

**“Reimagining ASEAN
Governance for a
Digital, Agile, and
People-Centered
Future”**

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CONTENTS OF PRESENTATION



ABOUT MIGHT



THE CONTEXT



**REIMAGINING
THE FUTURE**



MOVING FORWARD

1. ABOUT MIGHT



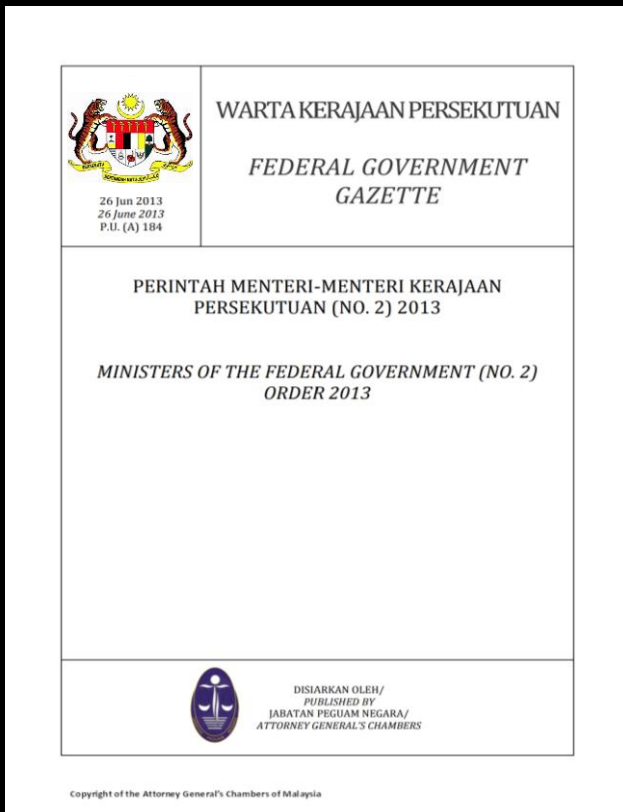
A partnership technology think tank established in 1993 to undertake foresight & future studies.
A government agency at present under the purview of the Ministry of Science, Technology & Innovation



MISSION

To serve the nation in advancing competency in high technology through partnership towards sustainable development

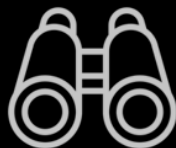
MIGHT THE MANDATE



Strategic Advice
to Government
and Industry



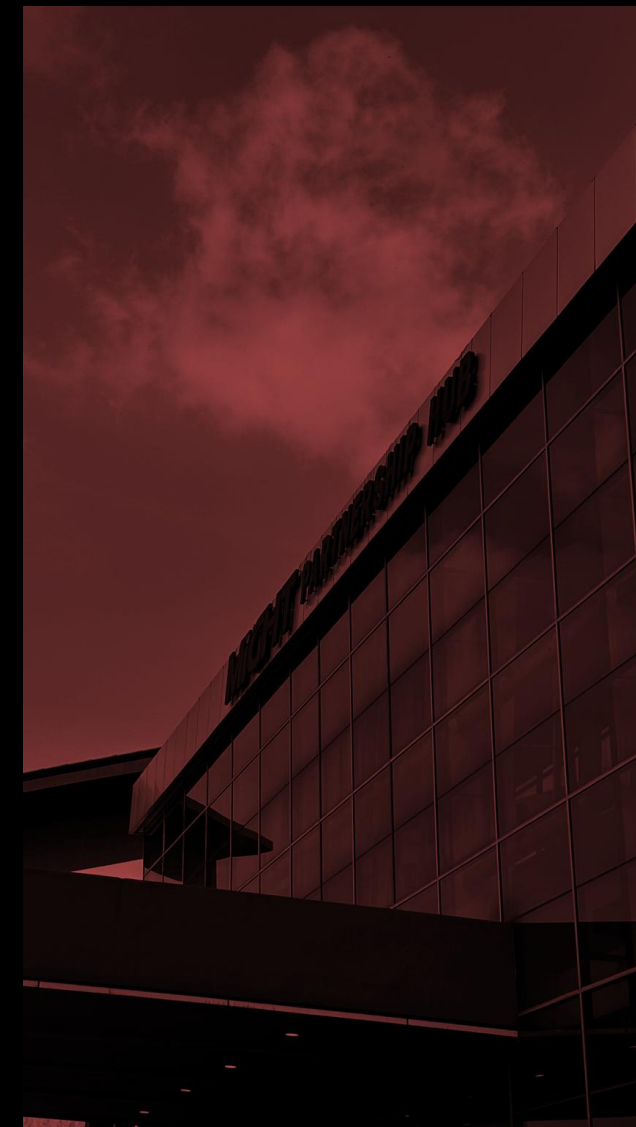
Platform for
Technology &
Industry Clusters



Foresight &
Future Studies



Nurture & Invest to
Build Technology
Capabilities



2. THE CONTEXT

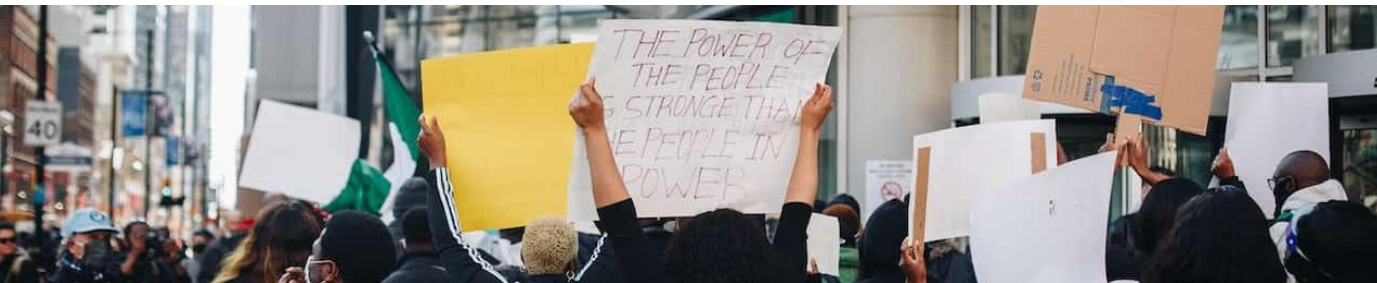


ARE WE **READY** FOR THE FUTURE?



Natural Disasters

Public Health Crises

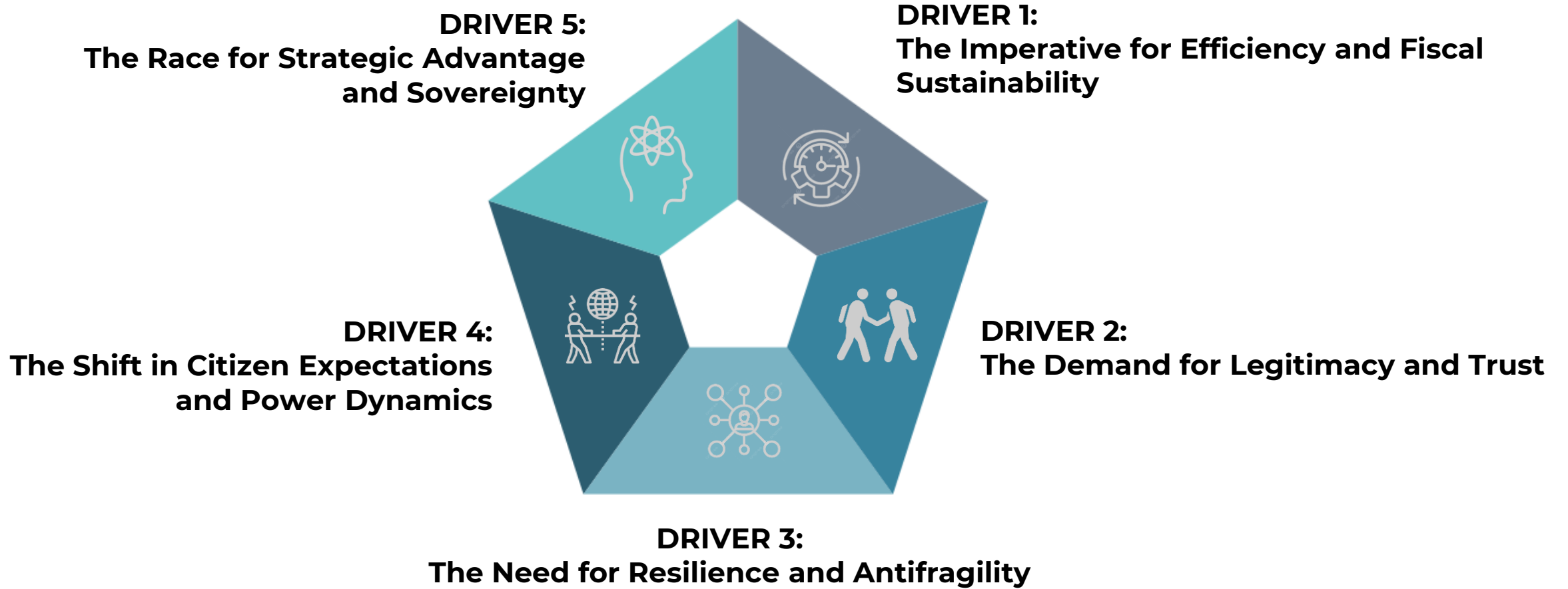


Geopolitical Instability

Terrorism and Security Threats



WHY NOW?



DRIVER 1: The Imperative for Efficiency and Fiscal Sustainability

Governments globally face immense pressure to do more with less



Pressure Points



**1. Operational
& Process**



**2. Workforce &
Cultural**



**3. Financial &
Managerial**



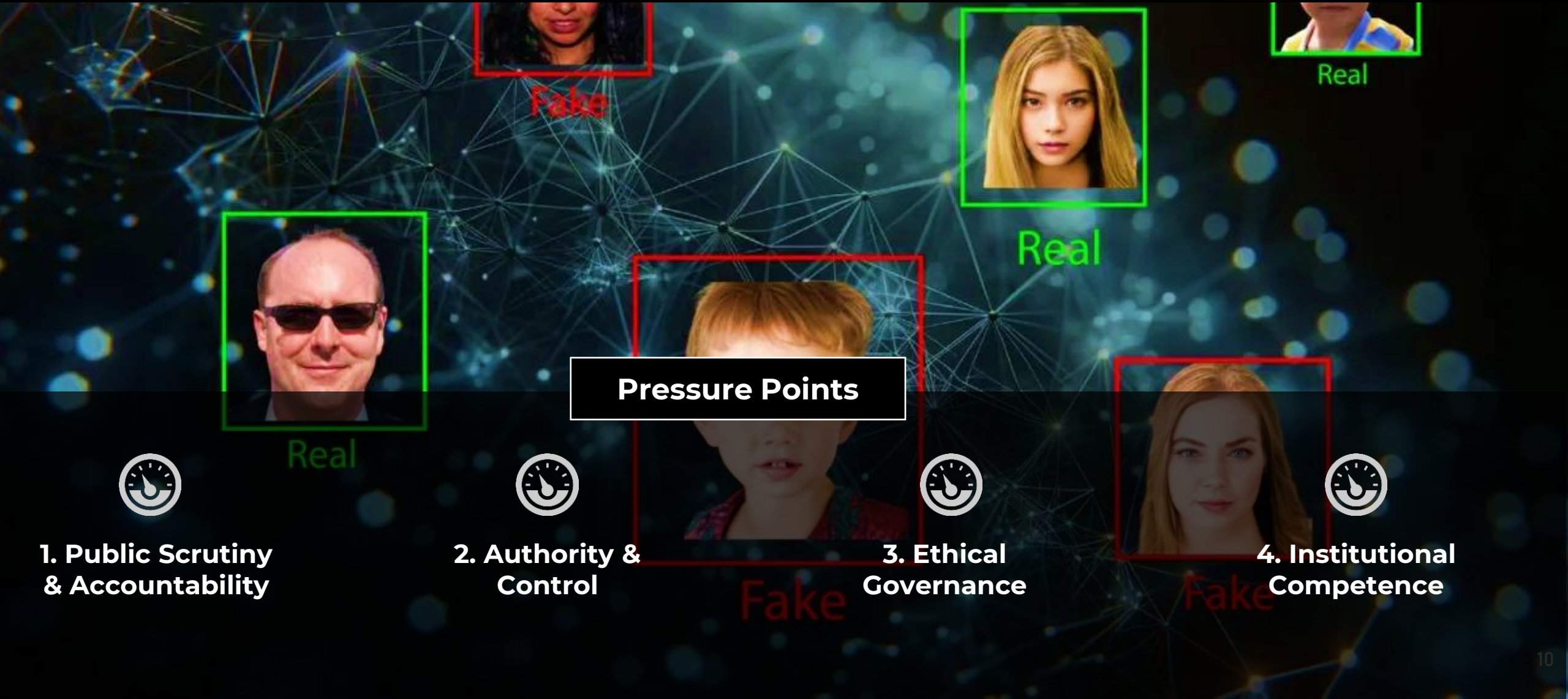
**4. Technological
& Ethical**



**5. Citizen &
Service-Delivery**

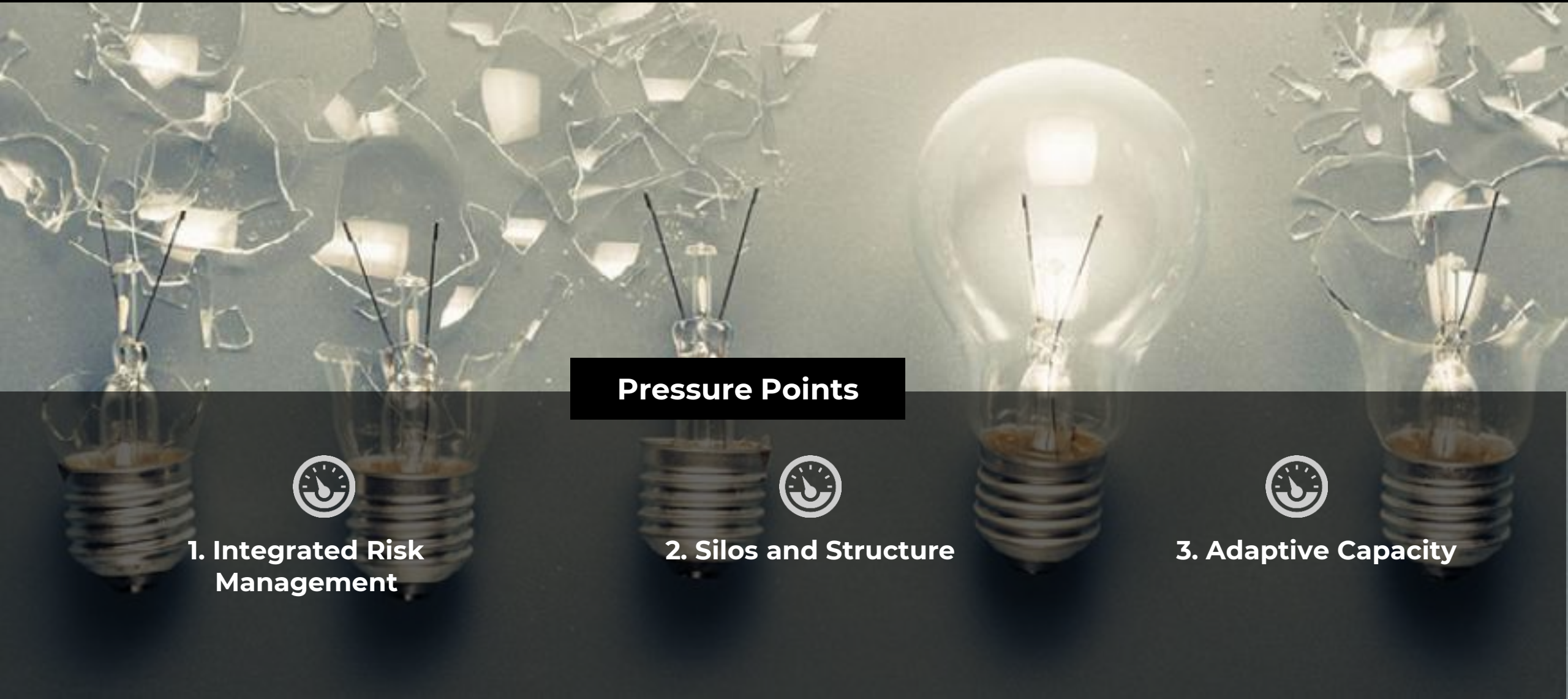
DRIVER 2: The Demand for Legitimacy and Trust

In an era of deepfakes and declining trust in institutions, the very legitimacy of government is at stake.



DRIVER 3: The Need for Resilience and Antifragility

Ensuring societal survival and stability in the face of systemic shocks



Pressure Points



1. Integrated Risk Management



2. Silos and Structure



3. Adaptive Capacity

DRIVER 4:

The Shift in Citizen Expectations and Power Dynamics

Personalisation drives change by forcing governments to adopt human-centred design methodologies.



Pressure Points



1. Private Sector Benchmark



2. Architect Services Around Life Events



3. Inclusive and Frictionless Access



4. Earn Trust Through Design

DRIVER 5:

The Race for Strategic Advantage and Sovereignty

Invest in data & technology sovereignty to avoid dependence on foreign tech giants and protect national security.

Pressure Points



1. Become a Standard-Setter, Not a Follower



2. Technological Self-Reliance



3. Navigate Geopolitical Fracture



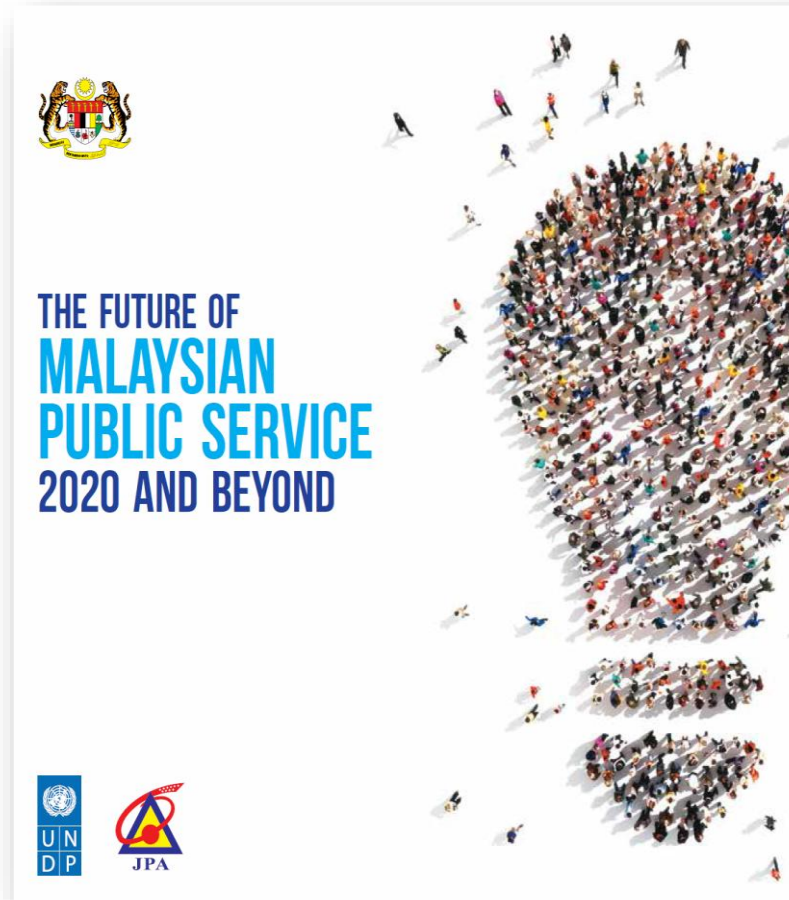
4. Modernize the State as a Strategic Asset

3. REIMAGINING THE FUTURES



REIMAGINING THE FUTURE (CASE STUDY: MALAYSIA)

The Future of Malaysian Public Service 2020 and Beyond was a joint initiative between **MIGHT**, **UNDP**, and **the Department of Public Service Malaysia** in 2014.



13 Drivers of Change that will shape the Malaysian Public Service in 2020 & Beyond

2 "rosy" and "hazy" scenarios predict the future images that the drivers of change will shape.

25 Key Aspects of Policy Direction for Malaysian Public Service to be Future Ready 2020 & Beyond

REIMAGINING THE FUTURE (CASE STUDY: MALAYSIA)

FUTURE OPPORTUNITIES...

01	Smart workplaces	09	Speed up decision making and processes
02	Decentralisation of authority from Federal to States	10	Receptive to change
03	Managing ICT assets for long term sustainability	11	Synergy between political & Public Service initiatives
04	Sustainability as culture	12	Operate in optimal resources
05	Better public interface with Public Services	13	Integrated approach operation
06	Future planning skills and competencies	14	Potential of crowd-sourcing
07	Flexible working environment for work-life balance	15	Increasing trust and enhancing image
08	Data sharing as catalyst for innovation	16	Delivering effectively at less cost

FUTURE VULNERABILITIES...

01	Volatile Geopolitics	09	Dehumanisation
02	Big Data Challenges	10	Feminisation of the Workforce
03	Underfinanced Aging Population	11	Global Scale Cyber-attack and End of Internet
04	Drastic Austerity Measures	12	Natural Resource Wars
05	Global War for Talent	13	Massive layoff of Public Servants
06	Digital divide	14	Ethical Machines
07	Mind-set to Change		
08	Massive Technology Failure		

Leadership in a Digital and Complex World

1. Future Oriented Thinking
2. Social Entrepreneur Mind-set
3. Political Acumen
4. Equality and Values Driven



Organisational Design for Better Response

5. Network of Inter-Organisation
6. Digitalising the Eco-System
7. Decentralisation & Empowerment
8. Autonomous Decision-Making
9. Political and Administrative
10. Change of Image
11. Cyber-Attack



Optimising Talent of People

- 12. Attracting Talent
- 13. End of Average
- 14. Untapped Resources
- 15. Teleworking



Service Delivery Strategy

18. Smart Platform - Interaction with Stakeholders

19. Multi-Channel Platform

20. Predictive Service Delivery

21. Smart and Strategic Partnership for Delivery



Adaptive and Innovative Culture

- 22. Transparency & Accountability
- 23. Dare to Fail
- 24. Vigilant
- 25. Green and Sustainable Practices



3. MOVING FORWARD – THE SHIFTS



DIGITAL GOVERNANCE

SHIFT #1: FROM FRAGMENTED TOOLS TO A COHESIVE ECOSYSTEM

Silos

Isolated e-government initiatives

Integration

Interoperable platforms that form a seamless backbone for all services, across borders.

Bolted-on

Bolting-on security measures after systems are built.

Built-in Security

Privacy and security protocols embedded into the architecture of every new digital service

Access

Measuring success by internet access.

Capability

Measuring success by digital literacy, skills, and meaningful usage across all demographics.

CHALLENGES FOR ASEAN

- Attracting, recruiting and retaining civil servants with strong competition from the private sector
- Lack of digital infrastructure and the low digital literacy of their citizens
- Government data and information management
- More openness and transparency remains a low priority
- Reduce excessive or overly prescriptive bureaucratic procedures
- Deepening of the digital divide

Source: Civil Service Modernisation in ASEAN: Towards A Future-Ready Civil Service

AGILE GOVERNANCE

SHIFT #2: FROM BUREAUCRATIC RIGIDITY TO ADAPTIVE LEARNING

Fear of Failure

"Failure is not an option."

Culture of Experimentation

"Test, Learn, Iterate."

Silos

Work alone on "their" part of a problem & implementation

Cross-Functional Networks

Cross-functional "mission teams" to co-create solutions

Rigid Planning

Multi-year master plans that are outdated upon publication.

Iterative Roadmaps

Living strategies that are continuously updated based on real-time data and feedback.

CHALLENGES FOR ASEAN

- There are inadequate mechanisms regarding accountability, transparency, resource allocation, and the assignment of timeframes and responsibilities.
- Inflexibility in recruiting practices
- Cannot access the training due to lack of funding or limited offerings

Source: Civil Service Modernisation in ASEAN: Towards A Future-Ready Civil Service

PEOPLE-CENTERED GOVERNANCE

SHIFT #3: FROM STANDARDIZED SUBJECTS TO EMPOWERED PARTNERS

For Citizens

"We decide what you need."

With Citizens

"We design with you for your needs."

Efficiency

Success is measured by efficiency

Well-Being

Success is measured by human well-being

Inclusion as an Afterthought

Trying to help excluded groups access existing systems.

Inclusion by Design

Designing systems from the outset to be accessible to the most vulnerable, making them better for everyone.

CHALLENGES FOR ASEAN

- Trust between government and its citizens
- Undertake piecemeal engagement with citizens due to lack of awareness or skills
- Increased representation of women and culturally and linguistically diverse people within the civil service
- Recruitment – Difficulty in attracting a diverse range of candidates

Source: Civil Service Modernisation in ASEAN: Towards A Future-Ready Civil Service

WHAT GETS MEASURED, GETS DONE



Where are we? Where we want to be?

“ We are limited,
not by our abilities,
but by our vision

”

Khalil Gibran
Author & Philosopher





THANK YOU

#lets collaborate for #better futures