



ASEAN Communication Master Plan 2018 – 2025

ASEAN: A Community of Opportunities for All



one vision
one identity
one community



ASEAN Communication Master Plan II 2018–2025

The ASEAN Secretariat
Jakarta

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EXECUTIVE SUMMARY

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

The ACMP II has been developed through consultation and with inputs from the ASEAN Secretariat (ASEC), the Committee of Permanent Representatives to ASEAN (CPR), the ASEAN Ministers Responsible for Information (AMRI), the ASEAN Senior Officials Responsible for Information (SOMRI), as well as Sectoral Bodies under the three ASEAN Community Pillars – ASEAN Political-Security Community (APSC), ASEAN Economic Community (AEC) and ASEAN Socio-Cultural Community (ASCC), communication representatives from AMS, and representatives from ASEAN entities and bodies.

The ACMP II is intended to provide a direction to aid local development and implementation of detailed communication strategies by the ASEAN Community Pillars and by the AMS, with the aim of achieving greater involvement from institutions and people at the national level. The strategies are flexible to reflect the different characteristics and needs of the local markets.

Since the launch of the original ASEAN Communication Master Plan (ACMP) in 2014, a series of key milestones towards ASEAN 2025 have been achieved including:

- The formal establishment of the ASEAN Community comprising the ASEAN Political-Security Community, the ASEAN Economic Community and the ASEAN Socio-Cultural Community on 31 December 2015;
- Completion of the work of the High Level Task Force on the ASEAN Community's Post-2015 Vision, as well as the work of the High Level Task Force on ASEAN Political-Security Community, the High Level Task Force on ASEAN Economic Integration and the High Level Task Force on ASEAN Socio-Cultural Community, supported by the ASEAN Secretariat, on the three Community Blueprints;
- Adoption of the ASEAN Community Vision 2025, the ASEAN Political-Security Community Blueprint 2025, the ASEAN Economic Community Blueprint 2025 and the ASEAN Socio-Cultural Community Blueprint 2025;
- Adoption of the Kuala Lumpur Declaration on ASEAN 2025: Forging Ahead Together which incorporates the ASEAN Political-Security Community Blueprint 2025, the ASEAN Economic Community Blueprint 2025 and the ASEAN Socio-Cultural Community Blueprint 2025, and together constitute the “ASEAN 2025: Forging Ahead Together”;

- ASEAN's 50th Anniversary which took place in 2017 under the Chairmanship of the Philippines.

By incorporating these various considerations, ACMP II includes integrated communications strategies and tactics that are:

1. Customised and targeted;
2. Prioritised and mapped to different audiences;
3. Closely aligned with the objectives set out by ASEAN Community Vision 2025.

The ACMP II also takes into account the key strategies of the ASEAN Strategic Plan for Information and Media 2016-2025 that include:

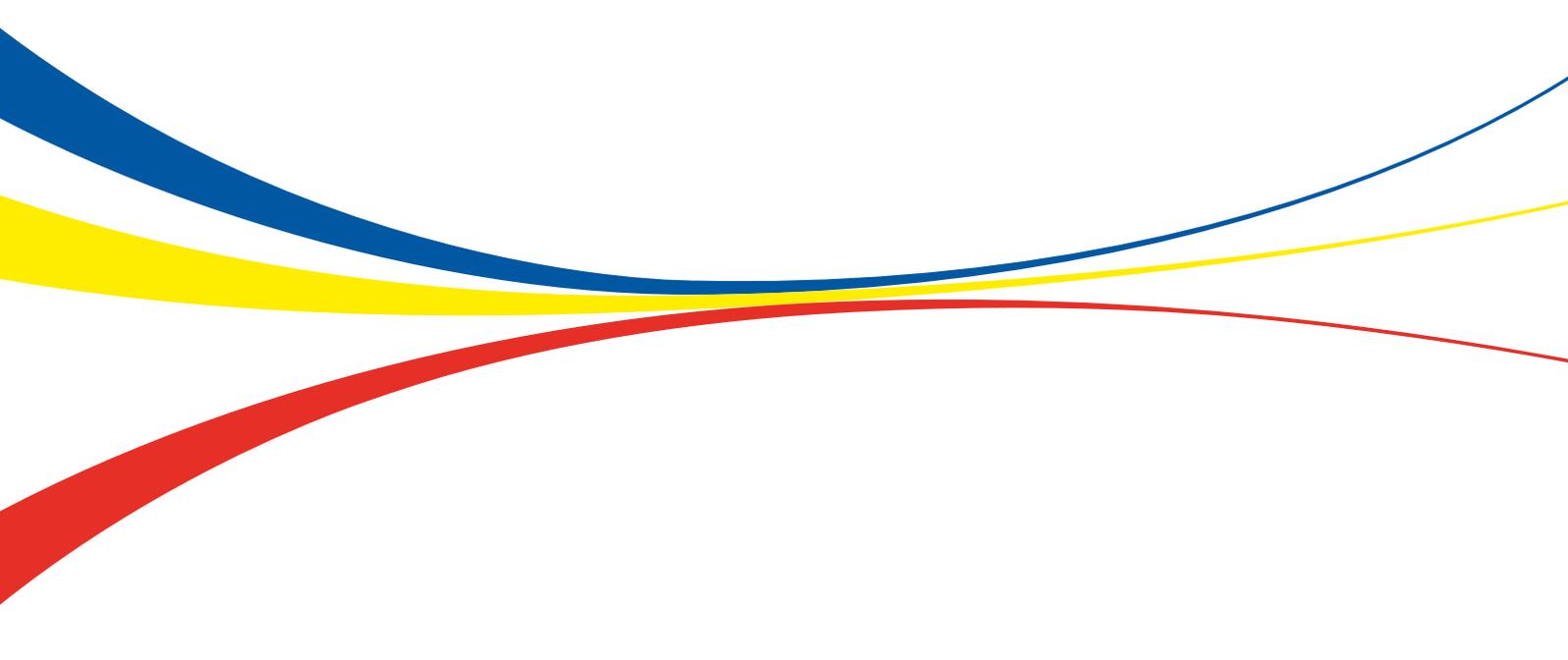
- Advancing cooperation and ASEAN level agreements to provide regional mechanisms to promote access to information;
- Encouraging the development of programmes and dissemination of information on the benefits and opportunities offered by the ASEAN Community and promoting mutual respect, appreciation of diversity and a sense of belonging in the ASEAN region;
- Harnessing the use of information and communication technologies across different groups as a means to connect with the regional and global communities; and
- Engaging media professionals, research, business and other entities in collaborative development of ASEAN-relevant content.

ACMP II continues to leverage a wide spectrum of tactics across traditional media, electronic and social media, and in-market events that can be implemented at the AMS level as well as ASEAN-wide. It provides a framework that the AMS can adapt to local needs where priorities, planning and communication channels may differ.

The aim is to engender a collective sense of pride in ASEAN heritage and achievement; and to further this sense of pride by engaging with citizens and overseas audiences to demonstrate the range of opportunities and benefits offered by the ASEAN Community.

While the ACMP focused on creating a clear understanding of what it means to be part of an integrated region where there are shared, equitable opportunities for business, community and personal growth, ACMP II articulates the inclusive nature of such opportunities, and the shared benefits and shared responsibilities to all ASEAN peoples.

ACMP II brings this shared ASEAN vision to life through an overarching, inclusive message, **ASEAN: A Community of Opportunities for All**. This aligns closely with the rules-based, people-oriented, people-centred ASEAN of “One Vision, One Identity, One Community”.





VISION AND PURPOSE

The primary purpose of ACMP II is to support the implementation of the Kuala Lumpur Declaration on ASEAN Vision 2025, which aims to realise:

1. An ASEAN vision of an integrated, peaceful and stable community with shared prosperity built upon the aspirations of and commitment to the ASEAN Charter, ASEAN treaties and roadmaps.
2. A rules-based, people-oriented, people-centred ASEAN Community, where the peoples of ASEAN enjoy human rights and fundamental freedoms, higher quality of life and the benefits of community-building, reinforcing a sense of togetherness and common identity.
3. A peaceful, stable and resilient Community with enhanced capacity to respond effectively to challenges, and ASEAN as an outward-looking region within a global community of nations, while maintaining ASEAN centrality.
4. An ASEAN empowered with capabilities, to seize opportunities and address challenges in the coming decade.
5. ASEAN community-building efforts to uplift the standards of living of our peoples, as mapped out in the United Nations 2030 Agenda for Sustainable Development.

To achieve ASEAN Vision 2025, each of the ASEAN Community Pillars has its own blueprints of activities and achievements over two stages; through 2020 and then from 2021 to 2025.

The ACMP II models this structure in support of Pillars' goals and achievements and the connectivity of communications across Pillars, in particular the inclusive nature of these goals and the shared benefits to ASEAN citizens.



AUDIENCES

The ACMP II recognises a broad spectrum of audiences spanning the AMS, but also takes into account their differing knowledge of ASEAN. That level of awareness among audiences and their identification with the ASEAN Community should influence programme strategies and tactics at a local level where there will be greater understanding of the awareness gaps:

Awareness of ASEAN	Communications Approach
Knowledgeable	To strengthen this group as advocates and active members of the ASEAN Community by keeping them informed about developments in ASEAN and how ASEAN provides opportunities to them, their families and friends
Somewhat aware	To help this group identify more strongly with ASEAN and turn them into supporters of ASEAN by strengthening their knowledge and understanding of ASEAN and the positive impact it can make on their lives and the lives of their families
Low awareness	To raise awareness among this group about ASEAN and the ASEAN Community's impact on their lives
Zero awareness	To ensure this group has a basic understanding about ASEAN and the ASEAN Community and the ability to strengthen their knowledge and ultimately identify with the ASEAN Community

In planning communication campaigns at an ASEAN Community Pillar or AMS level, it is recommended to focus on not more than three audience segments for each campaign to increase the effectiveness of outreach efforts. Preferred communication channels are based on audience research and will differ among AMS.

Audience Mapping and Perceptions

From 2014 through the celebration of ASEAN's 50th Anniversary in 2017, research identified that overall awareness of and appreciation for the benefits of ASEAN among its citizens improved significantly. However, there are still perceived downsides or misunderstandings of the ASEAN Community that need to be addressed through the ACMP II. Examples are given in the table below:

Audience	Examples of Perceived Downsides of the ASEAN Community	Examples of Benefits of the ASEAN Community	Examples of Communication Objectives	Examples of Communication Strategies to Narrow Perception Differences	Options for Communication Channels to Facilitate Change
General / Public / ASEAN Citizens	<ul style="list-style-type: none"> The ASEAN Community has little or no positive impact at all on Member States and citizens There will be greater competition for jobs from other ASEAN nationals Those who only speak one language may be disadvantaged in obtaining employment The elderly will benefit less from the ASEAN Community than youth 	<ul style="list-style-type: none"> We are stronger as an ASEAN Community than as a single country ASEAN integration brings more job opportunities and the ability to work more easily in other ASEAN countries It will be easier to travel within ASEAN countries Greater integration will enable more people to enjoy better quality in financial and societal services 	<p>IDENTITY-BUILDING</p> <ul style="list-style-type: none"> To strengthen feelings of belonging to the ASEAN Community To help people identify with ASEAN as much as they do to with their country of nationality To give people a sense of purpose about the future of ASEAN and their future in ASEAN <p>AWARENESS-BUILDING</p> <ul style="list-style-type: none"> To help people understand different aspects of ASEAN better To give young people a reason to believe in the benefits of being part of the ASEAN Community 	<p>IDENTITY-BUILDING</p> <ul style="list-style-type: none"> Make stronger use of ASEAN symbols and logos in the daily lives of citizens e.g. through a joint ASEAN passport Strengthen ASEAN identity-building through the education process from age five onwards Develop a stronger voice on the international stage by asserting an ASEAN position on major international topics <p>AWARENESS-BUILDING</p> <ul style="list-style-type: none"> Demonstrate how the ASEAN Community is creating an impact on the lives of its citizens 	<p>RURAL</p> <ul style="list-style-type: none"> Word of Mouth Radio TV Exhibitions Roadshows Community Events School Forums Publications Social Media <p>URBAN</p> <ul style="list-style-type: none"> TV Publications Online/Social media (Facebook, Instagram, short videos on YouTube) Advertising Mobile Conferences

Audience	Examples of Perceived Downsides of the ASEAN Community	Examples of Benefits of the ASEAN Community	Examples of Communication Objectives	Examples of Communication Strategies to Narrow Perception Differences	Options for Communication Channels to Facilitate Change
Women and Children	<ul style="list-style-type: none"> • ASEAN lacks commitment to the welfare of women and children • ASEAN does not have initiatives, projects, and programmes on women and children's rights • ASEAN does not engage women and children in decision-making process 	<ul style="list-style-type: none"> • The ASEAN Community recognises and actively promotes the rights of women and children as important members of the ASEAN Community • ASEAN is committed to combatting violence against women and children 	<ul style="list-style-type: none"> • To create greater awareness of how the ASEAN Community has a positive impact on their lives and the lives of their families • To provide facts and knowledge about ASEAN Community initiatives 	<ul style="list-style-type: none"> • Improve awareness of ASEAN Connectivity initiatives and the impact these will have • Highlight real-life examples of positive ASEAN Community advantages • Demonstrate how ASEAN disaster relief efforts show collective concern for Member States and peoples in need 	<ul style="list-style-type: none"> • Exhibitions • Roadshows • Visual e.g. Display ASEAN Emblem/Flag alongside AMS Flag in government offices/institutions and in times of crisis on relief goods, tents, etc. • Social Media • Conferences/Forums • Radio • Communication Events
		<ul style="list-style-type: none"> • To help women realise that ASEAN is working to protect and promote their rights and those of their children • To build awareness among children about ASEAN 	<ul style="list-style-type: none"> • Expand knowledge of social welfare and protection under the ASCC blueprint • Promote more widely the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children and the ASEAN Declaration on the Elimination of Violence Against Women and Children 	<ul style="list-style-type: none"> • Radio • TV • Roadshows • Community Events • Family Forums • ASEAN Children's Forum • Women's Forums • Social media (Facebook, Instagram, short videos on YouTube) • Social media influencers • Education curriculum in schools 	

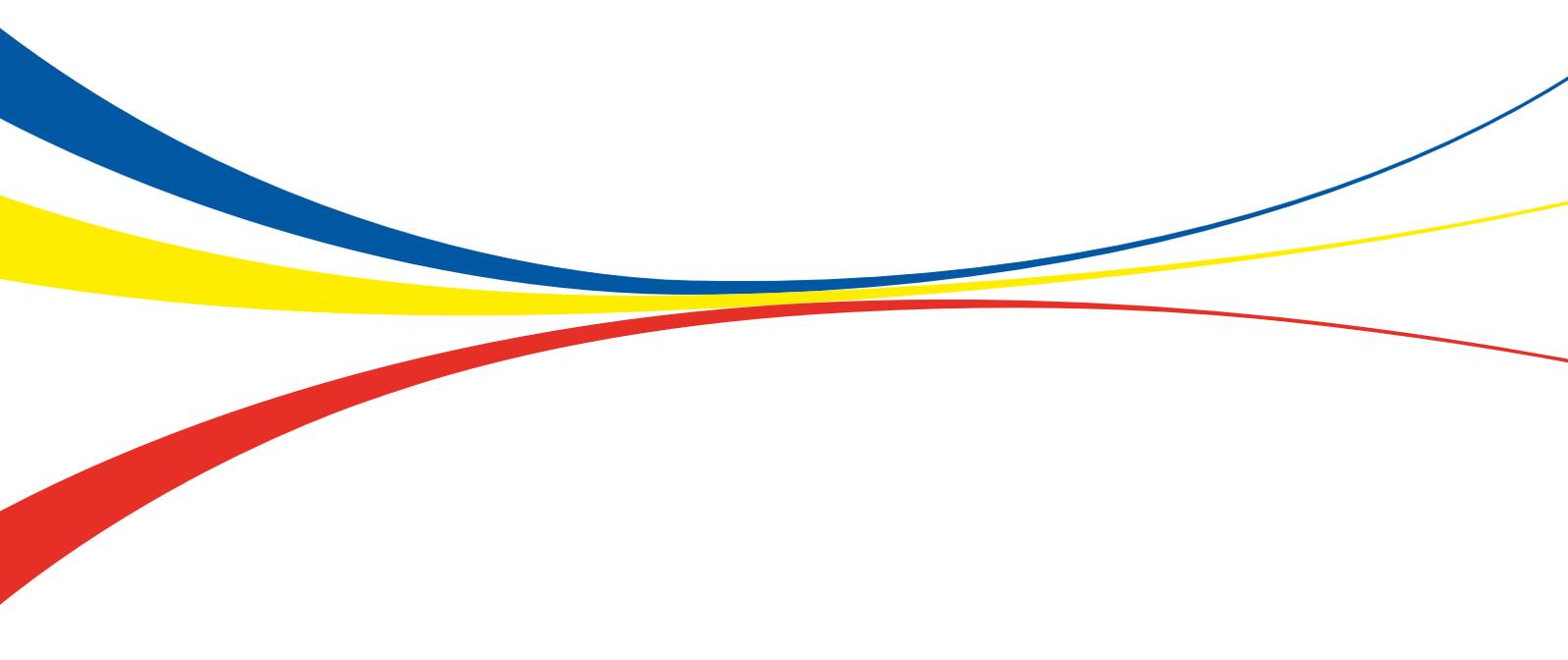
Audience	Examples of Perceived Downsides of the ASEAN Community	Examples of Benefits of the ASEAN Community	Examples of Communication Objectives	Examples of Communication Strategies to Narrow Perception Differences	Options for Communication Channels to Facilitate Change
People with Disabilities	<ul style="list-style-type: none"> Disabled people are discriminated against, particularly in the workforce ASEAN is not doing enough to foster the inclusion of people with disabilities People with disabilities in ASEAN do not have any rights 	<ul style="list-style-type: none"> All AMS have ratified the UN Convention on the Rights of Persons with Disabilities ASEAN Community Vision 2025 articulates ASEAN's aspiration of an inclusive Community ASEAN is working to mainstream the rights of persons with disabilities 	<ul style="list-style-type: none"> To enhance awareness of what ASEAN is doing to build an inclusive Community To strengthen outreach to persons with disabilities in ASEAN To build Community appreciation of the contribution to society of persons with disabilities 	<ul style="list-style-type: none"> Raise awareness of ASEAN Human Rights Declarations, particularly protection of mothers and the rights of working mothers Develop pre-school curriculum and TV programming to support ASEAN awareness among children 	<ul style="list-style-type: none"> Seminars Profile the achievements of peoples with disabilities on ASEAN websites and through the media Joint speaking opportunities with associations and community organisations supporting peoples with disabilities Annual event focused on International Disabilities Day

Audience	Examples of Perceived Downsides of the ASEAN Community	Examples of Benefits of the ASEAN Community	Examples of Communication Objectives	Examples of Communication Strategies to Narrow Perception Differences	Options for Communication Channels to Facilitate Change
Government	<ul style="list-style-type: none"> The ASEAN Community has little or no positive impact at all on AMS and their citizens Individual country cultural identities may decline or be replaced by ASEAN Local workforce/production will be adversely affected by the ASEAN Community / ASEAN integration will have negative impact on local employment 	<ul style="list-style-type: none"> Country developments will make the ASEAN region stronger and more able to compete within the global community Unresolved conflicts have a better consultative platform for discussion and resolution Connectivity between ASEAN Member States will be stronger ASEAN common visa and Open Sky policy will improve the tourism industry and will provide more economic opportunities for communities Strong regional banks, competitive insurance markets and deep, liquid capital markets will facilitate greater ASEAN economic growth 	<ul style="list-style-type: none"> To strengthen understanding of ASEAN across all government institutions in the AMS To strengthen ties between ASEAN and the ASEAN Inter-Parliamentary Assembly (AIPA) To deepen inter-government cooperation and multi-stakeholder participation in ASEAN community-building 	<ul style="list-style-type: none"> Improve understanding of the overall benefits of integrated regional infrastructures Demonstrate the positive impacts being achieved by the ASEAN Community which adds to country culture and local identity Highlight the advantages of the ASEAN Community, such as lower production costs from free trade Build closer ties between Government institutions and ASEAN entities and bodies 	<ul style="list-style-type: none"> Government forums Speaker platforms Direct contacts E-mail (Dissemination of educational electronic direct mailers) Information Toolkit/Power Point Presentation Public Service Announcements TV Radio Website (a robust website with an informational portal where key ASEAN-related information is kept)

Audience	Examples of Perceived Downsides of the ASEAN Community	Examples of Benefits of the ASEAN Community	Examples of Communication Objectives	Examples of Communication Strategies to Narrow Perception Differences	Options for Communication Channels to Facilitate Change
Business	<ul style="list-style-type: none"> • Implementation of the ASEAN Economic Community may not be even across AMS • Competition will increase with trade barriers declining • Production within ASEAN may move to lower cost countries • The ASEAN Community has the same problems as the European Union and other trading blocs • Financial integration only benefits a small number of business sectors • The benefits will not be equitably distributed to the various sectors within each AMS 	<ul style="list-style-type: none"> • ASEAN companies will have the opportunities to expand regionally more easily • Business networking and information sharing opportunities will increase • There is a large consumer base of more than 625 million consumers to which to market • Lower tariffs and harmonised regulatory structures will attract more companies to invest in ASEAN • There is a strong pool of talented workers in ASEAN • Developed regional capital markets, underpinned by efficient payment and settlement systems and freer capital flows, will benefit investors and companies 	<ul style="list-style-type: none"> • To demonstrate to business leaders and managers that ASEAN benefits their business goals • To demonstrate to multinational companies that there are ASEAN-wide business opportunities • To show small and medium-sized enterprises how the ASEAN Community benefits their growth and expansion goals 	<ul style="list-style-type: none"> • Provide more uniform knowledge about the benefits and direct impact of the AEC • Create a clear understanding of business impacts • Improved awareness of ASEAN Connectivity initiatives and the impact these will have • Develop a better understanding of ASEAN's integration into the global economy • Raise awareness on specific business advantages created by financial integration • Highlight business success stories across ASEAN Community and within AMS 	<ul style="list-style-type: none"> • Seminars • Sector-specific symposiums • Conferences • Exhibitions • Online communications (seeding messages through influential sites) • Website (a robust website with an informational portal where key ASEAN-related information is parked) • Speaker platforms • Advertising • Email (dissemination of educational direct mailers) • Third party advocates • Case studies • Inflight magazines

Audience	Examples of Perceived Downsides of the ASEAN Community	Examples of Benefits of the ASEAN Community	Examples of Communication Objectives	Examples of Communication Strategies to Narrow Perception Differences	Options for Communication Channels to Facilitate Change
Civil Society Organisations	<ul style="list-style-type: none"> Less developed markets in ASEAN will not achieve the same benefits as others Cultural and national identity conflicts may emerge Environmental problems may increase with more tourism ASEAN is not truly inclusive There is no room for engagements among the different ASEAN stakeholders 	<ul style="list-style-type: none"> With the narrowing of development gaps among ASEAN economies through capacity building and financial integration, the quality of services to those now under-served markets will improve There will be an easier pooling of resources to provide assistance in times of crisis Teachers and academics will be able to work across ASEAN Health and environmental conditions will improve with new policies Financial integration allows for crucial information on financial services to reach ASEAN groups that may lack access to financial education ASEAN Provides opportunities for multi-stakeholder engagement 	<ul style="list-style-type: none"> To demonstrate the many benefits of ASEAN integration and their impact on people's lives 	<ul style="list-style-type: none"> Improve understanding of ASEAN Community and its equitable philosophy Expand awareness of the role of the AMS within the ASEAN Community and regional accord Provide information to help people improve their financial understanding Increase knowledge of human development, social welfare and environmental sustainability initiatives and their impact 	<ul style="list-style-type: none"> Direct contact Seminars Third party advocates Targeted media TV Radio Online Communications (e.g. the ASEAN remittance database and website) Pre-departure orientation programmes for migrant workers, where applicable

Audience	Examples of Perceived Downsides of the ASEAN Community	Examples of Benefits of the ASEAN Community	Examples of Communication Objectives	Examples of Communication Strategies to Narrow Perception Differences	Options for Communication Channels to Facilitate Change
Key Influencers (online and offline)	<ul style="list-style-type: none"> Aspects of integration may advantage some members of the ASEAN Community over others ASEAN initiatives have little tangible impact on the lives of the people 	<ul style="list-style-type: none"> The ASEAN Community underlines the region's growing importance on the international business and economic stages Peace and stability are more likely to be realised under ASEAN Community Conflict resolution will be easier ASEAN promotes peoples' welfare and cultural development in the region 	<ul style="list-style-type: none"> To cultivate key influencers as advocates for the ASEAN Community To garner support for major initiatives from local community leaders and influencers 	<ul style="list-style-type: none"> Provide more detailed understanding of the ASEAN Community and its equitable philosophy Strengthen relationships with online influencers who are interested in ASEAN 	<ul style="list-style-type: none"> Seminars E-mail Speaker platforms Specific symposiums Newspaper articles TV programmes Direct contact / meetings Blogs Social media platforms (Facebook, Twitter, YouTube)
Media	<ul style="list-style-type: none"> The ASEAN Community has little or no positive impact at all on the region The ASEAN Community will only benefit businesses and not ordinary people 	<ul style="list-style-type: none"> The ASEAN Community will be good for the people of ASEAN All ASEAN citizens have opportunities for better jobs and better pay with the ASEAN Community ASEAN has contributed to the maintenance of peace and stability, economic advancement, and cultural development in the region 	<ul style="list-style-type: none"> To inform media about ASEAN To build trust and transparency with the media about ASEAN policies and actions To garner support from media to spread the good news about ASEAN 	<ul style="list-style-type: none"> Improve knowledge about the commitment of putting people at the heart of the ASEAN Community Improve understanding of the economic, political and socio-cultural aspects of the ASEAN Community 	<ul style="list-style-type: none"> Direct contact/ briefings Interviews Third party advocates Speaker platforms Media cultivation tours Media forums, briefings





MESSAGES

The overarching message for communications is **ASEAN: A Community of Opportunities for All.**

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

This overarching message is designed to be used as the overlay for communications, with supporting messages clustered into a 'message house'. A message house is a communications method used to focus and prioritise messages and ensure that messages are supported by proof points. On the following pages message houses have been developed for ASEAN as a whole and for each of the ASEAN Community Pillars. These messages and proof points will change over time as the different phases of the programme develop, making the message houses living documents. These should be updated in 2020 for the second period of ASEAN Vision 2025 implementation from 2021-2025.

Each message underneath the overarching message should be people-focused and illustrate fact-based benefits, together with supporting evidence of actual experiences, proof points and ASEAN Community Pillar connectivity that creates or contributes to these benefits. Ideally there should be no more than three key messages at any one time to promote clarity in communication.

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

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

Guidelines on development and use of messages:

- Message houses should be used as part of annual communication planning by sectoral bodies and AMS to help focus priority communications.
- Message houses should also be used to support campaigns and initiatives at a local level.
- Adaptation of message houses by AMS for use in local language and with relevant local proof points is encouraged.
- The content of message houses and proof points can be incorporated into interviews, speeches, talks, articles and storytelling.
- The aim of message houses is to provide clarity and focus in communication to all audiences.

ASEAN: OVERARCHING MESSAGE HOUSE

A COMMUNITY OF OPPORTUNITIES FOR ALL

We will realise a rules-based, people-oriented, people-centred ASEAN Community, where people enjoy human rights and fundamental freedoms, higher quality of life and the benefits of community-building, reinforced by a sense of togetherness and common identity.

Key Message

ASEAN has its own identity and we are stronger as an ASEAN Community than as a single country.

Key Message

Greater integration brings more opportunities for everyone.

Key Message

Peace and stability are some of the greatest benefits of the ASEAN Community.

Proof Points

- As a community we have an enhanced role and voice internationally
- As a resilient Community we help each other adapt and respond to social and economic vulnerabilities, disasters and climate change.
- By focusing collectively on political, security, economic, and socio-cultural issues we can positively impact the lives of all people in ASEAN.

Proof Points

- An integrated regional economy supports sustained high economic growth by increasing trade investment and job creation.
- As an inclusive community we promote high quality of life and equitable access to opportunities for all.
- Integrated economies across ASEAN provide more opportunities for our citizens and help narrow the development gap.

Proof Points

- For more than 50 years, ASEAN has helped to maintain peace among member states.
- Peace enables economic growth and development to happen rapidly, benefiting everyone in ASEAN.
- A stable community enables us to respond quickly to challenges both internally and externally.
- As a region we resolve differences and disputes by peaceful means.

1. ASEAN Political-Security Community Pillar

Our ASEAN Political-Security Community by 2025 will be a united, inclusive and resilient community, with peoples living in a safe, harmonious and secure environment, embracing the values of tolerance and moderation as well as upholding ASEAN fundamental principles, shared values and norms. ASEAN will remain cohesive, responsive and relevant in addressing challenges to regional peace and security as well as play a central role in shaping the evolving regional architecture, while deepening our engagement with external parties and contributing collectively to global peace, security and stability.

Based on these objectives, ASEAN has undertaken to achieve:

- 1.1. A rules-based community that fully adheres to ASEAN fundamental principles, shared values and norms as well as principles of international law governing the peaceful conduct of relations among states;
- 1.2. An inclusive and responsive community that ensures our peoples enjoy human rights and fundamental freedoms as well as thrive in a just, democratic, harmonious and gender-sensitive environment in accordance with the principles of democracy, good governance and the rule of law;
- 1.3. A community that embraces tolerance and moderation, fully respects the different religions, cultures and languages of our peoples, upholds common values in the spirit of unity in diversity as well as addresses the threat of violent extremism in all its forms and manifestations;
- 1.4. A community that adopts a comprehensive approach to security which enhances our capacity to address effectively and in a timely manner existing and emerging challenges, including non-traditional security issues, particularly transnational crimes and transboundary challenges;
- 1.5. A region that resolves differences and disputes by peaceful means, including refraining from the threat or use of force and adopting peaceful dispute settlement mechanisms while strengthening confidence-building measures, promoting preventive diplomacy activities and conflict resolution initiatives;
- 1.6. A region that remains free of nuclear weapons and other weapons of mass destruction, as well as contributes to global efforts on disarmament, non-proliferation and peaceful uses of nuclear energy;
- 1.7. A community that enhances maritime security and maritime cooperation for peace and stability in the region and beyond, through ASEAN and ASEAN-led mechanisms and adopts internationally-accepted maritime conventions and principles;
- 1.8. A community that strengthens our unity, cohesiveness and ASEAN centrality as well as remains the primary driving force in shaping the evolving regional architecture that is built upon ASEAN-led mechanisms; and
- 1.9. A community, in the interest of developing friendly and mutually beneficial relations, that deepens cooperation with Dialogue Partners, strengthens engagement with other external parties, reaches out to potential partners, as well as responds collectively and constructively to global developments and issues of common concern.

The following message house supports these goals of the APSC.

APSC MESSAGE HOUSE

A COMMUNITY OF OPPORTUNITIES FOR ALL

We will realise a rules-based, people-oriented, people-centred ASEAN Community, where people enjoy human rights and fundamental freedoms, higher quality of life and the benefits of community-building, reinforced by a sense of togetherness and common identity.

Key Message

ASEAN provides a peaceful environment for its citizens because it resolves differences and disputes between countries by peaceful means.

Key Message

ASEAN is an inclusive and responsive Community that ensures its peoples enjoy human rights and fundamental freedoms.

Key Message

ASEAN is a Community that adopts a comprehensive approach to security to help protect its citizens.

Proof Points

- For more than 50 years, ASEAN has helped to maintain peace among member nations, enabling countries to grow in stability and people to prosper.
- ASEAN maintains a strong rules-based approach toward the peaceful settlement of disputes.

Proof Points

- Domestic legislation in AMS is being strengthened to promote human rights education.
- Establishment of the ASEAN Intergovernmental Commission on Human Rights to enhance promotion and protection of human rights.

Proof Points

- Close cooperation through the ASEAN Defence Ministers' Meeting, ASEAN Defence Ministers' Meeting-Plus, ASEAN Chiefs of Defence Forces' Meeting and ASEAN Chiefs of Armed Forces' Meeting to address common defence and security issues.
- ASEAN is tackling existing and emerging non-traditional security challenges through cooperation, such as humanitarian assistance and disaster relief, counter terrorism, peacekeeping operations, military medicine, maritime security, humanitarian mine action and cybersecurity to ensure a comprehensive response.
- Cooperation between the ASEAN Member States to counter terrorism, violent extremism and radicalism in ASEAN.

2. ASEAN Economic Community Pillar

Our ASEAN Economic Community by 2025 will be highly integrated and cohesive; competitive, innovative and dynamic; with enhanced connectivity and sectoral cooperation; and a more resilient, inclusive, and people-oriented, people-centred community, integrated with the global economy.

Based on these objectives, ASEAN has undertaken to achieve:

- 2.1. A highly integrated and cohesive regional economy that supports sustained high economic growth by increasing trade, investment, and job creation; improving regional capacity to respond to global challenges and mega trends; advancing a single market agenda through enhanced commitments in trade in goods, and through an effective resolution of non-tariff barriers; deeper integration in trade in services; and a more seamless movement of investment, skilled labour, business persons, and capital;
- 2.2. A competitive, innovative and dynamic community which fosters competitiveness of the region through effective competition policy; robust productivity growth including through the creation and practical application of knowledge, supportive policies towards innovation, science-based approach to green technology and development, and by embracing the evolving digital technology; promotion of good governance, transparency and responsive regulations; effective dispute resolution; and a view towards enhanced participation in global value chains;
- 2.3. Enhanced connectivity and sectoral cooperation with improvements in regional frameworks, including strategic sectoral policies vital to the effective operationalisation of the economic community;
- 2.4. A resilient, inclusive, people-oriented and people-centred community that engenders equitable development and inclusive growth; a community with enhanced micro, small and medium enterprise development policies and cooperation to narrow the development gaps; and a community with effective business and stakeholder engagement, sub-regional development cooperation and projects, that improve overall economic conditions; and a global ASEAN that fosters a more systematic and coherent approach towards its external economic relations; a central and foremost facilitator and driver of regional economic integration in East Asia; and a united ASEAN with an enhanced role and voice in global economic forums in addressing international economic issues.

The following message house supports these goals of the AEC.

AEC MESSAGE HOUSE

A COMMUNITY OF OPPORTUNITIES FOR ALL

We will realise a rules-based, people-oriented, people-centred ASEAN Community, where people enjoy human rights and fundamental freedoms, higher quality of life and the benefits of community-building, reinforced by a sense of togetherness and common identity.

Key Message

The ASEAN Community provides its citizens with greater opportunities for employment across the region.

Key Message

ASEAN provides a competitive, innovative and dynamic Community that presents unparalleled opportunities for businesses and enterprises of any size.

Key Message

ASEAN looks to grow and strengthen its ties with external partners to benefit the ASEAN Community as a whole.

Proof Points

- Greater movement of skilled labour within ASEAN is allowed.
- Further steps are being taken to support micro, small and medium-sized enterprises to encourage them to grow.

Proof Points

- Exclusive steps have been taken to eliminate tariffs, facilitate trade, liberalise and facilitate investment, streamline capital market and regulatory procedures.
- Development of regional frameworks in competition policy, consumer protection and intellectual property rights.
- Enhanced economic connectivity in transport, telecommunications and energy will create an integrated and sustainable economic region.

Proof Points

- Streamlining of competition policy and law will encourage greater investment.
- Strengthen intellectual property rights cooperation in ASEAN will encourage the transfer of technology and stimulate innovation and creativity.
- Free trade agreements and comprehensive economic partnerships are helping to integrate the region into the global economy.

3. ASEAN Socio-Cultural Community Pillar

Our ASEAN Socio-Cultural Community by 2025 will be one that engages and benefits the peoples of ASEAN, and is inclusive, sustainable, resilient, and dynamic.

Based on these objectives ASEAN has undertaken to achieve:

- 3.1. A committed, participative and socially-responsible community through an accountable and inclusive mechanism for the benefit of our peoples, upheld by the principles of good governance;
- 3.2. An inclusive community that promotes high quality of life, equitable access to opportunities for all and promotes and protects human rights of women, children, youth, the elderly/older persons, persons with disabilities, migrant workers, and vulnerable and marginalised groups;
- 3.3. A sustainable community that promotes social development and environmental protection through effective mechanisms to meet the current and future needs of our peoples;
- 3.4. A resilient community with enhanced capacity and capability to adapt and respond to social and economic vulnerabilities, disasters, climate change as well as emerging threats and challenges; and
- 3.5. A dynamic and harmonious community that is aware and proud of its identity, culture, and heritage with the strengthened ability to innovate and proactively contribute to the global community.

The following message house supports these goals of the ASCC.

ASCC MESSAGE HOUSE

A COMMUNITY OF OPPORTUNITIES FOR ALL

We will realise a rules-based, people-oriented, people-centred ASEAN Community, where people enjoy human rights and fundamental freedoms, higher quality of life and the benefits of community-building, reinforced by a sense of togetherness and common identity.

Key Message

The ASEAN Community is focused on its citizens and how we can improve their lives and the lives of our future generations.

Key Message

Through the ASEAN Community we can respond faster and more effectively to social and economic vulnerabilities, disasters, climate change, as well as emerging threats and challenges.

Key Message

The ASEAN Community engages its citizens in processes that benefit them and deepen their sense of ASEAN identity.

Proof Points

- ASEAN promotes non-discriminatory laws, policies and practices.
- ASEAN is working to ensure safe and decent work that is derived from productive employment, a harmonious and progressive workplace and adequate social protection for ASEAN workers.
- ASEAN is building and sustaining a high performing, dynamic and citizen-centric civil service for ASEAN peoples.
- ASEAN is working toward achieving gender equality and the empowerment of all women and girls.
- The ability for students from ASEAN nations to study anywhere in ASEAN provides more choice and opportunities.
- ASEAN is focused on poverty eradication across all AMS.
- ASEAN is mainstreaming the idea of sustainable development into all ASEAN Community Pillars.
- ASEAN takes into consideration the needs of the disadvantaged and marginalized in society, such as women, children, people with disabilities, elderly, etc.
- ASEAN cares about the health and wellness of its citizens.
- ASEAN encourages the growth of sport to help develop stronger and more cohesive communities.

Proof Points

- Through the ASEAN Coordinating Centre for Humanitarian Assistance, ASEAN can help member states in times of natural disasters.
- The ASEAN Centre for Biodiversity is the centre of excellence in conservation and sustainable use of biodiversity.
- ASEAN is addressing environmental issues, such as air and water quality, to improve the lives of its citizens.

Proof Points

- The ASEAN Foundation and other bodies promote ASEAN awareness among government officials, students, children, youth and other stakeholders as part of building ASEAN identity and make people aware of the benefits of being part of ASEAN.
- The showcase of ASEAN through cultural and other visible activities reflects our unity despite diversity and instils pride in our common identity.
- The encouragement of volunteerism among AMS to strengthen the ASEAN Community.



STRATEGY

To communicate the message of ASEAN as **A Community of Opportunities for All**, ASEAN recognises the need to communicate more consistently, more often, with more people, and in different and appropriate ways depending on each AMS.

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

However, with 2025 not far off, a more specific, targeted and measurable strategy is required. This becomes even more crucial when taking into consideration the purpose of the ACMP II of contributing to ASEAN Community 2025.

A framework has been developed to empower ASEAN bodies to assess their needs and determine the most relevant resources and tactics required to achieve this shared goal.

ASEAN Communication Planning Template

This template is designed to help ASEAN entities and bodies, ASEAN Community Pillars and AMS plan communications campaigns.

Section	Content	Questions to help with planning
Overall Plan		
Name of Communication Project/Campaign	<ul style="list-style-type: none"> Provide name of project/campaign. <i>Example: 6-month project to improve perceptions of ASEAN integration among Indonesian university students through social media channels and direct engagement.</i> 	<ul style="list-style-type: none"> Will the project/campaign leverage existing sectoral initiatives?
Duration of communication plan	<ul style="list-style-type: none"> Indicate duration of project/campaign. <i>Example: 6 months from July 2018 to December 2018.</i> 	<ul style="list-style-type: none"> Is the project tied to a specific event? Does it need to be completed by a certain date to meet funding deadlines? Does the completion date of this project impact other activities or campaigns?
Key Pillar	<ul style="list-style-type: none"> Indicate the relevant key pillar: AEC/APSC/ASCC. 	<ul style="list-style-type: none"> Does the project benefit more than one pillar? Have you discussed the project with the pillar/s it will impact? Are there other ASEAN entities or bodies that this project can help? Are they aware of your plans?
Target Country	<ul style="list-style-type: none"> Indicate the ASEAN member state where this project/campaign will be executed. Brunei / Cambodia/ Indonesia / Lao PDR/ Malaysia / Myanmar / Philippines / Singapore / Thailand / Vietnam. 	<ul style="list-style-type: none"> Is the campaign relevant to more than one market? Have you discussed the campaign with other countries?

Section	Content	Questions to help with planning
Target Audience	<ul style="list-style-type: none"> List each specific target audience and rationale for selection. <i>Example: Freshmen and sophomore university students (year 1 and year 2 university students).</i> 	<ul style="list-style-type: none"> What do you know about the audiences you are trying to reach and their likely receptivity to the project? Does your target audience have zero/limited/sufficient understanding of ASEAN? Do your targeted audiences have a positive view of ASEAN, or a more sceptical one? Is your target audience more urban or rural?
Strategy and Execution		
Objectives	<ul style="list-style-type: none"> List key project/campaign objectives. <i>Example: Improve perceptions of ASEAN integration among Indonesian university students.</i> <i>Example: Raise awareness of ASEAN's efforts and successes in addressing climate change among Indonesian university students.</i> 	<ul style="list-style-type: none"> How will your project support ASEAN Vision 2025? In what way does the project support the activities of ASEAN pillars? Does the project support identity-building or awareness-building goals? Is the objective for the project measurable? Are there steps that need to be measured at various stages before the project completes?
Desired Outcomes	<ul style="list-style-type: none"> List expected project/campaign outcomes or results. <i>Example: Percentage of Indonesian university students who view ASEAN integration positively rose by 2% (among those surveyed).</i> <i>Example: Percentage of Indonesian university students who are aware of ASEAN's efforts and successes in addressing climate change rose from 10% to 12%.</i> 	<ul style="list-style-type: none"> Are the outcomes measurable? Have you differentiated between outcomes (campaign results) and outputs (campaign activities)? Are the outcomes going to address some of the questions raised above about the knowledge of the audiences? How will the outcomes benefit ASEAN Vision 2025?

Section	Content	Questions to help with planning
Key Messages	<ul style="list-style-type: none"> List of key messages customised for the target audience (s) and aligned with the objectives. Messages should interest the target audience(s). 	<ul style="list-style-type: none"> Have you considered the project from the perspective of the audiences you want to reach? What are the simple, take away messages that you would like the audiences to understand from this project? Are those messages embedded in the communication activities and tactics? Are the messages aligned with ASEAN Pillar communications messaging or with messaging directly linked to ASEAN Vision 2025?
Communication Activities and Tactics	<ul style="list-style-type: none"> List main activities that will take place during the period covered by the communication plan. Include details and rationale for each planned activity. For example, mobile exhibition on ASEAN culture. List primary tactics that will be used during the period covered by the communication plan. Include details and rationale for each tactic. For example, social media, advertising, etc. Information used must be accurate. Activities and tactics need to be timely. Activities and tactics should be appropriate in terms of resources spent, timing and expected impact. 	<ul style="list-style-type: none"> Are the strategies and activities appropriate for the audiences identified? Are the activities measurable? If these activities are repeat activities, what results were achieved before? Can tactics be multiplied i.e. if a tactic is media coverage, will there also be social media and online amplification?

Section	Content	Questions to help with planning
Timeline	<ul style="list-style-type: none"> • Include estimated timeline and project/campaign milestones. At a minimum there should be an interim and final report, including measurement and evaluation. 	<ul style="list-style-type: none"> • Does the timeline include reporting needs? • Has the timeline been designed to take into account reporting needs for ASEAN Pillar meetings or deadlines? • Who will be responsible for ensuring the timeline is adhered to?
Resources		
Roles and Responsibilities	<ul style="list-style-type: none"> • List the specific project/campaign responsibilities and tasks. • Assign ownership of each responsibility and task to different personnel. 	<ul style="list-style-type: none"> • Do you have the right resources in place to implement the programme? • What other resources do you need? • Are there resources from other ASEAN entities and bodies that can help you? • Have you discussed with them your need?
Budget Allocation	<ul style="list-style-type: none"> • Indicate total budget allocated. • Provide a breakdown of budget allocated for each specific activity. 	<ul style="list-style-type: none"> • Have you based your budgeting on previous similar activities? • Have you undertaken a bottom-up budget preparation for the project? • Have you sought competitive quotations as appropriate? • Has your budget been reviewed to ensure best use of resources?
Measurement and Evaluation		
Metrics	<ul style="list-style-type: none"> • Include evaluation methods for each proposed activity and tactic. 	<ul style="list-style-type: none"> • Do the evaluation methods fit with the proposed activities? • Will the evaluation metrics help you achieve/measure the desired outcomes?
Feedback	<ul style="list-style-type: none"> • Include assessment form for obtaining feedback from teams and participants if relevant. 	

To support these initiatives a rolling two-year ASEAN Communication Implementation Plan should be developed that ties together planned initiatives at the Secretariat level and within AMS and provides continuity of purpose in support of **ASEAN: A Community of Opportunities for All**.

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

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

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

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

Changing Communication Channels

How to communicate and engage with people is critical. Communications with the peoples of ASEAN has changed enormously in the past three years and will transform again by 2025.

Internet penetration across ASEAN, at 58%, already exceeds the global average, while several ASEAN countries have internet penetration rates exceeding 80%. We should expect these numbers to continue to rise in the coming years.

The impact of high internet penetration is that mobile connectivity exceeds 100% across ASEAN, and social media penetration is more than 55% with Facebook in 2018 being the preferred social media platform across all ASEAN countries.

However, communications across ASEAN is enormously varied and in planning communications there is as much need to take into account traditional media, such as TV, radio, newspapers, print media, and word of mouth, as well as a need to emphasise social and digital communications.

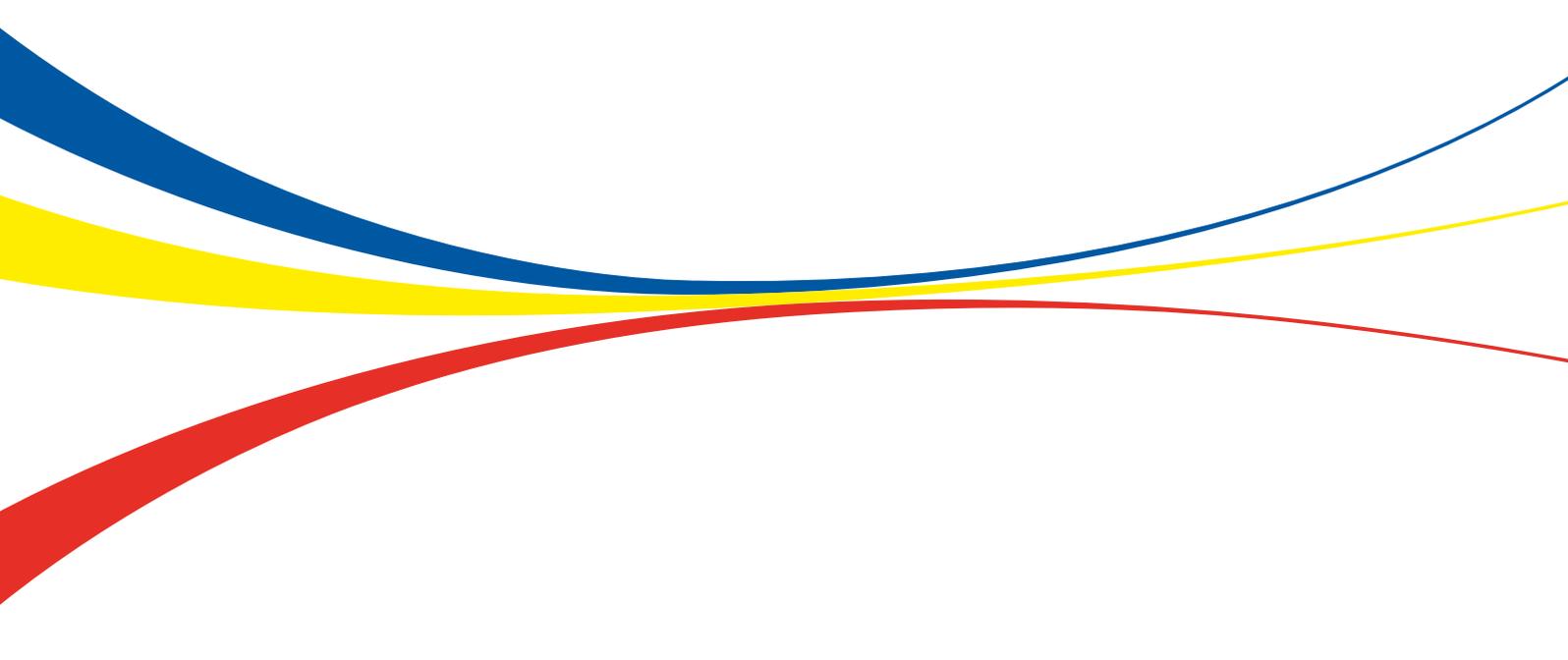
In the 'Audiences' section we recommended a selection of communication channels to reach different stakeholders and the emphasis on which one to use will differ between AMS. Consideration should therefore be given to a range of communication channels that will best fit the desired outcomes for the campaign. These could include:

Paid media – advertising, print advertorials, promotions, paid partnerships, digital advertising.

Earned media – news releases, interviews, speeches, thought leadership, social media, traditional media.

Owned media – ASEAN websites, events and sponsorships.

Shared media – social and online, influencer community.





COMMUNICATION TACTICS

This section sets out how different communication tactics can be used to support an overall communications programme. It is not expected that all will be used by everyone.

1. Spokesperson Identification and Training

The role of the spokesperson is to be able to speak confidently, knowledgeably, and succinctly about ASEAN, the ASEAN Community, and to be able to bring alive with examples and through storytelling from a layman's perspective how ASEAN is a community of opportunities for everyone.

At a minimum the following spokespersons should be identified internally based on their subject matter knowledge and ability to connect and communicate with key audiences:

ASEAN Secretariat: Secretary General (SG), all Deputy Secretary Generals (DSGs), at least one additional spokesperson from each ASEAN Community Pillar, one spokesperson from ASEAN Connectivity, one spokesperson from Community Affairs Directorate (CAD).

AMS: at least one ASEAN spokesperson from each AMS.

ASEAN Entities and Bodies: at least one spokesperson from each entity and body.

The spokesperson role is an addition to their normal function within ASEAN, however, for continuity and knowledge-sharing purposes, it is recommended that each year a meeting of all ASEAN spokespersons is held and that spokespersons undergo both media and speaker training (or refresher training) annually. Information to support ASEAN spokespersons in their role would come from ASEC, ASEAN Pillars, entities and bodies as well as from AMS.

In terms of scope and expectations for these people as ASEAN spokespersons, the following is recommended:

Spokesperson	Scope of Knowledge	Annual expectations for role as spokesperson
SG	ASEAN policy and strategy.	One tier 1 media interview per quarter. Speeches as per ASEC calendar.
DSGs	ASEAN Community Pillar policy and strategy as it relates to the Peoples of ASEAN.	Three media interviews per year each. Speeches and other events as per ASEC calendar.
ASEAN Community Pillar Spokespersons	Specialist ASEAN Community Pillar policy and strategy.	Ad hoc interviews and statements as needed by CRD to assist with media enquiries.
ASEAN Connectivity	Pillar connectivity and policy.	Two media interviews per year.
Community Affairs Directorate (ASEC)	All day-to-day aspects of ASEC.	Statements (on- or off-record) in response to media enquiries, Ad hoc interviews as appropriate.
AMS	Knowledgeable on how ASEAN policies are being implemented in their country.	Three local media interviews per year. Statements to local media. Coordination with CRD for responses and information.
ASEAN Entities and Bodies	Spokesperson for their entity or body.	Two interviews per year on the work of their entity/body. Reactive responses to media enquiries.

2. Messaging

In general, there are two ways in which ASEAN is currently giving people information; by explaining what it does, or by explaining how it helps people. The latter is strongly preferred as a way to connect with the citizens of ASEAN and already modelled by the ASEAN Foundation, the AHA Centre, AIPA and the ASEAN Centre for Biodiversity.

Communications and websites should focus on emphasising the peoples of ASEAN and how ASEAN benefits them, rather than reporting on meetings. This then becomes an outcomes-focused message rather than one that focuses on outputs.

Some key questions to consider that can help with this emphasis for messaging are:

People-focused	Business-focused	Government-focused
<ul style="list-style-type: none"> • How is ASEAN making things better for me? • How will my family's future be better because of ASEAN? • How can I support ASEAN? 	<ul style="list-style-type: none"> • How has/will my business grown because of ASEAN? • How will ASEAN help me achieve my business objectives? 	<ul style="list-style-type: none"> • What has been achieved in the past 50 years? • What is our vision for the future of ASEAN and how will we make this a reality? • How do we see ASEAN 10 years, 50 years down the road?

The perception analysis earlier in this document can also be helpful in establishing the best tone for some of the messaging, as well as initial message houses for each of the ASEAN Community Pillars and ASEAN as a whole.

Message houses should be developed and reviewed regularly. The following chart provides a recommended course of action for handling this. All message houses should be shared with CID for consolidation and disseminated centrally to AMRI, SOMRI and the ASEAN Foundation for reference in information dissemination activities.

Area	Message House Development
ASEC	<ul style="list-style-type: none"> • Overall Message House for ASEAN to be reviewed and updated annually and posted on ASEAN website.
ASEAN Community Pillars	<ul style="list-style-type: none"> • Each Pillar to develop a message house along the lines of the message house in this document and review at least once a year with new proof points and/or messaging. CRD to help share these with AMS.
ASEAN Bodies and Entities	<ul style="list-style-type: none"> • Each entity and body to develop a message house that captures the main objective, messages and proof points for <u>their entity or body</u>. Message house to be updated annually and shared through CRD/CID. • To ensure appropriate messaging is incorporated into campaigns, news releases, speeches, websites and interviews.
AMS	<ul style="list-style-type: none"> • Each AMS to develop a message house annually that sets out the proof points for <u>their country</u> for each of the three pillars. Message house to be in English and local language. • AMS to translate main ASEAN message house into local language and to update when advised by ASEC. • AMS to update real-life examples to amplify the proof points in the message house at least once a year.

Area	Message House Development
	<ul style="list-style-type: none"> • Other campaign-specific message houses to be developed as needed and as part of the ASEAN Communication Planning Template. • To ensure messaging is incorporated into campaigns, news releases, speeches, interviews, etc.

3. Annual Communications Planning

Currently, ASEAN Community Pillars are working towards sets of initiatives and goals to be concluded in 2025 with a mid-point review in 2020.

Based on the content of this communication master plan, it is recommended that each AMS, ASEAN entity and body, ASEAN Community Pillar and ASEC develop a communication plan that covers the two year period 2019-2020. These plans may include some or all of the recommendations in ACMP II as well as additional ideas. The communication plans should complement the overall goals and objectives of ASEAN Vision 2025.

It is recommended that with the initial communication plans prepared, a meeting with representatives from all groups is held to review and discuss the plans and identify further opportunities or areas where additional assistance is needed.

This could then become an annual meeting that will help track progress against each component of the plan and with clear objectives and results that have to be achieved by the end of 2020. ASEC/CID should help track progress of activities on behalf of SOMRI.

During 2020, follow-up communications plans for the period 2021-2025 should be developed in line with the goals and objectives for this period, again with annual review and assessment.

In addition to these communication plans, it is recommended that at a local level, communication representatives from the AMS and from other local bodies such as AIPA meet at least twice a year to review how their combined communication plans are working and how they complement each other's work.

4. Storytelling and Content Development

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

Telling the stories and successes of the ASEAN Community and its remarkable achievements is increasingly important, particularly to reinforce the relevance of ASEAN at a local level. The ASEAN Foundation has achieved a lot in this area, but more needs to happen at an ASEC and AMS level.

At an ASEC level, it is recommended that before the end of 2020, and earlier if possible, a Chief Storyteller is appointed whose function will be to identify and help write and disseminate the success stories of ASEAN and the impact ASEAN is having on its citizens. A different focus could be taken every month to ensure there is a broad capture of stories, but each month a target of 15 to 20 stories should be written on the impact of ASEAN.

The ASEAN pillars, entities and bodies, together with the AMS, will be important sources for these success stories. The role of the Chief Storyteller is to write up the stories and bring them to life before they are disseminated through ASEC.

These stories can be in a mix of media ranging from long-form articles that appear in traditional media, to short, one minute smart-phone recorded items that can be uploaded to ASEAN Facebook and other platforms and shared across channels. The aim is to create a steady flow of content that can be used by AMS, shared with entities and bodies, and become part of an online history of the impact that ASEAN is having with peoples.

This initiative should be supported by AMS who should, as part of annual communications planning, commit to the development of a minimum of three stories a month around the impact ASEAN is having in their local communities from the perspective of people or businesses. These can be in local language or English and shared across ASEAN platforms regardless of language.

Other mechanisms for developing local stories such as schools competitions or through the work of ASEAN entities and bodies should also be considered and included in local communications planning.

All content should be included on ASEAN's Facebook page and other sites.

5. Offline and Traditional Media

Traditional media including print, TV and radio are still important in many AMS, and the editors of key publications are influential in their own communities.

To ensure good relations are maintained with these media, different activities should be considered:

- Annual gathering of senior editors from across ASEAN to discuss themes and observations about ASEAN.
- AMS to maintain media lists of top 20+ writers in their country who write on different aspects of ASEAN. Lists to be updated annually and shared with ASEC.
- AMS to organise a media luncheon at least once a year for journalists to coincide with a major local holiday or event at which they can update them on activities happening in ASEAN and receive their feedback on what they are hearing on the ground.
- Interviews for ASEC and AMS spokespersons to be organised with media in line with the recommendations on page 35.

- Updates to local media by representatives from ASEAN entities and bodies such as AIPA.

These activities should be included as part of annual communications planning.

6. Online and Social Media

ASEAN and some of the ASEAN entities and bodies currently have a presence on a number of social media platforms that have helped garner attention and participation from the youth of ASEAN. Regular postings to these are made.

It is recommended that ASEC reviews its social media policies to allow more online conversations and stories that are exciting and relevant to and about the peoples of ASEAN. One way to achieve this would be to open up ASEAN's Facebook and YouTube channels to more content from ASEAN citizens rather than just content curated by ASEC. If undertaken this would need to be supported by appropriate levels of online community management to ensure appropriate content is posted.

It is also recommended that ASEC ties up with Facebook to host an annual Facebook Live event for SG to engage with the peoples of ASEAN and answer questions on the subjects that matter to them. Similar events with AMS' heads of state have been very successful at promoting engagement and outreach.

At an AMS level, there are many opportunities to make greater use of online and social media, particularly as internet penetration continues to increase across ASEAN. Reaching the youth of ASEAN and engaging with them about what ASEAN means to them and how their futures are tied to the future of ASEAN is an important means of helping them understand why ASEAN is important.

Some of the following activities should be considered to be undertaken at an AMS level and online and social media should be emphasised as part of annual communication planning:

- Tie-up with a communication or social media department of a local university to
 - o Offer a local internship programme for students to support the ASEAN communications team in developing stories and content about the impact of ASEAN that is relevant to youth;
 - o Seek support from the department in assessing at a local level how social media could be better incorporated into local communications about ASEAN;
 - o Identify social media and online projects relevant to ASEAN.

The AMS already have ties with some local universities who have participated in local research projects about the impact of ASEAN on youth conducted by the ASEAN Foundation. This would be a way of having a more meaningful and longer-term relationship with an educational institution.

- Identify through online tracking systems those people who are most regularly writing something online about ASEAN. These could be influencers (see below) or bloggers who have a regular interest in what is happening in ASEAN. Begin to engage with these people by linking with them online, thanking them for their interest in ASEAN and offering to help provide them with more information about ASEAN if they would like. It is important to maintain contact over time with these people and to recognise that their views are their own and may not always be positive. The aim is for engagement to better understand what they are writing about and to see how ASEAN may be able to help them.
- Ensure there is a mechanism at a local level to listen to what is being said about ASEAN online, and to see how different topics are trending. This could be done by linking up with a local educational institution as part of a project, or through local AMS resources within local Ministries.
- Most traditional news publications have an online presence. Contacting and engaging with the journalists who are writing online and including them in local ASEAN activities will ensure broader coverage about ASEAN beyond just traditional media.
- Ideally there should be an AMS component on the ASEAN Facebook page which would allow and encourage greater communication in local languages.
- Better tracking through online analytics, particularly for campaigns and local initiatives with online tracking built into measurement and success metrics.

Social media platforms will change and develop enormously before 2025. ASEC and the AMS should ensure the developments are tracked, new forms of communication are embraced, and that ASEAN communications remain relevant and closely connected to the peoples of ASEAN. Developments in immersive content, artificial intelligence, and virtual reality also bring opportunities for different and relevant communications.

7. Influencers and Commentators

The 50th Anniversary raised considerable interest and awareness in ASEAN, its history and its future. Numerous reports, books, and articles appeared about ASEAN both online and offline. Maintaining the momentum through the coming years of community-building for ASEAN will be important.

It is recommended that ASEC, the AMS, and ASEAN Entities and Bodies work together to develop an online database of people who are writing about ASEAN and who are considered influential either because of their position, because of their employer, or because of the size of their online following. These influencers and commentators will likely be across all stakeholder audience groups, with many being youth and millennials.

If each AMS identifies ten of these influencers and commentators important in their market and with an interest in ASEAN, and each of the ASEAN entities and bodies identifies a further five to ten influencers who are active in their field, then there will be

a strong core of 200+ influencers and commentators. Recommended ways to work with these people include:

- Follow them online;
- Read what they are writing about;
- Comment online on some of their work;
- Offer to provide them with information;
- Send them news about ASEAN;
- Invite them to press conferences, workshops or ASEAN events, including ASEAN Day celebrations;
- Seek their views and opinions on what ASEAN could be doing or communicating better;
- Bring a few of them together from across AMS on an occasional basis to provide insights or to help collaborate development of ASEAN-relevant content;
- Invite them to participate in workshops or other activities, particularly where these are being organised by ASEAN Community Pillars or ASEAN entities or bodies;
- Stay in touch with them and make them part of your network and recognise their impact extends to a much broader network of people.

By engaging with influencers and commentators ASEAN will help to bring in a broader group of voices and new perspectives.

8. Schools Initiatives

ASEAN already undertakes many initiatives with local schools and colleges to improve awareness of ASEAN through curricula, events and competitions. The success of multiple varsity and youth initiatives undertaken by the ASEAN Foundation helps reach and engage the youth of ASEAN in new ways.

Any education initiative is best run at a local AMS level through Ministries of Education or Youth Development, or through an ASEAN entity or body across multiple countries. ASEC has been involved either in hosting school visits to the ASEAN Secretariat or in providing speakers to visit schools to talk about ASEAN to students. This role should continue.

From a communications perspective it is recommended that schools initiatives continue to be driven at an AMS level, based on local needs, and to be included in annual communication plans. It is not necessary to try and tackle all aspects of education, but to focus on one or two initiatives each year that can demonstrate meaningful results.

9. Exhibitions, Conferences and Speaker Platforms

Many exhibitions, conferences and speaking opportunities happen each year, either as part of regular ASEAN meetings, to support ASEAN Community Pillar initiatives with the community, or as part of activities organised by ASEAN entities and bodies. Those are important to help the peoples of ASEAN relate to and understand ASEAN better.

It is recommended that at all levels there is clear identification of priority exhibitions, conferences and speaker platforms and inclusion of those as part of annual communication planning. To support each activity, the ASEAN Communication Planning Template should be completed to focus on the resources, strategy, execution and evaluation of success that will be needed.

The speaking opportunities should use one or more of the designated spokespersons for ASEAN with the aim of engaging directly with key stakeholder groups, which could be any of the audiences identified earlier in this plan.

While there is no recommended minimum number of these activities that should take place each year, it is helpful that:

- There is broad representation of events across sectors and audiences;
- Events are focused on specific stakeholder groups; events are designed to help explain ASEAN better at a grassroots level, not just to audiences that already understand ASEAN well;
- Opportunities for media and/or influencer activities around these events are encouraged.



MONITORING AND EVALUATION

As a best practice, communications campaigns and tactics should be monitored and assessed for effectiveness, both during the execution, as well as after project completion, and at a minimum annually.

This monitoring process not only pinpoints any possible shortcomings but also highlights key results and achievements, and ultimately provides a report card on the overall success of the ACMP II.

Continuous monitoring of the results will allow for adjustments that may increase the effectiveness and audience engagement levels. Moreover, different sets of metrics will need to be applied in order to help assess the effectiveness of each aspect of the plan, including social media engagement models and website analytics. Such metrics will help assess their effectiveness in communicating messages and the overall impact they are creating.

The evaluation metrics would depend on the platform, channel or activity. These metrics encompass multiple criteria including, but not limited to, audience participation and engagement, quality of messages reported, quantity of online and offline coverage, local survey tracking against the “output” and “outcome” goals of each initiative to track any changes in awareness and understanding of ASEAN Community 2025.

- An advertising campaign would be assessed according to the brand recall, perceptions, reach and overall influence of the ads.
- A PR campaign might be assessed according to the volume and significance of the generated stories, and whether the key messages were effectively captured in the resulting news articles.

The following table lists some of the most commonly used methods to evaluate the effectiveness of communication campaigns.

Channel/ Platform	Evaluation Metrics	Evaluation Tools
TV advertising	<ol style="list-style-type: none"> 1. Audience Engagement 2. Reach 3. Influence 	Market research companies including: <ol style="list-style-type: none"> 1. Nielsen 2. GfK 3. Kantar
Print advertising	<ol style="list-style-type: none"> 1. Ad recall rates 2. Ad impact rates 3. Message recall rates 4. Call to action 	Pre-and-post campaign survey
Digital advertising	<ol style="list-style-type: none"> 1. Direct web traffic statistics 2. Number of searches 3. Number of referrals 4. Number of social media mentions 5. Number of social media shares 6. Number of social media likes 	Google Analytics
Public/media relations	<ol style="list-style-type: none"> 1. Advertising value equivalent (AVE) 2. Message tracking 3. Sentiment analysis 4. Share of Voice 5. Influence 	<ol style="list-style-type: none"> 1. Rate cards 2. PR evaluation software like <ul style="list-style-type: none"> o Cision o Crimson Hexagon o Sysomos
Events <ul style="list-style-type: none"> • Workshops • Festivals • Exhibitions 	<ol style="list-style-type: none"> 1. Brand recall 2. Customer satisfaction 3. Ratings and rankings 	<ol style="list-style-type: none"> 1. Exit surveys 2. Online polls 3. Post-event feedback surveys
Social Media – Facebook	<ol style="list-style-type: none"> 1. Page Likes 2. Post Reach 3. Engagement 4. Share of Voice 5. Influence 	Facebook Analytics (essential) and complemented by another application like: <ol style="list-style-type: none"> 1. Hootsuite 2. SocialBaker 3. Sprout Social 4. Or equivalent software application

Channel/ Platform	Evaluation Metrics	Evaluation Tools
Social Media – Instagram	<ol style="list-style-type: none"> 1. Follower growth rate 2. Engagement as percentage of total followers 3. Engagement per post 4. Clickthroughs on URLs 5. Growth of hashtags 6. Top hashtags by interaction 7. Growth of competitors' hashtags 	Instagram Insights (only for Instagram for Business Accounts) (essential) and complemented by another application like: <ol style="list-style-type: none"> 1. Hootsuite 2. SocialBakers 3. Sprout Social 4. Or equivalent software application
Social Media – LinkedIn	<ol style="list-style-type: none"> 1. Impressions 2. Clicks 3. Interactions 4. Followers 5. Engagement 	LinkedIn Analytics (essential) and complemented by another application like: <ol style="list-style-type: none"> 1. Hootsuite 2. SocialBakers 3. Sprout Social 4. Or equivalent software application
Social Media – Twitter	<ol style="list-style-type: none"> 1. Engagement Rate 2. Link Clicks 3. Retweets 4. Favorites 5. Replies 	Twitter Analytics (essential) and complemented by another application like: <ol style="list-style-type: none"> 1. Hootsuite 2. SocialBakers 3. Sprout Social 4. Or equivalent software application



THE FUTURE OF ASEAN COMMUNICATIONS

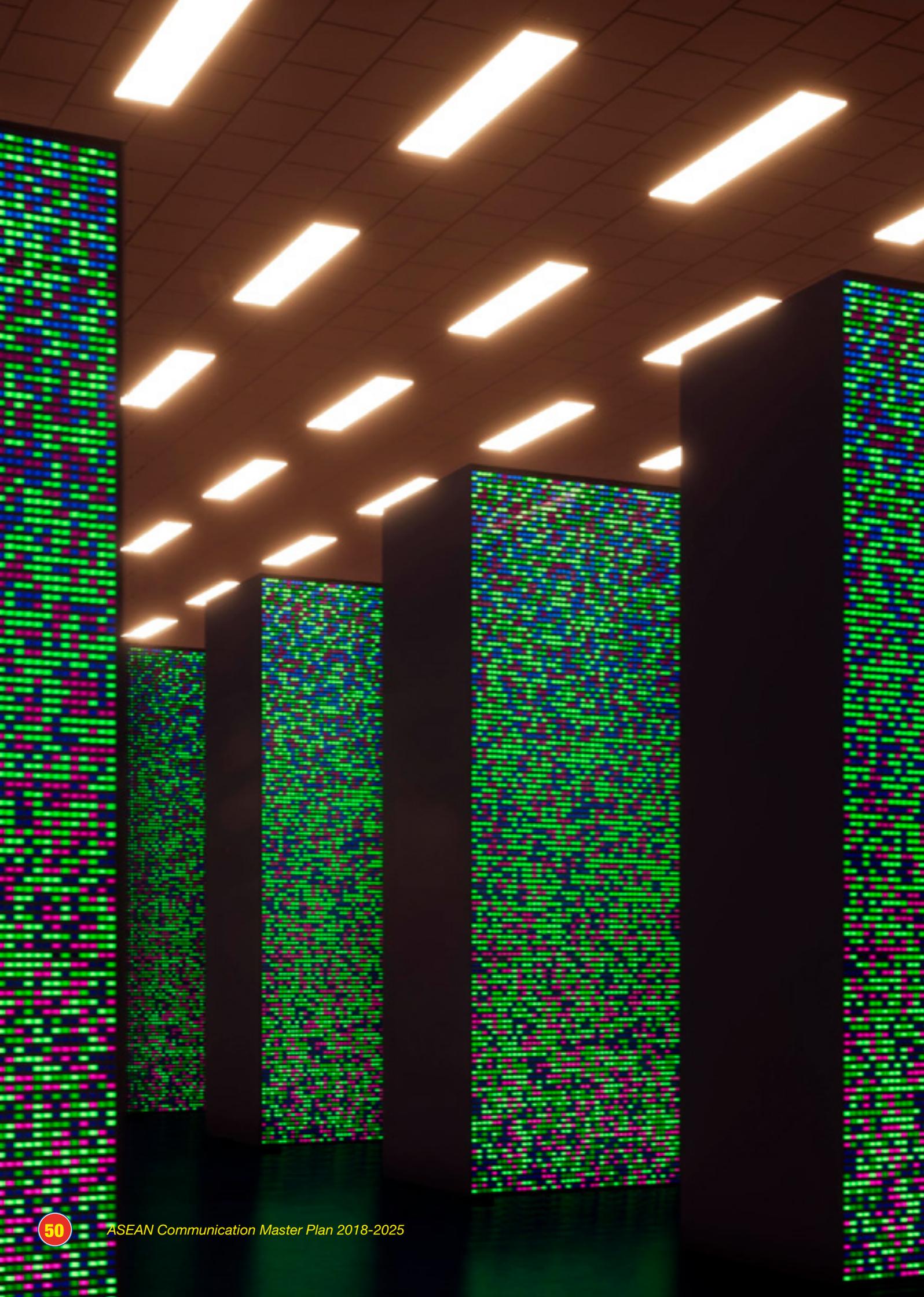
Many of the ideas in the ACMP II help consolidate, standardise and evolve activities that are already happening. To help improve communications about ASEAN today, focus should be to:

- Improve the sharing of resources between ASEAN institutions, entities and AMS;
- Focus on putting the peoples of ASEAN first and simplify messaging and storytelling;
- Ensure at least one standardised component about ASEAN appears on the front page of each website;
- Place website links to other ASEAN websites on each front page;
- Make better use of hashtags such as #ASEAN, #MyAsean, #BeAsean, etc, and improve search engine optimization;
- Make stronger use of videos on social media to ‘show’ not just ‘tell’;
- Create more conversations with people through digital platforms.

However, for the future ASEAN needs to consider how it may evolve its own brand in much the same way as individual countries have their country brands. The ASEAN brand will require a clear purpose and a set of communication initiatives to help support, build and grow the brand. Over time this could reshape the way communications is handled within ASEAN and could include:

- A larger, centralised communications department and team;
- Centralised ASEAN brand advertising;
- One website for all ASEAN institutions and entities rather than separate websites;
- Communicating with One Voice;
- A single, annual communication plan that builds on the planning initiatives identified in the ACMP II and links AMS, ASEAN entities and bodies, ASEAN Community Pillars and ASEC activities across shared, owned, earned and paid media with messaging and activities all aligned.

While this may be in the future, it is the excitement and enthusiasm that is created through Vision 2025 that will help evolve the communication of ASEAN focusing on **ASEAN: A Community of Opportunities for All.**



Appendix – Internal References

Title	Author	Date of Publication
ASEAN Community 2015, Online Video	ASEAN Secretariat	2007
ASEAN Economic Community (AEC) Communications Plan	AEC	2008
ASEAN Political-Security Community (APSC) Communications Plan	APSC	2009
Roadmap for an ASEAN Community 2009-2015		April 2009
ASEAN Socio-Cultural Community (ASCC) Communications Plan	ASCC	2010
Surveys on ASEAN Community Building Efforts 2012	Ipsos Business Consulting	2012
On Track to ASEAN Community 2015 – ASEAN Annual Report 2012-2013		July 2013
Bandar Seri Begawan Declaration on the ASEAN Community's Post-2015 Vision		October 2013
Fact Sheet on ASEAN Political-Security Community (APSC)	APSC	October 2013
Fact Sheet on ASEAN Socio-Cultural Community (ASCC)	ASCC	October 2013
Master Plan on ASEAN Connectivity, January 2011. Nay Pyi Taw Declaration on Realisation of the ASEAN Community by 2015	ASEAN Secretariat	May 2014
ASEAN Statistical Yearbook 2013		June 2014
Thinking Globally, Prospering Regionally – ASEAN Economic Community 2015		May 2014
ASEAN 2025: Forging Ahead Together	ASEAN Secretariat	2015
ASEAN Strategic plan for Information and Media 2016-2025	ASEAN Secretariat	2016
ASEAN Communication Master Plan Phase 1	ASEAN Secretariat	2015

Appendix – External References

Title	Author	Date of Publication
Global Trust in Advertising and Brand Messages	Nielsen	September 2013
Investing in ASEAN 2013-2014	Allurentis	October 2013
2014 Asia-Pacific Digital Overview	We are Social	January 2014
Countdown to 2015: Creating ASEAN Champions	JWT and A.T. Kearney	January 2014
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Migrating to Opportunity	World Bank Group	2017
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9. Appendix: Volodimir Zozulinskyi/Shutterstock.com

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