<b>Malaysia</b>	ASEAN Resource Centre for Innovation in the Civil Service through Strategic Collaboration
<b>Myanmar</b>	ASEAN Resource Centre for Public Service Motivation
<b>The Philippines</b>	ASEAN Resource Centre for Assessment and Organization Development (OD)
<b>Singapore</b>	ASEAN Resource Centre on Strategic Human Resource Management – Building a Future-Ready Public Service
<b>Thailand</b>	ASEAN Resource Centre on Human Resource Innovation
<b>Viet Nam</b>	ASEAN Resource Centre for Personnel Management

# APPENDIX A

## Framework and Analysis

The ACCSM Work Plan 2021-2025 was devised to address challenges faced by ASEAN Civil Services particularly in the areas of public service deliveries and public management, which is central to public services' roles and responsibilities. The ACCSM Work Plan 2021-2025 was intended to be used as a mechanism to drive change and build a better ASEAN Civil Service within the member countries. Problems and challenges shared amongst all ASEAN nations had been shared and discussed. There were FIVE key issues emerging from the survey results and discussions i.e. Digitalization, Cross-Agency Coordination, Inadequate Capacity and Capability, Resource Constraints, and Transformative Leadership. These challenges were then verified, consulted, and prioritized to become a new set of ACCSM Priority Areas for the Work Plan 2021-2025, namely 1) Enhancing workforce competencies and standards in the public sector; 2) Building institutional capacities and inter-agency coordination; 3) Transformative leadership; 4) Strengthening ARCs; and 5) Public sector reform and modernization.

Later, the member countries deliberated on how they could find ways to cope with these challenges and Priority Areas and subsequently were able to identify an extensive list of viable solutions. After possible solutions had been presented and acknowledged, project ideas were then proposed and discussed amongst members in order to see how the project would be beneficial to all countries in the most efficient manner. Crystallized projects were later consulted and prioritized to not only see whether the project (s) could be collaborated or co-shared but also seek possible assistance and cooperation with other sectoral bodies and dialogue partners. After the details of project proposals had been finalized and adopted, the ACCSM Work Plan 2021-2025 was considered official and could be implemented until the end of its period. Framework of the inception of ACCSM Work Plan 2021-2025 is shown below.



## APPENDIX B

### The Results of the Workshop on the Development of ACCSM Work Plan 2021-2025 The Preparatory Meeting for the 20<sup>th</sup> ACCSM

The results of the workshop were gathered from the AMS after collectively discussing and brainstorming on solutions to the identified top three issues under each challenge. The results appear as follows:

Challenges	Top three issues	Solutions
Digitalisation	1. Limited expertise to lead digital initiatives	<ul style="list-style-type: none"> <li>• Outsource consultancy services on digital initiatives</li> <li>• Bring in digital talents through short-term contract</li> <li>• Promote private-public partnership on core digital initiatives</li> <li>• Coordinate across ministries including providing common platform for digitalisation</li> <li>• Sharing of best practices across AMS and beyond</li> </ul>
	2. Inadequate set of requirements for digital skills at work	<ul style="list-style-type: none"> <li>• Transform work process and use the transformation to inform digital skills and competencies required</li> <li>• Have a clear strategic plan</li> <li>• Promote leadership role modeling</li> <li>• Assess current skills and benchmark it with private sector and provide opportunity for training, workshop and internship.</li> </ul>
	3. Staff pushback/ reluctance on digital transformation	<ul style="list-style-type: none"> <li>• Mindset change</li> <li>• Link digital literacy with staff appraisal and promotion</li> </ul>
Cross-Agency coordination	4. Slowness to response to citizen expectation of service delivery	<ul style="list-style-type: none"> <li>• Introduce law on public service delivery</li> <li>• Introduce citizen satisfaction survey and link it with KPIs of civil servants and agencies and use it to promote citizen trust</li> <li>• Share of good practices in public service delivery including in rural and urban areas</li> </ul>

Challenges	Top three issues	Solutions
	5. No incentive for horizontal information sharing	<ul style="list-style-type: none"> <li>• Organise a committee of a pool of expert for information sharing</li> <li>• Organise a group discussion on what prevents them from sharing the information and how to encourage agencies to share information.</li> </ul>
	6. Limited integration of work and budget	<ul style="list-style-type: none"> <li>• Organise an orientation programme for agencies to understand the work of one another</li> <li>• Identify priorities and programmes of different agencies</li> <li>• Promote high-level political commitment and guidance and promote involvement of leaders and stakeholders</li> <li>• Share best practices of AMS such as project bank.</li> </ul>
Inadequate capacity and capability	7. Shortage of adequately trained personnel	<ul style="list-style-type: none"> <li>• Prevent mismatch/train the right person on the right areas/skills</li> <li>• Take measures such as career development plan to retain trained personnel</li> <li>• Build compulsory standard for personnel training</li> <li>• Use technology for learning and development</li> </ul>
	8. Ineffective generation management in workplace	<ul style="list-style-type: none"> <li>• Introduce result-based performance management</li> <li>• Apply digitalisation for learning and development.</li> </ul>
	9. Capacity building not support all generation groups	<ul style="list-style-type: none"> <li>• Apply digitalisation to learning and development such as e-learning and webinar</li> <li>• Use mentoring and coaching between generation groups to minimise generation gaps</li> <li>• Simplify process of work and restructure organisation to allow people to be more productive</li> <li>• Promote culture of development in the workplace</li> </ul>

Challenges	Top three issues	Solutions
Resource constraints	10. Limited budget and manpower in agencies and ministries	<ul style="list-style-type: none"> <li>• Raise awareness among leaders on budget increment with clear roadmap for budget utilisation</li> <li>• Collaborate between agencies and ministries to share resources</li> <li>• Identify potential in industry and invest in the high potential</li> <li>• Downsizing ministry/agency</li> </ul>
	11. Shortage of staff in particular professions/skilled workers	<ul style="list-style-type: none"> <li>• Improve recruitment system to put the right person into the right job</li> <li>• Promote incentive including through remuneration system and implement more effective remuneration system</li> <li>• Set clear roadmap on career development and career path for critical profession</li> <li>• Build capacity for staff</li> </ul>
	12. Insufficient technological infrastructure	<ul style="list-style-type: none"> <li>• Invest in technological infrastructure and analyse the return of investment</li> <li>• Change mindset and solve traditional thinking and work process</li> <li>• Collaborate and share information among AMS and external partners</li> <li>• Initiate more institutional capacity building on IT and increase technological support.</li> <li>• Welcome investor</li> </ul>
Transformative leadership	13. Disproportion of women in senior management positions	<ul style="list-style-type: none"> <li>• Need for affirmative action policy such as quota for women in senior management position</li> <li>• Combine affirmative action with development programme to identify potential woman leaders and support them with capacity building</li> <li>• Clear long-term career path with transparent promotion process which can be combined with job rotation opportunities</li> </ul>

Challenges	Top three issues	Solutions
	14. Unprepared leaders for leadership transition	<ul style="list-style-type: none"> <li>• Clear leadership development framework where career management system is effective</li> <li>• Availability of succession planning and mechanism to identify and select the right leader for the right position</li> <li>• Provide leadership opportunities through real-life practices</li> <li>• Compensation development to encourage career development</li> <li>• Clear identification of potential leaders</li> <li>• Give opportunities to those who are more prepared.</li> </ul>
	15. Leadership age gap	<ul style="list-style-type: none"> <li>• Recruitment system – lateral enter system with contract-based recruitment</li> <li>• Promote succession and coaching programmes</li> <li>• Identify potential leaders as early as possible.</li> </ul>





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