

ASEAN COMMUNICATION MASTER PLAN

ASEAN:
A
Community
of
Opportunities



one vision
one identity
one community



ASEAN COMMUNICATION MASTER PLAN

ASEAN: A Community of Opportunities

The ASEAN Secretariat
Jakarta

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The ASEAN Secretariat is based in Jakarta, Indonesia.

For inquiries, contact:
The ASEAN Secretariat
Public Outreach and Civil Society Division
70A Jalan Sisingamangaraja
Jakarta 12110
Indonesia
Phone : (62 21) 724-3372, 726-2991
Fax : (62 21) 739-8234, 724-3504
E-mail : public@asean.org

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EXECUTIVE SUMMARY

The ASEAN Communication Master Plan (ACMP) provides the framework to communicate messages about the character, structure and overall vision of ASEAN and the ASEAN Community to key audiences including local communities of ASEAN Member States (AMS), women and children, youth, governments, businesses, Civil Society Organisations (CSOs), influencers, media and global audiences.

The ACMP has been developed through consultation and with inputs from the ASEAN Secretariat (ASEC), the Committee of Permanent Representatives to ASEAN (CPR) and its Working Group, as well as Sectoral Bodies under the three ASEAN Community Pillars – ASEAN Political-Security Community (APSC), ASEAN Economic Community (AEC) and ASEAN Socio-Cultural Community (ASCC). The ACMP is also guided by source materials, in particular the “Surveys on ASEAN Community Building Efforts 2012” (The Survey) and the existing Communication Plans of ASEAN’s three Community Pillars. Details of source materials are provided in Appendix.

The ACMP articulates an overarching message for ASEAN as “**ASEAN: A Community of Opportunities.**” This message identifies ASEAN as a community that aims to instil a sense of belonging and identity among its citizens, and that brings new opportunities to the people of ASEAN and the broader global community. The overarching message also provides the connectivity to aid the coherence and convergence of ASEAN’s three Community Pillars and the implementation of their own communications initiatives.

The overall goal of the ACMP is to provide fact-based and compelling communications that clearly demonstrate the relevance and benefits of the ASEAN Community to audiences inside and outside AMS, and recognise that the ASEAN Community is unique and different from other country integration models.

The ACMP is intended to provide a direction to aid local development and implementation of detailed communication strategies by the three Community Pillars and by the AMS. Those strategies may reflect the different characteristics and needs of the AMS and include perspectives from appropriate stakeholders.

The ACMP is not grounded in a single moment of time. It is designed to be a living plan that supports the conception and implementation of policies over time.

The launch of the ASEAN Community in 2015 and the 50th Anniversary in 2017 of ASEAN's founding are important milestones for community building and provide a basis for communication planning.

The ACMP outlines a series of integrated communications strategies and tactics aimed at achieving heightened awareness of the initiatives that create a shared community of opportunities and benefits across ASEAN's governments, peoples and dialogue partners.

Tactically, the ACMP provides direction on a spectrum of communications activities across traditional media, electronic and social media, and in-market events, to access stakeholders of all groups and ages and which can be implemented at the AMS level as well as ASEAN-wide.

The ACMP also recognises contributions in support of implementation that can be made in collaboration between the ASEAN Foundation and the relevant ASEAN bodies.

The needs, aspirations and futures of the ASEAN Community are central to the ACMP, which also aims to engender a collective sense of pride in ASEAN heritage and achievement; and to further this sense of pride by engaging with citizens and overseas audiences to demonstrate the range of opportunities and benefits offered by the ASEAN Community.

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VISION

ASEAN's vision is of a community that is not only “a politically cohesive, economically integrated, socially responsible” community but also “a truly people-orientated, people-centred and rules based” community (Bandar Seri Begawan Declaration on the ASEAN Community's Post-2015 Vision).

This vision is built around the three ASEAN Community Pillars of political and security, economic and socio-cultural, which combine to offer political cohesion and security, economic integration and a caring, sharing society.

As ASEAN moves towards the realisation of the ASEAN Community in 2015, the people of ASEAN need a clear understanding of what it means to be part of an integrated region where there are shared, equitable opportunities for business, community and personal growth.

The ASEAN Community embraces many cross-cutting elements such as infrastructure connectivity, institutional connectivity and people connectivity. In order to inspire the people of ASEAN and the international community, there is a need to communicate an overall ASEAN vision embodying all these qualities.

The ACMP articulates this ASEAN vision through an overarching message: **“ASEAN: A Community of Opportunities.”**

This message is people-centred and promotes the sense of ASEAN community belonging relevant today and in the future; and also that this shared community and its developments offer a broad range of opportunities for all of its citizens.

The message serves to communicate a sense of belonging to the various target audiences within each AMS. It is also intended to embrace the sense of belonging created through the ASEAN sectoral activities in the various fields of business, education, employment, health, disaster relief, human rights and social advancement.

The ACMP also envisions harnessing the growing sense of collective ASEAN mutual support and empowerment during times of natural disaster when Member States have bonded to provide humanitarian assistance and disaster relief. These collective responses to communities-in-need demonstrate tangible manifestations of ASEAN Community, underline the ASEAN sense of community belonging and create opportunities for mutual support activities within the ACMP.

AUDIENCES

ASEAN's unique mix of peoples and communities means that the AMS audiences ASEAN needs to reach will vary in levels of ASEAN awareness, familiarity and understanding. This was also the findings contained in The Survey conducted in the Member States.

The audiences that ASEAN needs to communicate to in each AMS are as follows:

- General Public – to include rural and urban communities, and recognising that this is a broad category that will overlap with other audiences;
- Women and Children – to include women's community organisations, educational and children's organisations;
- Youth – to include students as the future leaders of ASEAN;
- Government – to include government officials, institutions;
- Business – to include local businesses, multinationals, small-and medium-size enterprises (SMEs), ASEAN business councils and trade associations;
- Civil Society Organisations (CSOs);
- Key influencers – to include academia, think tanks and the international community; and
- Media – to include local, national, regional, international, traditional and online.

However, with each of these audiences containing segments with different levels of knowledge about ASEAN, it is important for the ACMP to address AMS audiences that already know and understand ASEAN, while building a knowledge base for those that have limited or no understanding and providing responses for those audiences who have negative views about ASEAN.

The Survey findings help to establish knowledge levels of various AMS audiences. The findings, while focusing primarily on metropolitan research where TV is cited as a top source of information for 90% of the population, also take into account the needs of AMS rural and non-urban communities in which TV and radio were also found to be popular.

The Survey findings also revealed perception gaps to be addressed through communications activities at a local level.

Examples of some of the stakeholder perspectives are given in Figure 1.

Figure 1: Examples of Perceived Benefits and Downsides among ASEAN Stakeholders and Actions to Improve Perceptions

Stakeholder	Examples of Perceived Benefits	Examples of Perceived Downsides	Actions to Help Build a Continuum of Awareness from Negative to Positive	Examples of Communication Channels to Facilitate Change
General Public	<ul style="list-style-type: none"> • ASEAN integration brings more job opportunities and the ability to work in another country • The ASEAN Community forges a sense of belonging to an integrated regional community • It will be easier to travel within the ASEAN Community • Greater integration will enable more people to enjoy better quality financial services 	<ul style="list-style-type: none"> • There will be greater competition for jobs from other ASEAN nationals • Awareness and understanding of the ASEAN Community is mixed • Those who only speak one language may be disadvantaged in obtaining employment • The elderly will benefit less from the ASEAN Community than youth 	<ul style="list-style-type: none"> • Build greater awareness, knowledge and understanding about the impact of the ASEAN Community • Improve awareness of ASEAN Connectivity initiatives and the impact these will have • Highlight real-life examples of positive ASEAN Community advantages • ASEAN disaster relief efforts show collective concern for Member States in need 	<p>RURAL</p> <ul style="list-style-type: none"> • Word of Mouth • Radio • TV • Roadshows • Community Events <p>URBAN</p> <ul style="list-style-type: none"> • TV • Publications • On-Line • Mobile • Roadshows • Display ASEAN Emblem/Flag alongside AMS Flag on relief goods, tents, etc.

Stakeholder	Examples of Perceived Benefits	Examples of Perceived Downsides	Actions to Help Build a Continuum of Awareness from Negative to Positive	Examples of Communication Channels to Facilitate Change
Women and Children	<ul style="list-style-type: none"> The ASEAN Community recognises and actively promotes the rights of women and children as a fundamental principle Commitment to combatting violence against women and children 	<ul style="list-style-type: none"> Lack of general awareness of ASEAN's commitment to Women and Children. 	<ul style="list-style-type: none"> Create knowledge of social welfare and protection under the ASCC blueprint Promote ASEAN Commission on the Promotion and Protection of the Rights of Women and Children and the ASEAN Declaration on the Elimination of Violence Against Women and Children Raise awareness of ASEAN Human Rights Declarations, particularly protection of mothers and the rights of working mothers 	<ul style="list-style-type: none"> Radio TV Roadshows Community Events Family Forums ASEAN Children's Forum Women's Forums

Stakeholder	Examples of Perceived Benefits	Examples of Perceived Downsides	Actions to Help Build a Continuum of Awareness from Negative to Positive	Examples of Communication Channels to Facilitate Change
Youth	<ul style="list-style-type: none"> The ASEAN Community offers exciting new prospects for education and employment The young generation is recognised by ASEAN as the future of the integrated community Educational exchanges will benefit young people and give them more opportunities The ASEAN Community will create more and better jobs for young people 	<ul style="list-style-type: none"> Young people will be left behind as the ASEAN Community develops Any advantages are only for the favoured few Young people in my own country will be disadvantaged compared to others The ASEAN Community will not create any new or different educational or job opportunities 	<ul style="list-style-type: none"> Create awareness of ASEAN's commitment to young people as the region's future Include information on the ASEAN Community in AMS school curricula at secondary school and college levels Build knowledge of opportunities for young people in the ASEAN Community Improve perception of ASEAN youth as belonging to one integrated community Demonstrate the educational and employment benefits of the ASEAN Community 	<ul style="list-style-type: none"> Education curricula on ASEAN Educational and employment forums On-line Mobile Roadshows

Stakeholder	Examples of Perceived Benefits	Examples of Perceived Downsides	Actions to Help Build a Continuum of Awareness from Negative to Positive	Examples of Communication Channels to Facilitate Change
Government	<ul style="list-style-type: none"> • Strong regional banks, competitive insurance markets and deep, liquid capital markets will facilitate greater ASEAN economic growth • Country developments will make the ASEAN region stronger and more able to compete within the global community • Unresolved conflicts have a better platform for discussion and resolution • Connectivity between ASEAN Member States will be stronger • ASEAN common visa and Open Sky policy will bring more tourism and income opportunities for communities 	<ul style="list-style-type: none"> • Awareness of the impact of the ASEAN Community is not consistent • Individual country cultural identities may decline • Some officials are concerned that their workforces/production will be adversely impacted by the ASEAN Community 	<ul style="list-style-type: none"> • Achieve greater understanding of the overall benefits of integrated regional infrastructures • Demonstrate the positive impacts being achieved by the ASEAN Community which adds to country culture and local identity • Highlight the advantages of the ASEAN Community, such as lower production costs from free trade 	<ul style="list-style-type: none"> • Government forums • Speaker platforms • Direct contacts • E-mail • Information Toolkit/Power Point Presentation • Public Service Announcement (PSA)

Stakeholder	Examples of Perceived Benefits	Examples of Perceived Downsides	Actions to Help Build a Continuum of Awareness from Negative to Positive	Examples of Communication Channels to Facilitate Change
Business	<ul style="list-style-type: none"> • ASEAN companies will have the opportunities to expand regionally more easily • Business networking and information sharing opportunities will increase • Lower tariffs and harmonised regulatory structures will attract more companies to invest in ASEAN • There is a strong pool of talented workers in ASEAN • There is a large consumer base of 625 million consumers to which to market • Developed regional capital markets, underpinned by efficient payment and settlement systems and freer capital flows, will benefit investors and issuers 	<ul style="list-style-type: none"> • Competition will increase with trade barriers declining • Implementation of the ASEAN Economic Community may not be even across ASEAN • Production within ASEAN may move to lower cost countries • The ASEAN Community is assumed to be similar to the European Union and other trading blocs • Financial integration only benefits a small number of business sectors 	<ul style="list-style-type: none"> • More uniform knowledge about the benefits and direct impact of the AEC • A clear understanding of business impacts • Improved awareness of ASEAN • Connectivity initiatives and the impact these will have • A better understanding of ASEAN's integration into the global economy • Raise awareness on specific business advantages created by financial integration • Highlight business success stories across ASEAN Community and within AMS 	<ul style="list-style-type: none"> • Seminars • Sector-specific symposiums • On-line communications • Speaker platforms • Advertising • Email • Third party advocates • Case studies • Inflight magazines

Stakeholder	Examples of Perceived Benefits	Examples of Perceived Downsides	Actions to Help Build a Continuum of Awareness from Negative to Positive	Examples of Communication Channels to Facilitate Change
Civil Society Organisations	<ul style="list-style-type: none"> • There will be an easier pooling of resources in times of crisis • Teachers and academics will be able to work across ASEAN • Health and environmental conditions will improve with new policies • With the narrowing of development gaps among ASEAN economies through capacity building and financial integration, the quality of financial services to those now under-served, under-banked and under-insured will improve • Financial integration allows for crucial information on financial services to reach ASEAN groups that may lack access to financial education 	<ul style="list-style-type: none"> • Cultural and national identity conflicts may emerge • Environmental problems may increase with more tourism • Less developed markets will not achieve the same benefits as others 	<ul style="list-style-type: none"> • Improve understanding of ASEAN Community and its equitable philosophy • Expand awareness of the role of the AMS within the ASEAN Community and regional accord • Provide information to help people improve their financial understanding • Increase knowledge of human development, social welfare and environmental sustainability initiatives and their impact 	<ul style="list-style-type: none"> • Direct contact • Seminars • Third party advocates • Targeted media • On-line Communications (e.g. the ASEAN remittance database and website) • Pre-departure orientation programmes for migrant workers, where applicable

Stakeholder	Examples of Perceived Benefits	Examples of Perceived Downsides	Actions to Help Build a Continuum of Awareness from Negative to Positive	Examples of Communication Channels to Facilitate Change
Key Influencers	<ul style="list-style-type: none"> • ASEAN Community underlines the region's growing importance on the international business and economic stages • Peace and stability is more likely to be realised under ASEAN Community • Conflict resolution will be easier 	<ul style="list-style-type: none"> • Some aspects of integration may advantage some members of the ASEAN Community over others 	<ul style="list-style-type: none"> • A more detailed understanding of the ASEAN Community and its equitable philosophy 	<ul style="list-style-type: none"> • Seminars • E-mail • Speaker platforms • Specific symposiums • Newspaper articles • TV programmes
Media	<ul style="list-style-type: none"> • The ASEAN Community will be good for the people of ASEAN • All ASEAN citizens have opportunities for better jobs and better pay with the ASEAN Community 	<ul style="list-style-type: none"> • Detailed awareness or understanding by media of impact of ASEAN Community is not uniform • The ASEAN Community will only benefit businesses and not ordinary people 	<ul style="list-style-type: none"> • Greater knowledge about the commitment of putting people at the heart of the ASEAN Community • Greater understanding of the economic, political and socio-cultural aspects of the ASEAN Community 	<ul style="list-style-type: none"> • Direct contact/ briefings • Interviews • Third party advocates • Speaker platforms

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MESSAGES

The overarching message for ASEAN is: **“ASEAN: A Community of Opportunities.”**

This is the foundation of the ACMP and should resonate throughout ASEAN Community Pillar-specific messages and programmes, while further cross-cutting elements of community building and ASEAN Connectivity provide a bond across all three Community Pillars.

The presence of an overarching message for ASEAN does not prevent the creation of different themes to represent AMS- or Pillar-specific initiatives. Those themes can be an expression of the overarching message to fit specific needs.

Each message underneath the overarching message should illustrate fact-based benefits, together with supportive evidence of actual experiences, proof points and Pillar connectivity that creates or contributes to these benefits, as shown in Figure 2.

Examples of real life, people-based benefits should be used to illustrate these proof points wherever possible. This will help create lively storytelling and stress the tangible benefits felt by people and communities.

Messages can then be tailored to the specific requirements of each AMS and specific audience need, with translation to appropriate languages. Consideration should also be given to the varying educational levels and occupational status of people within each AMS. This is particularly relevant when planning activities to take place in either metropolitan or rural communities.

Message planning should also take into account potential negative sentiments which are countered by proof points.

Figure 2: Message Matrix Example

ASEAN: A Community of Opportunities		
APSC	AEC	ASCC
<p>Messages</p> <ul style="list-style-type: none"> • ASEAN brings more peace and security to your life. • ASEAN is a region of shared values and norms. • Together ASEAN shares a voice in the global community. • ASEAN promotes and protects your rights. 	<p>Messages</p> <ul style="list-style-type: none"> • ASEAN provides you with more opportunities for employment. • ASEAN is a home for your business investment. • ASEAN offers the best people and best practices for your business. • ASEAN is a region fully integrated into the global economy. • Strong financial regional intermediation to support trade integration and narrow development gaps. ASEAN financial integration supports economic growth, improves savings and investment and promotes financial inclusion. 	<p>Messages</p> <ul style="list-style-type: none"> • The ASEAN Community is all about you. • The welfare of ASEAN citizens is at the centre of our thinking. • ASEAN offers improved opportunities to all its citizens. • ASEAN Community provides faster and more effective help in the event of disasters. • Enjoy the rich culture and hospitable atmosphere of ASEAN.
<p>Proof Points</p> <ul style="list-style-type: none"> • Strong political and security cooperation. • A rules-based community. • Conflict resolution and conflict prevention initiatives such as the ASEAN Regional Forum (ARF). • ASEAN Institute for Peace and Reconciliation (AIPR) enhances peace, security and stability. • ASEAN Human Rights Declaration (AHRD). 	<p>Proof Points</p> <ul style="list-style-type: none"> • Consumer market of 625 million people. • Simplified rules and greater access. • Expanded access to capital to help your business grow. • A well-skilled and educated workforce. Financial integration has enabled international companies to invest and expand their businesses in ASEAN. • Simplified rules, greater transparency and enhanced regulatory coherence enables ASEAN businesses to take advantage of a unified market and supports economic growth. • ASEAN Framework for Equitable Economic Development. • From 2005 to 2012, ASEAN's GDP as a whole has grown at an average of 5.3% and intra-ASEAN trade has shown consistent growth. 	<p>Proof Points</p> <ul style="list-style-type: none"> • Hospitable region with a rich culture. • ASEAN Agreement on Disaster Management and Emergency Response coordinated collective response to Typhoon Haiyan. • Improved social welfare & protection policies and schemes. • Strong literacy rates among Member States. • Life expectancy rates are increasing. • Improved access to safe drinking water and improved sanitation. • Implementation of ASEAN Environmental Education Action Plan protects natural resources and improves the environment. • Promotion of social justice.
<p>ASEAN Connectivity</p> <p>Connecting Institutions – Connecting Infrastructure – Connecting People</p> <p>Tangible, people and rules-based benefits, bonded throughout the activities of all three ASEAN Community Pillars, that create opportunities to build and enhance communities</p>		

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STRATEGY

In order to communicate effectively the message of ASEAN as “**A Community of Opportunities**,” ASEAN needs to communicate more consistently, more often, with more people. Communication strategies, however, may differ in each AMS and local language will be important.

Much progress has been made in recent years, both by the communications function at the ASEAN Secretariat as well as in the Member States. This has included better use of social media as well as more traditional forms of communication.

With the need to communicate the ASEAN Community to more audiences both within AMS and externally, management and oversight of communication resources is required to ensure there are limited areas of overlap and that messaging is consistent.

The ACMP envisages greater consistency in messages, improved and expanded use of traditional (mass) and social media, more people trained to be spokespersons for ASEAN in each AMS and at the Secretariat level, greater interaction with the media, and a series of initiatives tied to speaking opportunities and community events to help raise greater awareness of the ASEAN Community.

Third party spokespersons are also important to the programme, to bring proof and tangibility to claims made.

To support these initiatives a Three-Year ASEAN Communication Implementation Plan should be developed that ties together planned initiatives at the Secretariat level and within AMS and provides continuity of purpose in support of “**ASEAN - A Community of Opportunities.**”

In all communications, emphasis is laid on benefits made available by the ASEAN Community; providing proof of opportunities with real examples of benefits achieved by businesses and individuals.

Communications activities must involve APSC, AEC and ASCC, both individually and in connectivity for a broad-based ASEAN approach.

This approach also serves to demonstrate linkage to the Community Pillar communications plans, ASEAN Connectivity communications initiatives and AMS programmes, that all sit below the ACMP.

The ACMP’s communication strategies depend on individual application in each AMS, using appropriate resources, channels and languages for effective outreach, particularly among rural audiences.

Sources including The Survey findings and Internet World Statistics identified communication techniques preferred in each AMS, as shown in Figure 3. This is not a definitive list as word-of-mouth and the use of performances, drama and quizzes are often more helpful in rural settings, and focused seminars can be more effective with business groups. It is also noted that many AMS already use all of these techniques depending on the audiences they want to reach.

Figure 3: Survey Findings – AMS Communication Techniques

Technique	Brunei Darussalam	Cambodia	Indonesia	Lao PDR	Malaysia	Myanmar	Philippines	Singapore	Thailand	Viet Nam
TV	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Radio		✓			✓	✓	✓			✓
Newspaper	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Magazine			✓					✓		
Internet	✓		✓		✓		✓	✓	✓	✓
Email			✓							

It is also important to note that online and mobile usage in ASEAN is expanding rapidly as well as being a main source of information for many global audiences. According to 2014 Asia-Pacific Digital Overview as of

January 2014, Southeast Asia's internet usage is more than 195 million users. The same source indicates that internet penetration is high in 7 out of 10 Member States with 73% in Singapore, 65% in Malaysia, 59% in Brunei Darussalam, 39% in Viet Nam, 36% in Philippines, 35% in Thailand and 29% in Indonesia. This trend will accelerate and ASEAN needs to be able to communicate more effectively, both to the ASEAN Community and globally, using these techniques. Added emphasis will be placed in this area.

Despite expanding online users, television remains the choice platform for delivery of messages due to its ability reach the mass. According to Nielsen 2013 data, television, magazine and newspaper advertisements continue to be among the most-trusted forms of advertising in Southeast Asia with 78% in Philippines, 74% in Indonesia, 72% in Thailand and 70% in Malaysia.

TV, radio and newspapers are the key channels for the ACMP's communications during 2014-2017, although the continually growing usage of internet anticipated during this three-year period is also taken into account as an important medium of message delivery.

Effective use of different communication techniques will also be helpful in addressing audiences with negative views of the ASEAN Community and closing the perception gaps identified earlier, as illustrated in Figure 1.

With multiple languages in use throughout ASEAN, consideration must be given to develop communications in local languages for effective transmission of messages, particularly within AMS.

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ACMP PRIORITIES

November 2014 to
September 2017

At a tactical level, communications programmes need to penetrate the various audiences with integrated activities tailored to each audience and Community Pillar.

Progress is already underway with a number of new communications initiatives built around mass marketing and branding. These include the development of ASEAN Spotlight, a weekly series of television programmes about ASEAN that aims to air in all AMS in 2015. A series of short ASEAN Connectivity videos look at the progress of infrastructure, institutional and people-focused connectivity initiatives and the impact these will have on the ASEAN Community. Other programmes include updating of internet properties, a listening programme on social media and finalisation of a number of booklets and leaflets about the impact of political, economic and socio-cultural programmes in ASEAN.

This is in addition to the regular support provided by the ASEAN Secretariat for media inquiries, press conferences, delegations, educational tours, AMS support and other ongoing activities.

With the realisation of the ASEAN Community, there is a need for more extensive, ongoing communication about its benefits within ASEAN, as well as to global audiences as ASEAN communicates its place in the world economy. This requires more communication integration across functions.

A series of communications initiatives are proposed to be initiated over the next 36 months to aid this integration. These will require support from each AMS for implementation.

The communication initiatives and preparations underway from November 2014 should lead to a series of commemorative celebrations in 2015, with special attention given to ASEAN Day on 8 August to showcase the centrality of ASEAN and its achievements. As with all ACMP activities, commemorative events in each AMS will require support, participation and funding from each Member State for optimum execution and effectiveness.

Communication Integration Initiatives

1. Celebrating the Establishment of ASEAN Community

Description:

The diversity of ASEAN means that different segments of the ASEAN population will celebrate the significance of the establishment of ASEAN Community in different ways. As a result, commemorative and outreach activities should be developed at an ASEAN-wide level, at a national AMS level and at a sectoral level.

With ASEAN Day 2015 on 8 August falling on a Saturday it is recommended that this becomes a special focus for high impact activities that celebrate ASEAN Community and bring together the different communities within ASEAN.

Output:

Ideas for inclusive activities include an ASEAN Commemorative Concert, bringing together artists from each ASEAN nation and broadcast in all AMS. Television and other media coverage is essential to create a celebratory atmosphere. Participation by ASEAN personalities will provide an ASEAN Community element for messaging and emphasise the populist approach to the commemoration. In addition a multi-day Festival held in each AMS would help celebrate the rich and diverse culture of ASEAN. More formal activities may include a ceremonial event and flag-raising in each AMS.

Outcome:

ASEAN-wide high impact celebrations promoting ASEAN Community messaging and creating anticipation and excitement.

2. A Year of Activities: ASEAN Community 2015

Description:

The realisation of the ASEAN Community in 2015 is a landmark for ASEAN. Communication of ASEAN Community's benefits to industry and business audiences is already underway at local and ASEAN-wide levels, but will be broadened to other sectors of the ASEAN community, including those impacted by APSC and ASCC activities, who may be unaware of its benefits and advantages for them.

Output:

An outreach programme started in 2014 and continuing throughout 2015, using fact-based information to generate enthusiasm for the ASEAN Community. The programme will involve community activities, media relations, business forums, social media, storytelling, online initiatives, and may involve both local and ASEAN-wide launch activities.

Outcome:

Heightened, knowledgeable awareness of ASEAN Community across all community sectors and enthusiasm for ASEAN Community. Recognition of underlying ASEAN Community Pillars connectivity. Widespread use of the ASEAN Emblem will help strengthen identity and awareness of the collective spirit of the ASEAN Community.

3. Spokesperson Programme

Description:

Identify at least one ASEAN spokesperson in each AMS, to be appointed by the AMS. These people should be confident and credible. They will understand the benefits of the ASEAN Community and will be equipped with appropriate background and messaging as well as being supported by the ASEC. They will be professionally media-trained and presentation-trained. The spokespersons will be expected to represent ASEAN with the media and other stakeholders. They should be both proactive and reactive as needs necessitate. Their activities within the ACMP will also encompass involvement in community events and roadshows, business and government seminars and speaker platforms.

Output:

Trained, confident and networked spokespersons in each AMS can clearly enunciate the policies and benefits of the ASEAN Community to target audiences, aligned with a set of core messages.

Outcome:

More informed media coverage and commentary about ASEAN, helping to establish a clear perspective and greater understanding of the opportunities provided by the ASEAN Community.

4. Traditional Mass Media Programme

Description:

The Survey findings revealed TV and radio as preferred communications channels throughout the AMS, as shown in Figure 3. This preference also extends to semi-rural and rural areas of the countries and, coupled with newspaper and magazine popularity, presents the opportunity for a range of ASEAN Community storytelling that will effectively access a variety of stakeholders.

An initiative to develop ASEAN Spotlight TV programming for distribution throughout ASEAN has been funded and the project is ready to kick-off. The stories highlighted in this series can be repurposed for radio and mass media publications.

Regular radio programming about ASEAN based on ideas about the ASEAN Community created centrally would help expand awareness to more communities. This should be in local languages and with the support of the AMS for implementation.

To enhance knowledge through the traditional media of newspapers or magazine each AMS will run a series of short weekly articles throughout 2015 that could highlight different aspects of what the ASEAN Community achieves for different stakeholders. Created centrally, these articles will be placed in local publications in English and local language with the support of the AMS. Templates for supportive advertising and billboard displays can also be developed centrally and then rolled out at a national level in AMS to provide communications with easily-recognisable uniformity.

Output:

A coordinated media relations strategy across regional platforms of TV, radio, newspaper and magazine media, involving central ideation or content creation with local implementation in local language as appropriate.

Outcome:

Regular communications to the ASEAN citizens about the ASEAN Community utilising traditional mass media.

5. Online Communications Initiative

Description:

In recent years multiple websites or portals have been established meeting different information needs of audiences wanting to know more about ASEAN. Content between these sites lacks consistency and is sometimes outdated. As a consequence it can be confusing for audiences to obtain the information they need.

A review of online assets will determine new online procedures for establishing and maintaining web content, including search engine optimisation, meta-keyword tags and other online optimisation techniques. These functions will be centralised in order to help optimise and manage content according to the needs of the end-user.

The ASEAN Website is gaining increasing reach of 2 million unique visitors in 2013, tripled from the year before. However, there is need for an improved web function and localisation by AMS, including implementation of local language websites and content, will strengthen knowledge and awareness in local markets.

Output:

An improved web function for ASEAN that meets the needs of users, with relevant and robust content in English and local languages.

Outcome:

More online users will be drawn to the content and functionality of the site, improving information flows and helping more people to understand the ASEAN Community.

6. Social Media Engagement Programme

Description:

Organisations today have a responsibility to engage with their stakeholders rather than just communicate to them. Stakeholders are increasingly active on social media and rely increasingly on mobile devices to access information. This is particularly true of the youth of ASEAN who will be the future leaders of the ASEAN Community.

ASEAN currently has a presence on a number of social media platforms: Facebook, Twitter, YouTube, Flickr and Google+.

ASEAN’s existing social media presences on Facebook and Twitter have attracted growing followings, but are currently limited to messages about ASEAN activities and news, commemorative calendar events, ASEAN publications, or tourism news. Dialogue with followers has been initiated and they are directed to the ASEAN website for further information. Although significant recent progress has been made, there is a reliance on vertical ASEAN messaging and more needs to be done to convey messages from the perspective of the connected ASEAN Community.

ASEAN needs to strengthen its social media presence in order to remain current and relevant to stakeholders. ASEAN’s channel strategy will focus on the audience and their needs, not the platform. This is in line with current best practice. ASEAN will focus its presence on a number of channels as shown in Figure 4.

Figure 4: ASEAN Use of Social Media by Audience

Stakeholder	Facebook	Flickr	Google+	Instagram	LinkedIn	Tumblr	Twitter	YouTube
General Public	✓	✓		✓		✓	✓	✓
Women and Children	✓							✓
Youth	✓	✓		✓		✓	✓	✓
Government	✓						✓	✓
Business	✓		✓		✓		✓	✓
CSOs	✓						✓	✓
Key Influencers	✓		✓		✓		✓	✓
Media	✓			✓	✓		✓	✓

In addition there will be preferred local channels where AMS can also establish a presence for ASEAN and expand local knowledge.

Output:

A review of ASEAN’s current Social Media channels and Social Media Policy will lead to a more robust audience engagement model, requiring communication specialists who can respond, post, engage and action, as well as listen on line on behalf of ASEAN.

This will enable ASEAN to utilise listening tools to monitor the broad social media universe for conversations about ASEAN; analyse and discover new content that generates engagement; identify opportunities to grow user adoption; identify and track influencers; and identify opportunities to engage with stakeholders.

Outcome:

ASEAN will have a robust social media presence and stakeholders will have more opportunity to gain increased knowledge about and engage with the ASEAN Community.

7. Education Curricula Initiative

Description:

ASEAN's belief that its youth represent the future leaders of the region requires a definitive means of equipping the younger generation with extensive knowledge of ASEAN Community. Education initiatives across AMS to build awareness of ASEAN are in place, and to supplement these a specific ASEAN Studies module should be updated to focus on the benefits of ASEAN Community and promote ASEAN Studies in higher institutions within the ASEAN University Network.

Output

A structured education module integrated into the curricula of AMS school and colleges that dovetails with existing ASEAN educational initiatives, such as the ASEAN Quiz, to provide specific messages of ASEAN Community benefits.

Outcome:

Education that engenders ASEAN youth with a sense of pride and belonging and inspires them to take advantage of opportunities of employment and development offered by ASEAN Community.

8. Third Party Advocate and Commentators Initiative

Description:

Validation of ASEAN initiatives by third parties provides compelling, tangible evidence of ASEAN benefits. This is evidenced in AEC's "Thinking Globally, Prospering Regionally" booklet which cites examples of how companies have been able to expand their businesses in ASEAN.

Third party advocates and commentators, including ASEAN-linked organizations such as The ASEAN Foundation or the ASEAN Public Relations Association, can also act as powerful endorsers of ASEAN benefits in many other spheres, such as humanitarian relief, social welfare, education or environmental sustainability.

Output:

ASEAN will develop a series of case studies to demonstrate how different stakeholders have benefitted from the ASEAN Community. In addition, ASEAN plans on identifying analysts and commentators who can help provide a third party perspective on the benefits of the ASEAN Community in media relations, speech material and publications.

Outcome:

Fact-based storytelling on ASEAN Community benefits backed by attributable proof: a series of case studies that can be used across media channels to demonstrate the ASEAN Community in action. And a group of analysts and commentators regularly engaged by the media for expert opinion about ASEAN.

9. Content Development Programme

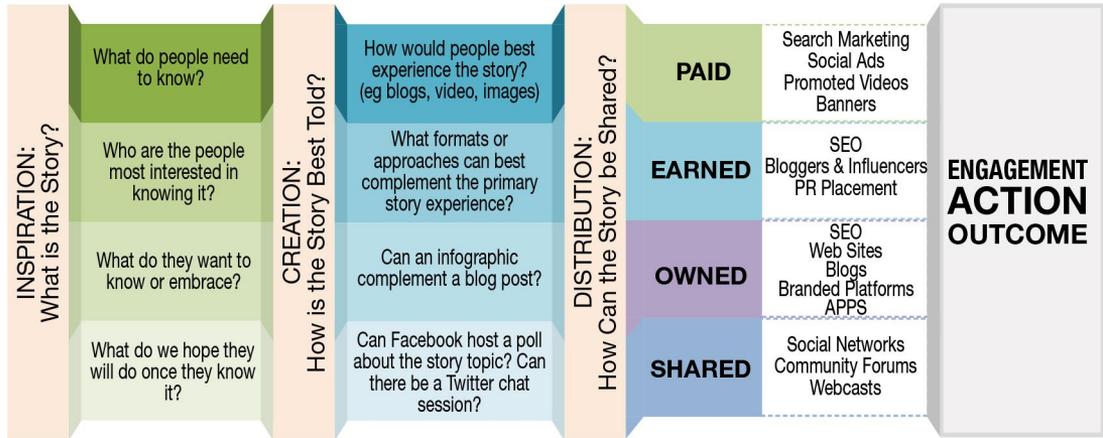
Description:

In ASEAN our communities rely as much on traditional storytelling and word of mouth as they do on other content channels such as publications, online and social media. Whether by word of mouth or online, content and storytelling are at the heart of effective communications.

With 10 Member States, ASEAN has an advantage that it has a multiplicity of stories that can be told and in multiple languages. The challenge for ASEAN, as with many other bodies, is achieving cut-through of messages to keep audiences interested.

Telling the stories of the ASEAN Community and its remarkable achievements is increasingly important, and leveraging ASEAN's owned, paid, shared and earned media assets effectively will ensure those stories gain maximum exposure, as shown in Figure 5.

Figure 5: Maximising all channels in a layered narrative approach



ASEAN should establish internally a content generation bureau, drawing on talent within the Member States, to create on a regular basis the content needed to tell the story of the ASEAN Community to the Community and to global audiences. That content will reach target audiences in ways that are appropriate to them, including local language through support from the AMS.

Output:

A regular and consistent flow of information across multiple channels about the ASEAN Community.

Outcome:

Improved understanding among all target audiences about what it means to be a part of the ASEAN Community, for example, as an individual, through business, or as a visitor.

10. Conference and Speaker Platforms

Description:

As a part of the global community, ASEAN will look to expand its presence at key conference and speaker platforms such as the World Economic Forum and the Boao Forum for Asia. Additional speaking opportunities will be undertaken in AMS. ASEAN will also aim to leverage its existing platforms, such as the ASEAN Finance Ministers’ Investor Seminars, to improve engagement with the public, media and industry.

Output:

A calendar of speaking opportunities will contain prioritised events to be attended by ASEAN representatives from Sectoral Bodies and the AMS.

Outcome:

Increased appreciation of the ASEAN Community and its achievements within the regional and global communities.

11. Polling of ASEAN Awareness and Favourability

Description:

The ACMP requires consistent measurement of its effectiveness among audiences for its programmes to be methodically appraised and adjusted where necessary.

Output:

A survey of AMS audiences will be undertaken at the end of 2016 to poll their awareness of ASEAN and assess their favourability towards it, initially measured against benchmarks established by The Survey.

Outcome:

The ability to gauge the progress and effectiveness of the ACMP, with the opportunity to fine-tune the plan and its communications initiatives.

12. Special Planning Initiative: ASEAN's 50th Anniversary

Description:

ASEAN's 50th Anniversary in 2017 is potentially the most notable landmark in its history and one that will see the convergence of components that make up the ASEAN Community. It will be a celebration of achievements for the ASEAN peoples, as well as an opportunity to stake out plans for further advances. In addition to ASEAN celebrations, audiences around the world will recognise ASEAN's achievements in its 50th year. The anniversary is a unique opportunity to highlight ASEAN Community in a local, regional and international spotlight. Consideration should be given to marking the 50th Anniversary by announcing that ASEAN Day on 8 August is declared a public holiday in all AMS.

Output:

Planning any significant anniversary takes time and ASEAN will establish a cross-functional committee to plan for this. Content and communications will be an important part of this, helping to shape the story that is ASEAN.

Outcome:

A celebration of achievement for the ASEAN Community.

13. Organisation of the Communications Function

ASEAN's ability to expand and deepen its communications reach, to connect members of the ASEAN Community with each other and the global community depends on a strong communications and outreach function. In light of the communications initiatives to be undertaken in 2014-2017, an assessment will be needed of resources and talent in ASEC to ensure goals can be achieved.

14. Pillar Communications and ASEAN Connectivity Communications Initiatives

The ACMP strongly supports the continuation of audience outreach activities by each of the ASEAN Community Pillars and by ASEAN Connectivity, and encourages the development of annual communication plans to support these activities. These annual plans will provide synergy with the ACMP and support the overarching message of **“ASEAN: A Community of Opportunities.”**

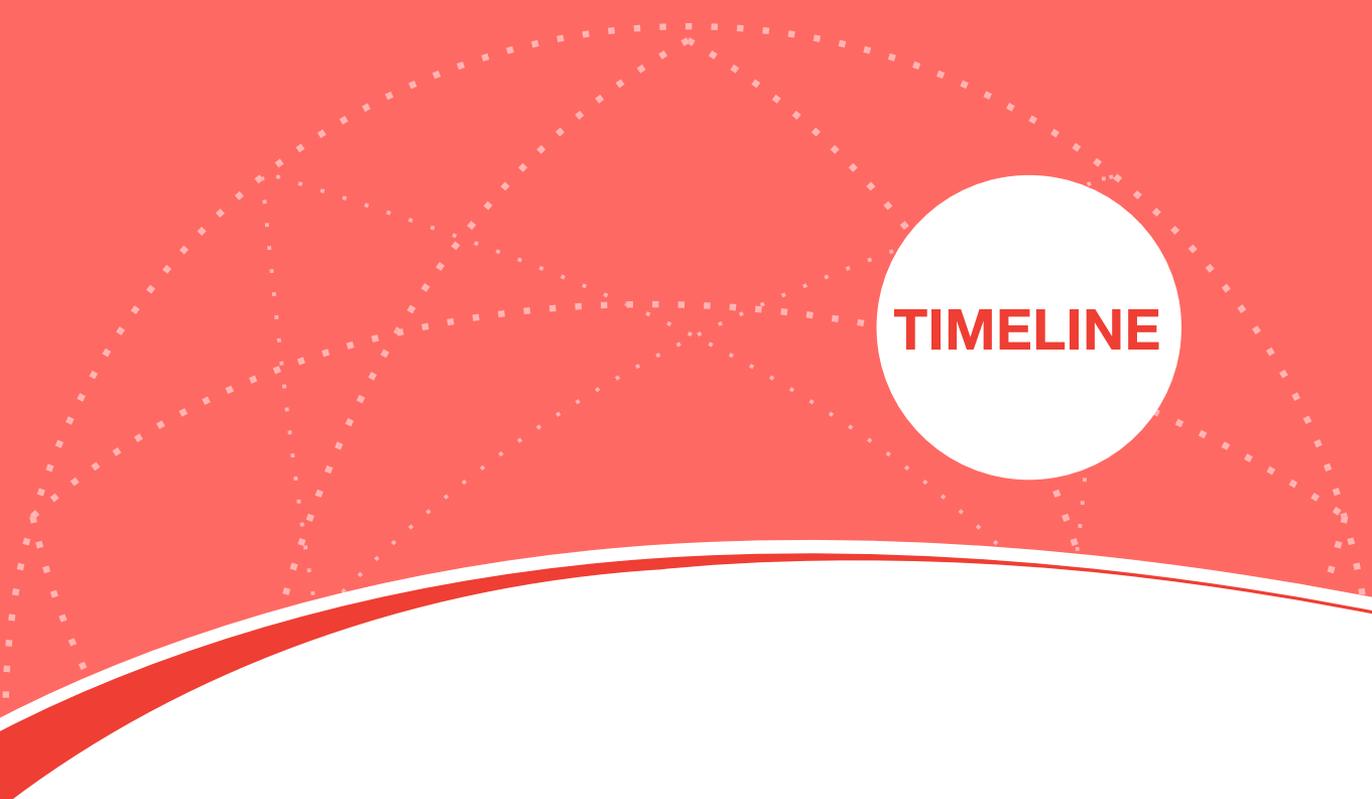
15. AMS Communications Initiatives

ASEAN Member States' involvement in all of the ACMP communications initiatives is important for their success. The ACMP strongly supports the development of local AMS communication plans that support the overarching message of **“ASEAN: A Community of Opportunities.”** It is anticipated that each AMS in formulating their communication strategies will include guiding principles to promote fairness, prudence, transparency and consistency.

To aid the implementation of ACMP-designated initiatives, a “Communication-In-A-Box” initiative will be undertaken for the effective implementation of components of the ACMP. A complete set of materials provided in the toolkit may include:

- Power Point Presentation template
- ASEAN Corporate Video
- ASEAN Connectivity Videos
- ASEAN Spotlight Video
- Fact Sheets and Brochures
- Guidelines and checklist with templates for key documents, invitation letter, registration list and evaluation form template for feedback and news release template.

The kit will be developed in English by ASEC and can be tailored to appropriate languages based on the specific requirements and specific audience of each AMS.



TIMELINE

At this stage, the ACMP's timeline can be broadly mapped as covering the priority communications initiatives for 2014-2015 and 2016-2017 of the ASEAN Community, as illustrated in Figure 6.

These are designed to generate anticipation and enthusiasm; and the subsequent period thereafter when tangible benefits among the AMS communities will be evident and available to be deployed in communications programmes.

A key priority at the outset is to realign the ASEAN website with new content reflecting ASEAN Community themes, and to incorporate local language facilities with links to AMS websites.

Figure 6: ASEAN Community Communications Timeline

ASEAN Community Communications Initiatives	ASEAN Community 2014-2015	ASEAN Community 2016-2017
<p>1. Celebrating the Establishment of ASEAN Community</p>	<ul style="list-style-type: none"> • Develop calendar of ASEAN-wide, AMS-specific and Pillar-specific activities. • Confirm high impact commemorative activity for ASEAN Day 2015. • Plan communications around these activities. 	<ul style="list-style-type: none"> • Develop on-going calendar of activities that continue through the 50th Anniversary of ASEAN in 2017.
<p>2. A Year of Activities: ASEAN Community 2015</p>	<ul style="list-style-type: none"> • Develop a programme of activities involving AMS, Community Pillars and ASEAN Connectivity. • Ensure extensive communications in support of Community launch initiatives. 	<ul style="list-style-type: none"> • Ensure ongoing continuity in communications that focus on and highlight success stories resulting from the ASEAN Community.
<p>3. Spokesperson Programme</p>	<ul style="list-style-type: none"> • Media training and spokesperson training for ASEC officers. • Identify AMS spokespersons. • Media training and spokesperson training for AMS spokespersons. • Ensure Messages are updated quarterly and distributed to spokespersons. 	<ul style="list-style-type: none"> • Media training and spokesperson training for new officers. • Ensure Messages are updated quarterly and distributed to spokespersons.

ASEAN Community Communications Initiatives	ASEAN Community 2014-2015	ASEAN Community 2016-2017
4. Traditional Mass Media Programme	<ul style="list-style-type: none"> • Launch ASEAN Spotlight TV series. • Initiate a series of radio programming around ASEAN Community with the help of the AMS. • Extend this series as appropriate into a weekly newspaper article for placement with key media in AMS. • Develop links with media as strategic partners. • Continue engaging media through ASEAN TV News (ATN), ASEAN in Action (AIA), media exchanges and ASEAN Editors Dialogue programmes. • Central creation of templates for advertising and billboard displays to support AMS activities. • Initiate a proactive media relations programme using the spokespersons identified in item 3, "Spokesperson Programme." 	<ul style="list-style-type: none"> • Re-assess TV and Radio initiatives and identify other opportunities for working with media as strategic partners. • Re-focus on to ASEAN Community success stories and lead up to 50th Anniversary.

ASEAN Community Communications Initiatives	ASEAN Community 2014-2015	ASEAN Community 2016-2017
5. Online Communications Initiative	<ul style="list-style-type: none"> • Review ASEAN online assets to determine appropriate online procedures for establishing and maintaining web content to ensure consistency. • AMS localisation of web content including implementation of local language websites. 	<ul style="list-style-type: none"> • Ensure ongoing relevance and functionality of ASEAN website.
6. Social Media Engagement Programme	<ul style="list-style-type: none"> • Deepen ASEAN presence on social media platforms and expand to new platforms as appropriate. • Engage more followers on-line. • Focus social media channel strategy based on target audience groups and their needs. • Continue listening as well as engaging on-line. 	<ul style="list-style-type: none"> • Ensure an increasingly stronger social media engagement with key audiences. • Identify new opportunities to engage with stakeholders.

ASEAN Community Communications Initiatives	ASEAN Community 2014-2015	ASEAN Community 2016-2017
<p>7. Education Curricula Initiative</p>	<ul style="list-style-type: none"> • Leverage on the existing ASEAN Curriculum Sourcebook targeted at basic education as the primary source of reference on ASEAN awareness. • Promote ASEAN Studies in higher institutions within the ASEAN University Network (AUN) using the ASEAN modules prepared by AUN. 	<ul style="list-style-type: none"> • Enhance the use of the ASEAN Curriculum Sourcebook through further promotional activities and translation to local languages. • Develop resource materials and other instructional tools to supplement the ASEAN Curriculum Sourcebook. • Review and update existing modules in line with latest developments on ASEAN Community. • Encourage universities beyond AUN to utilise the ASEAN modules.
<p>8. Third Party Advocate and Commentators Initiative</p>	<ul style="list-style-type: none"> • Identify and initiate a programme of third party advocates and commentators who can be drawn on when unbiased commentary is needed about ASEAN Community and its benefits. • Ensure that when third parties distribute information about the ASEAN Community that this is on-distributed across ASEAN channels. 	<ul style="list-style-type: none"> • Re-assess and continue and/or adjust the programme as needed.

ASEAN Community Communications Initiatives	ASEAN Community 2014-2015	ASEAN Community 2016-2017
9. Content Development Programme	<ul style="list-style-type: none"> • Determine how to improve content generation. • Generate Initial pre-launch outreach initiatives underway. • Finalise a regular flow of information across multiple channels about the ASEAN Community. • Focus on building a layered narrative with content that is as much at home in a traditional storytelling environment as it is in traditional or on-line media. • Local language support through AMS. 	<ul style="list-style-type: none"> • Deepen content to focus on and highlight success stories of the ASEAN Community. • Build excitement through content about the ASEAN 50th Anniversary. • Adjust content channels as communications needs in the ASEAN Community change.
10. Conference and Speaker Platforms	<ul style="list-style-type: none"> • Identify and initiate an Annual Programme of Conferences that ASEAN representatives should either speak at or attend that will help build greater understanding of the ASEAN Community. 	<ul style="list-style-type: none"> • Broaden Annual Programme of Conferences as appropriate. • Review existing conferences and seminars to better involve stakeholders and build more understanding of ASEAN Community opportunities.

ASEAN Community Communications Initiatives	ASEAN Community 2014-2015	ASEAN Community 2016-2017
11. Polling of ASEAN Awareness and Favourability	<ul style="list-style-type: none"> Local AMS initiatives. 	<ul style="list-style-type: none"> 2016: Repeat The Survey carried out in 2012 to track changes in awareness and familiarity of the ASEAN Community among key stakeholders over time.
12. Special Planning Initiative: ASEAN's 50 th Anniversary	<ul style="list-style-type: none"> Establish cross-functional committee in 2015 to plan for 50th Anniversary. 	<ul style="list-style-type: none"> Finalise initiatives and communications in 2016 in readiness for 2017 Golden Anniversary activities.
13. Organisation of the Communications Function	<ul style="list-style-type: none"> Determination of resources based on communications programmes to be initiated. 	<ul style="list-style-type: none"> On-going needs assessment.
14. Pillar Communications and ASEAN Connectivity Communications Initiatives	<ul style="list-style-type: none"> Each ASEAN Community Pillar to complete an Annual Communications Plan with input from ASEAN Connectivity. 	<ul style="list-style-type: none"> Each ASEAN Community Pillar to complete an Annual Communications Plan with input from ASEAN Connectivity.
15. AMS Communications Initiatives	<ul style="list-style-type: none"> ASEC to provide templates to support ACMP-in-a-box initiative. Development of local AMS Communication Plans that support the message of “ASEAN: A Community of Opportunities.” 	<ul style="list-style-type: none"> Development of local AMS Communication Plans that support the message of “ASEAN: A Community of Opportunities.”

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MONITORING AND EVALUATION

The ACMP programmes require continual monitoring and assessment by each AMS to ascertain their effectiveness in communicating messages and to assess the impact they are achieving.

This should be undertaken against multiple criteria including, but not limited to, stakeholder participation, quality of messages reported, quantity of online and offline coverage, local survey, tracking against the “output” and “outcome” goals of each initiative, and repeating in 2016 The Survey, originally carried out in 2012, in order to track changes in awareness and familiarity of ASEAN Community among stakeholders.

This monitoring process not only pinpoints any possible shortcomings but also highlights success and achievements.

The measurement component is an integral part of the ACMP, to build a register of achievements against a scorecard that will track success and demonstrate “**ASEAN: A Community of Opportunities**” in action.

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APPENDIX

Internal References

APPENDIX

External References

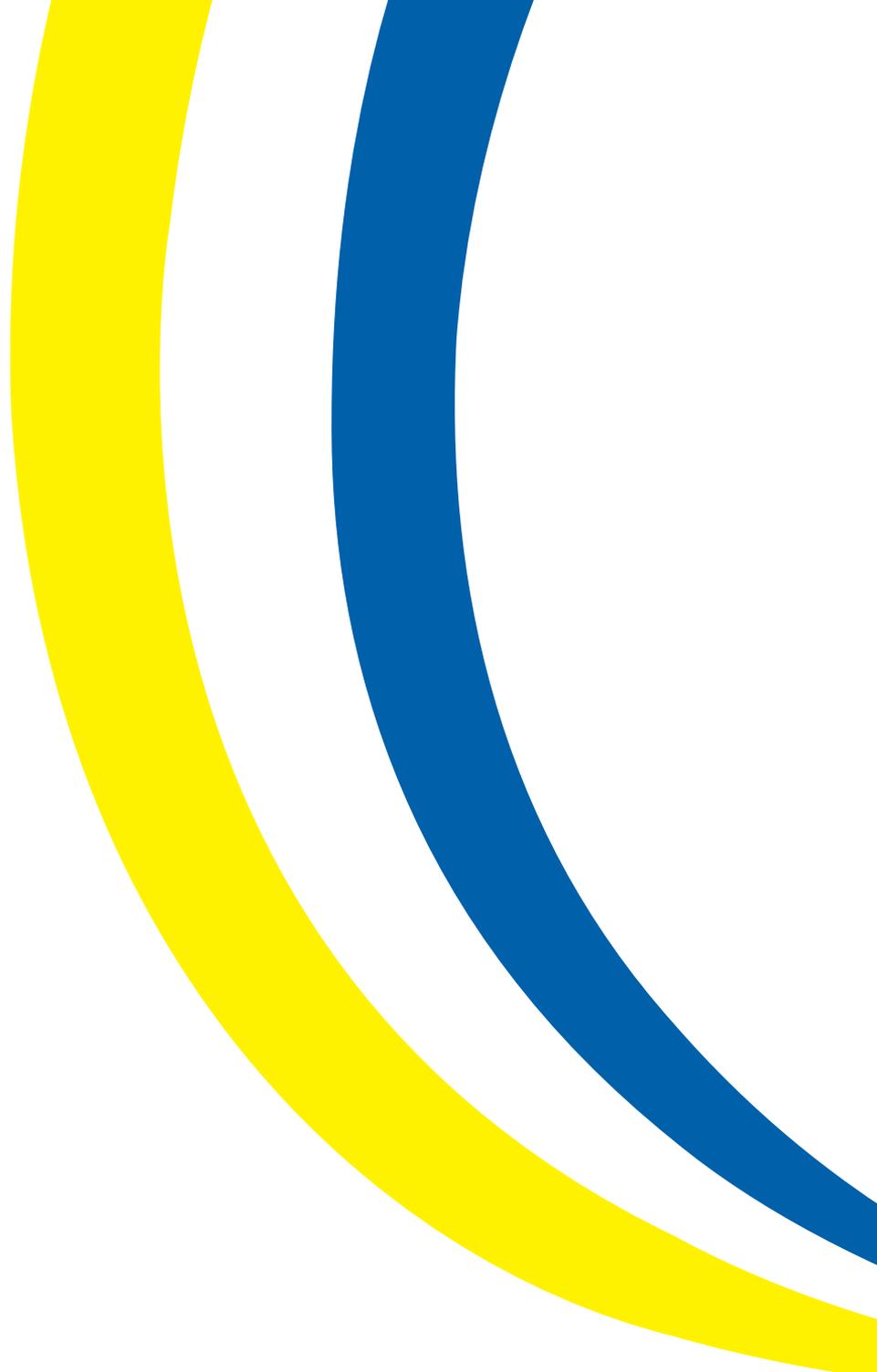
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