

MODEL ASEAN MEETING: A GUIDEBOOK

UNDERSTANDING ASEAN PROCESSES AND MECHANISMS




Model ASEAN Meeting: A Guidebook
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ASEAN Foundation

The ASEAN Secretariat Heritage Building 1st Floor
Jl. Sisingamangaraja No. 70 Jakarta Selatan - 12110
Indonesia
Phone: +62-21-3192-4833
Fax.: +62-21-3192-6078
E-mail: secretariat@aseanfoundation.org

General information on the ASEAN Foundation appears online at
the ASEAN Foundation

 <http://modelasean.aseanfoundation.org/>

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FOREWORD

The ASEAN Foundation Model ASEAN Meeting (AFMAM) is a unique platform that not only enables youth to learn about ASEAN and its decision-making process effectively through an authentic learning environment, but also encourages the creation of a peaceful community and tolerance towards different value and cultural background. Through AFMAM, we also wanted to produce a cohort of ASEAN youth that has the capabilities to create and run their own Model ASEAN Meeting (MAM) at their own universities, initiating a ripple effect that helps spread MAM movement across the region.

One of the key instruments to achieve these objectives is the AFMAM Guidebook. First created in 2016, the AFMAM Guidebook plays an important role in outlining the mechanisms and structures in ASEAN that can be used as a reference for delegates to implement activities and have a broader understanding of ASEAN affairs. As a general guide, this guidebook will benefit delegates by providing adaptable tools and explaining key steps and processes involved in executing MAM.

Since its inception four years ago, the AFMAM Guidebook has been harnessed to empower more than 55 MAM trainers through AFMAM Training of Trainers programme that was organised in 2018 and 2019, and has contributed to the creation and implementation of local and national MAMs in Cambodia, Indonesia, Myanmar, the Philippines, and Viet Nam. In order to keep the guidebook relevant with the current situation, we have been continuously updating it with new key steps and processes related to AFMAM+1 engagement.

We hope that delegates will find this guidebook useful in meeting their needs prior to and during the MAM. We also hope that by using this guidebook, our delegates can initiate an impactful MAM that can encourage and empower ASEAN youth to embolden their ASEAN identity and contribute towards the ASEAN Community building process.

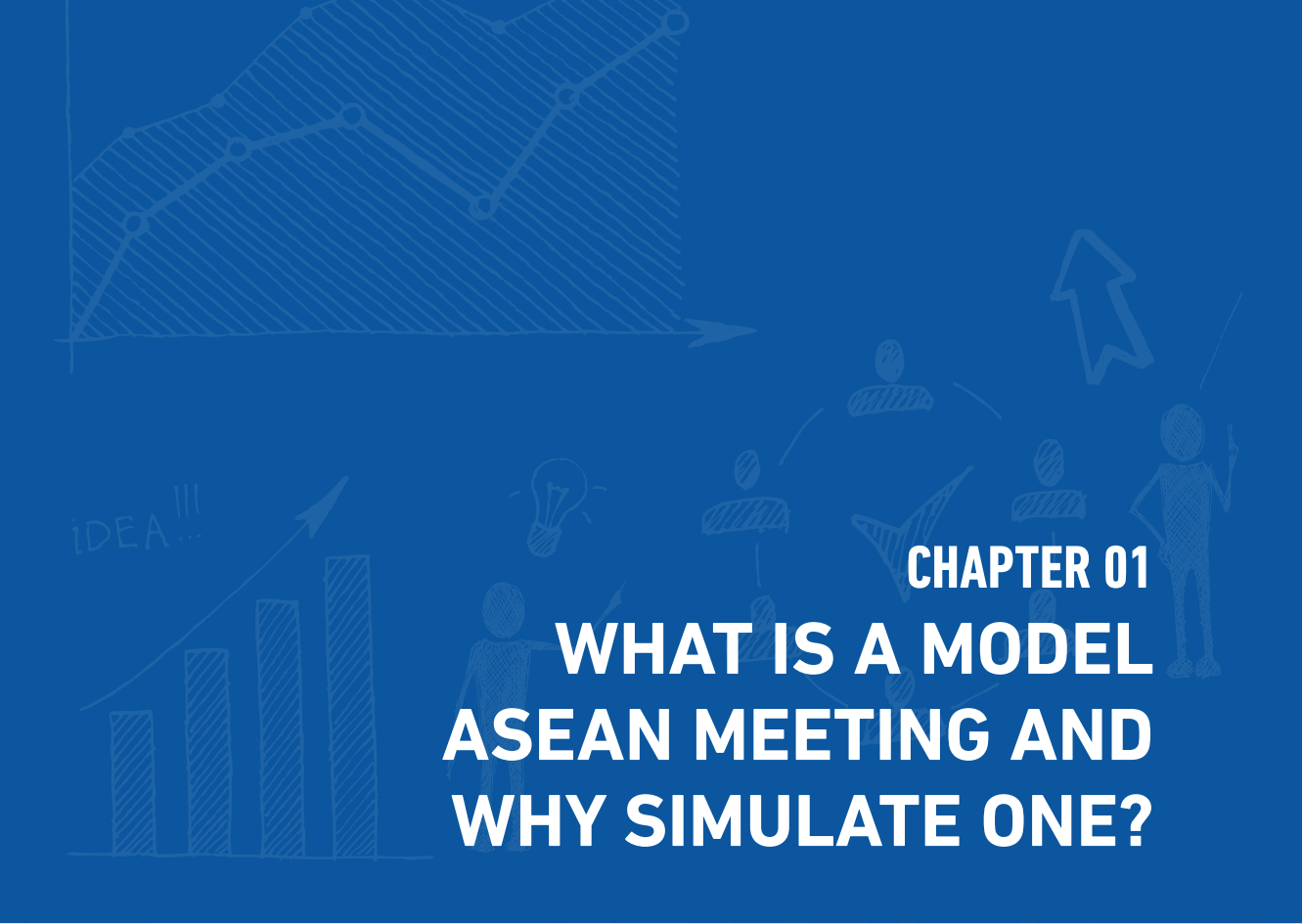
Dr. Yang Mee Eng
Executive Director of the ASEAN Foundation



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CHAPTER 01

WHAT IS A MODEL ASEAN MEETING AND WHY SIMULATE ONE?



INTRODUCTION

A Model ASEAN Meeting (MAM) is a simulation of ASEAN meetings and mechanisms, targeted at a specific group of participants in order to understand the decision-making process involved before Statements or Declarations are made at the end of Meetings. A Model ASEAN Meeting also promotes ASEAN to its people, by raising awareness of ASEAN's roles and functions. It communicates ASEAN and its affairs to people who have an interest in ASEAN, international relations, and diplomacy, and serves as a fun and educational way of promoting interest in ASEAN affairs to a younger generation.

The ASEAN Foundation is championing this initiative to promote ASEAN awareness in young people, guided by the ASEAN Socio-Cultural Community (ASCC) Communication Plan under the ASEAN Socio-Cultural Community (ASCC) Plan of Action. This ASCC Communication Plan seeks to develop an ASEAN Summit Simulation Programme targeting high school and/or University students on diplomacy and how decision makers of ASEAN Member States address regional issues - particularly in socio-cultural areas - at the Summit and other regional meetings. The ASCC Communication Plan has recommended that a Guidebook for this ASEAN Summit Simulation Programme be developed to provide comprehensive information on ASEAN, topics for simulation pertaining to the ASCC in particular, and how to implement the simulation. While the ASCC Communication Plan recommends that the ASEAN Summit Simulation Programme focus on socio-cultural issues, this Guidebook is prepared as a general guide to the Model ASEAN Meeting applicable to any issue.

PURPOSE OF A MODEL ASEAN MEETING

Taking part in a Model ASEAN Meeting will give participants an opportunity to appreciate the purpose of ASEAN, to have the “we” feeling of being an ASEAN citizen, and to have a better understanding of the countries within the ASEAN region. Participants will also be introduced to fundamentals in diplomacy and how decision makers of ASEAN Member States address regional issues at ASEAN meetings through a hands-on experience.

This activity also provides participants with the opportunity to develop 21st Century skills in public speaking, communication, teamwork, and leadership. The 21st Century skills are abilities, learning traits and skills that have been identified by leaders in education, businesses and governments as needed for success in the 21st Century society. In the Model ASEAN Meeting, participants have to raise speeches and comments regularly to represent their assigned Member State, and these would hone their public speaking skills as they prepare their speeches and deliver them to the committee. As participants debate and negotiate with delegates in committee, they will also develop their skills in communication as they learn to handle their comments with tact and diplomacy. In addition, over the course of negotiating and developing the outcome documents such as Chairman's

Statements, participants will also develop their teamwork and leadership skills, as they seize the initiative to take the lead on drafting an outcome document that is agreed upon by consensus in the committee. Last but not least, Model ASEAN Meetings provide participants who use English as their Second Language or as a Foreign Language an opportunity to boost their confidence in communicating in English.

A number of public institutions and private sector organisations in the ASEAN region have organised Model ASEAN Meeting activities. It is encouraging that these institutions have taken initiatives to encourage understanding of ASEAN as an institution through the process of Model ASEAN Meetings to young people.

Although well intentioned, it has also been noted that some Model ASEAN Meetings being organised do not fully or accurately reflect actual ASEAN Meeting processes or philosophies. Some issues include the following:

1. ASEAN Meeting Processes

There is a tendency that simulated Model ASEAN Meetings select thematic areas to be discussed directly during the Model ASEAN Meeting activity itself. In the actual process, ASEAN meetings have a standard mechanism where each issue will be discussed within its own ministerial meeting cycle, starting with a Senior Officials Meeting (SOM) level, and leading up to the Summit. Often, simulated Model ASEAN Meetings are performed without adhering to the actual meeting flow process, particularly with regards to issues cutting across more than one area, e.g. environment and economics.

In addition, Model ASEAN Meetings should provide an avenue for the participants to discuss a specific issue in a manner that upholds the value of a key ASEAN principle, that is, agreement by consensus. Current simulations of Model ASEAN Meetings tend to end up as debating sessions rather than a forum to reach an agreement based on consensus and negotiation.

2. Knowledge on ASEAN Protocol Arrangements

ASEAN is a diplomatic regional organization; which upholds specific diplomatic practices, just like any other diplomatic entity. A set of protocol arrangements is put in place for all ASEAN Meetings, especially high-level meetings such as the ASEAN Summit. It is important that protocol arrangements are understood to facilitate authenticity in Model ASEAN Meetings. These include seating arrangements, country flags and name plates placement, the singing of the ASEAN Anthem at the beginning of an ASEAN Meeting, and the type of document produced as the outcome of the meeting.

Specifically, if role assignments are unclear from the outset, discussions may continue during the simulation at inappropriate levels. For instance, all discussions are completed at preceding levels, such as at the Senior Officials Meeting (SOM) or Ministerial levels,

and not at the Summit level, where Heads of State/Government meet in a formal setting. Conducting the simulations at the inappropriate levels would also deliver the wrong message to the public as it understates the contributions of Senior Officials and Ministers in discussing these policies affecting the region.

3. Accurate Terminology

It is essential for participants in the Model ASEAN Meeting to appreciate accurate terminology used during the simulation. While the term “conference” is also used to refer to a “meeting”, in ASEAN setting, the word “meeting” is commonly used. Although similar in meaning, it is appropriate for correct terminology to be used and practiced in order for a more realistic simulation. Therefore, the term “Model ASEAN Meeting” should be used instead of “Model ASEAN Conference”.

4. Role of ASEAN Secretariat

It is important for participants in the Model ASEAN Meeting to appreciate the position and roles of the ASEAN Secretariat and its officers, including the Secretary-General of ASEAN. This includes the function of the Secretariat in an ASEAN meeting, where they are seated, and what roles they perform. Commonly, Model ASEAN Meetings only recognize ASEAN Member States as having the key roles. In practice, the ASEAN Secretariat is a crucial body in supporting ASEAN Meetings, in particular serving as institutional memory and in consolidating its reports.

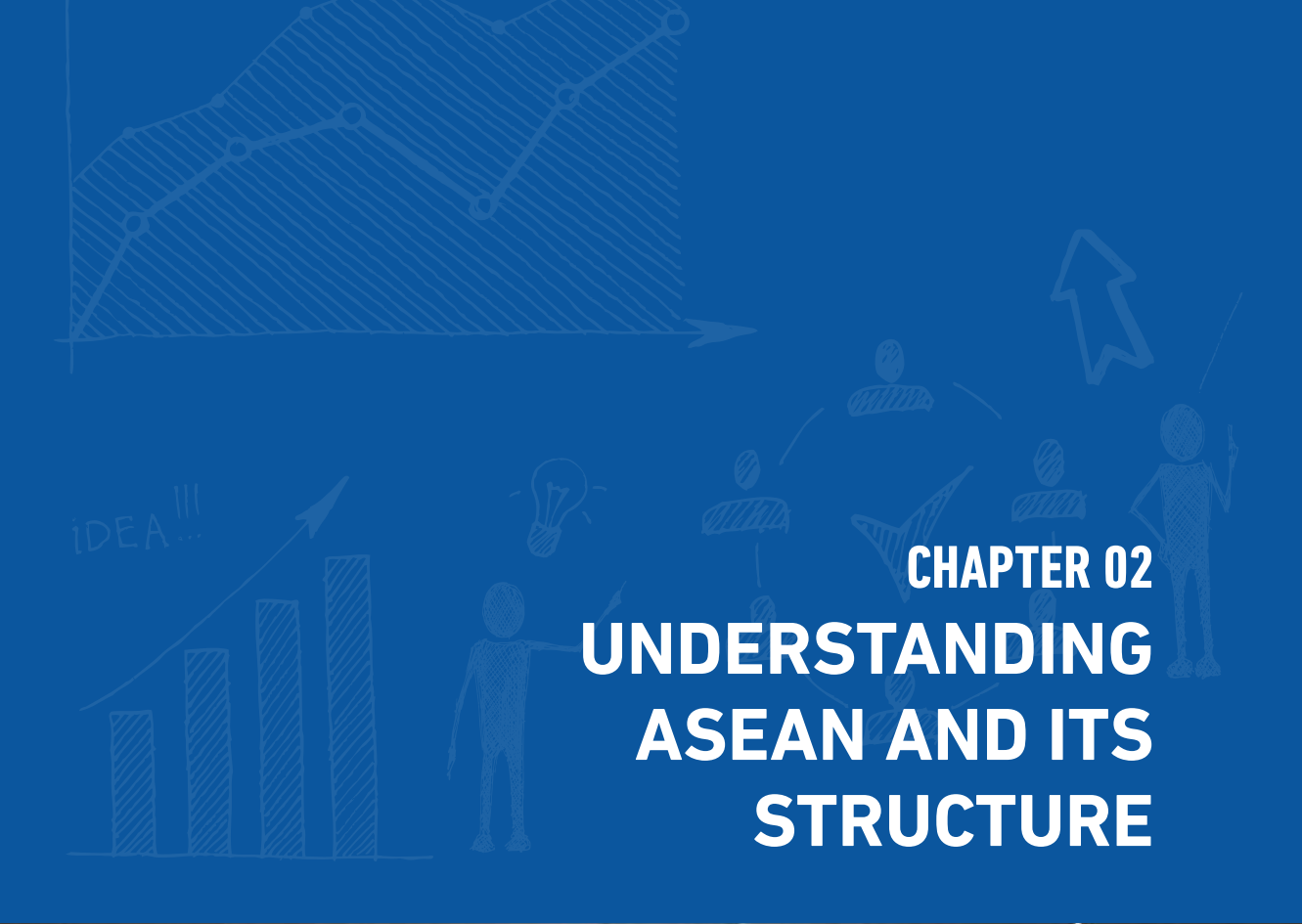
5. Language and Formulation of ASEAN Documents

Participants of a Model ASEAN Meeting often encounter difficulty in formulating a document as the output of the role-play activity. It is recommended that they familiarise themselves with ASEAN Meeting documents, especially the way they are formulated and written, as part of participation in a Model ASEAN Meeting. Participants can refer to the ASEAN website and other resources in Chapter 7 of the *Guidebook* to find a list of possible sources which contain links to these outcome documents.

6. ASEAN Dialogue Partners

Some confusion exists with the understanding of Dialogue Partner Countries of ASEAN, particularly with regards ASEAN Plus Three, ASEAN Plus Six, or ASEAN Plus One. Some simulations have included incorrect Dialogue Partners in ASEAN Plus Three and ASEAN Plus Six.

There is therefore a need for the ASEAN Foundation to facilitate an authentic experience of a Model ASEAN Meeting. To this end, the *“Model ASEAN Meeting: A Guidebook – Understanding ASEAN Processes and Mechanisms”* intends to provide Model ASEAN Meeting enthusiasts and supporters with a better understanding of ASEAN philosophies, mechanisms, and processes.



CHAPTER 02

UNDERSTANDING ASEAN AND ITS STRUCTURE



ASEAN – A BRIEF HISTORY

The Association of Southeast Asian Nations (or ASEAN) was established on 8 August 1967 in Bangkok. The signing of the ASEAN Declaration, also known as Bangkok Declaration, marked this historical moment for the region.

The current ten Member States of ASEAN joined at different times as illustrated in Table 2.1.

Member State	Joining Date
Indonesia	8 August 1967
Malaysia	8 August 1967
The Philippines	8 August 1967
Singapore	8 August 1967
Thailand	8 August 1967
Brunei Darussalam	7 January 1984
Viet Nam	28 July 1995
Lao PDR	23 July 1997
Myanmar	23 July 1997
Cambodia	30 April 1999

Table 2.1

Indonesia, Malaysia, the Philippines, Singapore, and Thailand are founding members of ASEAN, who jointly signed the ASEAN Declaration in 1967.

ASEAN Leaders decided to adopt the ASEAN Vision 2020 during its 30th Anniversary in 1997. This envisioned ASEAN as a concert of Southeast Asian nations that was outward looking, living in peace, stability and prosperity, bonded together in partnership in dynamic development and in a community of caring societies.

In 2003, at the Ninth ASEAN Summit, ASEAN Leaders resolved that an ASEAN Community shall be established. In 2007, the signing of the Cebu Declaration on the Acceleration of the Establishment of an ASEAN Community by 2015 underscored a determination to establish an ASEAN Community by bringing it forward from the initial timeline of 2020 to 2015.

The ASEAN Community was launched in 2015 and captures the progress and achievements of ASEAN as a regional grouping. This community is anchored on the ASEAN Political-Security Community, the ASEAN Economic Community, and the

ASEAN Socio-Cultural Community. These efforts have yielded regional cooperation across security, economic and humanitarian issues in the region. In 2017, ASEAN has adopted a Framework for the Code of Conduct in the South China Sea, bringing the region one step closer towards resolving the dispute in the South China Sea. ASEAN citizens also enjoy a better quality of life, through higher life expectancy, a bigger percentage of students enrolling into tertiary education, and a reduced proportion of slum dwellers, and decreased infant mortality and maternal mortality rates.

ASEAN AND DIALOGUE PARTNERS

ASEAN has also established and developed partnerships and cooperation with other countries and organisations outside the regional grouping. These partnerships are implemented through the ASEAN+1 Framework with ten different Dialogue Partners. This cooperation spans several fields and sectors, from education to trade to counter-terrorism. The ten Dialogue Partners of ASEAN are: Australia, Canada, China, the European Union, India, Japan, the Republic of Korea, New Zealand, Russia, and the United States of America.

Table 2.2 shows the years that Dialogue Relations were established between ASEAN and each of the ten Dialogue Partners.

Dialogue Partner	Year of establishment
The Commonwealth of Australia (Australia)	1974
New Zealand	1975
Canada	1977
European Union	1977
Japan	1977
The United States of America (USA)	1977
Republic of Korea (ROK)	1991
Republic of India (India)	1995
People's Republic of China (China)	1996
The Russian Federation (Russia)	1996

Table 2.2

In 1977, ASEAN also established Dialogue relations with the United Nations Development Program (UNDP). This Dialogue relation has been succeeded by the ASEAN-UN Comprehensive Partnership, adopted in 2011. This Dialogue Partnership has seen United Nations provide support ASEAN in its efforts on issues including the rights of migrant workers, food security, and climate change.

ASEAN PILLARS AND PRINCIPLES

The ASEAN Community is based on three community Pillars that cover the essence of what is important within ASEAN, namely:

1. ASEAN Political-Security Community (APSC) Pillar
2. ASEAN Economic Community (AEC) Pillar
3. ASEAN Socio-Cultural Community (ASCC) Pillar

On 15 December 2008, the ASEAN Charter officially entered into force and has since served as a legally binding agreement among the ASEAN Member States in operationalising the ASEAN Community. The ASEAN Charter serves as an instrument providing a foundation in achieving an ASEAN Community.

Issues within each Pillar are managed through different levels and committees. Committees within the three Pillars also work together with other bodies like the ASEAN Coordinating Council and the ASEAN Secretariat. The overall mechanism is captured in Figure 2.1.

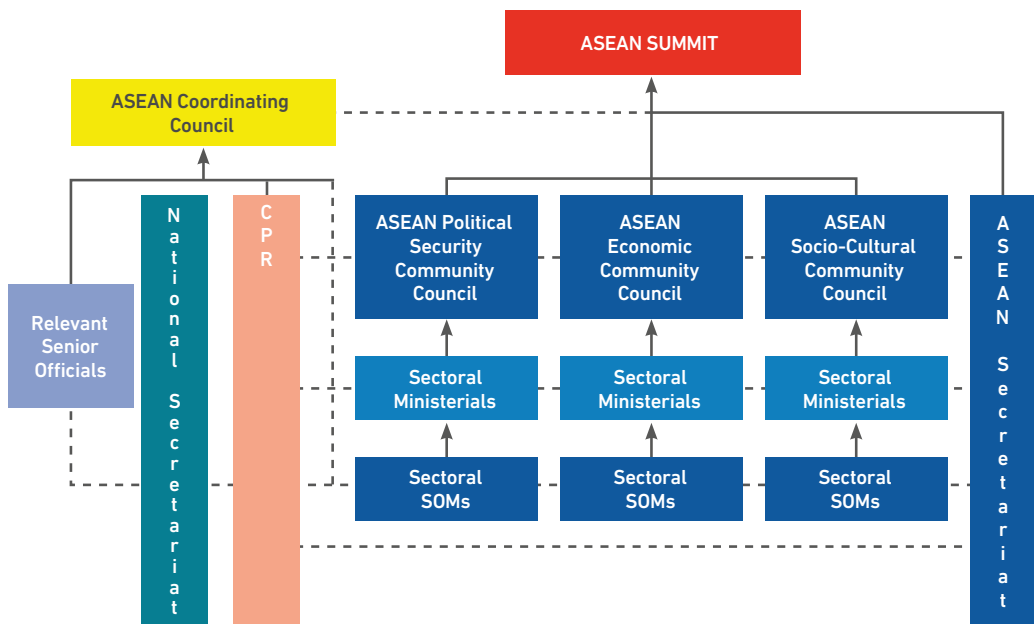


Figure 2.1: Coordination Mechanism within ASEAN

According to the ASEAN Charter, the ASEAN coordination mechanism includes the following bodies:

1. ASEAN Committees abroad (or ASEAN Committee in Third Countries and International Organisations)
2. ASEAN National Secretariats
3. Committee of Permanent Representatives to ASEAN
4. Secretary-General of ASEAN and the ASEAN Secretariat
5. ASEAN Sectoral Ministerial Bodies
6. ASEAN Community Councils
7. ASEAN Coordinating Council
8. ASEAN Summit

These bodies are described in detail below.

For the purpose of simulating ASEAN processes and mechanisms, this Guidebook focuses on major meetings that ASEAN undertakes in a single year under an ASEAN Chairmanship and targets ASEAN processes at the ministerial level with working groups of sectoral Senior Officials Meeting (SOM) leading up to the ministerial decision.

The ASEAN Ministerial Meeting (AMM) is highlighted as it involves meetings of the SOM and a drafting committee to finalise the ASEAN Chairman's Statement, covering all aspects of the ASEAN Community building process. This will also bring into focus the role of the Secretary-General of ASEAN and the ASEAN Secretariat in coordinating inputs from the different community pillar areas.

1. ASEAN Committees Abroad (Or ASEAN Committee In Third Countries And International Organisations (ACTC))

The ASEAN Committees abroad are officially referred to as the ASEAN Committee in Third Countries and International Organisations (ACTC). The definition of the ACTC is provided in Article 43 of the ASEAN Charter, which states that the ACTC consists of the heads of diplomatic missions of the ASEAN Member States in non-ASEAN countries and international organisations and shall promote ASEAN's interests and identity in the host countries and international organisations.

The ACTC shall be responsible to and shall act upon the instructions from the ASEAN Foreign Ministers Meeting or bodies designated to act on its behalf, and shall maintain close contact and coordination with the Committee of Permanent Representatives to ASEAN (CPR), the ASEAN Secretariat, and, where appropriate, with the ASEAN National Secretariat of the ASEAN Dialogue Coordinator concerned. The ACTC sends regular reports, in which they may make relevant recommendations on improving relations with host countries/ international organisations, to the CPR/ SOM through the ASEAN Secretariat.

2. ASEAN Sectoral Ministerial Bodies

As provided by Article 10 of the ASEAN Charter, the ASEAN Sectoral Ministerial Bodies implement agreements and decisions of the ASEAN Summit, strengthen cooperation in their respective fields in support of ASEAN integration, and submit reports and recommendations to their respective Community Councils.

Under their respective subject areas, the ASEAN Sectoral Ministerial Bodies have their own Ministers, senior officials, and subsidiary bodies who carry out the functions of each ministerial body.

The ASEAN Ministerial Meetings consist of meetings at ministerial level. Ministers of each sector from the ASEAN Member States will be the responsible officials to submit reports and make recommendations to their respective Community Councils.

Under each ministerial body, there are meetings at senior officials level and subsidiary bodies. Senior officials are appointed by each ASEAN Member State and are responsible for issues under their respective areas in the SOM. Normally such officials are at Director-General level at their home ministries. First, issues are finalised under their respective areas, after which recommendations are made for consideration by the respective ministers.

The terms of reference of the SOM include, but are not limited to, the following:

- Enhancing cooperation among the ASEAN Member States
- Conducting periodic reviews on issues concerned
- Providing policy guidelines
- Strengthening and enhancing exchange of information among the ASEAN Member States
- Enhancing joint actions and approaches on international issues and coordinating positions in relevant international organisations, agreements, and arrangements
- Identifying specific fields of cooperation
- Maintaining close cooperation among the ASEAN Member States as well as with other international bodies and organisations.

Eventually, the SOM must submit periodic reports and progress of their respective areas to ministerial bodies.

A National Secretariat will serve as the national focal point and be the repository of information on all ASEAN matters at the national level. It supports national preparations for ASEAN meetings for the respective chairing country and represents the Chairing country at ASEAN Summits and related meetings.

At every SOM, drafting the report is the responsibility of the ASEAN Secretariat with the assistance of the ASEAN Member State chairing the Meeting. A drafting committee is formed to review the draft report chaired by designated representative of the SOM for consideration by the SOM.

The final draft report is then submitted to the SOM for approval and adoption. The ASEAN Secretariat is responsible for the final reports of the meetings. The Chairperson of the SOM shall submit the reports to the Chairperson of the ministerial bodies concerned, its members, and the Secretary-General of ASEAN.

Currently, the following are ministerial bodies under each pillar along with the respective senior officials and subsidiary bodies:

APSC Pillar

1. ASEAN Foreign Ministers Meeting (AMM)
 - 1.1. ASEAN Senior Officials Meeting (ASEAN SOM)
 - 1.2. ASEAN Standing Committee (ASC)
 - 1.3. Senior Officials Meeting on Development Planning (SOMDP)
2. Commission on the Southeast Asia Nuclear Weapon-Free Zone (SEANWFZ Commission)
 - 2.1. Executive Committee of the SEANWFZ Commission
4. ASEAN Defence Ministers Meeting (ADMM)
 - 4.1. ASEAN Defence Senior Officials Meeting (ADSOM)
5. ASEAN Law Ministers Meeting (ALAWMM)
 - 5.1. ASEAN Senior Law Officials Meeting (ASLOM)
7. ASEAN Ministerial Meeting on Transnational Crime (AMMTC)
 - 7.1. Senior Officials Meeting on Transnational Crime (SOMTC)
 - 7.2. ASEAN Senior Officials on Drugs Matters (ASOD)
 - 7.3. Directors-General of Immigration Departments and Heads of Consular Affairs Divisions of Ministries of Foreign Affairs Meeting (DGICM)
9. ASEAN Regional Forum (ARF)
 - 9.1. ASEAN Regional Forum Senior Officials Meeting (ARF SOM)

AEC Pillar

1. ASEAN Economic Ministers (AEM)
 - 1.1. High Level Task Force on ASEAN Economic Integration (HLTF-EI)
 - 1.2. Senior Economic Officials Meeting (SEOM)
2. ASEAN Free Trade Area (AFTA Council)
3. ASEAN Investment Area (AIA) Council
4. ASEAN Finance Ministers Meeting (AFMM)
 - 4.1. ASEAN Finance and Central Bank Deputies Meeting (AFDM)
 - 4.2. ASEAN Directors-General of Customs Meeting (Customs DG)
5. ASEAN Ministers Meeting on Agriculture and Forestry (AMAF)
 - 5.1. Senior Officials Meeting of the ASEAN Ministers on Agriculture and Forestry (SOM-AMAF)
 - 5.2. ASEAN Senior Officials on Forestry (ASOF)
6. ASEAN Ministers on Energy Meeting (AMEM)
 - 6.1. Senior Officials Meeting on Energy (SOME)
7. ASEAN Ministerial Meeting on Minerals (AMMin)
 - 7.1. ASEAN Senior Officials Meeting on Minerals (ASOMM)
8. ASEAN Ministerial Meeting on Science and Technology (AMMST)
 - 8.1. Committee of Science, Technology and Innovation (COSTI)
9. ASEAN Telecommunications and Information Technology Ministers Meeting (TELMIN)
 - 9.1. Telecommunications and Information Technology Senior Officials Meeting (TELSOM)
 - 9.2. ASEAN Telecommunications Regulators' Council (ATRC)
10. ASEAN Transport Ministers Meeting (ATM)
 - 10.1. Senior Transport Officials Meeting (STOM)
11. Meeting of the ASEAN Tourism Ministers (M-ATM)
 - 11.1. Meeting of the ASEAN National Tourism Organisations (ASEAN NTOs)
12. ASEAN Mekong Basin Development Cooperation (AMBDC)
 - 12.1. ASEAN Mekong Basin Development Cooperation Steering Committee (AMBDC SC)
 - 12.2. High Level Finance Committee (HLFC)

13. ASEAN Centre for Energy
14. ASEAN-Japan Centre in Tokyo

ASCC Pillar

1. ASEAN Ministers Responsible for Information (AMRI)
 - 1.1. Senior Officials Meeting Responsible for Information (SOMRI)
2. ASEAN Ministers Responsible for Culture and Arts (AMCA)
 - 2.1. Senior Officials Meeting for Culture and Arts (SOMCA)
3. ASEAN Education Ministers Meeting (ASED)
 - 3.1. Senior Officials Meeting on Education (SOM-ED)
4. ASEAN Ministerial Meeting on Disaster Management (AMMDM)
 - 4.1. ASEAN Committee on Disaster Management (ACDM)
5. ASEAN Ministerial Meeting on the Environment (AMME)
 - 5.1. ASEAN Senior Officials on the Environment (ASOEN)
6. Conference of the Parties to the ASEAN Agreement on Transboundary Haze Pollution (COP to AATHP)
 - 6.1. Committee (COM) under the COP to the ASEAN Agreement on Transboundary Haze Pollution
7. ASEAN Health Ministers Meeting (AHMM)
 - 7.1. Senior Officials Meeting on Health Development (SOMHD)
8. ASEAN Labour Ministers Meeting (ALMM)
 - 8.1. Senior Labour Officials Meeting (SLOM)
 - 8.1. ASEAN Committee on the Implementation of the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers
9. ASEAN Ministers Meeting on Rural Development and Poverty Eradication (AMRDPE)
 - 9.1. Senior Officials Meeting on Rural Development and Poverty Eradication (SOMRDPE)
10. ASEAN Ministerial Meeting on Social Welfare and Development (AMMSWD)
 - 10.1. Senior Officials Meeting on Social Welfare and Development (SOMSWD)
11. ASEAN Ministerial Meeting on Youth (AMMY)
 - 11.1. Senior Officials Meeting on Youth (SOMY)

12. ASEAN Conference on Civil Service Matters (ACCSM)
13. ASEAN Centre for Biodiversity (ACB)
14. ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre)
15. ASEAN Earthquakes Information Centre
17. ASEAN Specialised Meteorological Centre (ASMC)
18. ASEAN University Network (AUN)

3. ASEAN Community Councils

Article 9 of the ASEAN Charter provides that the ASEAN Community Councils comprise the ASEAN Political-Security Community (APSC) Council, the ASEAN Economic Community (AEC) Council, and the ASEAN Socio-Cultural Community (ASCC) Council. Each council has its own Sectoral Ministerial Body.

Each ASEAN Member State shall appoint its representation, normally at ministerial level, to each Council. Each Council is responsible to ensure the implementation of decisions made at the ASEAN Summit falling under their respective pillar.

The ASEAN Community Councils will perform a coordinating role for issues of different sectors under each Council. The Chair of the ASEAN Community Councils Meeting is the relevant Minister of the Member State chairing ASEAN in that particular year.

The ASEAN Community Councils Meeting is held at least twice a year.

4. ASEAN Coordinating Council

Article 8 of the ASEAN Charter provides that the ASEAN Coordinating Council shall comprise the ASEAN Foreign Ministers. The ASEAN Coordinating Council performs the following roles:

- Prepare the meetings of the ASEAN Summit
- Coordinate with the ASEAN Community Councils to further efficiency and cooperation between them
- Coordinate the implementation of agreements of the ASEAN Summit
- Coordinate the reports of the ASEAN Community Councils to the ASEAN Summit
- Consider the annual report of the Secretary-General on the work of ASEAN and the operations of the ASEAN Secretariat.

The ASEAN Coordinating Council meets at least twice a year.

5. ASEAN Summit

Article 7 of the ASEAN Charter stipulates that the ASEAN Summit is the highest policy and decision-making mechanism of ASEAN where Heads of State/Government meet.

The ASEAN Summit shall deliberate on key issues pertaining to the realisation of the ASEAN objectives and other matters referred to it by the ASEAN Coordinating Council, the ASEAN Community Councils, and the ASEAN Sectoral Ministerial Bodies.

The ASEAN Summit also makes decision on the establishment or dissolution of a Sectoral Ministerial Body and other ASEAN associated bodies or institutions, and to appoint the new Secretary-General of ASEAN upon recommendation by the ASEAN Foreign Ministers Meeting.

Emergency situations that concern the interests of the Member States and ASEAN as an institution are also addressed in the ASEAN Summit.

The ASEAN Summit Meeting is held twice a year chaired by the Member State holding the ASEAN Chairmanship in that particular year.

The outcome of the ASEAN Summit is the Chairman's Statement. An ASEAN Joint Statement may be issued by the ASEAN Member States on particular issues of urgency and significance tabled at the ASEAN Summit.

FURTHER READINGS AND RESOURCES

The ASEAN website provides a good primary source on ASEAN history, and can be used as a starting point to look for information on ASEAN. We have also listed several resources that you could consider to read on the history of ASEAN and its functions. The list of books here are written by academics, diplomats, and even a former ASEAN Secretary-General. The books here are also listed by the Ministry of Education in Singapore as recommended readings for the history syllabus, covering Southeast Asian history, as well as the formation, growth and development of ASEAN. The list of books is presented in the following order: Author, *Book title*, Publisher, Year of publication.

Amitav Acharya, *The Making of Southeast Asia: International Relations of a Region*, Cornell University Press, 2013

Christopher B Roberts, *ASEAN Regionalism: Cooperation, Values and Institutionalisation*, Routledge, 2013

Estrella D Solidum, *The Politics of ASEAN: An Introduction to Southeast Asian Regionalism*, Times Academic Press, 2004

Hiro Katsumata, *ASEAN's Cooperative Security Enterprise*, Palgrave Macmillan, 2010

Kishore Mahbubani, *ASEAN Miracle*, Flipside Digital Content Company Inc., 2017.

Marty Natalegawa, *Does ASEAN Matter?: A View from Within*, ISEAS - Yusof Ishak Institute, 2018

Rodolfo Severino, *Southeast Asia in Search of an ASEAN Community*, Institute of Southeast Asian Studies, 2006

Ronald D Palmer and Thomas J Reckford, *Building ASEAN: 20 Years of Southeast Asian Cooperation*, Praeger Paperback, 1987



CHAPTER 03

IMPORTANCE OF ASEAN MEETING PROTOCOL ARRANGEMENTS



ASEAN applies specific protocol arrangements during the convening or organising of ASEAN meetings. While there are various provisions on protocol arrangements pertaining ASEAN practices, this Guidebook focuses on protocol related to the holding of ASEAN meetings.

GENERAL

1. ASEAN FLAG

While there are various provisions on protocol on the use of the ASEAN Flag, this Guidebook will capture protocol arrangements on the use of the ASEAN Flag during ASEAN meetings.



Figure 3.1 ASEAN flag

2. ASEAN Emblem

The ASEAN Member States are encouraged to use the ASEAN Emblem in ASEAN-related functions. The ASEAN Emblem is always placed at the right side of national symbols of Member States as seen from the viewer's standpoint.



Figure 3.2 ASEAN Emblem

3. ASEAN Anthem

To raise the awareness of ASEAN identity, it is encouraged that ASEAN Anthem be played in all ASEAN-related activities, such as formal meetings (including meetings with Dialogue Partners) or commemoration of ASEAN Day on every 8 August.

All present must rise when the ASEAN Anthem is performed.

Chord and recording of the ASEAN Anthem can be downloaded from the ASEAN Foundation official website as well as from the ASEAN Secretariat. Lyrics is as shown below.

ASEAN Anthem: The ASEAN Way

(By: Mr. Kittikhun Sodprasert, Mr. Sampow Triudom, Mrs. Payom Valaipatchra)

Raise our flag high, sky high
Embrace the pride in our heart
ASEAN we are bonded as one
Look-in out to the world
For peace, our goal from the very start
And prosperity to last
We dare to dream we care to share
Together for ASEAN
We dare to dream
We care to share for it's the way of ASEAN

4. Ceremony Arrangements

Flag arrangement on stage during the Opening and Closing Ceremony is as reflected in Figure 3.3.



Figure 3.3. Flag layout on stage

Note 1: Myanmar is placed as ASEAN Chairman Country for illustrative purposes only.

Seating arrangement during the Opening and Closing Ceremony is as shown in Figure 3.4.

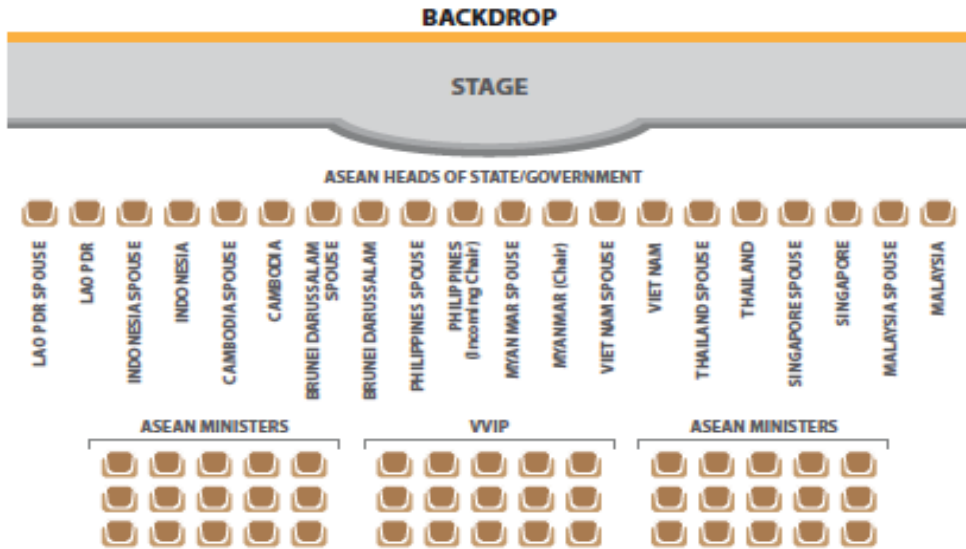


Figure 3.4. Seating Arrangement for ASEAN Opening and Closing Ceremony.

Photo taking arrangement involving Heads of State/Government (HOGs) is illustrated in Figure 3.5.



Figure 3.5. On stage photo session arrangement

Seating arrangement for Signing Ceremony involving HOGs is as reflected in Figure 3.6.

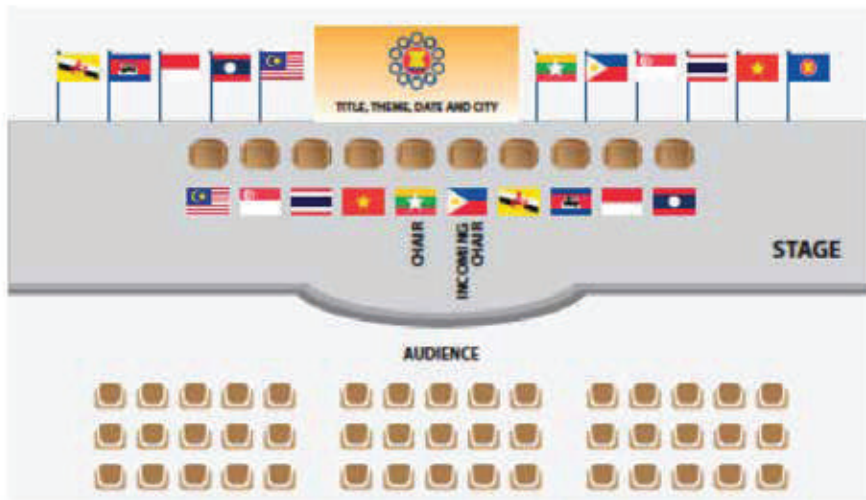


Figure 3.6. On stage seating arrangement

5. Meeting Seating Arrangements

The ASEAN meeting seating arrangement is normally in a board room format. The Chair of the meeting will sit at the head table and the ASEAN Secretariat will be to the Chair's right and the incoming Chair will always be on the left, seen from the Chair's viewpoint. After the incoming Chair, the alphabetical arrangement of the country will resume.

The head of delegation will be seated at the main table while other officials of each delegation at the second and next rows at the back of respective head of delegation.

General Meeting Arrangements - Figure 3.7. shows the seating arrangement for the ASEAN Summit Plenary involving HOGs.



Figure 3.7. ASEAN Summit Plenary Seating Arrangement

The ASEAN Coordinating Council and Sectoral Ministerial Bodies Meetings have the same seating arrangement as reflected in Figure 3.8.

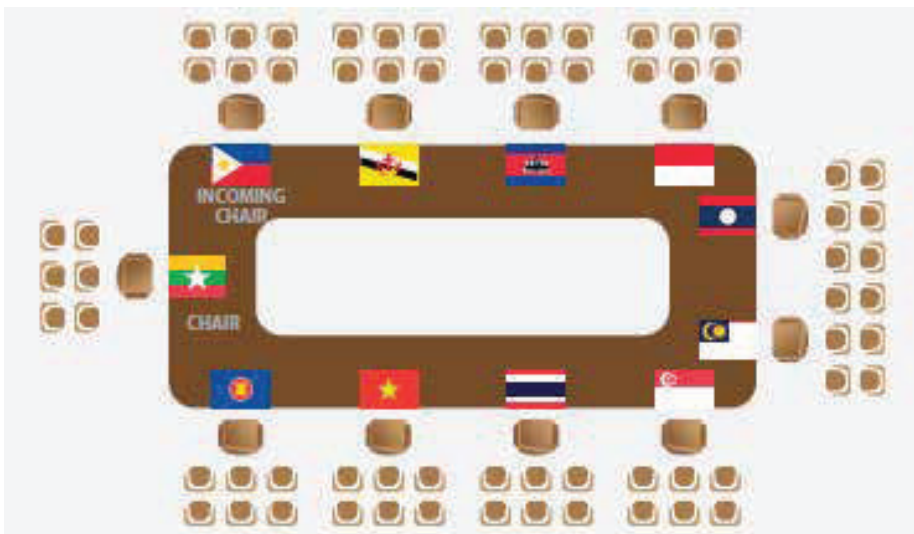


Figure 3.8. ASEAN Coordinating Council And Sectoral Ministerial Bodies Meetings Seating Arrangement

Retreat Seating Arrangement - Whether at Summit or Sectoral Ministerial Bodies Meeting, retreat is among the general overall programme. Retreat seating arrangement is shown in Figure 3.9.

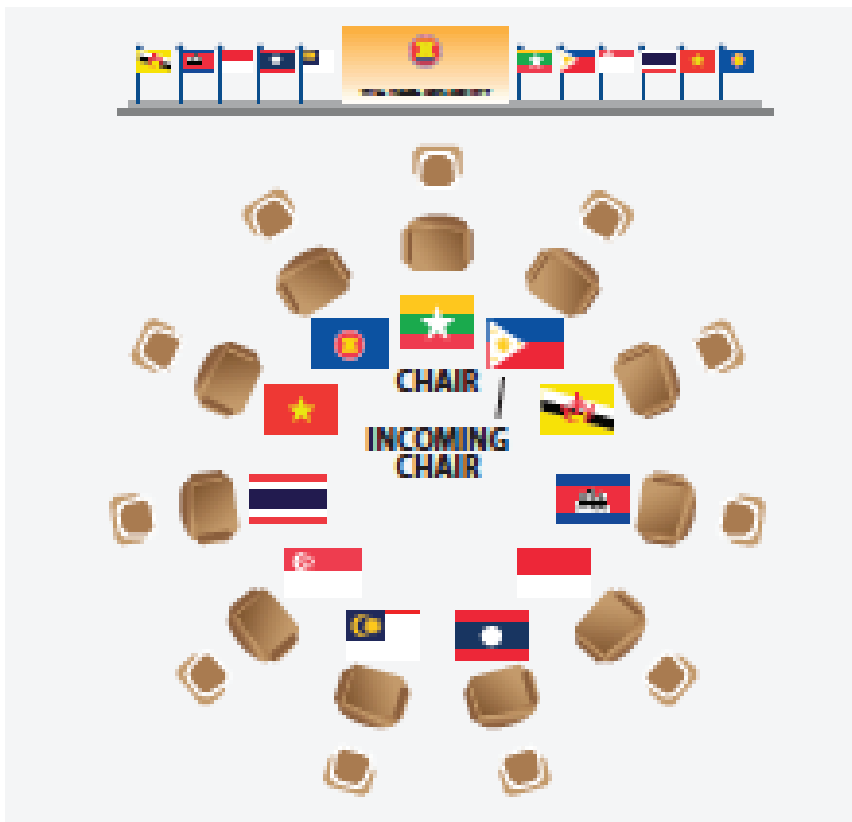


Figure 3.9. Retreat Seating Arrangement

Note 1: Myanmar is placed as ASEAN Chairman Country for illustrative purposes only.

6. Ceremony and Meeting Arrangements of ASEAN Plus One Meetings

The ASEAN Plus One Summit is a series of meetings that is chaired by the Head of State/ Head of Government of the Chair of ASEAN.

The flag arrangement of ASEAN Member States, the ASEAN Flag, and the flag of the Dialogue Partner country is illustrated in Diagram 3.10



Diagram 3.10. Flag arrangement for the ASEAN Plus One Summit

The seating arrangement for the Summit is illustrated in Diagram 3.11.

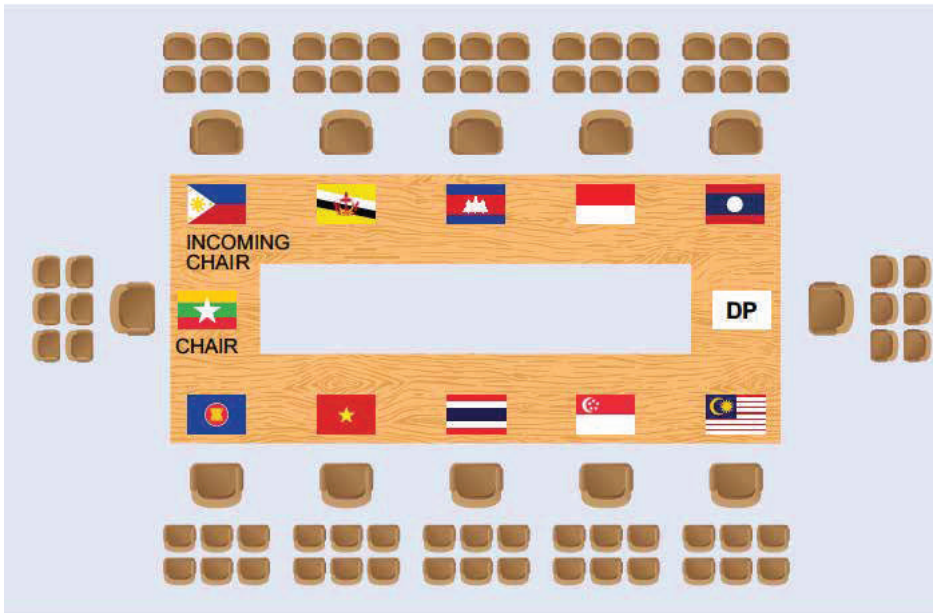


Diagram 3.11. Seating Arrangement with the Dialogue Partner.

The position for the photo session for the ASEAN Plus One Summit is illustrated in Diagram 3.12.



Diagram 3.12. Photo Session with Dialogue Partner.

The seating arrangement for the signing ceremony involving Heads of State/ Heads of Government at the ASEAN Plus One Summit is illustrated in Diagram 3.13.

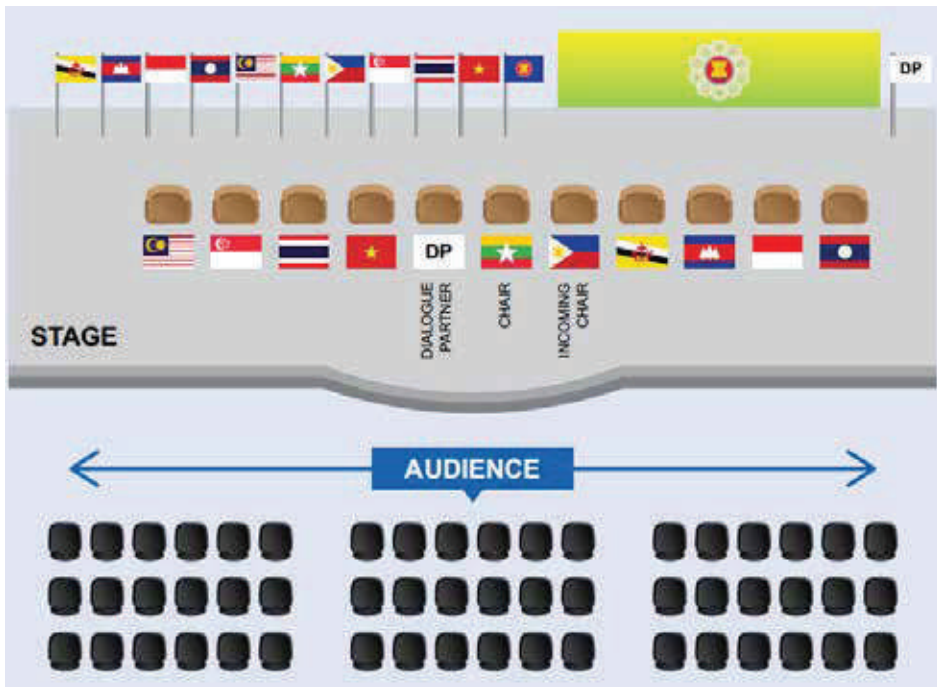


Diagram 3.13. Signing Ceremony with Dialogue Partner.

ASEAN Meetings with Dialogue Partners (DP) at Ministerial and Senior Official level are co-chaired by the ASEAN Country Coordinator and the Dialogue Party concerned. The list of ASEAN Country Coordinators to the respective Dialogue Partners is provided below.

No.	Dialogue Partner	ASEAN Country Coordinator	
		2018-2021	2021-2024
1	Australia	Malaysia	Lao PDR
2	Canada	Myanmar	Malaysia
3	China	Philippines	Myanmar
4	European Union	Singapore	Philippines
5	India	Thailand	Singapore
6	Japan	Viet Nam	Thailand
7	Republic of Korea	Brunei Darussalam	Viet Nam
8	New Zealand	Cambodia	Brunei Darussalam
9	Russia	Indonesia	Cambodia
10	United States of America	Lao PDR	Indonesia

The flag and seating arrangement for the ASEAN Meeting with the Dialogue Partner at Ministerial and Senior Official level is illustrated in Diagram 3.14.



Diagram 3.14. Flag and Seating Arrangement with the Dialogue Partner.

The position for the photo session for the ASEAN Meeting with the Dialogue Partner at Ministerial and Senior Official level is illustrated in Diagram 3.15.



Diagram 3.15. Photo Session with Dialogue Partner

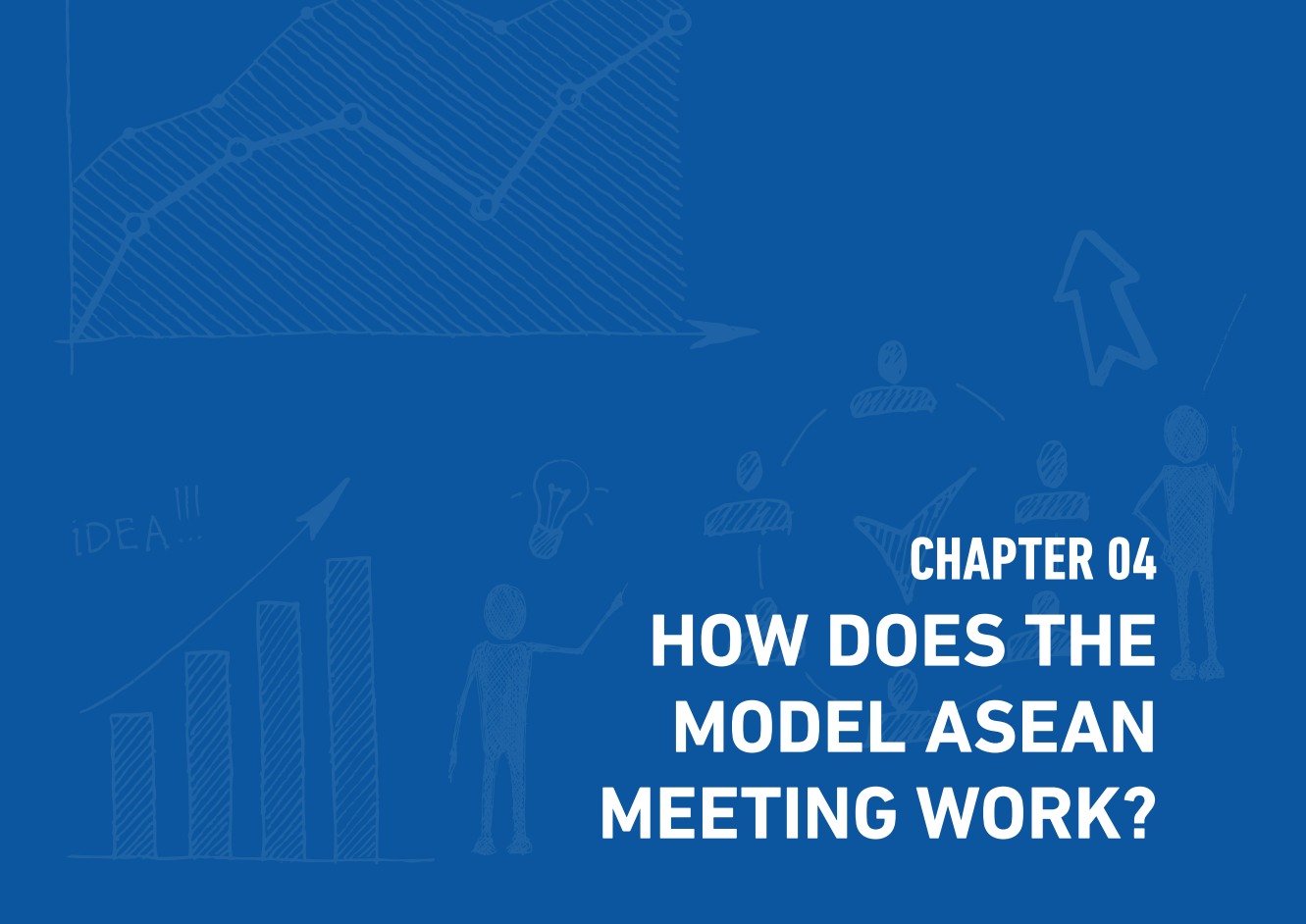
Note 2: Viet Nam is designated as the Country Coordinator, Thailand is designated as Incoming Country Coordinator, and Japan is designated as Dialogue Partner for illustrative purposes only.

TABLE FLAG AND NAME PLAQUE

The ASEAN table flag is placed at the left side of the ASEAN Secretariat name plaque. Likewise, the table flags of the ASEAN Member States are placed at the left side of each country name plaque. This arrangement is seen from the viewer's angle.



Figure 3.16. Table Flag And Name Plaque Layout



CHAPTER 04

HOW DOES THE MODEL ASEAN MEETING WORK?



The Model ASEAN Meeting (MAM) is an academic simulation of ASEAN Meetings where participants play the role of diplomats from the 10 ASEAN Member States and attempt to solve real world issues using the policies and perspectives of their assigned country using the *ASEAN Way*.

The key objective of the MAM is for participants to gain an understanding, insight, and appreciation of the decision-making process of ASEAN. The final outcome of the MAM is to have the Heads of Government (HOGs) adopt a concerted document that addresses the issues identified, also known as the Chairman Statement, based on the ASEAN Way.

At the outset, it is important to understand that MAM is not a Model United Nations (MUN) Conference, primarily because the ASEAN region has its own rules and processes in negotiations and decision-making. This chapter aims to ensure readers understand how each of the MAM organ functions individually and collectively.

It is strongly advised that the advisors, organising committee members, and delegates of AFMAM read, understand, and be relatively well versed with ASEAN Charter. This is because the ASEAN Charter clearly provides the mandates and functions of each key organ.

There are four sections to this chapter. The first section outlines the MAM process, and details the functions of the different meetings that take place in the MAM. The second section describes the different organs and their respective roles and functions within the MAM. Sections three outlines the rules and procedures that delegates will follow during the MAM. Finally, the final section details the difference between MUN and MAM, to the benefit of delegates and advisors who are familiar with MUN and are new to MAM.

SECTION 1: THE MODEL ASEAN MEETING PROCESS

There are many meetings that are hosted as part of the ASEAN process annually. It is estimated that ASEAN organizes over 1, 000 meetings in a year. ASEAN meetings occur at different times during the year, depending on the schedules as agreed by the ASEAN Member States.. Each sectoral body from the three pillars has their own meeting cycles, and some may end up in the country chairing ASEAN.

As an academic simulation of the ASEAN process, the MAM is designed as series of meetings of various ASEAN bodies over a period of a few days. The MAM thus condenses the process, and simulates an entire year's process over a few days.

This section would detail the MAM process by explaining the role of the different meetings and how they should be conducted. Figure 4.1 provides a pictorial overview of the meetings that should be included for a full MAM experience.

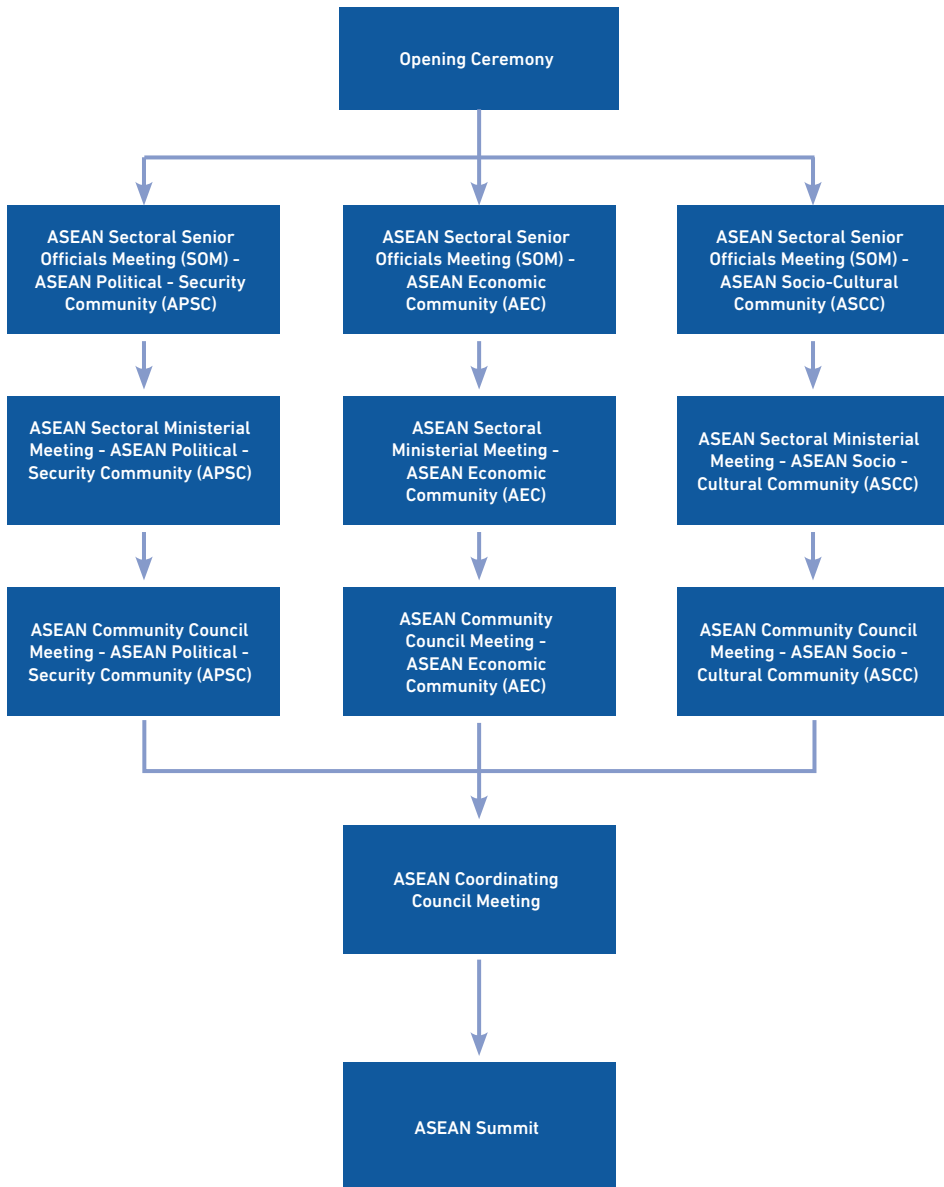


Figure 4.1 The Mam Process

ASEAN SUMMIT

The ASEAN Summit is the supreme policy-making body of ASEAN attended by the HOGs of all Member States. The responsibility and discussion processes will mimic that of an actual ASEAN Meeting, as per Article 7 of the ASEAN Charter.

In MAM, the Summit will be performed twice, once at the opening of the MAM, and the second at the closing of the MAM. The first ASEAN Summit usually happens in April. This internal meeting would discuss issues related to cooperation and progress towards achieving the ASEAN blueprints. The second ASEAN usually happens in November and involves external partners, such as the Dialogue Partners in the East Asian Summit (EAS). Participants who are interested in knowing more about the processes can refer to bulletins by the Institute of Southeast Asian Studies (ISEAS) - Yusof Ishak Institute.

The first Summit is an Opening Ceremony, where the tone and agenda setting of the MAM are set. The Member State holding the ASEAN Chairmanship will host and do an opening address in front of the various Heads of Government (HOGs) and attendees of the event. Following that, each of the HOG will be given an opportunity to do a short speech.

In MAM, the additional components such as panel discussion or guest speaker lectures can be conducted to provide delegates with insight on ASEAN and its workings and/or the issues that delegates would be grappling with during the MAM. These should be organised to meet the objectives of the MAM.

As an academic simulation of the ASEAN process, the MAM is designed as series of meetings of various ASEAN bodies over a period of a few days. The MAM thus condenses the process and simulates an entire year's process over a few days.

ASEAN SECTORAL SENIOR OFFICIALS MEETING (SOM)

At the beginning of the MAM process, delegates will simulate the ASEAN Sectoral Senior Officials Meeting (SOM). Delegates roleplaying senior officials from the ten ASEAN Member States would attend the sectoral meetings that exist under one of the pillars of the Community Councils.

The SOMs are the start of the decision-making process in ASEAN, as the senior officials meet to lay the necessary groundwork and agenda for discussion. It is where the intricacies of the topical agenda are discussed, and where the areas of consensus are established. The decisions made at the SOMs would then be surfaced to the ASEAN Sectoral Ministerial Meeting. Any disputes or disagreements that cannot be dealt at this level would then be surfaced to the Ministerial Meetings. These are usually issues that Senior Officials are unable to deal with as they do not have the mandate from their country to make the decisions.

It must be noted that the SOMs primarily focuses on its sectoral issue. During this process, the SOM should attempt to include elements of the overall MAM theme where appropriate.

The appropriate Senior Official from the Member State holding the ASEAN Chairmanship shall chair each of the ASEAN SOM. The Sectoral Meetings can be run concurrently. However, the Chairperson of each meeting must ensure that all ten ASEAN representatives and a National Secretariat representative are present.

ASEAN SECTORAL MINISTERIAL MEETING

The organiser will need to decide which ASEAN Sectoral Ministerial Meetings they would like to take on during the MAM event. The responsibilities of the respective parties and discussion processes will mimic that of the actual ASEAN Sectoral Ministerial Meeting, as per Article 10 of the ASEAN Charter.

The appropriate Minister from the Member State holding the ASEAN Chairmanship shall chair each of ASEAN Sectoral Ministerial Meeting, although this might be subject to change based on the preference of the member states. The Sectoral Meetings can be run concurrently. However, the Chairperson of each meeting must ensure that all ten ASEAN representatives and a National Secretariat representative are present.

During the Ministers Meeting, the draft Chairman Statement will have already been mostly completed. Only the outstanding matters that could not be resolved by the senior officials will be surfaced for discussion here. The objective of the Ministerial meeting is to firm up the remaining documents for the HOGs to adopt at the final ASEAN Summit.

ASEAN COMMUNITY COUNCIL MEETINGS

The ASEAN Community Councils shall comprise the ASEAN Political-Security Community Council (APSC), ASEAN Economic Community Council (AEC), and ASEAN Socio-Cultural Community Council (ASCC). The responsibilities of the respective parties and discussion processes will mimic that of the actual ASEAN Community Council Meetings, as per Article 9 of the ASEAN Charter.

The appropriate Minister from the Member State holding the ASEAN Chairmanship shall chair each ASEAN Community Council Meeting. These Council Meeting sessions can be run concurrently. However, the Chairperson of each meeting must ensure that all ten ASEAN representatives and the respective ASEAN DSG are present.

The Community Council Meetings will consolidate the draft Chairman Statements that were firmed up by the Sectoral meetings. There should be at least one issue discussed at each of the Community Council to ensure that the Coordinating Council meets and prepares these issues for the ASEAN Summit. This is the final stage where further decision-making or dispute resolution can be conducted.

ASEAN COORDINATING COUNCIL (ACC) MEETING

Reflecting an actual ASEAN Coordinating Council (ACC) Meeting, this will comprise ASEAN Foreign Ministers and will be carried out just before the second Summit to coordinate the outcome and reports of the ASEAN Community Councils in preparation for the meetings of the closing ASEAN Summit. The objective of the ACC meeting is to prepare the final consolidated Chairman Statement for the HOGs to review before they agree to sign on it.

The responsibilities of the respective parties and discussion processes will mimic that of the actual ACC Meeting, as per Article 8 of the ASEAN Charter. There is no decision-making or dispute resolution process at this stage.

An ASEAN DSG will have a seat at this meeting with the seat indicated by the ASEAN Flag.

ASEAN SUMMIT

At the final ASEAN Summit, the HOGs will do a final review of the Chairman Statement, which had been prepared from the various prior meetings. Should there be no objective from any of the Member States, the Chairman Statement would then be adopted by consensus at the closing ceremony portion of the final MAM's ASEAN Summit.

SECTION 2: ORGANS, FUNCTIONS, AND RELATIONSHIPS

As a regional association, ASEAN comprises of the different organs and stakeholders. Each of these parties have a role to play in the ASEAN process, and this section will detail what these roles are and how they would be actualised in the MAM process.

Figure 4.2 is a pictorial overview of the organs and their relationships within the MAM.

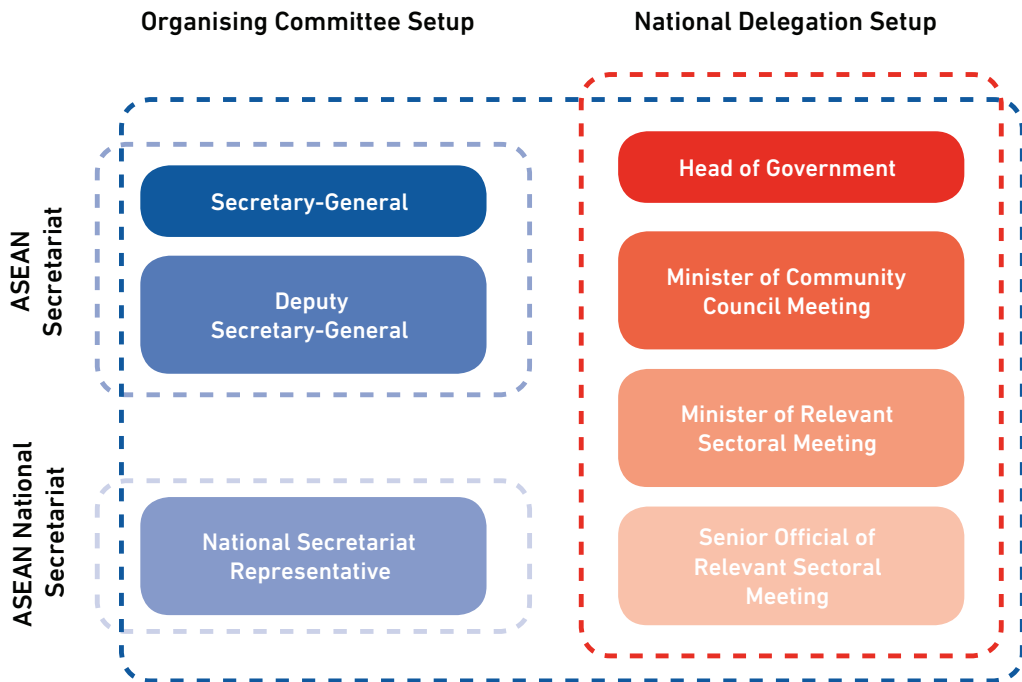


Figure 4.2 Organs And Relationships Within Mam

ASEAN SECRETARIAT

The responsibilities of the ASEAN Secretariat are derived from Article 11 of the ASEAN Charter. The Secretariat upholds the rules and procedures agreed upon and reflected in the ASEAN Charter. The Secretary-General (SG) and respective Deputy Secretaries-General (DSGs) will have a seat alongside the Chairman and Vice Chairman at the ASEAN Summit, alongside the three community councils, and document details of these meetings. The ASEAN Flag will indicate their seat.

In the MAM, the organising committee members will play the role of this organ. Leading the team will be a SG and DSGs. Their responsibilities will include preparing the academic content for the MAM, logistical arrangements, external relationship management, and

event management of the whole MAM activity. The logistical and administrative details of how to organise a MAM will be explained in Chapter 5.

ASEAN NATIONAL SECRETARIAT

At every meeting (at both Senior Official and Ministerial levels), drafting of the final report shall be the responsibility of the ASEAN Secretariat with the assistance of the ASEAN National Secretariat. This final draft report shall then be submitted to the representative of the meetings for approval and adoption. Typically, the ASEAN National Secretariat is established in the Ministry of Foreign Affairs in the Chairman Country.

The National Secretariat representatives will have a seat as part of the National delegation alongside the Chairman and Vice Chairman at the various Sectoral Senior Officials and Ministers Meetings. The ASEAN Flag will indicate their seat at the Senior Officials and Ministerial Meetings.

In the MAM, the ASEAN Secretariat is responsible for taking notes from the meetings, and helping the Chair draft and revise the Chairman Statement.

ASEAN CHAIRMANSHIP

The organising committee can choose to mirror the current ASEAN Country Chairmanship, or decide otherwise, depending on the intended goal(s) of the event organisers.

The nature of the ASEAN Chairmanship is such that the country it represents, and its delegation, will function as the Chair across the entire MAM. The organising committee will have a team dedicated to be the National Delegation representing the Chairmanship country.

The Chair has three key responsibilities during its term. Firstly, to chair and facilitate the ASEAN meetings for the year. Secondly, to be the spokesperson for ASEAN and all its ten Member States. Finally, to define the agenda and propose new initiatives to advance regional cooperation.

The position of the ASEAN Chairmanship is unique, as it requires that the country holding the chairmanship to balance its national interest with that of the regional association's interests. The Chair should ensure that it sufficiently ensures that its national interests are protected, while also ensuring that ASEAN's prerogative as a regional organization is upheld. This could be particularly difficult if the region's interests are not aligned with the Chair's national interests.

NATIONAL DELEGATION COMPOSITION

A national delegation represents each of the Member States of ASEAN. Delegates are responsible for representing the national interests of the Member State that they represent. Based on the objectives of the MAM, delegates may or may not be representing their actual home country.

The composition of national delegations is dependent on the requirements of the MAM. There is no maximum limit on the number of participants in National Delegations, however the following positions must be appointed in each National Delegation:

1. Head of Government (Country Dependent: e.g. Prime Minister or President)
2. Minister of Foreign Affairs, Minister of Defence or Minister of Law (Dependent on the topical issue discussed)
3. Minister responsible for Economic matters
4. Minister responsible for Socio-Cultural matters
5. Minister of relevant ministries that will be involved in the MAM
6. Senior Officials of relevant ministries that will be involved in the MAM.

Notes:

- (1) is mandatory and will be a standalone appointment. This participant will lead his/her national delegation.
- (2) to (4) are mandatory and will participate in the respective Community Council Meetings.
- (2) to (6) can be double appointments where the participant may hold the appointments of Senior Official and Minister of the same specific Sectoral Meetings. The participant cannot be the Senior Official of one Sectoral Meeting and Minister of another.

In view of the above, a minimum of five members per National Delegation is required to conduct a meaningful MAM. It should be noted as well that some of the delegates will double up his/her role. Delegates must be clear in what capacity they represent in the respective meetings conducted.

SECTION 3: RULES OF PROCEDURE

According to Article 21 of the ASEAN Charter, every ASEAN Community Council prescribes to its own rules of procedure. This means that there is no single standard rules of procedure that all ASEAN committees, councils or meetings adhere to. For the purposes of the MAM, the following rules of procedures are crafted to provide structure to the MAM meetings and process.

Objective

1. The objective of the MAM process is to adopt an outcome document (also known as the 'Chairman Statement') through achieving consensus amongst the Member States of ASEAN.

National Delegation Composition & Duties

1. Every national delegation will comprise of at least the following: One Head of Government, Three Ministers (One minister responsible for duties relating to each of the ASEAN community pillars), Three Senior Officials (One Senior Official responsible for duties relating to each of the ASEAN community pillars).
2. Delegations from all ten ASEAN Member States must be represented from the outset.
3. The primary duty of each national delegation is to represent the national interest of the ASEAN member state that the delegation is allocated to.
4. The Head of Government is responsible for representing the national delegation during the ASEAN Summit. He/she will have to present a speech at the ASEAN Summit at the beginning of the MAM. This speech outlines the goals and aspirations that the national delegations seeks to achieve vis-à-vis the topical agenda of the MAM.
5. The Head of Government is the lead delegate for each national delegation.
6. The Foreign Minister (or its equivalent) is responsible in representing the national delegation during the ASEAN Coordinating Council Meeting.

ASEAN Chairmanship & Responsibilities

1. The national delegation that is appointed as the ASEAN Chairman will hold the position and duties of the Chairmanship. The delegates from this delegation will be chairing and facilitating all the meetings during the MAM.
2. The objective of the ASEAN Chairman is to facilitate the meetings to ensure that consensus on the topical agenda is built through diplomacy and tact.
3. The ASEAN Chairman will be representing the interests of its national delegation and the regional association's interest. Given this due representation, the Chair must indicate if he/she is speaking in the capacity of Chair or on behalf of his/her country.

4. The ASEAN Chairman is primarily responsible for drafting the Chairman Statement. However, the Chair is expected to work together with the national delegation from all Member States in shaping the content and tone of the Chairman Statement.
5. The ASEAN Chairman has discretion over the proceedings of the meetings. The Chair has the following procedures that can be used during meetings to further negotiations and/or resolve any disagreement or negotiation impasse:
 - a. Suspension of Meeting: The Chair can call for a suspension of meeting to allow for informal consultations between Member States.
 - b. Mediation: In the situation where there is major disagreement between two Member States, the Chair can offer to mediate between the two parties. If this is agreed, the Chair would suspend the meeting and approach the relevant parties to work out a compromise. Upon concluding the suspension, the meeting will reconvene and the resolution must be brought up for final approval.
 - c. Retreat: A retreat is a closed-door meeting for only the head representatives from each Member State, together with the relevant representative from the ASEAN Secretariat. The Chairman, with approval from each Member State, can call for a retreat to sort out any issues that have come to a stalemate. This means that there will only be a total of 11 people in a retreat. This can be done at the Senior Officials Meetings, Sectoral Ministerial Meetings, and Council Meetings.
 - d. Escalation: If an agreement on specific issue is not achieved, it will be pushed to the end of the meeting to be revisited again before bringing up to the higher level of meeting.

General Rules for Meetings

1. There is no need for a specific quorum to be reached. However, the ASEAN Secretariat and/or Chair must ensure there is appropriate representation from all Member States before the MAM begins.
2. The meeting will officially begin when the Chair calls for the meeting to come to order.
3. During formal setting, delegates will have to be recognised by the Chair before he/she can speak.
4. There is no fixed speaking order in the MAM. Any delegate can indicate his/her intention to speak upon the conclusion of the previous speaker's speech.
5. All speeches made during the MAM must be made in a diplomatic and respectful manner. Delegates who are in violation of this rule will be censured by the Chair.
6. There is no fixed amount of time for a speech delivered by any delegate.

Senior Officials Meetings

1. The ASEAN Sectoral Senior Officials Meeting (SOM) is convened to discuss the topical agenda, which is held under the ambit of one of the pillars of the Community Councils. These meetings are chaired by the appropriate Senior Officials from the Member State holding the ASEAN Chairmanship. This might be subject to change based on the preference of the member states.
2. The SOMs are the platform to lay the necessary groundwork and agenda for discussion. Decisions that have been made, as well as disagreements between Member States, will then be surfaced to the Ministerial Meetings.
3. The purview of Senior Officials is to establish the stance of the national delegation, and to firm up the agenda points on the topical issue. Senior Officials do not have the ability to change their national stance during negotiations.

Ministerial Meetings

1. The ASEAN Sectoral Ministerial Meeting is convened to further discuss the topical agenda on a ministerial level. These meetings are chaired by the appropriate Ministers from the Member State holding the ASEAN Chairmanship. This might be subject to change based on the preference of the member states.
2. The Sectoral Ministerial Meetings are also held under the ambit of one of the pillars of the Community Councils. This builds on the work of the SOMs, and in reality, would meet less often than the SOMs.
3. The Ministerial Meetings are a core part of the policy-making process in ASEAN, and the Ministers can have more latitude in their negotiations with their ASEAN counterparts. Any disagreements or negotiation impasse that are unable to be dealt with at the SOM level would be escalated to the Ministerial Meetings.

ASEAN Community Councils

1. The ASEAN Community Councils comprises of the ASEAN Political-Security Community Council (APSC), ASEAN Economic Community Council (AEC), and ASEAN Socio-Cultural Community Council (ASCC).
2. The ASEAN Community Councils are meant to consolidate the work done by the sectoral meetings that are under the ambit of the respective community pillar.

ASEAN Coordinating Council Meeting

1. The ASEAN Coordinating Council (ACC) meetings are convened in preparation for the ASEAN Summit. The ACC comprises of the foreign ministers of all ten Member States and is chaired by the foreign minister of the ASEAN Chairman.
The ACC would coordinate with the reports and decisions made by the ASEAN Community Councils for the ASEAN Summit.
2. Any disagreements or negotiation impasse that are unable to be dealt with at the Ministerial Meeting level would be escalated to the ACC Meetings. This is the final stage where further decision-making or dispute resolution can be conducted.

ASEAN Summit

1. The ASEAN Summit is the supreme policy-making body of ASEAN attended by the HOGs of all Member States.
2. By the ASEAN Summit, the Chairman Statement should have been drafted with the consultation and consensus of the ten Member States. The HOGs are then expected to endorse the Chairman Statement.
3. If consensus cannot be reached, the ASEAN Charter provides for the ASEAN Summit to decide on an alternative method of decision-making.

Chairman Statement & Amendments

1. The first draft of the Chairman Statement is to be carried out by the ASEAN Chairman and Secretariat, and be circulated to all Member States before any of the meetings begin. This should be done by incorporating feedback from all Member States. In the context of MAM, the first draft would be drafted based on the position papers submitted by the national delegations.
2. Delegations can choose to submit their draft or even volunteer to assist in the first draft, but it is at the discretion of the ASEAN Chairman. The first draft is to be presented by the ASEAN Chairman for discussion at relevant meetings.
3. Subsequent revisions of the draft are the responsibility of the ASEAN Chairman and the Secretariat, and should be done in consultation with the other Member States.
4. During formal meetings to discuss revisions to the Chairman Statement, delegates can put forward their proposed revisions. When proposed revisions are surfaced during the meeting at the presented document, it should be reflected in brackets "[]" next to the original text. This should subsequently be removed when an agreement has been made. There should be no mention of which country the proposed text is from.
5. The draft Chairman Statements that are agreed upon at the completion of each level of meetings will then be surfaced to the next level for further discussion. The next level of officials can propose further revisions accordingly.
6. The draft Chairman Statements can undergo revision until the ACC Meeting, and consensus should be reached among the ten Member States by this stage of the process.
7. However, if there are still specific impasses on specific issues between Member States by the ASEAN Summit, the Chair should use procedures under his/her discretion to resolve the disagreement and facilitate compromise and consensus. If not, the disagreed text should be omitted from the final Chairman Statement.
8. Member States can issue statements of disassociation from the final Chairman Statement if they do not agree with the outcome and if their concerns and/or objections were not reflected during the drafting process.

Decision-Making

1. In accordance with Article 20 of the ASEAN Charter, the primary mode of decision-making in ASEAN is consultation and consensus. Known as the ASEAN Way, this philosophy and tradition ensures that ASEAN initiatives have the full support of its Members States. It also ensures that no Member States feel disadvantaged from its participation in ASEAN.
2. During meetings, the Chair has direction over procedural issues. However, the Chair should make these decisions in consultation and consensus with the other Member States.
3. During meetings, all substantive decisions should be made by consensus. Any dispute can also be surfaced to the next higher level of meeting for resolution, with the Chair calling for an Escalation (Clause 12d of this Rules of Procedure).
4. The Chairman Statement should be adopted by consensus from all ten ASEAN Member States. If consensus cannot be reached, the ASEAN Charter provides for the ASEAN Summit to decide on an alternative method of decision-making.

Interactions with Media

1. The media are not allowed at any of the meetings. They will report based on the information provided as the final outcome documents from the meetings.
2. The media can request to interview representatives, but the granting of interviews is up to the discretion of the delegates. The Heads of Government are most likely the representatives providing the brief at the end of the ASEAN Summit.

Working Language

1. The working language of a MAM shall be English.


SECTION 4: MAM VS. MUN

For delegates and faculty advisors who are familiar with Model United Nations (MUN), MAM practices and procedures seem vastly different. This section aims to highlight the similarities and differences of these two methods of model conferences, to provide delegates with some clarity as they participate in MAM.

For the purposes of this guide, the Harvard MUN Rules of Procedure will be used in comparison with the MAM procedures.

Harvard MUN Procedure	MAM Procedure	Remarks
Dais	ASEAN Secretariat	<p>In MUN, the Dais is primarily responsible in supporting the Chair in facilitating the committee sessions by keeping time, etc.</p> <p>In MAM, the ASEAN Secretariat provides administrative and institutional support to the ASEAN Chairman in drafting the Chairman Statements and taking notes during meetings.</p>
Chair	ASEAN Chairman	<p>In MUN, the chair is a member of the organising team that facilitates the functioning of the committee.</p> <p>In MAM, the role of the ASEAN Chairman is played by a national delegation and must balance between its national interests and role as a chairperson.</p>
Quorum	Not Applicable	There is no need for a specific quorum to be reached. However, the ASEAN Secretariat and/or Chair must ensure there is appropriate representation from all Member States before the MAM begins.
General Speaker's List	Not Applicable	In MAM, there is no designated list of speakers. Delegates can request for an opportunity to speak anytime.
1 Minute Speaking Time	No Limit	There is no limit to the speaking time for delegates during MAM.
Unmoderated Caucus	Informal Consultations	The suspension of the meeting, where delegates can discuss ideas informally in or out of the committee room.

Harvard MUN Procedure	MAM Procedure	Remarks
Moderated Caucus	Not Applicable	There is no equivalent in MAM.
Yields		
Comments		
Right to Reply		
Point of Parliamentary Inquiry		
Point of Order		
Procedural Vote	Not Applicable	The procedural tools can be wielded by the Chair at his/her discretion. It is encouraged that this would be done in consultation and consensus with all ten Member States.
Substantive Vote	Not Applicable	All substantive revisions that are to be made to the Chairman Statement, as well as the adoption of the final Chairman Statement, must have consensus among all ten Member States
Working Papers	Not Applicable	In MAM, the delegates will only be discussing and revising drafts of the Chairman Statement. The style of writing the Chairman Statements greatly differs from UN Resolution language.
Resolutions	Chairman Statements	



CHAPTER 05

ORGANISING A MODEL ASEAN MEETING



Groups interested to organise a Model ASEAN Meeting (MAM) can endeavour to hold a successful and realistic simulation exercise through careful preparation. For practical use, this chapter of the Guidebook will provide a step-by-step administrative and logistical guide for organisers to create a successful MAM.

The organising of the MAM is divided into six phases. The six phases are:

1. Initial Planning
2. Structural Planning
3. External Relations/Communications
4. Organisational Planning
5. Pre-Event Logistics
6. Post-Event Activities

PHASE 1: INITIAL PLANNING

Overview

The first phase of organising a successful MAM is the initial planning where the overall framework is created with clear intention of what is to be achieved. The organising committee should envision the type of event to create. It is strongly advised that organisers explore finding a resource person that has experience working with and on ASEAN and its processes.

Below are some of the key components that organisers should address during the initial planning process.

Goal Setting

What are goals for the intended MAM? Setting goals for the event is the first step the organisers and the organising committee should do before embarking on the project. There should be both personal and group goals to guide the organising committee through the planning process. Setting goals at the beginning will provide clarity of the expectations and keep the organising committee on track throughout the process. Some of these goals could be about getting a minimum number of participants for the conference. If this is the objective, the team may need to pay special attention towards marketing and delegate recruitment to attract that number of delegates. Alternatively, if the objective is to have a substantive and academically rigorous simulation, the organising committee may be focusing on the quality of academic content and output, such as the background guides, as well as the experience level of the chairing team.

Preparing a concept note or terms of reference plays an important part at this stage where ideas, including overall goals and other elements of the MAM, are formalised and

translated into a document. A concept note or terms of reference will be further developed into a full-pledged proposal which shall serve as a guidance as the activities go forward. A proposal shall comprise the elements elaborated below.

Participants

It is important to identify the target audience of the participants. By understanding if they are from middle school, and/or high school, and/or university students, and/or others, this will help provide the organising committee with an understanding of how complex the event should be and how to get the learning across to the participants.

Selecting The Date(s)

When selecting the dates, take into consideration other events happening around the time that may impact the event such as examination and even bad weather (i.e. typhoon, heavy rain, monsoon). This will facilitate the participation rate for the MAM.

Organising Capacity

The organising committee's capability, in terms of experience and resources, will help determine a successful outcome. The organising committee should consider holding a small and more localised participation of MAM prior embarking one that is larger and at a national or regional or international level.

Collaboration and Partnership

The organising committee can explore partnering with other institutions or organisations to assist in providing both resources and capacity for the event. However, it will be important to identify them with clear understanding of what each partner's roles would entail.

Venue

It is vital to secure a venue for the event in the early stages of planning. This will ensure the event can even take place to begin with. Other considerations will include the costs and accessibility.

Below are some of the advantages and considerations to the two most common options.

Option A: School or Local Organisation

Advantages

- Support from faculty advisors and administration.
- Potentially free or inexpensive access to resources including office equipment, meeting rooms, and cafeteria.
- "Home-field advantage". You are already familiar with the area.

Considerations

- Can the campus provide accommodation to participants? If not, is there a hotel nearby?
- Are there any fees imposed by the administration?
- Are there security fees or additional costs for keeping buildings open?
- Are the meeting rooms close together?
- Will time constraints be placed on the delegates?
- Does school faculty need to be present?
- Who assumes liability?
- Are the premises safe?
- Is the campus easy to navigate?
- Where will the delegates eat if a cafeteria is not open?
- Will someone from the university or organisation be available to assist if a problem occurs?

Option B: Hotel or Event Centre

Advantages

- A common meeting place, as opposed to multiple buildings.
- Professional atmosphere.
- Housing for all delegates.
- Availability of experienced event planners to assist organiser.

Considerations

- What are the costs?
- If you obtain a certain amount of sleeping rooms, is the meeting space free?
- Do you need to use the hotel's catering?
- Can you provide your own audio/visual?
- Are there rules for handling boxes?
- What type of insurance is required?
- Does the hotel have adequate space?
- Can you set up rooms any way you wish?
- Do you need security?

Timeline

A timeline will help the organising committee stay on track. With deadlines clear to everyone involved in the event planning process, it will ensure the smooth implementation of the MAM.

Sample Timeline with key milestones is reflected in Table 5.1.

Tasks	Due Dates (Before Event)
Set date for Model ASEAN Meeting	12 Months
Reach out to schools	10 Months
Write background papers and delegate/advisor guides	4 Months
Do country assignments	Ongoing
Communicate with teachers	Ongoing
Order promotional items, supplies, banners, etc.	3 Months
Create event programme and send to printers	1 Month
Create committee assignment sheets, placards, and name tags	3 Weeks
Meet photographers, press, etc.	At event

Budget

Budget is an essential part of any event. It should be created as soon as the planning process begins. While budgets vary greatly from event to event, it is important to include all the possible expenses to have a clear sum to raise and avoid overspending. The budget should include possible income to make sure the numbers are in balance.

Costs to Consider

- Venue
- Catering
- Transportation
- Audio and visual equipment
- Event secretariat staff
- Shipping
- Miscellaneous
- Anticipated Revenue
- School fees
- Participation fees
- Training fees
- Sponsorships
- Donations

PHASE 2: STRUCTURAL PLANNING

Overview

The second phase of running a successful MAM is clear structural planning. This includes the selection of the issues and/or topics, the relevant sectoral meetings, the background information research work to be done, and the rules of procedure.

If you are planning the event for the first-time, it is a good idea to keep the event small. It is important to make sure that each Community Council has at least one sectoral meeting from the Senior Officials to the Minister level so that there will be a lively and interesting simulation to see how the coordination works in the ASEAN decision making process. It is also a good idea to choose topics that your organising committee is familiar with so that they can provide direction for delegates during the preparation phase and at the respective MAM.

Choosing of Issues And/Or Topics

For organising an event that will best benefit the participants, it is important to choose issues and/or topics that are relevant and exciting.

Hence, here are a few academic considerations that organiser will need to look into:

- The meetings are timely and relevant to the ASEAN's work;
- The meetings are appropriate for the age group;
- The topics are interesting;
- The topics you would like to discuss are actually discussed in that particular pillar/blueprint;
- You have assigned the appropriate number of topics given the length of the event. If you have a one-day event, you should have one topic (two days for two topics, etc.);
- You have enough space for everybody (in other words, ensure that your venue has enough rooms to accommodate your meetings); and
- You have enough volunteers to support the meeting.

To find relevant ASEAN topics and issues currently on the agenda, please visit the ASEAN Secretariat website.

Background Research of Chosen Issues And/ Or Topics

Background guides should be written collectively by the organising committee through detailed research online, through physical books, interview with resource people, or approaching the ASEAN Foundation. Due recognition should be given to whoever contributed to the making of the background guide.

The process of doing this background guide will provide the organising committee some foundational understanding of the issues and/or topics at hands. Background guides are

useful written informational aids for delegates on the topics that will be discussed during a MAM, providing them with the expectation on what they should know when taking part in an ASEAN meeting simulation.

The background guides are brief issue overviews (typically two to six-pages long) that describe the issues and/or topics that will be discussed at a MAM. It is important to keep the background guides simple. In many cases, English may not be the participant's first language.

A good background guide will:

- Introduce participants to a global issue;
- Explain how that issue came about and why it is important;
- Illustrate any events related to the topic in Southeast Asia amongst ASEAN Member States;
- Discuss existing ASEAN Frameworks and documents that have addressed the problem;
- Highlight any other important events or international agreements and framework related to the issue outside ASEAN Member States; and
- Pose questions to the participants that they should then answer through research and ultimately through negotiation at a MAM activity.

Almost all MAMs give their participants background guides for each meeting that participants will simulate. Different events create their background guides in different ways, though most follow a basic structure.

Please refer to the last chapter of this Guidebook on the available resources and people to approach and how to begin with the necessary background information.

Selecting The Sectoral Meetings

With the knowledge gained through the work done on the background research and creating of the background guides, the next step will be to select the relevant sectoral meetings.

It should be noted that all sectoral meetings will have at least one that is Minister level and another, prior to that meeting, that is attended by Senior Officials, also known as the Senior Officials Meeting (SOM). The SOM is the working level meeting where most, if not all, of the issues should be addressed. Take for example, if the chosen Sectoral Meeting is on Youth matters, prior to the ASEAN Ministerial Meeting on Youth (AMMY), there will be a Senior Officials Meeting on Youth (SOMY). Please refer to Chapter 2 for a list of the Ministerial bodies under each Community pillar, along with the respective senior officials and subsidiary bodies.

It is important to ensure that there is at least one sectoral meeting that will be executed under each of the three Community Councils. This will enable the participants of the MAM

to appreciate fully the decision-making process of ASEAN starting from the working level to the highest decision-making level. This will also provide a broader offering in the types of topics being discussed, widening the pool of interested applicants with different research interests.

The organising committee must bear in mind that it is possible for some of the issues to have sectoral meetings that exist under the different pillars of the Community Councils.

Once the sectoral meetings are firmed, this should be included in delegate handbook and be briefed to all national delegations on the meetings they are expected to attend.

Rules of Procedure

The Rules of Procedure are the most important thing you provide your delegates. There are many different types of rules written about Model United Nations (MUN) and similar model conferences. However, the Rules of Procedure for a Model ASEAN Meeting is different from that of MUNs and other conferences. It is important to ensure the Rules of Procedure is kept to that of the ASEAN's way. Please refer to the earlier chapter for details.

This should be highlighted to all participating delegations and their respective advisors. It is the Secretariat's responsibility to ensure the Rules of Procedure executed at all times.

PHASE 3: EXTERNAL RELATIONS AND/OR COMMUNICATIONS

Overview

The third phase of running a successful MAM is organising logistics and external relations. This will include mailing out of invitations, country assignments, travel information, procedural rules, and background guides. Keeping the event participants informed and up to date is crucial to the success of the event. Participants travelling to the event should have all the information they need, like directions to the venue and information on accommodation and transportation.

If the event has a dedicated website, it must be maintained well and updated with the most up-to-date information such as background guides and country assignments at all times. This will enable the participants to be more prepared, contributing to the success of the MAM.

It is important that the organising committee create and maintain a timeline to help manage each task on when they should be completed. This will facilitate the organising committee by providing extra time to deal with unexpected problems prior to the event.

Creating An Event Invitation

An invitation should include the following:

- The name, date, and location of the event;
- A letter of invitation from the organising committee;
- Objective of the meeting and benefits to the participant;
- Location details;
- Resources for research;
- Information on the Organising Committee;
- A list of organs being simulated and topics being discussed;
- A tentative event schedule;
- Description of event fees, if any (if none, recognise your funders);
- Contact information;
- An event timeline (including due dates for advisors);
- Registration due date;
- Country assignments mailing;
- Accommodation arrangements;
- Position paper due dates;
- The registration form.

Places To Promote Event

Promoting the MAM is an important step in getting enough participants for the event. There are several ways to promote the MAM and below are just some examples to think about:

- Social Media
- ASEAN Foundation website
- Similar affinity groups in your school or area (i.e. e.g. MUN Chapters)
- School Mailing lists
- Advertise in other events' programmes
- Set up a website.

Registration

Registration of event can be done in a few different ways. This includes a physical application where registration forms are sent to the organiser, an online only registration, or a combination of both.

Regardless the preference, the registration form should include the following:

- University
- University contact information
- Name of advisor of delegation
- Advisor and delegation contact details
- Faculty
- Number of delegates
- Names and age of each delegates
- List of preferred countries/committees

Creating A Website

An event website is the best way to get information to the delegates and attract new participants.

As a rule of thumb, the following should be included on the website:

- The name, date, and location of the event
- Fees and registration information
- Delegate resources
- Advisor resources
- Important news and events
- A discussion area
- A contact email address for enquiries

Things to consider:

- Ease of regular updates
- Spelling and grammar
- Simplicity
- Mobile friendly

Assigning Committees And Countries

The organising committee should take into consideration the preference indicated, the background and the capacity of the participants of the group when assigning countries. In the application process, it would be helpful to have the applicants indicate their motivation and how much resource they would have at their disposal to ensure they deliver a good representation of the preferred country assignment in the respective committees.

These are some factors that the organising committee can look out for when assigning delegates to committees to ensure a good fit with committee and/or country assignments:

Education background

A delegate may have better contextual knowledge about specific issues because he/she had learnt it in school as part of his/her subject major. For example, a Medical student might shine if he/she were allocated to a committee simulating the ASEAN Health Ministers Meeting to discuss obesity in Southeast Asia. This is because she might be able to apply lessons from medical school in speeches and document submissions. This will raise the level of debate as there are subject matter experts discussing the issue.

Internship/work experience

Similarly, a delegate may be more suited to represent committees because he/she had acquired relevant industrial knowledge in his/her internship journey. For example, an applicant who had done an internship in an accounting firm might be well-suited to debate on tax evasion in a committee simulation of the ASEAN Finance Ministers Meeting (AFMM), as he/she will be able to incorporate more technical issues surrounding tax codes and laws in his/her comments. This can also develop a more rigorous committee debate on technical topics and issues.

Foreign language proficiency

Proficiency in a foreign language is an understated advantage that can help raise the quality of debate in committees. Delegates who can read sources in foreign languages will be able to collect research from more sources of information in different languages to see different perspectives. For example, in a committee simulation of the ASEAN Foreign Ministers Meeting (AMM) discussing the ongoing territorial disputes over the South China Sea, a delegate who indicated that he/she is proficient in reading Chinese sources may have a significant advantage as he can read sources from Chinese government publications. This would allow him/her to understand the Chinese perspective through reading Chinese primary sources which are published through their Ministry of Foreign Affairs. In turn, this could shape the delegate to form a more well-thought out foreign policy that takes into account different perspectives.

Communicating with Schools Or Groups

It is essential to make sure all forms of communications are clear and effective, especially in e-mails. When calling teachers or contact persons, it should be done at convenient hours and with consolidated thoughts to avoid projecting as being unprofessional. Prompt follow up is important, especially when the key point of contact has left messages via e-mail or telephone.

Delegate Handbook

The creation of a delegate handbook is intended to provide participants with all of the logistical and procedural information regarding the upcoming MAM. This must be sent to them in advance to ensure they have sufficient time to prepare.

The recommended time to send out the delegate handbook is at least six weeks before the event.

Things that should be included in a Delegate Handbook:

- General Information
- Tentative Event Schedule
- Committee venues
- Directions to the Event
- Roles at the Event
- Rules of Conduct
- Event Agenda
- Dress Code
- Expectations for Performance
- Delegate Resources
- Delegates timeline and checklist
- Model ASEAN Meeting Skills information
- Background Guides
- Research Information
- Position Papers
- Rules of Procedure

PHASE 4: ORGANISATIONAL PLANNING

Overview

The next phase of running a successful MAM activity is the organisational planning stage, which should begin with the selection of the organising committee members as part of the ASEAN Secretariat and National Secretariat, Chairman's National Delegation Members, and volunteers. Select members who exhibit personality, leadership, knowledge of global issues, and sound organisational skills.

All members must work as a team to ensure a successful event. They should be expected to handle many of the pre-event tasks, including keeping in contact with their fellow members, setting the event agenda, and researching the issues.

Members should also be fully aware of their responsibilities during the event. They must encourage delegates to learn to listen and understand each other's position, facilitate consensus building, and maintain an orderly committee. It is a good idea to have weekly meetings or training sessions to help the organising committee members prepare themselves for the event.

Secretariat

The Secretariat is the heart of the event. The Secretariat will be in charge of everything from recruiting to training of organising committee members and registering participants. There are many ways to structure your Secretariat. Positions in the Secretariat should be chosen according to the event's needs.

It should be understood that the Secretariat consists of two components, namely the ASEAN Secretariat and the ASEAN National Secretariat (refer to Figure 4.1.).

Below are the appointments and responsibilities under the ASEAN Secretariat component.

Secretary-General (SG)

- The Secretary-General is the individual ultimately in charge of all logistical matters at the MAM.
- Finalise the assignment of countries to all participants and/or schools.
- Be the note taker at the ASEAN Summit.
- Delegate duties to the organising committee.
- The Secretary-General should make every effort to delegate duties to other committee members, particularly during the event, where he or she will be busy performing many of the ceremonial duties. Although the role of the Secretary-General at a MAM differs significantly from the role of the Secretary-General at the actual ASEAN, both are considered the main spokesperson of their organisations. The Secretary-General should have considerable MAM experience as a delegate and preferably as an event organiser as well.

Deputy Secretaries-General (DSGs)

- Persons assigned with this role work closely with the Secretary-General.
- They will be the note takers at their respective Community Council Meeting.
- Assist in writing/editing of the background papers of the sectoral meeting under respective Community Council.
- Assist the Secretary-General in overseeing all the logistical issues and other substantive issues.

The second component of the MAM Secretariat is called the ASEAN National Secretariat, which is provided by the Chairmanship country.

Sample Organization Chart

This sample organization Chart below is an example of how the manpower for the Model ASEAN Meeting can be organised. In this example, we will be using an organization chart where only one committee is simulated under each Community pillar.

National Delegation

In view of the need for the Chairman country to play the role of Chairman in all the meetings and concurrently represent the country's interest, they will not only be required to know the Rules of Procedure clearly, but also the subject matters that are being discussed. Hence, the organising committee will need to put together the Chairman's national delegation.

Apart from knowing the subject matter, it is important for them to know how to manage the flow of discussion and be diplomatic in handling any situation that may arise. They will have the most interaction with the delegates and will make or break the event, therefore, it is extremely important to select good Chairs.

Apart from chairing the respective sectoral meetings, they will need to work with the respective secretariat representative of the meetings to develop an outcome document.

Things to keep in mind:

- Make sure tasks are clearly defined.
- Make sure Chairpersons have significant MAM experience.
- Communicate with the organising committee members regularly.
- Ensure that everyone can attend trainings.

PHASE 5: PRE-EVENT LOGISTICS

Overview

Before the event, there are a lot of logistical issues to take care of. Speakers and special guests must be invited, materials to be handed out at the event must be designed, ordered, and organised, and thorough agendas for all events must be created.

Prepare and order all advertising, mailing, and print materials early. Distribute them to members of the MAM community, local chapters of MAM group, or MAM websites and online calendars.

Keynote Speaker

Securing a keynote speaker is one of the most important things for the event's opening and closing ceremonies. It is important to start contacting potential speakers early and often.

Things to consider when obtaining a speaker:

- Match your audience and their interests to what the speaker can offer.
- Consider your budgetary constraints.
- Give desired speaker all details about the event with plenty of lead time.
- Have a backup plan or speaker.
- Special Guests.

Special guests can include anyone from school principals to leaders of area organisations to prominent government officials. However, it is important to keep records of these special guests, get their biographies, inform the organising committee members of their presence, and have activities for them to do while visiting the event.

Event Programme

Every event should have a programme sheet that contains useful information, such as a final event schedule and committee room locations. Most of this information should already be ready in the delegate handbook.

Things a programme should include:

- Welcome letters
- Event schedule
- Faculty programme
- Special guests
- ASEAN Secretariat and National Secretariat details
- Event administration
- Delegate code of conduct
- Meeting session process
- Schools participating at the event
- Countries represented at the event

- Expectations for performance
- Maps
- Rules of Procedure

Welcome letters should come from event's government officials and its Secretary-General of ASEAN. Prominent figures from the host city government or the venue sponsor also help establish relationships that benefit your event.

Logistical Arrangements

Below is a list of useful supplies and equipment that should be present at the event:

- Computers for delegates to type resolutions
- Printer (with extra ink)
- USB Drive
- Photocopier (with extra toner)
- Laser Pointer
- Paper
- Pens
- Paper clips, white out, tape, and extra flip charts
- ASEAN-related books
- Name badges
- Placards
- T-shirts
- Notebooks
- Stop watches
- Extension cords
- Walkie-talkies
- Room signs
- Evaluation/Feedback form

Opening And Closing Ceremonies

Things to keep in mind:

- Confirm the keynote speaker.
- Make sure podium and all the appropriate flags are onstage.
- Create an agenda or script.
- Keep it brief.
- Only have essential people on the stage.
- Master of Ceremony (MC) should know how to pronounce names correctly.
- A clear and detailed administrative programme.

Some Last Minute Matters

During the event, it is the small things that matter. Do not forget to:

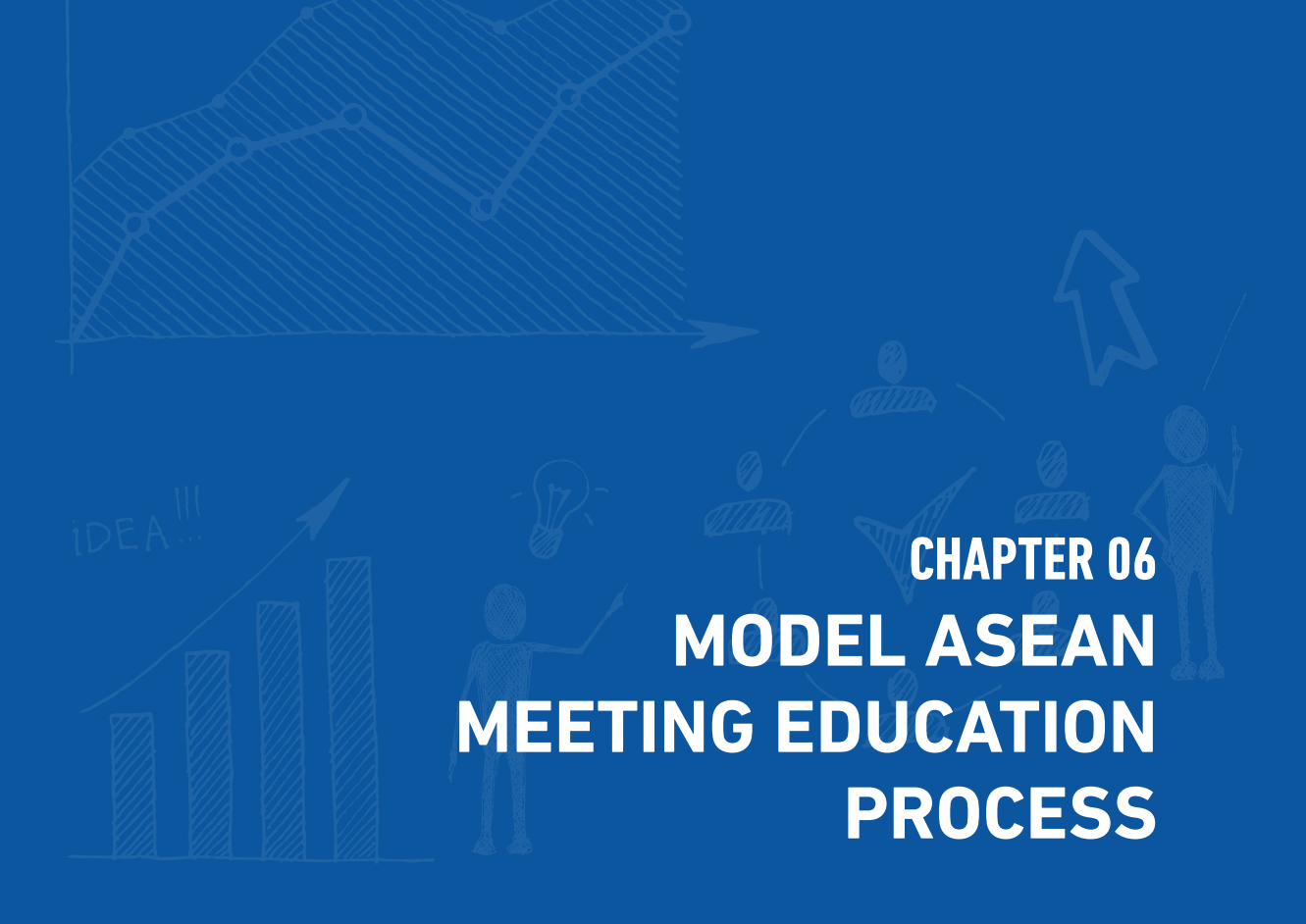
- Ensure meeting rooms are set up correctly.
- Stagger meals to best use dining space.
- Make sure all audio and visual equipment works.
- Make sure people know where event office is.
- Make sure there are directional signs.
- Address issues with teachers.
- Meet photographers, press, etc.
- Assign someone to oversee special guests.
- Oversee check-in.
- Oversee opening and closing ceremonies.
- Oversee awards process.
- Clean up.
- Make sure that the secretariat is accessible to all participants and easy to locate.
- Distribute evaluation or feedback form to all participants at the second coffee/tea break of the last day and collect the duly completed forms from all participants before they leave the room.

PHASE 6: POST EVENT ACTIVITIES

End-of-event activities, while often overlooked, are very important. Start by settling all of outstanding accounts. It is especially important to clear up the event finances in the first few days after event by making a balance sheet and writing a financial report.

It is important to conduct a Post-event debriefing, or After Action Review (AAR) of the organising members soon after the event when all the positive and negative aspects of the event are fresh in the team members' minds. Compile everyone's feedback and assess each aspect of the event. A good scenario for debriefing is as follows:

- Invite everyone who was involved in the event.
- Address even the smallest concerns.
- Agree to follow-up on discussions to assure that these concerns do not arise at future events.
- Assign tasks to relevant organising committee members and have them oversee improvement efforts.
- Thank everyone for a Model ASEAN Meeting well done.



CHAPTER 06

MODEL ASEAN MEETING EDUCATION PROCESS

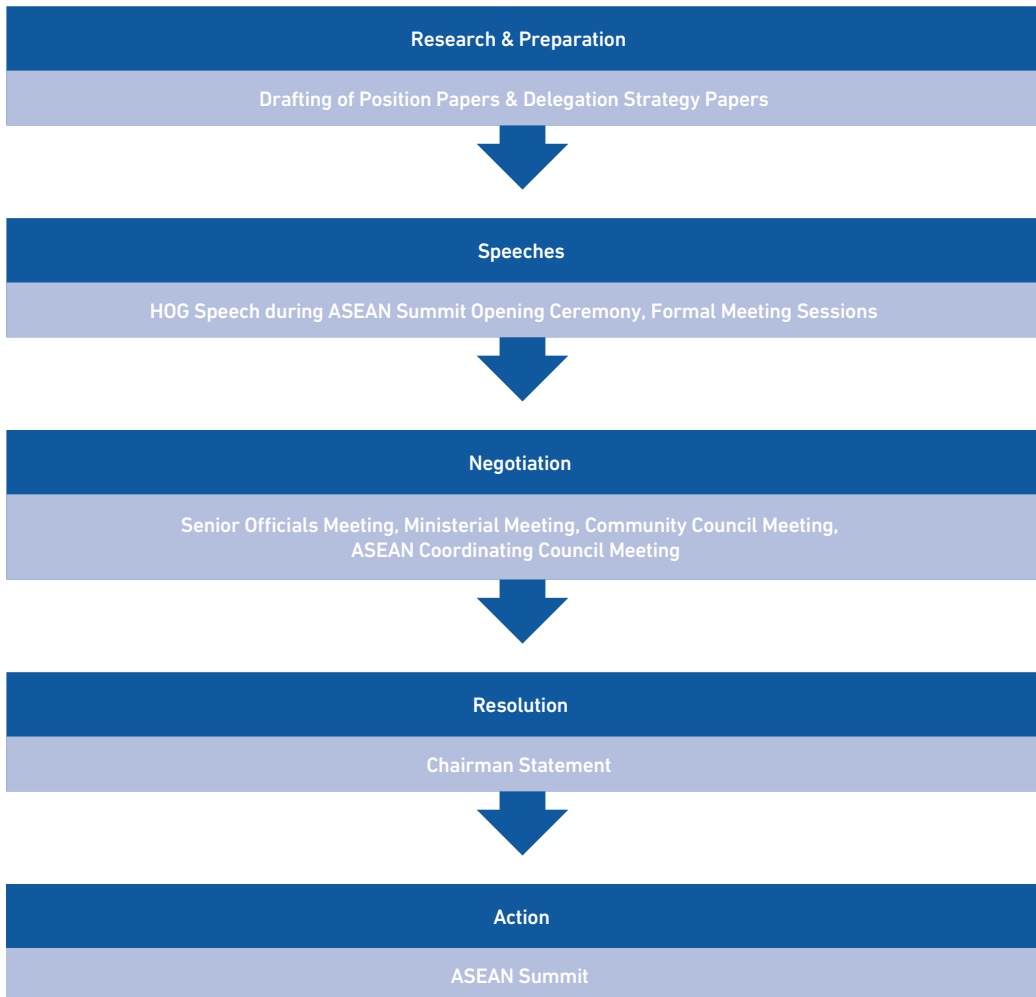


In the MAM, delegates will be roleplaying officials from an ASEAN Member State, and they would have to represent the national interest of the country that they are representing. Thus, before attending the MAM, delegates should prepare themselves sufficiently so that they can contribute proactively in during the conference.

To help participants better prepare themselves, this chapter will provide step-by-step guide to delegates on how to make the best out of their MAM experience. This chapter will be covering the following areas

MAM EDUCATIONAL PROCESS

Taking part in a MAM is a unique educational experience, and it can be daunting for first time delegates. The MAM educational process can be understood in the following diagram:



RESEARCH & PREPARATION

The first step in gearing up for a rewarding MAM experience is to ensure that one is well researched and prepared for the MAM. To get sufficiently ready for the MAM, delegates should ensure that they have prepared themselves well in the following areas.

Firstly, it is important for delegates to gain a sufficient understanding of ASEAN and its goals, the MAM process, the MAM Rules of Procedure and the process of drafting the Chairman Statement. An understanding of these rules and processes will ensure that delegates understand the ASEAN lingo and the ASEAN Way, and more importantly be comfortable with speaking and working in the MAM.

Secondly, delegates should have a good understanding about the topical agenda that they will be engaging with during the MAM. As delegates would have received information on their roles and the topical agenda, it is important to conduct research to better understand the topical agenda. Delegates should understand the concept and situation of the global issue they are presented with, how this issue is applied within the ASEAN context, what are some steps that ASEAN has done previously to deal with these issues, and what are some challenges that ASEAN would face in dealing with this issue.

Thirdly, delegates need to prepare for the MAM by researching on the country and role that they are allocated. In MAM, as in Model United Nations, delegates roleplay officials and diplomats of countries that might not necessarily be of their own. For the MAM to be successful, delegates must understand the issues from their allocated country's perspective and interests, and understand how their role in the MAM process. Therefore, it is imperative that delegates research into their country's and ministry's policies, and understand what role they play in their country's policymaking process. In preparation for the MAM, delegates will have to develop their position papers and delegation strategy papers. These documents are important in consolidating a delegate's research, and are necessary to get the discussion rolling during the first ASEAN Sectoral Senior Officials Meetings.

Independent Research

Prior to the MAM, delegates would receive background guides from the organisers. This background guide should provide delegates with the fundamental information on this topical agenda. However, it is also important for delegates to conduct their independent research. Independent research is a key modern method of learning which empowers students to undertake individualised inquiry in a manner allows them to explore subject matter which is of interest to them, while promoting critical thinking and analytical skills. This in the long-run develops stronger, more responsible learners who are ready to take on the real world. During research, it is important that delegates

check and verify their sources. While most delegates would use the internet for most their research, delegates should not overlook the resources available in books and periodicals at one's local library.

Some resources that delegates should use in their independent research include:

- ASEAN Charter
- ASEAN Website & Documents
- ASEAN Chairman Statements
- ASEAN Member State Government Websites & Documents
- Embassies and Consular Offices
- News Outlets
- Academic Journals & Periodicals
- Books

Position Papers

Prior to the MAM, the organiser may require that every delegate submit a position paper in advance. The position paper is a simple document detailing the country's policies on the topics being discussed in the respective meetings.

A position paper should be easy to write with extensive research be conducted. If the organiser requires position papers to be submitted, this should be asked about one month before the MAM so that organising committee can read them and get a feel of the direction the debate will take. In the event that the MAM organiser does not require a position paper, delegates should still consider writing one to help organise the research done, understand their position, and prepare their speeches. The position papers can also be used as the opening remarks for each delegation.

Position papers are usually one to one-and-a-half pages in length. A good position paper should provide the reader with an understanding of the country's position and policies vis-à-vis the topical agenda, and an excellent paper would also further suggest ideas, solutions and proposals that the country can offer regarding the issue. Relevant government policies, laws, statistics, and facts should be presented to provide further legitimacy to position paper.

How to Write a Position Paper

There is no fixed structure on how position papers should be written. Some delegates choose to submit their position papers in prose, some prefer to present their ideas in bullet points, and others chooses to do it with a mix of both methods. As the position paper is meant to provide a clear outline of a country's stance on the topical agenda, it is important that the position paper be written in a clear and concise manner.

As most MAMs would provide a background guide, delegates can use that resources as the basis to approach the drafting of their position papers. However, delegates must avoid reiterating parts of the background guide.

The following outline is provided to provide delegates with a guide on how to effectively present their position paper:

1. Background of the Topic
 - a. Contextualise the global issue in your country's perspective
 - b. What are some sub-areas of that topic that your country particularly cares about?
2. Country's Position
 - a. What is your country's stance on the issue?
 - b. What are your country's national interests?
 - c. What has your country done previously regarding this issue?
 - d. What has your country previously proposed or done on an ASEAN level regarding this issue?
3. Proposed Solutions
 - a. What does your country believe should be done to address the issue?
 - b. What are some policies or solutions that your country can proposed to be done to solve the problem on a regional level?
 - c. What would your country would like to accomplish in the respective meetings?

Here are some tips for writing your position paper:

- Keep it simple. To communicate strongly and effectively, avoid flowery wording and stick to uncomplicated language and sentence structure.
- Get organised. Give each separate idea or proposal its own paragraph. Make sure each paragraph starts with a topic sentence.
- Cite sources. Use footnotes or endnotes to show where the facts and statistics were found.
- Read and reread. Leave time to edit the position paper. Ask if the organisation of the paper makes sense and double-check on spelling and grammar.
- Speech ready. A good position paper makes a great introductory speech. During debate, a good position paper will also help highlight the country's policies.
- Let the bullets fly. Try not to let the country proposals become lost in a sea of information. For speechmaking, create a bulleted list of the proposals along with most important facts and statistics.

Strategy Paper

Aside from the position papers, another document that delegates should prepare prior to the MAM is the strategy paper. The strategy paper is an internal document that would be circulated among the entire delegation during the MAM. This document is important in solidifying the country's core stances and interests, and it would guide members of the delegations throughout the MAM.

The strategy paper would be an add-on to what delegates would have written in their position papers. The position papers are meant to indicate the country's stance on the issue and the proposed ideas – and is submitted to be shared with other delegates, thus it would be for public consumption. On the other hand, the strategy paper is meant solely for the purposes of the national delegation's consumption.

Strategy papers would be between two to three pages in length. Every delegation should only produce one strategy paper, as this would be the guiding document for the delegation during the MAM.

A good strategy paper should clearly identify what the country's core objectives, interests and ideas are, and it should also emphasise what the country aims to achieve from the MAM. An excellent strategy paper would detail how the delegation would seek to achieve these aims, and have a well-thought out process of the areas that can be negotiated and areas that are strictly neo-negotiable.

The crafting of this document should accurately reflect the national interests, foreign policy and situation of the country. While researching for the strategy paper, it might be difficult given that country's do not publicly share their strategies. Delegates would then have to infer from the country's foreign policy and national interests. Journals, periodicals and articles by international relations experts might be helpful when researching.

How to Write a Strategy Paper

There is no fixed structure on how position papers should be written. As this document is primarily meant for the national delegation's use, this document should be structured to meet the needs of the team.

The following outline is provided to provide delegates with a guide on how to effectively draft their strategy paper:

1. Outline of stance, interests and policy
 - a. What is your country's stance on all the issues being discussed at the MAM?
 - b. What are your country's national interests?
 - c. What is the cornerstone of your country's foreign policy and how would your delegation reflect this during the MAM?

2. Targets
 - a. What does your country seek to achieve from this MAM?
 - b. What are some key targets or goals that your country would want to ensure are added into the final Chairman Statements?
3. Strategy
 - a. How would your delegation aim to achieve its targets and objectives?
 - b. Which countries would you work closely to push your agenda points?
 - c. Which countries might oppose your goals, and what can your delegation do to negotiate with them?
4. Negotiations
 - a. What are some ideas or solutions that would go against your goals? How can your delegation ensure that these ideas or solutions would not be part of the final Chairman Statement?
 - b. What would your country be willing to give up during negotiations?
 - c. What are the clear 'red-lines' that cannot be crossed during negotiations?

SPEECHES & NEGOTIATION

A core component of the MAM process are the formal meetings: Senior Officials Meeting, Ministerial Meeting, Community Council Meeting, ASEAN Coordinating Council Meeting. During these meetings, delegates would discuss and debate the topical agenda, and they would work together to seek solutions that would result in an outcome document: The Chairman Statement.

Speeches are an important aspect of the MAM experience. All delegates would be required, at one point or another, to make speeches. In particular, the Head of Government (HOG) would have to deliver a speech during the ASEAN Summits. Delegates will have numerous opportunities to speak at the MAM. The Chair will facilitate the speaking proceedings, and while the MAM meetings are not governed by strict speaking rules, speeches must be done respectfully by the delegates.

Public Speaking

Public speaking is an important skill at the MAM and as a delegate. It enables delegates to present their Member State's positions, help build consensus, and formulate resolutions. Although speaking is an important part of any MAM activities, many delegates fear speaking in front of a large group. The best way to cope with these fears is to be well prepared. Here are some suggestions on the speeches

- Generally, delegates should begin by thank the presiding official by saying “Thank you, Mr./Madame Chair/Excellency...”. Delegates would then tend to end their speeches by thanking the presiding official by saying “Thank you, Mr./Madame Chair/ Excellency...”.
- In the first few speeches, delegates should outline their country’s position and why the issue is important to their country. Delegates should include an explanation for own country’s stance, such as economic or security concerns or political or religious ideology. Delegate should also discuss some of the past actions taken by the United Nations, ASEAN Member States, and non-governmental organisations (NGOs) to address the issue.
- For the following speeches, delegates should use these opportunities to
 - Present ideas and solutions for the Chairman Statement
 - Discuss about the role that ASEAN, NGOs or other multilateral organisations can play in addressing the issue.
 - Encourage collaboration among Member States by proposing ways that that delegate’s country would be willing to work with other Member States.
 - Delegates can reference what other delegates have said to show support for their points. Alternatively, delegates should voice disagreement if their country doesn’t support what the other delegate has mentioned.

Here are some other general tips for public speaking:

- **Prepare:** Decide how one feels most comfortable delivering your speech. Delegates may choose to use their own position paper as their first speech or write out some key points. In time, delegate may feel comfortable speaking without any written notes at all. If there is a plan to use a word or phrase that is unfamiliar, make sure there is an effort made to learn about its meaning and how to pronounce it properly.
- **Practice:** Rehearsing of speech is the best way to perfect any public speaking skills. Try practicing in front of a teacher, parents, or fellow delegates. When listening to anyone’s speech, provide constructive feedback rather than criticism. When someone critiques the speech, accept the feedback graciously and use it as a tool to strengthen own public speaking.
- **Consider target audience.** Make speech appropriate to the age and experience-level of the other delegates at the meeting. Remember that the beginning of the speech should captivate the audience and make them want to hear more.
- **Eliminate unnecessary “filler” words,** i.e. words and phrases such as “umm,” “well,” “sort of,” and “like”. These words take away from the message you are trying to convey. Some additional fillers to avoid are “so”, “you know”, “I think”, “just”, and “uh”.
- **Use meaningful pauses.** Leaving a moment of silence between sentences can be a powerful public speaking tool. Pausing after an important point or before

answering a question will help hold the audience's attention. A pause can also give you time to formulate the next statement.

- Pace yourself. Do not talk too fast or too slow. Remember that most speakers have a tendency to talk too quickly.
- Choose a powerful posture. Be aware of own posture when speaking. Slouching, tilting your head, and crossing your arms or legs will present a negative take away message. Stand up straight, relaxing of shoulders, plant feet firmly, and keep knees unlocked to help communicate confidence.
- Project of presence. Speaking in a low to medium volume can help project authority, but make sure that it is loud enough to be easily heard. Focus on speaking with enthusiasm and energy.
- Gesture. It is worthwhile to use face, hands, arms, and body to help communicate as long as the motions do not distract the audience from listening to the speech.
- Connect with audience. Glance at the prepared notes rather than reading them so that there will be eye contact made with the other delegates. It is often helpful to speak directly to individual members of the audience.
- Get to the point. Speak concisely so that the audience does not lose focus on the main arguments among less important details. Try not to speak in circles. Instead, go straight to the most important point.
- Be positive. Rather than criticising another point of view, critique it in a constructive way. Always provide alternatives and be sure to back up any arguments.
- Understanding the Rules of Procedure is an important aspect of the MAM. Delegates can read more about these rules in Chapter 4 of the guidebook.

RESOLUTION

The objective of the MAM is the writing and negotiation of the Chairman Statement. The ASEAN Chair would take the lead in drafting the statement, but would have to do it based on the consultation and consensus of the other Member States.

The Chair drafts the statement with the administrative support of the ASEAN Secretariat. Delegates can involve themselves in the process of drafting and amending the draft statement, at the discretion of the ASEAN Chairman. Regardless of the origin, the ASEAN Sectoral Senior Officials Meeting must first agree through consensus, before the draft statements can be used as the basis for a formal debate.

The draft statements would then be discussed at the SOM level, and any dispute that cannot be resolved will be bumped up to the higher level of discussion, which is the Ministerial Meeting. The process of revision would be repeated during the Ministerial Meetings. If there are unresolved disagreements or impasses, it would be surfaced to the

ASEAN Coordinating Council Meeting. If there are still any outstanding disagreements that cannot be resolved at the Ministerial level, it would be surfaced to be resolved at the ASEAN Summit.

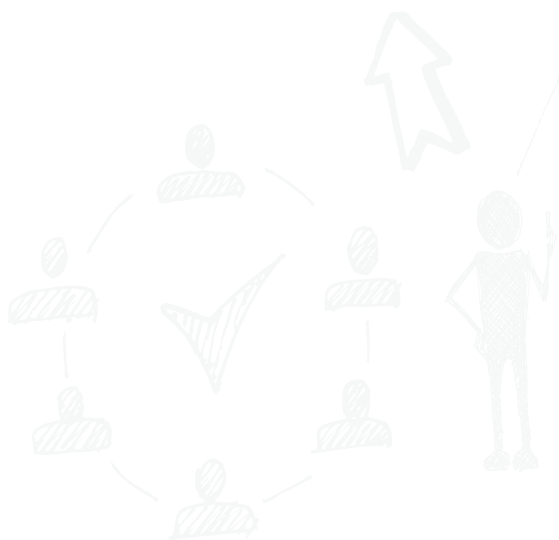
The process of drafting a Chairman Statement is a long process, but it is meant to be inclusive and must be agreed upon by all Member States. The following are some tips for drafting a good Chairman Statement:


- Create a detailed resolution. For example, if a Chairman Statement calls for a new programme, think about how it will be funded and what body will manage it.
- Be realistic. Do not create objectives for the Chairman Statement that cannot be met.

ACTION

DRESSING FOR SUCCESS

Dressing professionally and appropriately is an important aspect of MAM. Just like being polite and having proper manners, dressing appropriately is an important way to show respect for the Member State you are representing, for fellow delegates, and for ASEAN as a whole. At some meetings, delegates may wear their own national dress. However, most meetings will require lounge suit attire.



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