

Work Plans of the ASEAN Conference on Civil Service Matters (ACCSM)



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WORK PLANS OF THE ASEAN CONFERENCE ON CIVIL SERVICE MATTERS (ACCSM)

The ASEAN Secretariat
Jakarta

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ASEAN CONFERENCE ON CIVIL SERVICE MATTERS (ACCSM) WORK PLAN (2008-2015)

1. INTRODUCTION

The ACCSM is committed to supporting the establishment of the ASEAN Community by 2015 by continuing to develop effective, capable, accountable and responsive civil services in ASEAN as reflected on its Mission Statement adopted at the 10th ACCSM Meeting in Thailand in 1999. The ACCSM acknowledged the need to continue efforts to enhance the quality of civil service that meets the challenges of regional integration and community building.

Public Administration is entrusted with the responsibility of providing effective government through greater public participation, more responsive organisational structures, quality systems, a competent workforce, a learning environment, empowerment and governance. In this regard, the ACCSM has provided a forum for the sharing of cutting-edge practices in public management towards enhancing public service management in ASEAN.

Implementation of the ACCSM Work Plan (2008-2015) will take into account the ASEAN Leaders' directives, such as the ASEAN Vision 2020, Bali Concord II, the Vientiane Action Programme and its subsequent revisions, Initiative for ASEAN Integration (IAI), relevant decisions of other ASEAN forums and current challenges of civil service in the region. The ACCSM Work Plan is included in the ASEAN Socio-Cultural Community (ASCC) Blueprint, with considerations incorporated in response to the initiatives in the political and security, and economic pillars.

2. THE IMPORTANCE OF CIVIL SERVICE

ASEAN recognises the important role of civil service in all aspects of national development and regional cooperation, including political, economic, social, human resource and institutional development. The Civil Service provides the back bone for governance and plays a pivotal role in ASEAN Community building.

3. MISSION

The ACCSM's missions are:

- (a) The ACCSM shall contribute to the establishment of the ASEAN Community 2015 by strengthening civil service cooperation in ASEAN;
- (b) The ACCSM will promote ASEAN collaboration in the promotion of effective and efficient civil service, public accountability, and good governance;
- (c) The ACCSM seeks to leverage the strengths of ASEAN Member Countries through:
 - the enhancement of existing mechanisms for networking, mutual learning and sharing of experiences among members;
 - 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;
 - the establishment of supporting initiatives to help ASEAN Civil Service develop and adopt cutting-edge practices; and
 - the implementation of various programmes on civil service matters with the support and assistance of ASEAN Dialogue Partners and regional/ international agencies.

4. OBJECTIVES

The ACCSM's objectives are:

- (a) To implement ASEAN Leaders directives in the field of civil service;
- (b) 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 spheres;

- (c) To develop strategies and programmes/projects for mutual support and assistance among ASEAN Member Countries in creating a conducive climate and the development of strategy for effective and efficient civil service and good governance (in line with VAP Measure 1.1.3.); and to establish supporting initiatives towards narrowing the development gap among ASEAN Member Countries;
- (d) To deliberate and recommend common positions or understandings where appropriate, especially in preparation for international meetings relevant to civil service matters;
- (e) To develop a strategic framework and provide impetus for greater collaboration through the sharing and exchanges of information, experiences and insights;
- (f) To strengthen the existing mechanism for networking and building closer relationships;
- (g) To strengthen the capacity of and facilitate mutual learning among ASEAN Member Countries;
- (h) To promote and facilitate adoption of best practices and public management innovations within the Civil Service;
- (i) To promote joint collaboration with ASEAN Dialogue Partners and regional/international agencies in implementing programmes on civil service matters; and
- (j) To evaluate the implementation of ACCSM projects/activities and further identify priority areas for ACCSM cooperation as necessary.

OPERATIONALISATION OF THE ACCSM WORK PLAN (2008-2015)

Priority Area I: Enhancing Workforce Competencies

Strategic Objective: Enhancing and improving the competency of ASEAN Workforce especially public service competency through strategic programmes and develop a qualified and competent ASEAN Civil Service.

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
English Language Skills	Singapore	English Writing Skills	5 days workshop for Cambodia, Lao PDR, Myanmar, Viet Nam (CLMV) countries	Assist Member States to be able to prepare and produce notes and working papers	Annual
	Singapore	Project Proposal Writing in ASEAN	5 days workshop for CLMV countries	To understand the principles of writing and developing a sound project proposal for the ASEAN context with reference to ASEAN mechanisms.	Annual
	Brunei Darussalam	Presentation Skill (focus on English language)	2 days workshop for participants from CLMV (2008-2012) ; -CLMV & other ASEAN Member States (2012-2015)	A workshop organized by Brunei Darussalam for participants from ASEAN Member States. It aims at providing more exposure in delivering an effective presentation	Yearly
Capacity Building • HRM • HRD • Talent Management • Performance Management • Recruitment System • Quality Management • Learning Organization • Knowledge Management	Malaysia	Attachment Programme for ASEAN Member States on the aspects of public administration and human resource management	2 weeks to visit Public Malaysian Agencies in human resource management and public management	Share experiences and best practice for participants of ASEAN Member States.	Yearly around December

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
Human Resource Management and Development	Singapore	Human Resource Management	10 day training programme	Provide a better understanding of Human Resource policies and practices	Annual
	Philippines (Proposed by Lao PDR)	Conference Workshop on Examination and Testing in the ASEAN Civil Service	5 days training for CLMV Countries, to focus on effective examination systems	To assist CLMV develop/establish effective recruitment, selection, and promotion system through examination	4th quarter 2014
	Malaysia (Proposed by Cambodia)	Attachment Programme for ASEAN Member States on Public and Human Resource Management in ASEAN+3 Countries	2 Weeks to visit ASEAN + Countries Agencies (3 Programs)	Sharing experiences and best practices amongst ASEAN+3 Countries	Yearly (2011-2013)
	Thailand (Proposed by Thailand)	Workshop on Training for Trainers	5 days workshop on Training for Trainers will be held to equip participants from CLMV countries with skills needed for professional trainers	Developing skills for professional trainers from CLMV countries by means of lecture and practice session with feedback provided	Tentative for Dec 2011
	Thailand (Proposed by Thailand)	Workshop on Presentation Skill (Based on the evaluation from previous training, the target of trainee will be changed to high level (Team Leader)	5 days workshop on Presentation Skills will be conducted for Laotian officials who are interested and involved in giving a presentation	Developing presentation skills for Laotian officials	Tentatively on Nov 2011

Priority Area II: Building Institutional Capacity

Strategic Objective: Creation of an enabling atmosphere with appropriate policy and legal frameworks, institutional development and human resources development of civil service.

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
e-Government	Brunei Darussalam	Managing With IT for Non IT Managers	2 days workshop for participants from CLMV (2008-2012) ; -CLMV & other ASEAN Member States (2012-2015)	A workshop organized by Brunei Darussalam comprising of 3 components; Management and Information Technology, Application of IT in Management and Workshop Project	Yearly
	Indonesia	Human Resource Management using Information Technology	3 days workshop focusing on enhancing service delivery to Civil Servants by using IT	Shared Best Practices, Learning and experiences to ASEAN Member States on developing Human Resources Management	Yearly since 2010
	Singapore	Effective ICT Management	10 day training programme	To showcase and share Singapore's experience in e-Government	Annual
	Brunei Darussalam	Client's Charter Workshop for ASEAN Member States	2 days workshop for each project to be held for participants from ASEAN Member States	A workshop organized by Brunei Darussalam for participants from ASEAN Member States	Once every two years (2012 and 2014)
Service Delivery (Utilising Management Techniques)	Brunei Darussalam	Work Procedure Manual Workshop for ASEAN Member States	2 days workshop for participants from ASEAN Member States	It aims at delivering the essentials of Client's Charter Workshop and Work Procedure Manual	(once every two years) (2012 and 2014)
	Brunei Darussalam	Quality Control Circle (QCC)	2 days workshop for participant from ASEAN Member States.	A workshop organized by Brunei Darussalam for participants from ASEAN Member States	Yearly

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
Knowledge Management	Indonesia	Management of Civil Service Training center focusing on methods of sharing and creating knowledge management	2 days workshops session will be conducted by one ASEAN Member State leading in the knowledge management	Providing knowledge for techniques and methods in knowledge management	Yearly
	Thailand, Singapore	Singapore - Thailand Leadership Development Programme	10 days training and workshop sandwich course (held in 2 countries) will be organized for young talented officials	To share best practices and conduct study visit on knowledge management To broaden knowledge and perspectives on Civil Service Management for young talented officials.	Yearly
Training Management	Indonesia	Develop pool of experts / trainers who will serve as a resources person in ASEAN civil service	Upload data of experts to ASEAN Resource Center on Information Exchange (ARCIE)	Gathering and collecting data of trainers in ASEAN to be reference programme conducted by Member States	Yearly
Management of Civil Service Training Center	Malaysia & Thailand (Proposed by Indonesia)	Management of Civil Service Training center	2 days study visit will be conducted by one of ASEAN Member States leading in civil service training center	Providing knowledge for techniques and methods in managing training center	Based on request since 2010
Assessment	Philippines (Proposed by Indonesia)	Study visits on Assessment Centre Technology	5 days visit for Assessor from ASEAN Member States focusing on designing simulation and assessment tools	Learning and experiencing from ASEAN Member States that has advanced on designing Assessment Center	Based on request since 2011
Regulatory Reform	Viet Nam	ASEAN-OECD Workshop entitled 'Regulatory Reform Towards Socio-economic Development.	2 days workshop.	Sharing experience on regulatory reform and administrative reform between ASEAN and OECD.	2010

Priority Area III: Strengthening Leadership

Strategic Objective: Enhancing and strengthening the capacity of ASEAN Civil Service

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
Leadership Development and Succession Planning	Thailand	Leadership Development and Succession Planning Programme	A short study visit in Thailand (per request and in the fashion of visit)	To share experience of leadership development and succession management	Yearly
	Thailand	ASEAN New Wave Leadership Development Programme	8 days Seminar and Conference including focus group and study visits	To share knowledge among ASEAN Member States To build strong collaboration To reinforce ASEAN Resource Centre Roadmap To exchange some points of views on different best practices To create networking	July 2013
	Brunei Darussalam	Leadership for Managers	A workshop for participants from ASEAN Member States	A workshop delivering the essentials of effective leadership for managers	Yearly
		Executive Development Programme for Senior Government Officers of ASEAN Member States	Full-time training programme of 10 weeks duration which includes orientation, intensive lectures and seminars and two weeks preparation for group project discussion and presentations	To share knowledge about contemporary approaches and practices in the areas of public policy, public management, governance (including performance management, strategic and change management and e-governance) as well public sector issues and problems in general, and for formulating, implementing policies and projects to address it	once every two years

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
		Development Programme for Government Middle Management Officers for ASEAN Member States	Full time training programme of 8-9 weeks duration which includes orientation, intensive lectures and seminars and two weeks preparation for group project discussion and presentations	To share knowledge about contemporary approaches and practices in public administration and to teach relevant skills to enhance understanding of public sector problems and issues and also to increase participants' competencies in implementing public sector projects and programmes more efficiently and effectively. And also to share knowledge on the role and context of administrative culture and societal value in public management.	Once every two years
Managing Change (including Globalisation)	Thailand	Sharing experiences on managing change and new public management	A training course on Leadership Development organized for middle managers of ASEAN Member States under the responsibility of the ARC on Leadership Development	To exchange leadership experiences among middle managers of ASEAN civil services	Yearly (2008-2012)
Strategic Management	Malaysia	Strategic Management	5 days course	Exchanging experiences and best practices among ASEAN Member States regarding strategic management initiative	Yearly started 2010 although the theme of the course may change
	Brunei Darussalam	Strategic Management Workshop	A workshop for participants from ASEAN Member States	A workshop to enhance awareness on the importance of strategic management which includes its systematic approach and clear understanding of the dynamic environments surrounding the organization	Yearly

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
Good Governance, Public Accountability, and Integrity	ACCISM Chair	Forum on Civil Service Good Governance		To promote the best practices in implementing good governance and public accountability	Once every two years started 2008
Good Governance, Public Accountability, Partnership and Networking	Philippines	ASEAN Conference on Promoting Accountability in Public Service	2 days conference featuring best practices in public-private partnerships towards effective accountability mechanisms.	To learn best practices in networking with civil society groups and the public clients towards improved public service delivery. Specifically, the conference aims to: <ul style="list-style-type: none"> Enumerate different ways on how the government can partner with civil society groups in establishing accountability mechanisms; Identify ways how the Report Card Survey (RCS) was utilised to promote participation and shared accountability in excellent delivery of public service 	13-15 Nov 2012
Leadership Development for ASEAN	Thailand	A web-based communication platform for ARC on Leadership Development	A web-based communication system will be developed to promote knowledge sharing on leadership development and networking among ASEAN civil service officials	To strengthen networks among ASEAN civil service officials in the area of leadership development	11-15 March 2013
Project Management Skill	Singapore Merging with Programme on project writing (Proposed by Cambodia)	Workshop on project planning and management	5-10 days workshop for CLMV and other members	Sharing experiences and best practices on preparing update on ARC project in the new format	Yearly

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
	Thailand (Proposed by Thailand)	3 days Seminar on Competency Modeling for Senior Executive in ASEAN Public Sectors	Building and grooming leaders is a very important issue each government agency is facing, so a common competency set of leadership is a good starting platform. 10 day training programme	To exchange views and experience on leading government agencies and to develop a competency model for ASEAN leaders in government agencies	September 2011
Leadership Development and Succession Planning	Singapore	Public Administration, Governance and Law		To share Singapore's experiences and best practices in public administration, governance and law	Annual

Priority Area IV: Review of the ASEAN Resource Centers

Strategic Objective: Strengthen the capability of ASEAN Resource Centers under the auspices of the ASEAN Civil Service

Focus	Country Responsible	Actions / Project Title	Brief Description	Objective	Month / Year
<p>Review the concept of the ARCs and their activities and impacts</p> <p>Review the activities and their impacts</p>	<p>All Member States</p>	<p>Conducting the review and evaluation of the ASEAN Resource Centers (ARCs)</p>	<p>Combined set of criteria/indicator as performance measure of the projects</p>	<p>Evaluating and monitoring progress of the projects/ activities</p>	<p>regular</p>

Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation

WE, the Heads of Civil Service of Member States of the Association of Southeast Asian Nations (ASEAN) and the People's Republic of China, Japan, and the Republic of Korea (the Plus Three Countries), on the occasion of our ASEAN Conference on Civil Service Matters (ACCSM) Plus Three Meeting in Luang Prabang, Lao People's Democratic Republic, on 29 October 2010;

RECALLING the initial agreement reached at the inaugural ASEAN Conference on Civil Service Matters (ACCSM) Plus Three Meeting in Vientiane, Lao People's Democratic Republic, on 30 October 2009 to pursue cooperation on civil service matters;

RECOGNISING the direct responsibility of the ACCSM Plus Three to take an active part in implementing the ASEAN Plus Three Cooperation Work Plan (2007 –2017), particularly in promoting good governance, enhancing administrative effectiveness, efficiency and transparency through policy dialogue and capacity building activities;

REAFFIRMING our common belief that civil service cooperation will contribute significantly to strengthening the foundations of ASEAN Plus Three cooperation, facilitate economic and institutional connectivity, and promote people-to-people contacts in East Asia;

REAFFIRMING ALSO that civil service cooperation is a key to narrowing the development gaps among ASEAN Member States and between ASEAN and the Plus Three Countries;

BELIEVING that we have the precious experiences, modern know-how and best practices in civil service matters that should be shared to benefit all in ASEAN Plus Three Countries;

AND CONVINCED that our civil service cooperation will contribute to strengthening peace and security, as well as promoting prosperity and social well-being in East Asia and beyond;

THEREFORE WE HEREBY AGREE AS FOLLOWS:

1. We will meet once every two years to discuss civil service policy issues of common interest;
2. We will explore practical areas of cooperation in line with the ASEAN Plus Three Cooperation Work Plan (2007-2017), starting with the following:
 - a. Strengthening E-governance
 - b. Improving effectiveness, efficiency, transparency and productivity in public sector, and
 - c. Strengthening human resource management and human resource development
3. We will endeavour to implement civil service cooperation projects and undertake relevant cooperative activities that will develop best practices in civil service matters to benefit all in ASEAN Plus Three Countries;
4. We will endeavour to mobilise necessary resources and expertise to support timely and efficient implementation of this Joint Declaration;
5. We will report our progress to the ASEAN Plus Three Summit through ASEAN Plus Three Foreign Ministers Meeting;
6. We will establish the ACCSM Plus Three Joint Technical Working Group to carry out appropriate follow-up measures, including formulating a work plan, under our policy guidance;
7. The ACCSM Plus Three Joint Technical Working Group will operate under the rules of procedure to be determined by the ACCSM Plus Three, and
8. The ASEAN Secretariat will be requested to provide necessary support for the ACCSM Plus Three Joint Technical Working Group.

ADOPTED by the Heads of Civil Service of Member States of the Association of Southeast Asian Nations (ASEAN) and the People's Republic of China, Japan, and the Republic of Korea (the Plus Three Countries) on this Twenty-Ninth Day of October in the Year Two Thousand and Ten in Luang Prabang, Lao People's Democratic Republic.

ASEAN Plus Three Conference on Civil Service Matters (ACCSM+3) Work Plan (2012-2015)

1. BACKGROUND

The ASEAN Conference for Civil Service Matters (ACCSM) is an ASEAN forum promoting regional cooperation to strengthen civil services in ASEAN Member States (Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam). With the 15th ACCSM commenced in 2009, Lao PDR assumed the ACCSM Chairmanship until the end of 2010.

The ACCSM is committed to supporting the establishment of the ASEAN Community by 2015 by continuing to develop effective, capable, accountable and responsive civil services in ASEAN as reflected on its Mission Statement adopted at the 10th ACCSM Meeting in Thailand in 1999. The ACCSM acknowledged the need to continue efforts to enhance the quality of civil service that meets the challenges of regional integration and community building.

The ACCSM has initiated steps to expand regional cooperation with three key Asian countries, namely China, Japan and Korea, under the ACCSM Plus Three initiative. The engagement with the Plus Three Countries is seen as a systematic effort to expand the scope of on-going bilateral assistance of members of the ACCSM with the Plus Three countries to the regional level, which is very much in the spirit of the ACCSM.

The ASEAN Socio-Cultural Community (ASCC) Blueprint incorporates six characteristics for cooperation in the region, namely: Human Development, Social Welfare and Protection, Social Justice and Rights, Ensuring Environmental Sustainability, Building the ASEAN Identity, and Narrowing the Development Gap. It also points to the need for “building civil service capability” and highlights the role of the ASEAN Conference on Civil Service Matters (ACCSM) “in the promotion of effective and efficient civil service, public accountability and good governance.”

The civil service, as a main implementer of policy and strategy, has a pivotal role in addressing the global challenges and the areas covered by the Blueprint. The cooperation between the civil services within the ACCSM forum is an important instrument to address issues of common concern, set up common projects, learn from one another and become ever better at serving the region, its Governments and the public. The Work Plan 2008–2015 comprises a number of good initiatives for the ACCSM Plus Three Member States to help one another in building capacity. ASEAN has already cooperated with Japan, China and Korea (hereby, called Plus Three countries) for some time in some of the areas covered by the Blueprint. The 14th ACCSM in Bali, Indonesia, welcomed such cooperation and decided that this issue would be addressed at the 15th ACCSM main conference, resulting in a detailed cooperation plan.

The inaugural meeting of ASEAN Plus Three on Civil Service Matters, was held on 30 October 2009 in Vientiane, Lao PDR. At this meeting, representatives from the said Plus Three countries presented their papers which covered the possible areas of the cooperation. The meeting agreed, in principle, on the proposed framework for cooperation on civil service matters. Therefore this work plan and the preliminary cooperation projects have been formulated to help realize the cooperation between and among ASEAN Member States and the 3 dialogue partners.

The Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation which was adopted by the ASEAN Heads of Civil Service and Plus Three Countries on 29 October 2010, made official the cooperation between ACCSM and the Plus Three Countries in the area of civil service cooperation. The Work Plan is developed based on the Luang Prabang Joint Declaration, which identifies the priority areas for cooperation.

2. OBJECTIVES

The ACCSM Plus Three collaboration will take place with particular reference to the element of “building civil service capability” in the ASCC Blueprint, with the following objectives:

- To exchange experiences on key areas within public administration and reform, in particular, capacity development and enhancement of human resource capabilities;
- To learn from a country that has significant expertise and know-how in civil service matters and capacity development;

- To strengthen capacity development and knowledge in the respective civil services in all the concrete areas covered by the Blueprint;
- To support effective implementation of the Work Plan (2008-2015); and
- To assist in reducing the gap in terms of capacity among ASEAN Member States.

3. APPROACH AND STRATEGY

The 15th ACCSM took a systematic approach in developing cooperation with the Plus Three Countries. This consisted of four stages, in close alignment with the basic ASEAN principles ASCC Blueprint and the Work Plan, which are as follows:

- a. internal discussion within ACCSM and clarification of framework for cooperation;
- b. dialogue with the Plus Three countries to formulate collaboration arrangements and work plan;
- c. phase of pilot projects (2012 – 2013) to achieve quick results and strengthen collaboration; and
- d. main programme of cooperation projects (2013 – 2015), which would build on lessons learnt.

The 15th ACCSM in October 2009 discussed the broad framework for collaboration with Plus Three Countries. There was broad consensus among the ACCSM members about the need to establish the partnership with Plus Three countries, and the importance of building this partnership around a clear and well formulated agenda for action. This was followed by a Joint Declaration by the ACCSM and Plus Three Countries on the collaboration. The declaration would be followed by a period of pilot projects, which would provide a foundation for larger scale cooperation on a longer term basis.

4. PRIORITY AREAS FOR PILOT PROJECTS

The proposed themes of cooperation in the ASEAN Plus Three on Civil Service Matters are:

- E-Governance
- Human resource management and human resource development (HRM/HRD)
- Productivity in public sector

4.1 E-Governance

Proposed areas of cooperation and outputs are:

- a. The Plus Three countries experience with E-Governance offers a strong platform for establishing a major ACCSM. The cooperation offers some good lessons in this regard. Dialogue could be initiated to explore a cooperation plan across the ACCSM, which could cover:
 - Identification of governance mechanisms in the ASEAN to be further strengthened with ICT;
 - Capacity development interventions to help prepare and improve e-governance strategies;
 - Technical support, wherever required, for transition to E-governance; and
 - Pilot projects in mainstreaming E-governance in ASEAN Member States where E- governance is new.
- b. A major part of civil services is in the use of electronic documents and systematic archiving using secure electronic documents. There is significant expertise and experience available in the Plus Three Countries in this area. Several ASEAN Member States would benefit from this experience, when they strengthen their civil service management systems. The areas of cooperation could be:
 - Identification of key areas in civil service activities that could use electronic documents;
 - Development of methods for transition to electronic documents and archives;
 - Institutional mechanisms and security systems to manage electronic documents; and
 - Capacity building support for civil servants to use/manage electronic documents.

4.2 Human Resource Management (HRM) and Human Resource Development (HRD)

Proposed areas of cooperation and outputs are:

- a. The rich experience of the Plus Three Countries in Human Resource Management (HRM) and Human Resource Development (HRD) for its large civil service offers a strong platform for establishing a major ACCSM Plus Three initiative. It could cover:
 - Identification of HRM and HRD mechanisms in ASEAN to be further strengthened;
 - Capacity development for the governments to strengthen HRM and HRD mechanisms;
 - Technical support, wherever required, for introducing HRM and HRD mechanisms; and
 - Pilot projects to prepare for mainstreaming new HRM and HRD mechanisms.
- b. The long term development of a civil service depends heavily on the preparations and capacity building support provided through training to civil servants at the entry level. This thematic area could be explored for cooperation, covering:
 - Competency assessment and competency building in generic civil service tasks;
 - Models for design and delivery of induction training for entry level civil servants;
 - Frameworks to deliver decentralized induction training, including distance learning; and
 - Capacity building for delivering e-learning and distance learning.

4.3 Productivity improvement in civil service

Proposed areas of cooperation and outputs:

- a. The experience of the Plus Three countries in improving productivity offers a strong platform for establishing a major ACCSM Plus Three initiative. The cooperation extended by the Plus Three countries in this area, including those through the Asian Productivity Organization, could be systematically expanded to cover:
 - Identification of civil service management areas for productivity to be further strengthened;
 - Capacity development interventions to and improve productivity in the civil service;
 - Technical support, wherever required, for introducing new productivity improvement tools; and
 - Pilot projects on mainstreaming mechanisms to improve productivity.
- b. The effectiveness of a civil service depends heavily on the performance management systems that are in place. The high level of professionalism that the Plus Three countries have been able to bring into the civil service offers valuable lessons. This thematic area could be explored for cooperation, covering:
 - Performance management mechanisms to be used for different levels of the civil service;
 - Preparations for civil servants to comply with the performance management approach;
 - Institutional framework for performance management at the national and sub national levels; and
 - Linking capacity building support to performance management.

5. IMPLEMENTATION PLAN

No.	Task	Proposed Time Frame	Lead Country
1.	Internal discussion and clarification of framework	October 2011 – October 2012`	
3.	Dialogue on working arrangements with the Plus Three countries	October– December 2012	
4.	Training course on National ICT Plans and Strategies	March 2012	Singapore
5.	Training of trainers on IT security awareness programme	June 2012	Brunei Darussalam
6.	Forum on effectiveness of the public service web	September 2012	Thailand
7.	Training on HRM & HRD planning aimed to support gender balance	March 2013	Philippines
8.	Seminar on competency base assessment & result base assessment	June 2012	Indonesia
9.	Study meeting on upgrading examination in the civil service	June 2012	Viet Nam
10.	Study visit on public sector productivity and innovation	September 2012	Lao PDR
12.	Seminar on Green Productivity Improvement	April 2014	Myanmar
13.	Attachment Programme for ACCSM Member States on Public and Human Resource Management in ASEAN Plus Three	September 2012	Malaysia
14.	Preparation of main phase of cooperation projects	January – March 2013	
15.	Implementation of main phase of cooperation projects	April 2012 – December 2015	

6. FUNDING MODALITIES

All pilot projects should be undertaken as far as possible on a self-financing basis, in terms of local costs. The support of the Plus Three countries could be focused on technical assistance, training, meetings and fora hosted by the Plus Three countries, and aligning their on-going bilateral assistance to support the pilot projects. Assistance for this Work Plan from the ASEAN Secretariat may also be sought.

7. IMPLEMENTATION, MECHANISMS AND REVIEW

All ASEAN Member States commit to implement their individual and collective responsibilities under this Work Plan. The ACCSM Chair shall ensure that priority areas under this Work Plan are reflected in future themes, agenda, projects and activities of the ACCSM and its subsidiary bodies. The ACCSM Technical Working Group will develop and coordinate concrete cooperative activities and projects that would contribute to the implementation of this Work Plan. Substantial progress shall be achieved in all priority areas identified above within the next five years. A review of this Work Plan shall be conducted to update and revise its provisions as necessary in 2012. This Work Plan may also be updated at any time when deemed appropriate.

RULES OF PROCEDURE FOR THE ASEAN PLUS THREE CONFERENCE ON CIVIL SERVICE MATTERS (ACCSM+3) JOINT TECHNICAL WORKING GROUP

1. PURPOSE

The ASEAN Plus Three Conference on Civil Service Matters (ACCSM+3) Joint Technical Working Group 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.

2. COMPOSITION

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

3. CHAIRMANSHIP

The ACCSM+3 Joint Technical Working Group shall be chaired by the ASEAN Member State holding the Chairmanship of the ACCSM. The Working Group shall be co-chaired by one of the Plus Three Countries, to be rotated according to alphabetical order.

The Chairperson shall prepare the draft agenda of the ACCSM+3 Joint Technical Working Group Meeting in consultation with the Co-Chairperson.

4. SCOPE OF WORK

The ACCSM+3 Joint Technical Working Group shall have the following functions:

- a. Assist the ACCSM+3 in implementing the Luang Prabang Joint Declaration on ASEAN Plus Three Civil Service Cooperation;
- b. Assist the ACCSM+3 in developing, implementing and reviewing the ACCSM+3 Work Plan;
- c. Undertake follow-up work to the decisions of the ACCSM+3;

- d. Assist the ACCSM+3 in the drafting the ACCSM+3 progress report to the ASEAN Plus Three Summit;
- e. Review proposed cooperation activities to be funded by the ASEAN Plus Three Cooperation Fund (APTCF) and make recommendations to the Committee of the Permanent Representatives to ASEAN Plus Three (CPR+3) Meeting for approval; and
- f. Perform any other functions as may be determined by the ACCSM+3.

5. REPORTING MECHANISM

The ACCSM+3 Joint Technical Working Group shall report to the ACCSM+3 Meeting.

6. FREQUENCY OF MEETINGS

The ACCSM+3 Joint Technical Working Group 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.

7. VENUE OF MEETINGS

The ACCSM+3 Joint Technical Working Group shall meet in the ASEAN Member State holding the Chairmanship of the ACCSM.

8. SUPPORT FOR MEETINGS

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 Joint Technical Working Group Meetings.

9. APPROVAL AND AMENDMENT

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

Any amendment shall be decided through consultation and by consensus of members of the ACCSM+3 Joint Technical Working Group and approved by the ACCSM+3 Meeting.





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