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(ASEAN Promotion Centre on Trade, Investment and Tourism)

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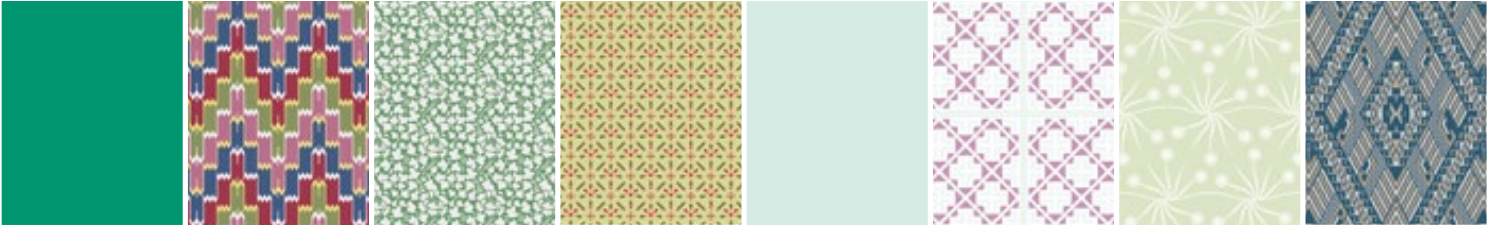
ASEAN-JAPAN  
CENTRE

# ANNUAL REPORT OF THE ASEAN-JAPAN CENTRE FOR FISCAL YEAR 2018: RESULTS AND IMPACT ANALYSIS






# ANNUAL REPORT OF THE ASEAN-JAPAN CENTRE FOR FISCAL YEAR 2018: RESULTS AND IMPACT ANALYSIS





# 2018 HIGHLIGHTS



AJC's research and policy analysis work, including global value chains, trade in services and non-equity modes of trade (NEM), reached more than 300 government officials and businesspersons in ASEAN, contributing to enhance awareness on the emerging trade and investment related issues in ASEAN.

AJC's cooperation with the ASEAN meetings, including Coordinating Committee on Services (CCS) and Coordinating Committee on Investment (CCI), was enhanced in FY2018 and continues in coming years with the active participation and contribution to these meetings.

*« I was honored to attend the exhibition on ASEAN design, that hosted jointly by the Centre and the Japan Institute of Design Promotion (JDP). I was impressed by the 22 ASEAN products awarded G-mark. I think that this is one of the flagship activities achieved by ASEAN-Japan Centre. »*

Comments on the ASEAN Design Selection activity by Mr. Latsamy Keomany, Director General of ASEAN Department, Ministry of Foreign Affairs (MOFA) of Lao PDR and Council Director of Lao PDR for AJC, at the 38<sup>th</sup> Council Meeting held on 15 March 2019.

*« The workshop is a great opportunity for producers and start-up companies to improve the quality and design of gift items to sell more to the tourists and a big potential to increase the share of the export to Japan. »*

Comments by H.E. U Soe Nyunt Lwin, Shan State Minister for Planning and Finance during AJC's activity for export capacity building conducted in Shan State, Myanmar on 4 February 2019.

*« It is the first time for the state to organize a workshop together with the local silk associations, waving school and handicraft companies. The lectures by the Japanese experts would encourage the participants to be aware of what they should do for improvement of product to the export level. »*

Comments by H.E. U Soe Hlaing, Kayin State Minister for Electricity & Industry during AJC's activity for export capacity building conducted in Kayin State, Myanmar on 8 February 2019.

*« The ASEAN Tourism Awards Japan is significant not only to recognize quality tour products, but also to encourage more Japanese people to visit the ASEAN Member States, and contribute to vitalize the mutual interaction of people between the two regions. »*

Comments by Mr. Jun Takashina, Vice Commissioner, Japan Tourism Agency, at Awarding Ceremony of the ASEAN Tourism Awards Japan 2018 on 6 March 2019.





*« I wish to express my sincere gratitude and appreciation for your kindly cooperation for Myanmar Silk Promotion Event on 8<sup>th</sup> October 2018 during the recent visit of State Counsellor of the Republic of the Union of Myanmar Her Excellency Daw Aung San Suu Kyi and Myanmar Delegations to Japan for attending the 10<sup>th</sup> Mekong-Japan Summit from 5 to 10 October 2018. »*

*« It was a great successful program. I got an opportunity to share our economic situation and Myanmar investment opportunities and exchange views with local authorities and investors. I felt very impressive for the development of Shizuoka Area, and learnt a lot of knowledge from local cities development. »*

Quotes from a letter fro H.E. Mr. Thurain Thant Zin, Ambassador of the Republic of the Union of Myanmar to Japan (12 October and 18 December 2018).

*« I believe through the ASEAN-Japan Women Entrepreneurs' Linkage Program (AJWELP), there will be greater success in empowering women within ASEAN as this programme is already in the third consecutive years of its implementation and has been able to generate more interest and participation. ...AJWELP is a great example of a strong public-private partnership collaboration. »*

Comments on AJWELP by Yang Amat Berhormat Dato' Seri Dr. Wan Azizah Wan Ismail, Deputy Prime Minister of Malaysia and Minister of Women, Family and Community Development at AJWELP Networking Reception on 29 January 2019.

*« Brunei Week serves as an excellent avenue for our lead agencies to promote Brunei Darussalam as an attractive trade, investment and tourism destination for Japanese investors and people. It was also an opportunity for our companies to showcase their products and services in various sectors as well as for Japanese companies to learn and explore the opportunities in which Brunei Darussalam can offer. »*

Quotes from a letter from Dr. Hajah May Fa'ezah binti Haji Ahmad Ariffin, Permanent Secretary (Economy) at the Ministry of Finance and Economy, Brunei Darussalam for AJC's effort to co-organize the Brunei Week in Tokyo on 26 and 27 February 2019.





# CALENDAR FOR FY2018

## MAJOR SUBSTANTIVE ACTIVITIES

- High-level Dialogue between ASEAN High-Ranking Officials and Japanese Investors (throughout the year)
- Ministerial-level Policy Dialogue for CLMV (throughout the year)
- Networking with Japanese Investors in Local Cities of Japan (throughout the year)
- ASEAN Regional Programs: Topical Lecture Series (throughout the year)
- Participation in Tourism Events (throughout the year)
- ASEAN Introductory Classes at Elementary Schools (throughout the year)
- Seminar on Non-Equity Mode (NEM) in Lao PDR (26 July)
- Seminar on Educational Travel to ASEAN (1 Aug.)  
ASEAN Kids Day 2018 (4 Aug.)
- ASEAN 51st Anniversary Symposium (8 Aug.)
- Inbound Promotion: Technical Visit to Fuefuki City, Yamanashi (23 Aug.)
- ASEAN Study Group Study Mission to Thailand, Singapore and Indonesia (2-9 Sept.)  
Myanmar Silk Event (8-12 Oct.)
- Technical Workshop on Agritourism (14-19 Oct.)  
Good Design Award Exhibition at Tokyo Mid-Town (31 Oct. - 2 Nov.)
- Training Program on Interpretation in Japan (1-6 Nov.)
- Workshop on Tourism Product Development in Viet Nam (27 Nov.)  
Tourism Marketing Seminar in Myanmar (30 Nov.)  
"Accessible Tourism for All" Workshop in Indonesia (7 Dec.)
- ASEAN-Japan Women Entrepreneurs' Linkage Program (AJWELP) (27-30 Jan.)
- CLMV Support Program: Export Capacity Building in Myanmar (2-10 Feb.)  
ASEAN Tourism Awards Japan 2018 (6 Mar.)
- Seminar on Non-Equity Mode (NEM) and Global Value Chains (GVC) in Cambodia (12 Mar.)  
Environmental, Social, and Governance (ESG) Investment Forum (19 Mar.)
- Seminar on Non-Equity Mode (NEM) and Global Value Chains (GVC) in Thailand (25 Mar.)

1 April  
2018

## PARLIAMENTARY ACTIVITIES

### 5 April, Luang Prabang, Lao PDR

AJC participated in the 5<sup>th</sup> ASEAN Coordinating Committee on Micro, Small and Medium Enterprises (ACCMSME)

### 16 May, Tokyo

The 1<sup>st</sup> Executive Board Meeting for FY2018

### 30 May, Beijing, China

The 11<sup>th</sup> Meeting among the Secretaries General of ASEAN-China Centre, ASEAN-Japan Centre and ASEAN-Korea Centre



### 9 November, Nay Pyi Taw, Myanmar

AJC session at the 91<sup>st</sup> Meeting of the ASEAN Coordinating Committee on Services (CCS)

### 14 December, Tokyo

The 2<sup>nd</sup> Executive Board Meeting for FY2018

### 15 & 17 January, Ha Long Bay, Viet Nam

ASEAN Tourism Forum (ATF)

Tourism Ministers, National Tourism Organizations' representatives and tourism stakeholders of the ASEAN Member States and others including China, Japan, and the Republic of Korea, participated in the meeting.



### 18 January, Ha Long Bay, Viet Nam

The 12<sup>th</sup> Meeting among the Secretaries General of ASEAN-China Centre, ASEAN-Japan Centre and ASEAN-Korea Centre

### 31 January, Bandar Seri Begawan, Brunei Darussalam

AJC session at the 73<sup>rd</sup> Meeting of the ASEAN Coordinating Committee on Investment (CCI)

### 13 February, Bandar Seri Begawan, Brunei Darussalam

The 1<sup>st</sup> ASEAN-Japan Centre Seminar on Trade in Services at the 92<sup>nd</sup> Meeting of the ASEAN Coordinating Committee on Services (CCS)

### 15 February, Tokyo

The 3<sup>rd</sup> Executive Board Meeting for FY2018

### 15 March, Tokyo

The 38<sup>th</sup> Annual Meeting of the Council

The Meeting was chaired by Mr. Shah Nizam, Alternate CD for Malaysia and Director of Malaysia External Trade Development Corporation (MATRADE), Tokyo Office.



Main agenda included:

- a. Report of FY2018 Program Activities;
- b. Consideration of Draft Annual Work Program and Budget for FY2019; and
- c. Consideration of amendment to the present formula of the obligatory contribution

FISCAL YEAR 2018

31 March  
2019





# TABLE OF CONTENTS

<b>2018 HIGHLIGHTS</b>	<b>ii</b>
<b>CALENDAR FOR FY2018</b>	<b>v</b>
<b>I. CENTRE'S REFORM: CREATIVE DESTRUCTION FOR A NEW CENTRE - RESPONDING TO NEW ISSUES AND EXPANDING THE SCOPE</b>	<b>1</b>
<b>II. RESULTS AND IMPACT ANALYSIS</b>	<b>8</b>
1. Trade Promotion Activities (1 April - 31 August 2018)	8
2. Investment Promotion Activities (1 April - 31 August 2018)	14
3. Research and Policy Analysis Activities (1 September 2018 - 31 March 2019)	20
4. Capacity Building Activities (1 September 2018 - 31 March 2019)	32
5. Trade and Investment Promotion Activities (1 September 2018 - 31 March 2019)	38
6. Tourism Promotion Activities	44
7. People-to-People Exchange Promotion Activities	56
8. PR Activities	62
9. ASEAN National Activities	66
<b>III. USE OF FY2018 BUDGET</b>	<b>69</b>
<b>ANNEXES</b>	<b>70</b>
Annex A. List of Council Directors and Executive Board Representatives	70
Annex B. Centre's Organogram in FY2018	72



# I. CENTRE'S REFORM: CREATIVE DESTRUCTION FOR A NEW CENTRE— Responding to New Issues and Expanding the Scope

## 1. Creative destruction process

The reform path of the ASEAN-Japan Centre (AJC) is a creative destruction process. No organization can be stationary. The Centre is not an exception and needs to change. The transformational change of the Centre is to revolutionize its structure from within, “incessantly destroying the old one, incessantly creating a new one” (Joseph A. Schumpeter, *Capitalism, Socialism and Democracy*, 1942) in order to survive competitively and move towards AJC's strategic vision: the regional centre of excellence in trade, investment, tourism and exchanges of persons.

The reform of the Centre to make it more relevant, more efficient, and more impactful and effective with more attention to quality has culminated in the structural changes of the Centre on 1 September 2018, as opposed to the past three-year reform which focused on administrative<sup>1</sup> and substantive<sup>2</sup> changes.

This structural reform has necessitated the Centre to revamp its structure. The following two charts depict the old and the new structure of the Centre.

The ASEAN plus Japan leaders expressed their view and expectations, saying that they “welcomed the Centre's recent structural reforms to address the new challenges faced by ASEAN and Japan, and encouraged the Centre to consider necessary reform” (Chairman's Statement of the 21<sup>st</sup> ASEAN-Japan Summit, para 7, 14 November 2018). In response, the Centre is determined to expand its scope of activities in order to better address new challenges and opportunities, including but not limited to the diplomatic initiatives and emerging issues of ASEAN and Japan.

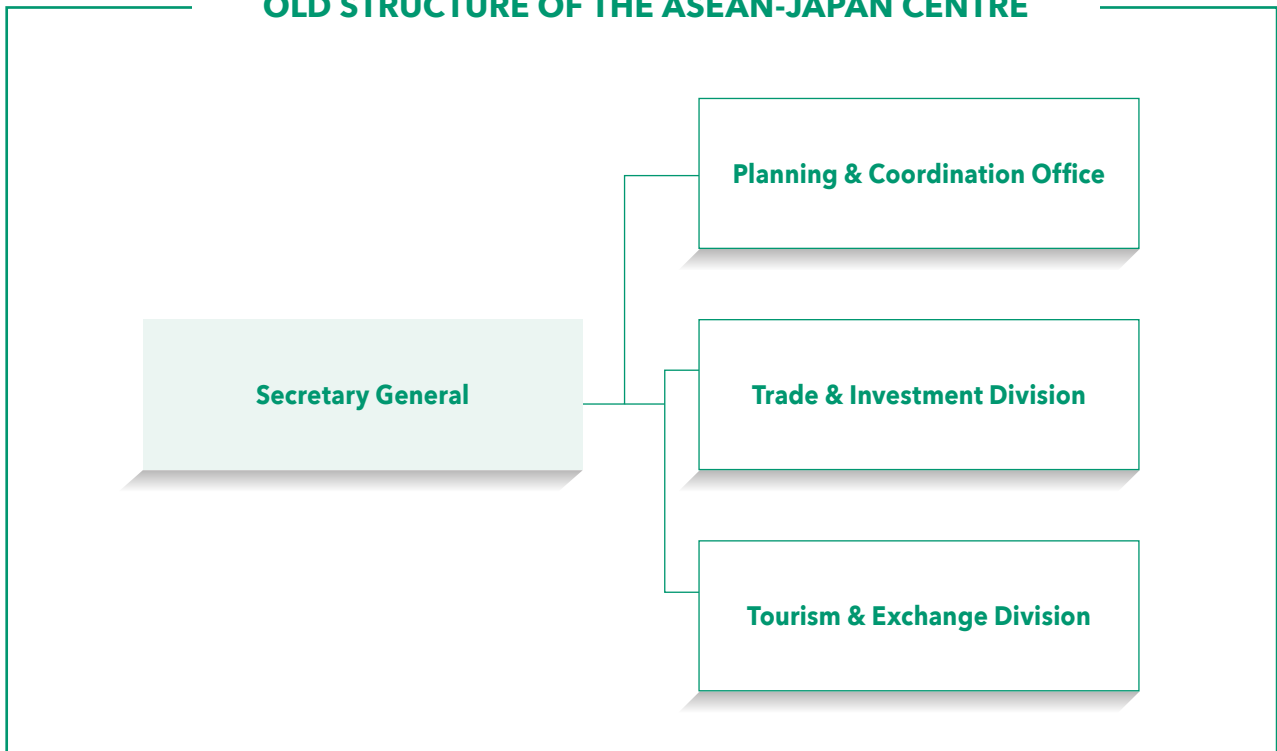
In pursuit of a new Centre that gives due consideration to new issues and the Centre's response to them, the Centre has now two offices (Office of the Secretary-General; and Office of General Affairs) and one operational department. The operational department consists of four clusters: Research and Policy Analysis (RPA) Cluster, Capacity Building (CB) Cluster, Trade and Investment (TI) Cluster, and Tourism and Exchange (TE) Cluster. A cluster is a loosely connected group of related work programs and subjects that function together. These four clusters interact with each other to derive synergies to maximize the impact of work programs, activities and projects. The old structure of the Centre may limit the scope of activities that implement the mandate

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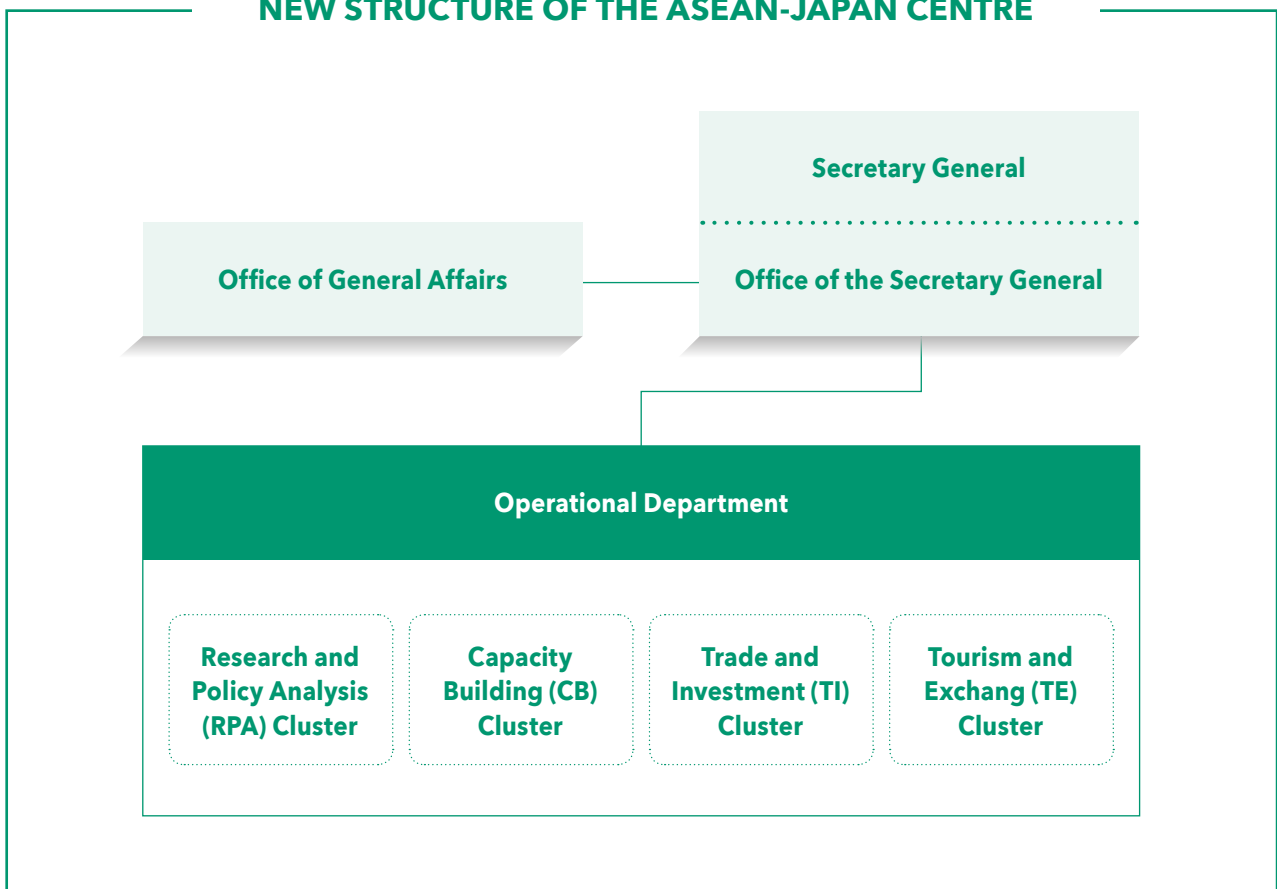
<sup>1</sup> The administrative reform includes the following: Establishment of the vision and the mission statement of the Centre; imbueing of the concept of “work as one” and “deliver as one” into the Centre; issuance of documents relating to enforcement of new administrative rules and regulations of the Centre; establishment of fair and transparent recruitment process for new staff members with clear job description; introduction of personnel evaluation system based on result-oriented performance by individual staff members; and commencement of capacity- and knowledge-building training for staff members

<sup>2</sup> For example, the Centre has established a core value system based on which all activities are evaluated with SMART (specific-measurable-achievable-relevant-time bound) indicators. The core values of the Centre measure relevance, quality, efficiency and impact/effectiveness of activities. In order for the Centre to tackle the current and important issues faced by ASEAN, it has introduced new approaches to the selection of activities, including: regional approach, integrated approach, multidisciplinary approach, inclusive approach, universal approach, and knowledge-building approach.

## OLD STRUCTURE OF THE ASEAN-JAPAN CENTRE



## NEW STRUCTURE OF THE ASEAN-JAPAN CENTRE





directly and indirectly. With a new structure the Centre is able to tackle emerging issues and “address the new challenges faced by ASEAN and Japan” (Chairman’s Statement of the 21<sup>st</sup> ASEAN-Japan Summit, para 7, 14 November 2018).

It is recalled that the agreement establishing the Centre mandates the functions of these four clusters of the operational department (see below). The first two clusters (research and policy analysis cluster and capacity building cluster) are articulated in Article III. Activities, paras (4) to (7) of the agreement<sup>3</sup>.

## 2. Functions and responsibilities of new structure

Functions and responsibilities of each office/department are summarized as follows:

### (1) Office of the Secretary-General

This office supports the substantive work of the Secretary-General. The Office oversees, advises, promotes, facilitates and monitors Centre’s substantive activities leading to enhancement of trade, investment, tourism and exchange of persons between ASEAN and Japan, and ensures that all staff members adhere to the vision, mission and principles of intervention of the Centre. The functions of this Office include, but are not limited to, the following:

- Promotes sustainable development in ASEAN and Japan and their sustainable relationships by conceptualizing, advising and implementing Centre’s programmes and activities;
- Organizes, together with the Office of General Affairs, parliamentary activities including the Council and the Executive Board meetings, and participates in those organized by other agencies;
- Maximizes the results and outcomes of the Centre’s programs and activities, including National Activities, through keeping an eye on both operational and program management. Operational management includes strategic advice and operational support for projects and program management ensures smooth execution of activities in light of the Centre’s core values of activities;
- Monitors and analyzes current events, public opinion and press, identifies issues and trends in the area of Japan-ASEAN relationships, and advises the Secretary-General on appropriate action/responses;
- Issues regularly the Centre’s brochures and pamphlets as well as the Annual Report describing the vision, mission and principles of intervention and annual activities in accordance with core values;

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<sup>3</sup> Articles in the “Agreement Establishing the ASEAN Promotion Centre on Trade, Investment and Tourism” as relevant for the Research and Policy Analysis and Capacity Building Clusters (extract)

Article III  
Activities

To achieve its purpose, the Centre shall undertake the following activities:

....

(4) to serve as a channel for the meaningful exchange of information relevant to the enhancement of trade, investment, tourism and exchanges of persons between Japan and the ASEAN Member Countries including **rules and regulations** concerning market access, as well as to **prepare and analyze data and information, and trends on markets**;

(5) **to conduct researches and studies** on trade, investment, tourism and, as appropriate, exchanges of persons;

(6) to provide Members and, as appropriate, related organizations and persons with information on trade, investment, tourism and, as appropriate, exchanges of persons including those mentioned in subparagraph (4) above, as well as the results of researches and studies by the Centre;

(7) to facilitate, whenever necessary, technical cooperation including transfer of technology related to trade, investment, tourism and, as appropriate, exchanges of persons;

....

Note: The bold and italics are by the Secretariat.

- Promotes external relations through media coverage of the Centre’s activities such as major conferences, events, campaigns via press releases, media alerts, and SNS announcements, develops a media strategy and action plan, makes pro-active media outreach efforts, and proposes and arranges press conferences/media coverage;
- Undertakes, in consultation with the Secretary-General, together with Centre’s senior staff members, activities in the Centre’s mandated areas for sustainable development including functions of new clusters – Research and Policy Analysis and Capacity Building Cluster – and functions of traditional clusters of Trade and Investment Cluster and Tourism and Exchange Cluster;
- Conceptualizes result-based work activities in each cluster of the operational department and implements each activity on their behalf, if required, with a view to sustainable development; and
- Prepares the annual result-based work program, the implementation plan of the Centre’s work program and activities budget and the result-based annual report including project evaluation that fall under the operational department.

## **(2) Office of General Affairs**

This Office supports administrative work of the Centre and monitors and ensures the well-being of the Centre’s staff members and environment of the workplace, led by the head of the office, one supporting general officer and two accountants. Main functions include the following, but are not limited to them: general affairs (e.g. procurement, payments, contracts, office supply), personnel and accounting affairs, as well as IT-related affairs for facilitating office functions:

- Undertakes work related to procurement and receipt of income from member states and other sources, evaluation of vendor contracts/payment to vendors and individual contractors for services, and monitors office supplies and requirements;
- Reviews adequacy of office supplies and space requirements, including the identification of office technology needs and maintenance of equipment, software and systems, coordinating enhancements as necessary;
- Implements the Centre’s human resource policies and procedures to meet the evolving needs for staff selection, appointment and promotion of staff members and recruitment of temporary workers;
- Monitors and ensures the implementation of human resource management strategic targets, policies and procedures relating to staff selection;
- Keeps abreast of developments in various areas of human resources particularly in the area of staff well-being and work environment and identifies training areas required for staff members;
- Reviews, analyses and finalizes the budget preparation of the Centre’s work programs based on the Centre’s financial regulations and special instructions from member states;
- Manages and monitors budget implementation and recommends reallocation of funds as necessary and ensures expenditures remain within authorized levels;
- Provides substantive support on budgetary and financial issues to relevant intergovernmental bodies;
- Provides advice to users, analyzing users’ requirements and translating these into new applications and determines application systems integration;
- Maintains, upgrades or enhances existing user systems, including websites, and troubleshoots and provides continuing user support, advising on the use of new techniques; and
- Provides advisory services on digital record management practices including digital records preservation and disposition and information management policies and procedures.

## **(3) Operational Department**

There is only one department under which related work programs cluster in four mutually interacting groups. Individual staff members belong to one or more clusters, exploiting fully their own competencies.

### **Research and Policy Analysis (RPA) Cluster:**

- The RPA Cluster conducts in depth analytical research on major and emerging issues, including economic, social, political and cultural ones, and their impact on sustainable development in ASEAN and the relationships between ASEAN and Japan.
- The RPA Cluster contributes to understanding and promoting the diplomatic initiatives between ASEAN and Japan, and provides ideas, concepts, and inputs in order to forge new initiatives and programs between the two regions.
- The RPA Cluster is the regional focal point for backstopping the relationships between ASEAN and Japan, including by providing a forum for consensus building for issues related to initiatives and agreements concluded by ASEAN and Japan.
- The RPA Cluster undertakes systematic collection and analysis on information related to ASEAN integration at the aggregate and enterprise levels and relevant regional and national policies, maintains various databases on trade, investment and tourism and provides analysis and reports on the latest policy developments.
- Undertakes analysis and studies on legislation and regulations, agreements and policy issues related to ASEAN integration and their impact on national development in member states.
- Disseminates the information on a continuing basis through databases, publications and reports.

### **Capacity Building (CB) Cluster:**

- The CB Cluster provides technical assistance or capacity-building programs to ASEAN Member States on the latest developments of the ASEAN and Japan relationships and their implications for sustainable development.
- With the research results by the RPA, the CB Cluster organizes workshops and seminars on all matters related to ASEAN-Japan relationships and ASEAN integration with a view to strengthening the capacity of governments and assists ASEAN governments in developing or strengthening their analysis capacity.
- The CB Cluster proposes ways and means to attract and benefit from ASEAN integration and intensified relationships between ASEAN and Japan to ASEAN governments, assists in implementing the recommendations, and provides best policy practices to assist ASEAN policymaking.
- The CB Cluster contributes to enhancing the capacity of ASEAN governments to promote the relationship between Japan and ASEAN and create an environment more conducive to partnerships between ASEAN and Japan.
- The CB Cluster enhances the capacities of ASEAN trade, investment and tourism promotion agencies through the provision of pragmatic tools, advisory services and training workshops.
- The CB Cluster fosters ASEAN entrepreneurship by creating and enabling a policy environment, and building capacity for entrepreneurs training, as well as assists ASEAN Member States in promoting corporate governance and social responsibility and building entrepreneurial capacity.

### **Trade and Investment (TI) Cluster:**

- The TI Cluster plans and implements region-wide and bilateral trade and investment programs that promote trade and investment between ASEAN and Japan through dialogue and capacity-building activities (seminars, workshops).
- While the TI Cluster emphasizes the CLMV countries in order to narrow the development gap among ASEAN member states in the work programs promoting trade and investment between ASEAN and Japan, other ASEAN countries also benefit on an ad-hoc basis from activities by the TI Cluster.
- Work programs of the TI Cluster take economic rebalancing between ASEAN and Japan into account when planning and implementing its projects.
- Implements program management of the activities under the TI Cluster and ensures that core values of each activity are maximized (relevance, quality, efficiency and impact/effectiveness).

### Tourism and Exchange (TE) Cluster:

- The TE Cluster contributes to all economic, social and environmental aspects of sustainable development in ASEAN by promoting tourism and understanding better the socio and cultural relationships between ASEAN and Japan.
- Tourism for CLMV as well as region-wide tourism are the focus of the TE Cluster in order to reduce the development gap.
- The TE Cluster undertakes, in collaboration with the RPA and CB Clusters, both research on tourism and person-to-person exchange and capacity-building in these areas, with the aim of maximizing their outcomes, ensuring promotional measures and policies are implemented. Such areas of work include tourism-related investment, tourism services supply and tourism global value chains.
- Implements program management of activities under the TE Cluster and ensures that core values of each activity are maximized (relevance, quality, efficiency and impact/effectiveness).

## 3. Ready, set, go for a new Centre

The Centre's activities should lead to the promotion of trade, investment, tourism or exchange of persons in the end. However, issues faced by ASEAN are diversified and their related activities may not be grouped by this stereotypic categorization. For example, climate change mitigation and adaptation are related to all of these four areas: promoting trade of carbon-gas-reduced products, promoting investment in a low carbon economy, promoting eco-tourism, and promoting exchange of climate change professionals. These four areas of focus are all important for climate change. The old structure of the Centre, which was divided into the trade and investment division and the tourism and exchange division, could not grasp various aspects of the issue in question. With the new structure the Centre can cope with such diversified issues and exercise its full competency across the board.

In determining work programs and detailing projects and activities under each work program in its new phase, the Centre considers the following point concerning the ASEAN globalization and integration. As a community, ASEAN is supposed to receive all benefits emanating from the region, but because of globalization not all these benefits remain in the region. What is important for ASEAN is to strike the right balance between the benefits that accrue to the region and those that leave the region. Maximizing local or domestic value added is an important consideration for any activity undertaken by the Centre.

New activities, therefore, should take into account the following elements:

- Activities on global issues such as the environment, education, and health, all of which are related to sustainable development, assume more importance than ever in the development agenda of ASEAN. Therefore, these activities become important for the Centre.
- Activities that take into account the ASEAN-Japan relationships from a global point of view. The current production networks created by Japan in ASEAN, for example, extend into the United States, Europe, China and other Asian countries. Therefore, it is useless to discuss only the ASEAN-Japan relationship in isolation. This relationship should be considered from a wider and even global perspective.
- Rebalancing economic power of ASEAN in relation to Japan should call upon new aspects of activities that focus on, for example, investment from ASEAN, joint ventures and strategic alliance between ASEAN and Japan.
- Wider and larger FTAs than ASEAN are emerging. These FTAs such as CPTPP (TPP11) and RCEP include some or all ASEAN member states. This evolution of new regional blocs changes the scenario of the ASEAN economic community and its positioning in the globalization drive of ASEAN.
- At the same time, current activities undertaken now such as those enhancing high-value-added trade (e.g. creative industries), promoting sustainable tourism including interpretation, and focusing on projects narrowing the development gap will continue to be promoted.

By contributing to the realization of ASEAN Community Vision 2025, the development gap will be reduced. In order to do so, such activities that help realize this objective are prioritized and those related to CLMV will continue to be emphasized.

As one of the sectoral bodies of ASEAN (ASEAN Charter, Annex I. ASEAN Sectoral Ministerial Bodies), the Centre should work closely with ASEAN and the ASEAN Secretariat. Therefore, it is very reasonable for the Centre to be associated with ASEAN meetings and with Japanese initiatives involved in ASEAN. The former includes the ASEAN Coordinating Committee on Investment (CCI), ASEAN Coordinating Committee on Services (CCS) and ASEAN Coordinating Committee on Micro, Small and Medium Enterprises (ACCMSME), and the latter includes, "Japan-ASEAN Environment Cooperation Initiative", "Asia Health and Human Well-Being Initiative," and "Free and Open Indo-Pacific Strategy". With these initiatives in mind, the Centre has embarked in this fiscal year on promoting ESG (environment, social, governance) investment in ASEAN, agribusiness global value chains, and trade in social services (environmental services, health and other social services and education services), among others. As a diplomatic tool, the Centre can be more utilized (e.g. announcements, distribution of materials, organization of seminars etc.) to contribute to the measures and initiatives the Japanese Government has established. Furthermore, the Centre makes efforts to enhance relations with relevant ministries and institutions dealing with the new issues, and extends support for their activities by becoming a supporting body of their events, disseminating information on the events through its online platforms, and providing the ASEAN-Japan Hall as an event venue.

The Centre's presence and activities should be enhanced. Outreach and PR activities at ASEAN-related meetings including the ASEAN Summit and its related meetings, the ASEAN-Japan Forum and ASEAN-Japan Foreign Ministerial Meeting are an effective way to let the ASEAN and Japanese community raise awareness of the Centre.

After a three-year preparation for a new Centre, it is now set to move to a higher level and go for the Centre's strategic vision: the regional centre of excellence.



## II. RESULTS AND IMPACT ANALYSIS

### 1. Trade Promotion Activities

(Undertaken during 1 April – 31 August 2018)

The Trade Section has intensified its efforts to implement mandated activities by conducting a number of work programs to promote regional trade between the ASEAN Member States and Japan including promoting services trade in ASEAN, promoting new forms of trade, promoting exports from creative industries, export-capacity building in CLMV, and import-capacity building of Japanese companies.

#### A. Promoting services trade in ASEAN

This is a multi-year (3-5 years) regional project which started in FY2016. The first phase (FY2016-FY2017) focused on six producer services and tourism services. The second phase of this work program (FY2018-FY2019) will look at three social services: environment services, health services and education services.

The project was integrated into that of the Research and Policy Analysis (RPA) Cluster on 1 September 2018.

#### B. Promoting new forms of trade between Japan and ASEAN

This is a multi-year (3-5 years) regional project on measuring the size, understanding the phenomenon and providing policy suggestions on how to maximize benefits from and minimize risks with a non-equity mode (NEM) of operation between Japan and ASEAN.

On 26 July 2018, the seminar on NEM in Lao PDR was implemented. The project was integrated into that of the Research and Policy Analysis (RPA) Cluster on 1 September 2018.

#### C. Promoting ASEAN creative industries

This is a two-year regional project in cooperation with the Japan Institute of Design Promotion (JDP). The project aims to encourage small and medium-sized enterprises (SMEs) in ASEAN to produce creative products by enhancing design skills through Japanese designers and to showcase them at a recognized exhibition (i.e. G-mark exhibition) in Tokyo.

The second screening of ASEAN design selection was held on 24 July 2018 at the ASEAN-Japan Hall of the AJC. Out of 248 submissions, 22 products/services received the 2018 ASEAN Design Selection Award as well as G-mark Award.

The project was succeeded by the Capacity Building (CB) Cluster on 1 September 2018.

#### D. CLMV support program for export-capacity building

This is a four-year regional project to support private sectors in CLMV countries to increase their export capacity by strengthening product development and knowledge-building regarding the export business to Japan.

With the cooperation of the Ministry of Industry and Commerce of Lao PDR, a follow-up survey after the workshop was conducted in May 2018 through questionnaires and telecommunication. Fifteen companies out of 27 responded to the Ministry. The survey shows that there are six existing exporters doing business with Japan and four of them increased their export volume to Japan after attending the workshop.

The project was succeeded by the Capacity Building (CB) Cluster on 1 September 2018.

## **E. Import-capacity building of Japanese companies**

This project conducts seminars related to imports from ASEAN to Japan at the ASEAN-Japan Hall of the AJC and other places. The project aims to promote information-sharing and create new business opportunities by inviting experts to the seminars.

The Trade Section conducted a seminar at the ASEAN-Japan Hall on 2 July 2018 “Prospect for development of digital content – increasing the IT connectivity between ASEAN and Japan”. The number of participants was 64 and 93% of them replied that the seminar was useful and commented that it was informative as they were able to gain knowledge about ASEAN business trends and potential import products.

The project was transferred to Trade and Investment (TI) Cluster on 1 September 2018.

**TABLE 1. PERFORMANCE APPRAISAL FRAMEWORK – TRADE PROMOTION ACTIVITIES**  
**FY2018 ACTIVITIES (1 APRIL - 31 AUGUST 2018)**

Objectives	Key outputs	Relevance	
<p><b>Promoting services trade Phase 2 (environment services, health services and education services)</b>                      (The project was integrated into that of the Research and Policy Analysis (RPA) Cluster on 1 September 2018)</p> <p><b>Follow-up activities to Phase 1</b>                      (Seven services sectors: 6 producer services and tourism)</p>	<ol style="list-style-type: none"> <li>1. To raise awareness and propose policy action to address challenges of the liberalization of services trade for further integration of the ASEAN Member States.</li> <li>2. To better understand the importance of services trade in the target sectors (three social services, six producer services and tourism).</li> <li>3. To enhance domestic capacities to deal with difficulties and challenges faced by ASEAN.</li> </ol>	<ol style="list-style-type: none"> <li>1. Publication of technical papers. Data on estimated trade volume for each mode of supply (mode 1 to 4), current state of liberalization and concrete policy recommendations.</li> <li>2. Holding seminar based on the technical papers.</li> </ol>	<p>Lack of understanding of service industries and their products leads to a delay in process of service liberalization in the countries concerned and, at the same time, it will affect the growth of trade competitiveness of each country.</p>
<p><b>Promoting new forms of trade between Japan and ASEAN</b>                      (The project was integrated into that of the Research and Policy Analysis (RPA) Cluster on 1 September 2018)</p>	<p>To increase awareness of the mechanism of non-equity modes (NEMs) in trade and to provide the policies that benefit the ASEAN Member States.</p> <p>Seminar Date: 26 July 2018 Place: Lao PDR</p>	<ol style="list-style-type: none"> <li>1. In the first half of FY2018, AJC implemented a seminar to increase awareness of NEMs in trade and to provide the policies that benefit the ASEAN Member states.</li> <li>2. Draft country paper of NEM in Lao PDR was produced for the seminar.</li> <li>3. One seminar on Lao PDR. About 50 people (Lao government officials, industrial association members, and company owners and managers) participated in the seminar.</li> <li>4. The characteristics of cross-border NEM activity worldwide and in Lao PDR were shared by participants.</li> <li>5. As an example of NEM in Lao PDR, Mr. Xaysomphet Norasingh, Acting Director General, Department of Trade Promotion, Ministry of Industry and Commerce made a presentation of current situation from the viewpoint of Lao local context.</li> </ol>	<ol style="list-style-type: none"> <li>1. As no data exist to ascertain the importance of non-equity mode activities, to collect data on these activities and to develop mechanisms to facilitate competitive markets are required.</li> <li>2. The project is a multi-year project and covers all the 10 ASEAN Member States.</li> <li>3. About 50 people (governmental officials, diplomatic corps, academia, industrial association members and company owners) joined in each seminar in the ASEAN Member States.</li> <li>4. Country papers were published and are available on AJC's website after the seminars for public sharing.</li> </ol>
<p><b>Promoting ASEAN creative industries</b>                      (The project was succeeded by the Capacity Building (CB) Cluster on 1 September 2018)</p>	<ol style="list-style-type: none"> <li>1. To be aware of the value of originality, individual creativity, and intellectual property of products.</li> <li>2. To be aware of the importance of "service design", as opposed to design embodied in goods or commodities.</li> <li>3. To explore the trade and development opportunities in "ASEAN Design Selection".</li> <li>4. To share experiences on best practices in the development of creative industries by applying the concept of "ASEAN Design Selection".</li> </ol>	<ol style="list-style-type: none"> <li>1. The second screening of ASEAN Design Selection was held on 24 July 2018 at the ASEAN-Japan Hall of the AJC.</li> <li>2. Twenty-two products/services out of 261 submissions were to receive the 2018 ASEAN Design Selection Award as well as G-mark Award.</li> </ol>	<p>In cooperation with the Japan Institute of Design Promotion (JDP), the project aims to encourage small and medium-sized enterprises (SMEs) in ASEAN to sharpen practical design skills and learn comprehensive business proposals.</p>

## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<p>The latest issues and difficulties were identified and shared by government officials and the service business sectors, with a view to supporting the sustainable development of countries and the region.</p>	<p>AJC's work on services trade was presented to the 91st and 92nd ASEAN Coordinating Committee on Services (CCS) in Nay Pyi Taw, Myanmar in November 2018 and in February 2019 in Bandar Seri Begawan, Brunei Darussalam, respectively.</p>	<p>The latest situation and issues were identified and shared among the government officials and the service business sectors. (Declaration on AEC 2025, heading II and sub-heading A.2 Trade in Services 11 - 13) (Chairman's Statement of 21st ASEAN-Japan Summit in No.6, No.7, No.8, No.9, No.10, and No.12)</p>
<p>1. Number of country papers, seminars and policy recommendations 2. Questionnaire survey was made to monitor the views and comments on the seminar:</p> <p>(i) The achievement of your own objectives by attending the seminar: Yes 88% (ii) Overall satisfaction: 47% "Excellent", 34% "Very satisfactory" (iii) Introductory remarks on NEM: 53% "Excellent", 41% "Very satisfactory" (iv) Current situation of NEM in Lao PDR: 53% "Excellent", 44% "Very satisfactory" (v) Report of the Lao country paper: 38% "Excellent", 59% "Very satisfactory" (vi) Interactive dialogue "Excellent" 50%, "Very satisfactory" 50%</p>	<p>Seminars are organized in consultation with ASEAN Trade Promotion Organizations (TPOs) and, for this Lao seminar, the Department of Trade Promotion, Ministry of Industry and Commerce, Lao PDR.</p>	<p>1. The latest NEM-related issues will be identified and the input will be shared by all stakeholders. 2. Increasing awareness of mechanism of NEMs in trade. 10 country papers, 10 seminars on NEM. 3. The Government of Lao PDR made remarks at the workshop to create the policy framework on NEMs after they heard presentations and the dialogue from the experts.</p>
<p>Twenty-two products/services out of 261 submissions were to receive the 2018 ASEAN Design Selection Award as well as G-mark Award.</p>	<p>More business opportunities with private sectors to access the Japanese market shall be provided through this project.</p>	<p>1. Prize winning companies: increment of annual sales and clients with more than 10% export value in Japan compared with pre-activity period. 2. Employee/Design cluster: new job creation and increased value added per worker. 3. Relevant organization in ASEAN: creating a platform of design promotion in each ASEAN Members State (especially countries that have not established own good design award design).</p>



**TABLE 1. PERFORMANCE APPRAISAL FRAMEWORK – TRADE PROMOTION ACTIVITIES**  
**FY2018 ACTIVITIES (1 APRIL - 31 AUGUST 2018)**

Objectives	Key outputs	Relevance	
<p><b>CLMV support program for export capacity-building</b>  <b>(The project was succeeded by the Capacity Building (CB) Cluster on 1 September 2018)</b></p>	<ol style="list-style-type: none"> <li>1. To help CLMV countries increase their export capacity by strengthening product development, information sharing, know-how and knowledge-building on the export business to Japan, and contribute towards achieving greater ASEAN regional integration.</li> <li>2. To promote agricultural products of SMEs in Lao PDR to export more to Japan, the Centre provided the assistance with the necessary information such as product quality control, transportation/logistics, food safety regulations and product packaging design.</li> <li>3. To foster a better understanding of the government policy on how each country is addressing the key issues of agricultural products.</li> <li>4. To share information and knowledge about the production system and export business management by visiting companies in Lao PDR.</li> </ol>	<p>With the cooperation of the Ministry of Industry and Commerce of Lao PDR, a follow-up survey after the workshop was conducted in May 2018 through delivering questionnaires and making phone calls. Fifteen companies out of 27 responded to the Ministry. The survey shows that there are six existing exporters doing business with Japan and four of them increased their export volume to Japan after attending the AJC export capacity building workshop.</p>	<p>Private sector participants learned the latest export knowledge necessary for international trading business that faces a competitive situation from resource persons, government officials and other stakeholders.</p>
<p><b>Import capacity-building of Japanese companies</b>  <b>(The project was transferred to Trade and Investment (TI) Cluster on 1 September 2018)</b></p>	<p>To promote information-sharing and create new business opportunities by inviting experts to the seminars.</p>	<ol style="list-style-type: none"> <li>1. First seminar: IT &amp; digital content               <ol style="list-style-type: none"> <li>(i) Date: 2 July 2018, 10:30-12:30</li> <li>(ii) Venue: ASEAN-Japan Hall of the AJC</li> <li>(iii) Seminar title: Prospect for development of digital content - increasing the IT connectivity between ASEAN and Japan</li> <li>(iv) Participants: 64</li> <li>(v) Speakers: Prof. Akinori Nakamura, Ritsumeikan University; Ms. Hitomi Hyuga, Digital Content Association of Japan</li> <li>(vi) Main Topics: Digital content industry of Japan and ASEAN; AMS's promotion policies for the industry; and the potential competitive advantage of ASEAN</li> </ol> </li> <li>2. Second seminar: Fashion and Design               <ol style="list-style-type: none"> <li>(i) Date: 5 September 2018, 14:00-16:00</li> <li>(ii) Venue: ASEAN-Japan Hall of the AJC</li> <li>(iii) Seminar title: Creating a new possibility of fashion business - aiming to deepen the collaboration between ASEAN and Japan</li> <li>(iv) Participants: 55</li> <li>(v) Speaker: Mr. Koji Shimada, Institute of Business Development Co., Ltd.</li> <li>(vi) Main Topics: Fashion and Design industry of Japan and ASEAN; The future of Fashion and Design industry; Fashion brands in ASEAN; and Business opportunities with ASEAN</li> </ol> </li> </ol>	<p>Private sectors participants will learn the latest import knowledge and relevant issues necessary for international trading business that faces competitive situation from experts and other stakeholders.</p>



**Core values and measurements**

Quality	Efficiency	Effectiveness/Impact
<p>Views and comments from the participants were collected by questionnaire after the respective activities for further improvement of the activity.</p>	<p>Timing, budget and other details were fixed in consultation with a TPO concerned for better implementation.</p>	<p>Sixty to seventy companies joined the program to get a better understanding of and knowledge necessary for starting the export business, in addition to sharing their experiences and recommendations in doing business overseas. Successful cases were shared by the respective governments so as to support similar companies in each country. A follow-up is made with these companies to find out how many become new exporters or expand exports to Japan. Testimonials from the program participants and ministries concerned will be also recorded to judge the impact.</p> <p>(Declaration on AEC 2025, heading II and sub-heading D.4. Narrowing the Development Gap 75. ii.)</p>
<p>Questionnaire surveys to be distributed to participants. Feedbacks from experts and participants for further improvement.</p>	<ol style="list-style-type: none"> <li>1. Timing, budget and other details were fixed in consultation with a TPO concerned for better implementation.</li> <li>2. New business opportunities for Japanese potential importers and industrial members.</li> </ol>	<p>More than 100 participants acquired a better understanding and knowledge necessary for considering the import business with ASEAN, in addition to the information gathered at the seminar, which is to be utilized for an effective import trading (e.g. decision-making and strategy-making). A follow-up is to be made with these participants to find how many become new importers or expanded imports from ASEAN.</p>

## 2. Investment Promotion Activities (Undertaken during 1 April – 31 August 2018)

All investment promotion activities of the Centre were demand-driven and undertaken in line with the national strategy of each individual ASEAN Member State in an effort to further promote and raise the profiles of the ASEAN Member States as the main investment destination for Japanese investors.

The following results were produced between 1 April and 31 August 2018:

### A. Bilateral high-level investment policy dialogues

High-level forums provide an opportunity for prominent ASEAN officials, represented by either the Heads of State or Senior Ministers, to provide the latest information on new investment policies, incentives and opportunities directly to the Japanese business community.

Three high-level forums for the Philippines (twice) and Viet Nam (once) were organized by the Centre and attended by 484 participants in total. High-ranking ASEAN officials were able to provide the latest country investment policy updates to Japanese investors and gained a better understanding of the Japanese business community's expectations and challenges.

### B. Ministerial-level policy dialogue for CLMV

With the objective of narrowing the development gap in ASEAN, the Centre allocates additional financial resources for the least developed ASEAN Member States (Cambodia, Lao PDR, Myanmar and Viet Nam, or CLMV) to organize bilateral policy discussions with Japanese government officials and the business community, focusing on specific investment policies that nurture a sustainable partnership for development.

No ministerial-level dialogue took place from 1 April to 31 August 2018.

### C. Networking in local cities in Japan

Two bilateral networking sessions were organized for Myanmar and Malaysia in the local cities of Kagawa and Nagoya, respectively. These ASEAN Member States were able to establish and develop networking links with the local Japanese business communities.

### D. ASEAN update seminars

The program aims to provide up-to-date information on the ASEAN Economic Community to Japanese companies interested in investing in ASEAN.

The Centre held 11 seminars at the ASEAN-Japan Hall on a range of issues including start-ups; country economic updates, e-commerce and human resource management. The seminars had almost one thousand (993) participants in total. As the Centre's annual flagship event, the "ASEAN 51<sup>st</sup> Anniversary Symposium: Challenges and Tasks for ASEAN in 2018" was held on 8 August 2018 in Tokyo in association with the ASEAN Committee in Tokyo, inviting Dr. Aladdin D. Rillo, Deputy Secretary General of ASEAN in charge of ASEAN Economic Community (AEC) as a keynote lecturer. The seminar attracted around 250 participants in total.

### E. Dissemination and outreaching

The Centre periodically updates ASEAN investment information on its website to ensure the contents are accurate and valid. Some information is available in the Japanese language.

### F. Lectures by AJC staff

The Centre recognizes the importance of nurturing the capabilities of Japanese students and trainees to support Japanese business expansion in ASEAN. Between 1 April and 31 August 2018, the staff members of the Investment Section organized and conducted seven lectures on a

range of ASEAN subjects including; the introduction of ASEAN, the ASEAN economy, Viet Nam-Lao PDR economy and capacity building for Japanese companies. A total of 360 participants attended these lectures.



ASEAN 51<sup>st</sup> Anniversary Symposium

**TABLE 2. PERFORMANCE APPRAISAL FRAMEWORK — INVESTMENT PROMOTION ACTIVITIES**  
 FY2018 ACTIVITIES (1 APRIL - 31 AUGUST 2018)

Objectives		Key outputs	Relevance
<p><b>High-level dialogue between ASEAN high-ranking officials and Japanese investors</b></p>	<p>Enhancing institutional capacity-building by organizing forums and discussions with the Japanese business community to learn about industrial policies and expectations of Japanese potential/existing investors.</p>	<ol style="list-style-type: none"> <li>1. Three high-level forums for the Philippines (twice) and Viet Nam (once) were organized by AJC and attended by 484 participants in total.</li> <li>2. High-ranking ASEAN officials were able to provide the latest country investment policy updates to Japanese investors and gained a better understanding of the Japanese business community's expectations and challenges.</li> </ol>	<ol style="list-style-type: none"> <li>1. Two-way interface between ASEAN high-ranking officials and Japanese stakeholders created a rare opportunity for deepening business and investment relations, maximizing the benefit of FDI for achieving AEC development objectives as stated in Blueprint 2025.</li> <li>2. The dialogue topics are chosen in conformity with individual ASEAN Member countries' requests and preferences. ASEAN high-level officials are able to convey updated investment information and better understand Japanese investors' perception of their respective investment policies.</li> </ol>
<p><b>ministerial-level policy dialogue programs for CLMV</b></p>	<p>With the objective of narrowing the development gap in ASEAN, the Centre allocates additional financial resources for the least-developed ASEAN Member States (CLMV) to organize bilateral policy discussions with Japanese government officials and the business community, focusing on specific investment policies that nurture a sustainable partnership for development.</p>	<p>No CLMV ministerial-level policy dialogue was held between 1 April and 31 August 2018</p>	<ol style="list-style-type: none"> <li>1. The implementation of the ASEAN Economic Community (AEC) Blueprint 2015 has substantively been achieved, among others, in narrowing the development gap, and strengthening ASEAN's relationship with its external parties.</li> <li>2. In line with AEC 2025 III. C. Communications 90. ii: Promote both ASEAN and non-ASEAN (Japan) investors to be a spokesperson/advocate to highlight ASEAN's integration initiatives and how businesses can benefit from these initiatives.</li> <li>3. Enhance CLMV investment policymaking decision through bilateral discussion that shares experiences and knowledge.</li> <li>4. Promoting CLMV countries as an FDI destination for Japanese investors.</li> </ol>

### Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<p>1. Generally, the majority of participants (86%) commented that the forums were informative and useful.</p> <p>2. The respective discussions were participated in by high-level ASEAN ranking officials such as:</p> <p>(i) Senator Edgardo J. Angara, of the Philippines</p> <p>(ii) Mr. Monchito Ibrahim, Undersecretary, Department of ICT of the Philippines</p> <p>(iii) Mr. Do Nhat Hoang, Director General, Foreign Investment Agency, Ministry of Planning and Investment, Viet Nam</p>	<p>1. Close collaboration between Japan and the ASEAN Member States.</p> <p>2. Official information relating to investment is conveyed directly to the Japanese business community.</p> <p>3. Timing and reliability of the activity conducted - new information on policies and regulation, providing response to the previous questionnaire.</p> <p>4. Japanese business communities are able to raise questions and concerns directly to high-ranking ASEAN officials with the expectation of having a positive policy impact.</p> <p>5. Deepening the focus on specific sectors/industries of the ASEAN Member States.</p>	<p>1. A total of six policy issues were raised during the bilateral high-level investment dialogues which were all promptly responded to by the respective high-level ASEAN official at the respective dialogue session.</p> <p>2. High-level forums serve as fundamental basis for productive collaboration.</p> <p>3. Close relationships were established between high-ranking ASEAN government officials and Japanese stakeholders.</p> <p>4. ASEAN investment-related policies and development approaches were directly conveyed to Japanese stakeholders.</p> <p>5. The forums provided fruitful discussions in which all information presented met the expectations of the audience.</p> <p>6. As an organizer of these events, AJC's status was elevated by engaging with high-level ASEAN officials.</p>
<p>No CLMV ministerial level policy dialogues took place between 1 April and 31 August 2019</p>	<p>No CLMV ministerial level policy dialogues took place between 1 April and 31 August 2019</p>	<p>No CLMV ministerial level policy dialogues took place between 1 April and 31 August 2019</p>



**TABLE 2. PERFORMANCE APPRAISAL FRAMEWORK – INVESTMENT PROMOTION ACTIVITIES**  
 FY2018 ACTIVITIES (1 APRIL - 31 AUGUST 2018)

Objectives		Key outputs	Relevance
<p><b>Networking with Japanese investors in local cities</b></p>	<ol style="list-style-type: none"> <li>1. Share regional economy/investment-related information with the Japanese business community by conducting lectures and pre-departure training programs.</li> <li>2. Provide up-to-date information where ASEAN information has not been updated or available.</li> <li>3. Offer new company strategies to the Japanese business community in local cities based on the current investment climate of the ASEAN Member States.</li> <li>4. Foster networking relationships between ASEAN and Japan government officials responsible for investment promotion.</li> </ol>	<ol style="list-style-type: none"> <li>1. Two bilateral networking sessions were organized for Myanmar and Malaysia in the local cities of Kagawa and Nagoya, respectively.</li> <li>2. These ASEAN Member States were able to establish and develop networking links with the local Japanese business communities.</li> </ol>	<ol style="list-style-type: none"> <li>1. In line with AEC 2025 III. C. Communications 90. i. ii. iii. &amp; v., networking programmes contribute to investment promotion and the regional economic integration of ASEAN.</li> <li>2. The networking sessions help foster ASEAN business relationships with Japanese stakeholders at local prefecture cities across Japan.</li> <li>3. These activities promoted better awareness of ASEAN Member States among the business communities across Japan.</li> </ol>
<p><b>ASEAN update seminars</b></p>	<ol style="list-style-type: none"> <li>1. To disseminate information, promote and increase awareness of the ASEAN regional economic integration (ASEAN Economic Community) and investment.</li> <li>2. To provide the latest information to the Japanese business community on ASEAN Economic Community and topic-specific information such as economy updates and investment-related laws.</li> </ol>	<ol style="list-style-type: none"> <li>1. AJC held 11 seminars at the ASEAN-Japan Hall, AJC, on a range of issues including start-ups, country economic updates, e-commerce and human resource management. The seminars generated almost one thousand (993) participants in total.</li> <li>2. AJC held the “ASEAN 51st Anniversary Symposium: Challenges and Tasks for ASEAN in 2018” on 8 August 2018 in Tokyo in association with the ASEAN Committee in Tokyo.</li> </ol>	<ol style="list-style-type: none"> <li>1. These seminars promoted better awareness and understanding of ASEAN among Japanese stakeholders.</li> <li>2. Up-to-date information on ASEAN economic integration and business information was presented to Japanese stakeholders including SMEs.</li> <li>3. In line with AEC 2025 III. C. Communications 90. iii, these ASEAN-update seminars help promote awareness through regular publication of updates on economic activities and opportunities.</li> <li>4. Annual anniversary symposium supported the strengthening of relationship between the ASEAN Member States and Japan.</li> </ol>
<p><b>Dissemination and outreaching:</b></p> <p><b>I. Website</b></p> <p><b>II. Publication</b></p>	<p>The Investment Section aims to provide the most current information on investment policies, incentives and advantages of investing in the ASEAN Member States as well as relevant laws and regulations through AJC’s website and publications.</p>	<ol style="list-style-type: none"> <li>1. Update investment-related information of the ASEAN Member States and the ASEAN Information Map.</li> <li>2. AJC printed 5,000 copies of the ASEAN Information Map for distribution to the Japanese business community in Japan and ASEAN.</li> </ol>	<p>Information provision and dissemination of ASEAN socio-economic data and investment-related information are highly valued by investors.</p>

### Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<ol style="list-style-type: none"> <li>1. Japanese stakeholders expressed satisfaction and appreciation that the networking sessions co-organized by AJC was a good way for directly receiving up-to-date information on ASEAN economies.</li> <li>2. The ASEAN Member State officials conveyed their appreciation for networking activities which expanded their business communication network to other cities across Japan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Close collaboration between AJC, the ASEAN Member States and local agencies and authorities of Japan.</li> <li>2. By personally visiting Japanese corporations and industries, ASEAN officials were able to propose direct cooperation with Japanese stakeholders.</li> <li>3. ASEAN officials were able to directly convey their investment policies and business environment and gain direct feedback and recommendations from Japanese stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Japanese business communities in local cities were able to receive direct and official information. Business issues and challenges were discussed during these networking sessions.</li> <li>2. Official links were established between ASEAN government officials and local Japanese business associations.</li> </ol>
<ol style="list-style-type: none"> <li>1. Participants were highly satisfied with the seminars.</li> <li>2. Based on results from the seminars' evaluation questionnaires, it was confirmed that the majority of the participants (98%) thought the lectures were informative, useful and timely.</li> </ol>	<ol style="list-style-type: none"> <li>1. Close collaboration between AJC and the ASEAN Member States.</li> <li>2. Updated information on ASEAN presented directly to Japanese stakeholders.</li> <li>3. Deepening and focusing on specific ASEAN related issues/industries and new policy information to help prepare Japanese stakeholders including investors for successfully entering the ASEAN market.</li> </ol>	<ol style="list-style-type: none"> <li>1. Japanese stakeholders received updated information relating to ASEAN trade and investment policies.</li> <li>2. Better awareness about ASEAN among Japanese stakeholders.</li> <li>3. Japanese business community gains better knowledge about ASEAN, leading to more informed investment decisions.</li> </ol>
<ol style="list-style-type: none"> <li>1. ASEAN Information Map has been updated to cover social and economic development data of ASEAN.</li> <li>2. The coverage is more comprehensive.</li> </ol>	<ol style="list-style-type: none"> <li>1. ASEAN Information Map is provided to Japanese stakeholders at seminars free of charge.</li> <li>2. In-house work by AJC of producing ASEAN statistical information map minimizes the cost of hiring experts.</li> <li>3. Able to announce new publications through the AJC's website and e-mail magazine.</li> <li>4. Cost performance of maintenance of website - smaller budget with utilization of end-users (reaching out to as many stakeholders).</li> </ol>	<ol style="list-style-type: none"> <li>1. Beneficiaries - for Japanese business community - Better opportunity to get information on ASEAN.</li> <li>2. AJC becomes better known by its publications.</li> <li>3. Email magazine - Investment Section had its own email magazine. The number of subscribers, who are interested in doing business in ASEAN and explore information on ASEAN, has reached more than 15,000.</li> </ol>



### 3. Research and Policy Analysis Activities (Undertaken during 1 September 2018 – March 2019)

#### A. Multi-disciplinary research on ASEAN for sustainable development

Under the “Multi-disciplinary research on ASEAN for sustainable development”, the Centre organizes various events and forums to deepen understanding on ASEAN related issues with a multi-disciplinary approach.

##### i. ASEAN-Study Group in Tokyo

The ASEAN Study Group, a group established in 2015 which brings together more than 160 members from Japanese academia/researchers, government officials, businesspersons and media, has met every two months to discuss a wide range of topics related to socio-economic development in ASEAN. The Centre serves as the secretariat for the ASEAN Study Group in Tokyo, and organizes study group meetings regularly.

In FY2018, ASEAN Study Group met seven times—in April, May, July, October and December 2018 and January and March 2019. Topics of discussions include the current status of the AEC process, negotiations related to the regional and mega-FTAs such as RCEP and CPTPP, FDI trends in ASEAN, global value chains (GVCs) and other socio-economic developments in ASEAN. Each session was attended by around 30 to 60 ASEAN experts.

As part of ASEAN Study Group activities, the study mission to Thailand, Singapore and Indonesia was organized for 2-9 September 2018. A total of 17 ASEAN Study Group members had 14 meetings with key organizations and stakeholders including the ASEAN Secretariat, governments, academia/think-tanks and Japanese investors in Thailand, Singapore and Indonesia to obtain up-to-date information on current issues related to the AEC process and ASEAN integration.

##### ii. Ambassador’s lecture series

The Centre organizes and provides venues for individual ASEAN Ambassadors in Japan to deliver presentations on multi-faceted issues related to ASEAN to inform the Japanese business community.



*The ASEAN Study Group members visiting the ASEAN Secretariat in Jakarta.*

In FY2018, two ASEAN Ambassador's Lectures were organized in the ASEAN-Japan Centre Hall in September 2018 and February 2019. Ambassadors from Myanmar and Lao PDR conveyed the lectures and shared the latest economic trends and investment opportunities in their respective countries. More than 200 Japanese businesspersons and potential investors joined and gained knowledge on business opportunities in Myanmar and Lao PDR.



H.E. Mr. Viroth Sundara, Ambassador of Lao PDR to Japan, delivering a lecture on the recent investment climate in Lao PDR.

### iii. Other events

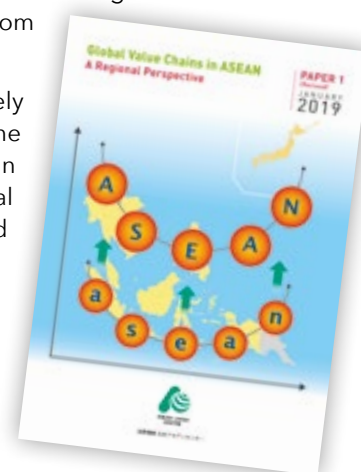
In January 2019, the Centre organized an ASEAN Forum jointly with the International Friendship Exchange Council (FEC), with the Ambassadors from Cambodia, Lao PDR and Myanmar as the guest speakers. The Forum was attended by more than 100 Japanese businesspersons and contributed to deepening their understandings on the current status of Mekong economies, trade and investment, as well as future prospects of the region with the focus on the development of economic corridors.

## B. Value chains, SMEs and AEC

The Value Chains, SMEs, and AEC is a multi-year research project, which aims to provide insights into the relevance, impact and patterns of value added trade and global value chains (GVCs) across ASEAN and its Member States and in selected industries. Sixteen papers (one Introduction, 10 country papers, five industry specific papers) will be produced between FY2017 to FY2020. The technical papers aim to provide new perspectives on trade and investment links among ASEAN and between ASEAN and Japan, by analysing the value addition resulting from trade, and how investment drives patterns of value added trade.

In FY2018, three country-specific papers on GVCs in ASEAN were produced, namely GVCs in Cambodia, Thailand and Singapore. These papers were produced using the unique database on trade in value added, established jointly with UNCTAD-Eora in FY2016 and updated regularly by the Centre. Furthermore, GVC Paper 1: Regional Perspective was revised and updated in January 2019 with the latest value added data up to 2018.

The paper on GVCs in Cambodia was presented to the stakeholders in Cambodia at a workshop "Changing Trade and Investment Landscape in ASEAN and Cambodia" held on 12 March 2019 in Phnom Penh, Cambodia. The paper on Thailand was presented to the stakeholders in Thailand at a workshop on GVCs in Thailand, held on 25 March 2019 in Bangkok, Thailand.



### i. Global value chain seminar in Cambodia (jointly with the NEM seminar)

**Date:** 12 March 2019  
**Organizer:** ASEAN-Japan Centre  
**Co-organizer:** Ministry of Commerce, Cambodia  
**Venue:** Phnom Penh, Cambodia  
**Participants:** 80



*Eighty people gathered for the GVC seminar in Cambodia to discuss the current issues regarding GVCs in Cambodia.*

### ii. Global value chain seminar in Thailand (jointly with the NEM seminar)

**Date:** 25 March 2019  
**Organizer:** ASEAN-Japan Centre  
**Co-organizer:** Department of International Trade Promotion (DITP), Ministry of Commerce, Thailand  
**Venue:** Bangkok, Thailand  
**Participants:** 100



*One hundred businesspersons, policymakers and members of academia from Thailand participated in the seminar on GVC in Bangkok, organized by AJC and DITP.*



### C. ASEAN Information Map

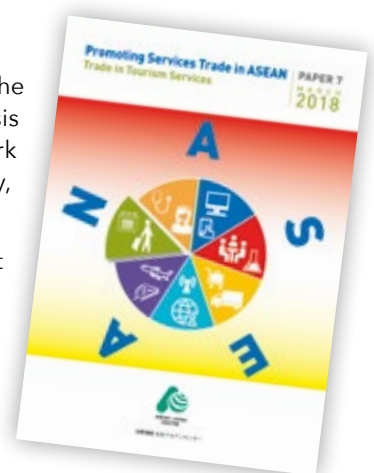
The Centre produced ASEAN Information Map, a comprehensive statistical booklet which includes data related to economy, trade, investment and tourism in ASEAN. In FY2018, around 3,000 copies were distributed to various stakeholders in Japan and in ASEAN, including universities, the ASEAN embassies in Tokyo, JETRO headquarters and its representative offices, and ministries concerned in Japan. The Map data is also available on the Centre's website.



### D. Promoting services trade in ASEAN

In view of the fact that services trade is important for further integration of ASEAN, the Centre launched a multi-year regional project in FY2016 featuring a special emphasis on seven services sectors. In FY2018, as the next phase of promoting the work program on services trade, the Centre initiated analysis on social services, namely, environmental services, health and other social services and education services.

The key findings from selected sectors analysed in FY2016–FY2017 were presented at the 91<sup>st</sup> and 92<sup>nd</sup> ASEAN Coordinating Committee on Services (CCS) in Nay Pyi Taw, Myanmar on 9 November 2018, and in Bandar Seri Begawan, Brunei Darussalam, on 13 February 2019, respectively. Furthermore, the follow-up activities on seven sector-specific services include post-activity (one-year later) analysis of the implementation of policy recommendations and a pilot study on the restrictions on services trade in logistics in ASEAN were conducted in FY2018.



### i. AJC session at the 91<sup>st</sup> Meeting of the ASEAN Coordinating Committee on Services (CCS)

**Date:** 9 November 2018  
**Organizer:** ASEAN-Japan Centre  
**Venue:** Nay Pyi Taw, Myanmar

The Centre participated in the CCS for the first time to introduce the work of the Centre in the area of trade in services. Furthermore, the Centre discussed future collaboration with the CCS utilizing the Centre's publications and ongoing research. As the result of the session, it was agreed that the Centre would hold a one-day seminar at the 92<sup>nd</sup> and 93<sup>rd</sup> CCS to share the key findings from the Centre's analysis on seven services sectors conducted in FY2016-FY2017.



Services trade experts from nine AMSs discussing the policy options to further liberalize trade in services in ASEAN at the AJC session during the 91<sup>st</sup> CCS.

### ii. The 1<sup>st</sup> ASEAN-Japan Centre Seminar on Trade in Services at the 92<sup>nd</sup> Meeting of the ASEAN Coordinating Committee on Services (CCS)

**Date:** 13 February 2019  
**Organizer:** ASEAN-Japan Centre  
**Venue:** Bandar Seri Begawan, Brunei Darussalam  
**Participants:** 70  
**Resource Person:** Dr. Hikari Ishido, Professor, Chiba University



Seventy services trade experts from nine AMSs joined the 1<sup>st</sup> AJC seminar on trade in services in conjunction with the 92<sup>nd</sup> CCS.

In February 2019, the Centre organized the 1<sup>st</sup> Seminar on Trade in Services on the sideline of the 92<sup>nd</sup> CCS meeting held in Bandar Seri Begawan, Brunei Darussalam. The seminar covered four sectors, namely, 1) Professional Services, 2) Research and Development Services, 3) Telecommunication Services, 4) Computer-related Services. It had 70 participants from nine ASEAN Member States and the ASEAN Secretariat. The presentation at the seminar included the key findings from studies on four services sectors, development since the publication of the report, such as the progress of policy recommendations and AFAS 10<sup>th</sup> package. After the seminar, the participants appreciated that the seminar was useful to deepen their understanding of the current issues on services trade in selected sectors.

## E. Promoting new forms of trade between Japan and ASEAN

Non-Equity Modes (NEM) of trade are becoming a new trend in global trade. As this type of operation by firms intensifies regional integration, the Centre promotes this new form of trade by measuring its scale, understanding the phenomenon and providing policy suggestions on how to maximize benefits and minimize risks with NEM operation between AMS and Japan.

Arm's-length relationships and equity holding are not the only means of exerting control over the global value chains. Companies also enter into contractual relationships with other independent firms. Such trade is gaining importance as the system of global production becomes more integrated through value chains. This is a new area in which lack of knowledge and a huge gap in research exist in ASEAN. An overall analytical framework is needed in order to assess development impacts and make it possible to propose a policy framework to promote these transactions.

Against this background, the Centre started a multi-year regional program on NEM in FY2016, which includes the production of 10 country papers and organization of seminars. A key objective of this study is to make recommendations on which policies (investment and industrial) governments need to consider in order to fully benefit from emerging opportunities in NEMs. Since the beginning of the project, more than 430 policymakers from Cambodia, Lao PDR, Myanmar, the Philippines, Thailand and Viet Nam have joined the discussion at the seminars organized by the Centre. Based on data analysis and case studies, country-specific policy recommendations and an NEM policy framework were identified for each country. The Centre's work on NEM was also discussed at the ASEAN Coordinating Committee on Investment (CCI) in Brunei Darussalam held in January 2019.



### i. Seminar on non-equity mode (NEM) in Lao PDR: promoting new forms of trade between Japan and ASEAN

**Date:** 26 July 2018  
**Organizer:** ASEAN-Japan Centre  
**Co-organizer:** Department of Trade Promotion, Lao PDR  
**Venue:** Pakse, Lao PDR  
**Participants:** 50  
**Resource Person:** Dr. Rajah Rasiah



*Lao participants increased their knowledge of the NEM in Lao PDR.*

In the seminar, the characteristics of cross-border NEM activities worldwide and Lao context were shared and discussed by participants along with a country paper on NEM in Lao PDR. The seminar was well-received by the participants from both public and private sectors, helping to deepen the understanding of NEM in Lao PDR.



*Fifty participants from the public and private sectors in Lao PDR joined the seminar.*



## ii. Seminar on non-equity mode (NEM) in Cambodia: promoting new forms of trade between Japan and ASEAN

**Date:** 12 March 2019  
**Organizer:** ASEAN-Japan Centre  
**Co-organizer:** Ministry of Commerce, Cambodia  
**Venue:** Phnom Penh, Cambodia  
**Participants:** 80  
**Resource Person:** Dr. Rajah Rasiah

In the Cambodia seminar, the characteristics of NEM trade and international production in the Cambodian context were shared and discussed by participants along with a country paper on NEM in Cambodia. Ample young labour with competitive costs has attracted foreign companies to do business with Cambodian companies. Cambodian's cut, make, and trim (CMT) mode of garment manufacturers needs to be upgraded to an original equipment manufacturer (OEM) style in order to achieve further development. The seminar was well-received by the participants from both public and private sectors, helping to deepen the understanding of NEM in Cambodia.



*Eighty participants joined the seminar on NEM in Cambodia.*

## iii. Seminar on non-equity mode (NEM) in Thailand: promoting new forms of trade between Japan and ASEAN

**Date:** 25 March 2019  
**Organizer:** ASEAN Japan Centre  
**Co-organizer:** Department of International Trade Promotion, Ministry of Commerce, Thailand  
**Venue:** Bangkok, Thailand  
**Participants:** 100  
**Resource Person:** Dr. Chie Iguchi

In the Thailand seminar, the characteristics of cross-border NEM activities worldwide and Thailand's major NEM trade activities were shared and discussed by participants along with a country paper of NEM in Thailand. Thailand is competitive in some manufacturing industries where supporting industries are well developed, and the subcontracting and franchise business have been established in variety of industries. It was suggested that the Government of Thailand should consider implementing and strengthening the regulatory framework for NEM firms to export, promote innovation, expand employment, and upgrade technologies. The seminar was well-received by the participants from both public and private sectors, helping to deepen the understanding of NEM in Thailand.



The Centre's work on NEM, together with GVC was discussed at the ASEAN Coordinating Committee on Investment (CCI) in Brunei Darussalam in January 2019. In addition, one technical paper on Viet Nam was published and a seminar on "Bilateral Trade/Investment & Non-Equity Mode (NEM) in Hanoi" was held on 7 March 2019 as part of Viet Nam's National Activities.



*SG Fujita of the AJC making a presentation on NEM in Thailand.*

## F. Environment, social and governance investment related projects

This project aimed to provide information on success and failure cases on ESG (Environment, Social, and Governance) investment, and particularly from an environmental aspect, raise awareness of environmental impacts of investment and provide possible solutions.

In FY2018, the Centre prepared a technical report, "ESG Investment: Towards Sustainable Development in ASEAN and Japan" to promote responsible investments by building a basic understanding of ESG investment and contribute to a better and sustainable investment environment and society in Japan and ASEAN countries. Building on this report, the Centre hosted discussions on ESG investment trends and prospects in ASEAN at its Environmental, Social, and Governance Investment Forum at the Stock Exchange of Thailand (SET), Bangkok, on 19 March 2019.



### i. Environment, Social, and Governance (ESG) Investment Forum

- Date:** 19 March 2019
- Organizer:** ASEAN-Japan Centre
- Co-organizer:** Stock Exchange of Thailand
- Venue:** Bangkok, Thailand
- Participants:** 60 (including 16 participants from Cambodia, Lao PDR, Malaysia, Myanmar, the Philippines and Viet Nam)

The Forum aimed to promote responsible investments with the key messages including what is ESG investment (responsible investment), why we should invest responsibly, and how to invest responsibly (what? why? and how?). All invited participants were very interested in the Forum and stated in the questionnaire that they would like to learn more about ESG investment. The Forum also provided a platform to exchange best practices and policy options among Japan and ASEAN Member States and to contribute to a better and sustainable investment environment and society in Japan and ASEAN countries. The Forum attracted great interests from both Thailand and Japan. The seminar was also uploaded onto Facebook Live and more than 1,200 people watched the seminar. It was also featured in three local newspapers in Thailand.



*Participants expressed great interests in ESG investment in ASEAN.*



*Sixty participants, including 16 from ASEAN Member States, joined the ESG Investment Forum in Bangkok.*

**TABLE 3. PERFORMANCE APPRAISAL FRAMEWORK – RESEARCH AND POLICY ANALYSIS ACTIVITIES**  
FY2018 ACTIVITIES (1 SEPTEMBER 2018 - 31 MARCH 2019)

Objectives	Key outputs	Relevance
<p><b>Multi-disciplinary study on ASEAN and Japan</b></p>	<ol style="list-style-type: none"> <li>1. Seven study sessions were organized by the ASEAN Study Group. Each session was attended by 30-60 participants including Japanese government officials, businesspersons and academia.</li> <li>2. One mission to Thailand, Singapore and Indonesia was organized in September 2018, as part of the ASEAN Study Group. Seventeen ASEAN Study Group members in Japan had 14 meetings with key organizations and stakeholders such as ASEAN Secretariat, governments, academia/think-tanks and Japanese investors in Thailand, Singapore and Indonesia.</li> <li>3. Two Ambassador's Lectures by ambassadors of Myanmar and Lao PDR were organized and attended by more than 200 Japanese businesspersons and policymakers.</li> <li>4. One forum on Mekong economies, trade, investment, future prospects, and the economic corridors was organized, with the participation of Ambassadors from Cambodia, Myanmar and Thailand.</li> </ol>	<ol style="list-style-type: none"> <li>1. The activity supports ASEAN's efforts to raise the profile and awareness of ASEAN in Japan, by providing a platform for ASEAN Ambassadors to deliver first-hand information on ASEAN.</li> <li>2. The activity also focuses on emerging topics, such as RCEP, CPTPP, AEC process, global value chains (GVCs) and ASEAN FDI trend issues.</li> <li>3. The activity is organized in line with and aims to contribute to the APSC Blueprint 2025, A.1.5.iii, C.2.2.v., D.2.2. Raise the presence and awareness of ASEAN. AEC Blueprint 2025, C.90.v, D.5.</li> </ol>
<p><b>Value chains, SMEs and AEC</b></p>	<ol style="list-style-type: none"> <li>1. Three technical papers on GVCs in Cambodia, Thailand and Singapore were published.</li> <li>2. Revised GVC Paper 1: Regional Perspective was published with updated data until 2018.</li> <li>3. Two GVC workshops in Thailand and Cambodia were organized with more than 80 participants from governments and private sectors in Cambodia and 50 in Thailand.</li> <li>4. AJC presented the key findings of its work in GVC in the Coordinating Committee on Investment (CCI) held in Bandar Seri Begawan, Brunei Darussalam in January 2019.</li> </ol>	<ol style="list-style-type: none"> <li>1. The project is relevant to the mandates of AJC to promote trade, investment, tourism, and exchange of people through research and policy analysis.</li> <li>2. The project is also relevant to the realization of ASEAN Economic Community Blueprint 2025 and sustainable and inclusive development.</li> </ol>
<p><b>ASEAN Information Map</b></p>	<p>ASEAN Information Map was distributed to more than 10,000 businesspersons, government officials and academia (universities) in FY2017-FY2018.</p>	<p>The project is relevant to the mandates of AJC to promote trade, investment, tourism, and exchange of people through data dissemination. The project is also relevant to the realization of ASEAN Economic Community Blueprint 2025.</p>

## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<p>1. The ASEAN Study Group established a network of more than 160 members, including academia, researchers, businesspersons, government officials and media correspondents in Japan. The ASEAN Study Group provides a unique platform for these stakeholders to discuss policy and business-related issues in ASEAN. Discussions by these experts have brought some practical policy recommendations.</p> <p>2. The results from evaluation questionnaires for the ASEAN Ambassador's Lectures and forums showed positive feedback from the participants which indicated that they found the events informative and useful.</p>	<p>1. ASEAN Ambassador's Lectures and other forums were organized in close coordination with the ASEAN embassies in Tokyo.</p> <p>2. Financial resources were mobilized efficiently, including through the active use of ASEAN-Japan Hall and using in-house resources to organize the ASEAN Study Group, to maximize the impact of the activities within the limited budget.</p>	<p>1. More than 350 participants joined the seminars/forums, increasing their knowledge on regional investment trends and various investment policy practices in ASEAN.</p> <p>2. Various ASEAN-related publications including articles, policy papers, and speeches were published by group members of the ASEAN Study Group. The group chairman affirmed the significance of the role of AJC in the advancement of ASEAN study in Japan academically, intellectually and in the policy-making process (Kazufumi Shimizu, p.339, AEC to NihonASEAN kyouryoku in ASEAN Keizaikyoudoutai no sousetu to Nihon, Bunshindo 2015).</p> <p>3. Strengthened close relation between AJC and ASEAN stakeholders including the ASEAN embassies in Tokyo and ASEAN Secretariat. (For example, the ASEAN Study Group had a meeting with DSG of ASEAN for AEC, H.E. Dr. Aladdin D. Rillo and DSG of ASEAN for CCA, H.E. Dr. AKP Mochtan during study mission in Jakarta in September 2018.)</p>
<p>1. Three technical papers on GVCs are published using a unique database on trade in value added, established jointly with UNCTAD and Eora. Experts in international trade are mobilized to conduct a peer review to ensure the quality of the papers.</p> <p>2. AJC's work in GVC was highlighted in newspapers (<i>The Business Times</i>, Singapore, 24 Dec. 2018, etc.).</p>	<p>The database is being established in collaboration with the Eora and UNCTAD.</p>	<p>1. Sixteen evidence-based and policy-oriented technical reports are being produced between FY2016 to FY2020. Sixteen papers include: one general paper on ASEAN as a whole, ten individual ASEAN Member State Reports, and five selected industries -- electronics, automobiles, textiles and clothing, agribusiness, and tourism.</p> <p>2. In FY2018, three technical papers on GVC in Cambodia, Thailand and Singapore were published. GVC Paper 1: Regional Perspective were updated with the data up to 2018. These papers contain policy recommendations on how to maximize benefits from and minimize negative effects associated with greater participation in GVCs.</p> <p>3. Two seminars on GVC were joined by more than 130 government officials and private sectors in Phnom Penh (12 March 2019) and Bangkok (25 March 2019).</p>
<p>At a glance, readers can easily understand trends and ASEAN development as a whole. The Map was expanded from 20 pages to 28 pages. The expanded pages cover updated ASEAN data consisting of ASEAN largest companies, trade in services, global value chains, and FDI stock data. That information is important for ASEAN and Japanese businesspersons.</p> <p>Explanations in both Japanese and English are useful not only for Japanese but also for ASEAN stakeholders.</p>	<p>The newly revised ASEAN Information Map has been sent to more than 10,000 stakeholders such as ASEAN embassies in Tokyo, Japanese embassies in ASEAN, JETRO headquarters and its representative offices, and line ministries concerned in Japan. The Map data is also available on the AJC's website.</p>	<p>More than 30,000 copies of the ASEAN Information Map have been printed since FY2014. The Map is widely used as one of the most useful information materials for understanding the ASEAN economy at a glance. Not only business persons but also academics and government officials find this Map useful.</p>



**TABLE 3. PERFORMANCE APPRAISAL FRAMEWORK – RESEARCH AND POLICY ANALYSIS ACTIVITIES**  
FY2018 ACTIVITIES (1 SEPTEMBER 2018 - 31 MARCH 2019)

Objectives		Key outputs	Relevance
<p><b>Promoting services trade</b></p>	<ol style="list-style-type: none"> <li>To enhance understanding of opportunities and challenges faced by ASEAN when promoting trade in environmental, health and education services.</li> <li>To exchange best practices and policy options among the ASEAN Member States and contribute to the AEC process in the area of the ASEAN Framework Agreement on Services (AFAS) and the ASEAN Trade in Services Agreement (ATISA).</li> <li>To contribute to the Japan-ASEAN initiatives, by providing comprehensive analysis of current state of environment, health and education services in ASEAN.</li> </ol>	<ol style="list-style-type: none"> <li>Three technical papers on social services, including environmental services, health services and education services are being finalized with the international experts.</li> <li>58 officials from nine ASEAN Member States and ASEAN Secretariat participated in AJC's session at the 92nd CCS in Bandar Seri Begawan on 13 Feb 2019. As a result, more than 200 policymakers and businesspersons from ASEAN and Japan have participated in four policy dialogues to discuss the policy options to further liberalize services trade since FY2017.</li> </ol>	<ol style="list-style-type: none"> <li>The activity contributes to the AEC process in the area of AFAS and ATISA providing up-to-date information on the trade in services, including the status of service liberalization using the Hoekman Index.</li> <li>The activity is closely linked to Japan-ASEAN initiatives, such as Japan-ASEAN Environment Cooperation Initiative and the Asia Human Well-Being Initiative.</li> </ol>
<p><b>Promoting new forms of trade between Japan and ASEAN</b></p>	<ol style="list-style-type: none"> <li>To increase awareness of importance of industries share the latest issues and challenges of member states and to collect data on non-equity modes (NEMs).</li> <li>To make recommendations on which policies [investment and industrial] governments need to consider in order to fully benefit from emerging opportunities in NEMs.</li> <li>To help increase trade under the AEC-related agreement, such as AEC 2025 Consolidated Strategic Action Plan (CSAP).</li> </ol>	<ol style="list-style-type: none"> <li>A total of 230 officials and businesspersons from Cambodia, Lao PDR and Thailand participated in AJC's NEM Seminars in their respective countries.</li> <li>Technical paper on NEM in Viet Nam was published in FY2018.</li> </ol>	<p>As no data exist to ascertain the importance of NEM of activities, work is required to collect data on these activities and to develop mechanisms to facilitate NEM markets in key industrial sectors as a contribution to a comprehensive framework in ASEAN to expand trade.</p>
<p><b>Environment, social and governance (ESG) investment related projects</b></p>	<p>To provide information on success and failure cases on ESG investment, particularly from an environmental aspect, raise awareness of environmental impacts of investment and provide possible solutions.</p>	<ol style="list-style-type: none"> <li>One technical paper on ESG prepared.</li> <li>Sixty participants, including 16 policymakers from Cambodia, Lao PDR, Malaysia, Myanmar, the Philippines and Viet Nam, participated in the ESG Investment Forum organized in Bangkok on 19 February 2019. The Forum was organized jointly with the Stock Exchange of Thailand. It was also viewed by more than 1,200 people via Facebook Live.</li> </ol>	<p>The activity helps the AEC 2025 to promote sustainable development and also support FDI into new strategic areas including environmental friendly industries.</p>

## Core values and measurements

	Quality	Efficiency	Effectiveness/Impact
	AJC received positive feedback from the participants of the AJC's session at 92nd CCS. More than 86% of participants stated that the session was "very useful" and "useful", and 81% responded that the policy recommendations from AJC were useful.	Technical papers on three social sectors are currently being prepared in close cooperation with Japanese and international experts who specialize in each sector.	<ol style="list-style-type: none"> <li>1. More than 100 concrete and workable policy recommendations were identified across seven services sectors in FY2016-2017. Policy recommendations were designed to reflect the current state of development of services sectors in the 10 ASEAN Member States.</li> <li>2. AJC's work on services trade was presented to the 91st and the 92nd ASEAN Coordinating Committee on Services (CCS) in Nay Pyi Taw, Myanmar on November 2018 and in Bandar Seri Begawan, Brunei Darussalam, respectively, reaching out to the Member States effectively to share the key findings from AJC's study on trade in services.</li> </ol>
	<ol style="list-style-type: none"> <li>1. The result from an evaluation sheet for the seminars shows that most of the participants were highly satisfied and they found the events were informative and useful.</li> <li>2. Policy recommendations that ASEAN Member States can fully benefit from NEM were provided.</li> </ol>	<ol style="list-style-type: none"> <li>1. AJC's work on NEM, together with GVC was discussed at the ASEAN Coordinating Committee on Investment (CCI) in Brunei Darussalam in January 2019.</li> <li>2. One technical paper on Viet Nam was published and a seminar on "Bilateral Trade/ Investment &amp; NEM in Hanoi" was held on 7 March 2019 as part of Viet Nam's National Activities.</li> </ol>	The latest NEM related issues were identified by the government officials and business sectors to find possible solutions.
	<p> Policymakers and businesses from six ASEAN Member States deepened their understanding of the significance of ESG Investment to achieve sustainable development in ASEAN. Following the success of the Forum in Thailand, AJC received a request from Lao PDR to organize the same forum in Lao PDR.</p>	<p> The activities are conducted in close collaboration between AJC, the Stock Exchange of Thailand and other international organizations including UNDP.</p>	<p> The activity helps to enhance awareness for ESG investment in ASEAN, which will ultimately lead to an increase in ESG investment and sustainable development in the ASEAN region.</p>



## 4. Capacity Building Activities (Undertaken during 1 September 2018 – 31 March 2019)

On 1 September 2018, the ASEAN-Japan Centre (AJC) underwent a structural reform. The reform saw the establishment of the Capacity Building (CB) Cluster to support and strengthen the promotional mandate of the AJC.

The following results were produced based on the CB work plan FY2018:

### A. Promoting trade in creative industries

**Date:** 31 October – 4 November 2018 and 7–19 March 2019  
**Organizers:** ASEAN-Japan Centre and Japan Institute of Design Promotion (JDP)  
**Venue:** Tokyo-Midtown, Good Design Marunouchi and Good Design Shop in KITTE  
**Products:** 22-Awarded ASEAN Products



ASEAN products were showcased at Tokyo-Midtown (31 October – 4 November 2018).

In cooperation with the Japan Institute of Design Promotion (JDP), the Centre launched a two-year regional program (FY2017-FY2018) entitled “ASEAN Design Selection” as part of the Good Design Award to specifically promote creative industries in ASEAN.

The objective of this program was to share the values of “good design” as recognized by the Good Design Award known as the G-mark. The project suggests the use of ‘good design’ to solve social problems, as well as to encourage the MSMEs in ASEAN to enhance their product/service designs to further develop business proposals that create new values to increase the marketability of ASEAN products in Japan through a better understating of the Japanese design market.

In FY2018, selected ASEAN candidates that met the Good Design Award criteria and standards went through the final screening process for the ASEAN Design Selection by the committee. In total, 22 products/services from 261 submission from all 10 ASEAN Member States were awarded the “Good Design Award 2018” and from 31 October to 2 November 2018, the Centre in collaboration with the JDP organized the “Good Design Award Exhibition” at Tokyo Mid-Town, where the 22 awarded ASEAN products were showcased.

On 31 October 2018, out of the 22 ASEAN winners, the bamboo bicycle submission by Piranti Works, Indonesia was awarded “Best 100” as well as a Gold Prize (i.e. the Best 16 / Prize of Economic Minister Award of the Ministry of Economy, Trade and Industry). The award ceremony took place at the Grand Hyatt Hotel in Tokyo and witnessed by Trade Promotion Office officials from respective ASEAN countries.



Bamboo Bike was awarded “Best 100” and gold prize “Best 16”.

Following the exhibition at Tokyo Mid Town, the Centre also showcased the 22 awarded ASEAN products at ASEAN-Japan Hall of the AJC from 5 to 7 November 2018, and the Good Design Marunouchi Tokyo from 7 to 19 March 2019. On this occasion, the Centre provided some of the ASEAN Design Selection 2018 winner products to be sold at KITTE, Tokyo.

After being awarded the G-mark, all winners claimed to have gained knowledge on design and 11 out of 22 reported that they had increased their annual sales by an average ratio of 20% as of June 2019.

## B. CLMV support program: export capacity building

### i. Export capacity building:

**Date:** 2-10 February 2019  
**Organizer:** ASEAN-Japan Centre  
**Venue:** Taunggyi, Shan State and Hpa-an, Kayin State of Myanmar  
**Participants:** 228 (100 in Taunggyi and 128 in Hpa-an)  
**Resource Persons:** Ms. Noriko Okura and Mr. Shibuya Zarny

The objective of the program was to increase CLMV export capacity by strengthening product development, information-sharing and knowledge-building on the business of exporting to Japan. The Centre first implemented the project in Cambodia and Lao PDR in FY2016 and FY2017, focusing on agriculture/food-related products, respectively.

In FY2018, the Export Capacity Building workshop was held in Myanmar on 4 February 2019 in Taunggyi, Shan State and on 8 February 2019 in Hpa-an, Kayin State. As many as 100 people and 128 people in the textile and handicraft industries as well as local government and related business associations attended these workshops respectively.

Most of the participants were SMEs or producers who had never exported their products before and 83% of the participants had a better understanding of how to export to Japan through the workshop.

As some areas in these provinces are not developed in terms of business practices like price setting, sales channels, and delivery period, providing information related to these elements was highly appreciated by the participants as well as local government officials.



Group photo session at the workshop in Hpa-an, on 8 February 2019



## ii. Import promotion for Japanese companies

**Date:** 11 October 2018  
**Organizer:** ASEAN-Japan Centre  
**Venue:** ASEAN-Japan Hall of the AJC  
**Participants:** 45 participants  
**Resource Persons:** Mr. Keiji Fujii, Mr. Shibuya Zarny

The Centre organized the “Myanmar Silk Event” at the ASEAN-Japan Hall of the AJC from 8 to 12 October 2018. The Centre had the great honor of welcoming State Counsellor of the Republic of the Union of Myanmar Daw Aung San Suu Kyi as the Guest of Honour of the opening ceremony.

The “Meiji Era Silk in Japan and Modern Myanmar” seminar was also conducted at the sidelines of the “Myanmar Silk Event”. The seminar was attended by 45 participants, including importers, designers, retailers and members of the media. On this occasion, the Centre had the privilege of welcoming Madam Akie Abe, the spouse of Prime Minister Shinzō Abe to the seminar. The event promoted Myanmar silk in Japan through 57 instances of media coverage. This is the first seminar in Japan on silk and modern Myanmar that attracted a great deal of attention from Japanese businesspersons and 90% of the participants evaluated the seminar as being useful and informative.



Opening ceremony of “Myanmar Silk Event” on 8 October 2018



Seminar on “Meiji Era Silk in Japan and Modern Myanmar” on 11 October 2018

## iii. Import promotion for Japanese companies

**Date:** 7 March 2019  
**Organizer:** ASEAN-Japan Centre  
**Venue:** ASEAN-Japan Hall of the AJC  
**Participants:** 77  
**Resource Persons:** Mr. Norihiko Yamada, Deputy Director, IDE-JETRO



The “Lao PDR in a Digital Economy Era” seminar was held in March 2019.

The seminar provided the participants with the latest information on the country as well as products with great potential which could be exported to Japan. The survey showed 81% of the seminar participants found the seminar useful.

Seminar on “Lao PDR in a Digital Economy Era” on 7 March 2019

### C. Capacity-building activities related to, or as part of, the programs implemented under the Research and Policy Analysis (PRA) Cluster

**Date:** 5 February 2019  
**Organizer:** Pacific Resource Exchange Center (PREX)  
**Co-organizer:** ASEAN-Japan Centre  
**Venue:** ASEAN-Japan Hall of the AJC  
**Participants:** 14  
**Resource Persons:** Mr. Masataka Fujita, Secretary General of AJC

In collaboration with the Pacific Resource Exchange Center (PREX), the Centre conducted a seminar on global value chains (GVCs) in Tourism, which was held at the ASEAN-Japan Hall of the AJC on 5 February 2019, targeting 14 foreign government officials from developing countries including representatives from some ASEAN Member States. Secretary General Fujita, presented the importance of understanding GVCs to build tourism development strategies and policies. Based on the knowledge and insight gained during the seminar, the participants gained a better understanding of the current trend in foreign direct investment (FDI) promotion particularly in the tourism sector. The participants will apply the information presented to develop new strategies to promote FDI in their countries effectively, according to a post-seminar questionnaire.



Seminar on GVCs in tourism on 5 February 2019

**TABLE 4. PERFORMANCE APPRAISAL FRAMEWORK – CAPACITY-BUILDING ACTIVITIES**  
FY2018 ACTIVITIES (1 SEPTEMBER 2018 - 31 MARCH 2019)

Objectives	Key outputs	Relevance	
<p><b>Promoting ASEAN creative industries</b></p> <ol style="list-style-type: none"> <li>To be aware of the value of originality, individual creativity, and intellectual property of products.</li> <li>To be aware of the importance of “service design”, as opposed to design embodied in goods or commodities.</li> <li>To explore trade and development opportunities in “ASEAN Design Selection”.</li> <li>To share experiences on best practices in the development of creative industries by applying the concept of the “ASEAN Design Selection”.</li> </ol>	<ol style="list-style-type: none"> <li>Second screening at AJC Tokyo, Japan (August 2018) <ul style="list-style-type: none"> <li>Brunei: 3 were selected among 4</li> <li>Cambodia: 2 were selected among 4</li> <li>Indonesia: 2 were selected among 4</li> <li>Lao PDR: 2 were selected among 3</li> <li>Malaysia: 5 were selected among 7</li> <li>Myanmar: 1 was selected among 3</li> <li>Philippines: 4 were selected among 5</li> <li>Singapore: 1 was selected among 2</li> <li>Thailand: 1 was selected among 3</li> <li>Viet Nam: 1 was selected among 2</li> <li>Total: 22 were selected among 37</li> </ul> </li> <li>Good Design Award Exhibition at Mid-Town Roppongi, Tokyo, Japan (31 October to 4 November 2018)</li> <li>Showcase at the Good Design Marunouchi Tokyo, Japan (7 to 19 March 2019) and spot sales at Good Design Shop in KITTE, Tokyo, Japan (7 to 19 March 2019).</li> </ol>	<p>Brunei HOCO Mind Plus Batik DESMAS</p> <p>Cambodia Lotus Silk/business model Sabay Osja/contents</p> <p>Indonesia CV. Piranti Works PT. Pudak Oriental Indonesia</p> <p>Lao PDR Shihom Meesook Jewelry Her Works/Product design</p> <p>Malaysia One-Tech (M) Sdn Bhd Aerospace Malaysia Innovation(AMIC) MIT Innovation Sdn Bhd ASP PRO Sdn Bhd NSF Manufacturing Sdn Bhd</p> <p>Myanmar Myanmar Creative Idea Co., Ltd.</p> <p>Philippines Make a Difference Travel Sustainable Alternative Lighting Corp BAMBIKE Red Palm Venture</p> <p>Singapore Changi Airport</p> <p>Thailand Pataapian Studio Co., Ltd.</p> <p>Viet Nam Artex Goblone</p>	<ol style="list-style-type: none"> <li>Japan Institute of Design Promotion (JDP) organized “Good Design Award Exhibition” at Tokyo Mid-Town, where AJC set up the ASEAN booth for the 22 winners above.</li> <li>AJC invited two trade promotion officials from the ASEAN Member States to witness the Good Design Award 2018 ceremony at Grand Hyatt Tokyo on 31 October 2018.</li> <li>ASEAN Good Design Award Exhibition was held at the Good Design Marunouchi Tokyo from 7 to 19 March 2019. On this occasion, AJC arranged some of the winners’ products to be sold at KITTE, Tokyo.</li> </ol>
<p><b>CLMV support program for export capacity-building</b></p> <p><b>I. Export capacity-building</b></p> <p>Following Cambodia and Lao PDR, the third export capacity building workshop was conducted in Myanmar in 2019.</p> <ol style="list-style-type: none"> <li>To help CLMV countries to increase their export capacity by strengthening product development, information sharing, know-how and knowledge-building on the export business to Japan and contribute to achieving the goal of greater ASEAN regional integration.</li> <li>To provide the necessary technical knowledge and enhance the capacity of start-up exporters/ manufacturers in Myanmar by training them to export their potential products to Japan.</li> <li>To help Myanmar SMEs increase their understanding of market requirements in Japan as well as its laws and regulations for import products, logistics/transport mechanism from Myanmar to Japan and create business opportunities that contribute to Myanmar's further exposure in the international market.</li> </ol> <p><b>II. Import promotion for Japanese companies</b></p> <p>Import promotion seminars were organized to introduce products produced in CLMV countries aiming to raise the awareness of Japanese importers towards the products of CLMV.</p>	<p><b>I. Export capacity-building</b></p> <ol style="list-style-type: none"> <li>Workshop on 4 February 2019 in Taunggyi and 8 February 2019 in Hpa-an <ul style="list-style-type: none"> <li>- Theme: the export strategy and product development on handicrafts items for Japan market from Myanmar</li> <li>- Total number of participants for two venues: 228 in total (100 in Taunggyi, 128 in Hpa-an)</li> </ul> </li> <li>Study tour on 5 February 2019 in Taunggyi and 7 February and 9 February 2019 in Hpa-an <ul style="list-style-type: none"> <li>- Total number of participants: 10</li> <li>- Number of visits to factories/workshops: seven in total in two local cities</li> </ul> </li> </ol> <p><b>II. Import promotion for Japanese companies</b></p> <ol style="list-style-type: none"> <li>Myanmar Silk Event during 8-12 October 2018</li> <li>First seminar on 11 October 2018 Number of participants: 45</li> <li>Second seminar on 7 March 2019 Number of participants: 77</li> </ol>	<p>Participants learned on how to do export business to Japan and gained more knowledge about product development and design improvement.</p>	

## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<p>1. Target number of G-mark awardees: 20 (Two from each ASEAN Member State) Actual number of G-mark awardees: 22 (Quota performance: 110%)</p> <p>2. Best 100: 1; and Gold Prize / Prize of Economic Minister</p> <p>JDP announced that the bamboo bicycle by CV. Piranti Works, Indonesia of ASEAN Design Selection winner was chosen as Best 100. Furthermore, it was chosen as one of the recipients of the Gold Prize (Best 16).</p> <p>Upon receiving the Gold Prize, Mr. Singgih. S. Kartono, the designer of the bicycle said "I am honored to receive this prestigious award under AJC project," and mentioned that "consideration for his local society/village and the environment is the main motivation for his product design", which is in line with the values of "good design".</p> <p>3. Number of instances of media coverage: Overseas 74 Japanese 37</p>	<p>1. Different categories of products are chosen to reflect the diversity (seven out of 22 were for service design).</p> <p>2. Twenty-two strategy papers were submitted by TPOs of the 10 ASEAN Member States to market them in Japan to complement the AJC efforts for marketing.</p> <p>3. Close cooperation with JDP enhanced performance of the project.</p>	<p>&lt;Follow up survey as of June 2019&gt;</p> <p>(i) Did you gain more knowledge of design through this activity? --&gt; Yes: 22 (100%)</p> <p>(ii) Did your products/services improve in terms of design innovation or development? --&gt; Yes: 17 (77%)</p> <p>(iii) Have you created new value? --&gt; Yes: 16 (73%)</p> <p>(iv) Have the annual sales increased after getting the G-mark? --&gt; Yes: 11* ( 50%) *average: 20% up</p> <p>(v) Did you create a new job for people? --&gt; Yes: 13 (59%)</p> <p>(vi) Has the G-mark empowered the workers? --&gt; Yes: 16 (73%)</p> <p>(vii) Do you think you have contributed to design development or innovation in your country? --&gt; Yes: 21 (96%)</p> <p>*In the field of creative industry, export growth rate was 7% from 2000 to 2005 (UNCTAD survey). Eleven out of 22 winners replied AJC that annual sales including exports increased 20% after obtaining the Good Design Award in 2018, which is above the export growth rate of UNCTAD survey.</p> <p>The goal of this project is to empower MSMEs in ASEAN Member States to build up sustainable societies through design innovation and development to solve social problems and to create strong communities in rural areas to ensure sustainability.</p>
<p><b>I. Export capacity-building</b></p> <p>The questionnaire survey was conducted at the end of the program in two places respectively.</p> <ul style="list-style-type: none"> <li>- Number of collected answers: 182 in total</li> <li>- Ratio of rating of level of satisfaction with overall program: 92% (95% in Taunggyi and 90% in Hpa-an)</li> </ul> <p><b>II. Import promotion for Japanese companies</b></p> <p>1. A questionnaire survey was held for the participants.</p> <ul style="list-style-type: none"> <li>- First seminar on Japan's silk and Modern Myanmar: 39 replies</li> <li>Ratio of rating of level of usefulness with overall program: 90% (Very useful 36% Useful 54%)</li> <li>- Second seminar on Lao PDR in a digital economy era: 65 replies</li> <li>Ratio of rating of level of usefulness with overall program: 96% (Very useful 45% Useful 51%)</li> </ul> <p>2. Presence of high-level officials at the Myanmar Silk Event (State Counsellor Daw Aung San Suu Kyi; First Lady of Japan Akie Abe)</p>	<p>1. Close collaboration between AJC and Myanmar Trade Promotion Organization, Ministry of Commerce, Myanmar.</p> <p>2. Expansion of the network with local government of Shan State and Kayin State through implementation of the activities, which is further creating collaboration with related associations/business sectors for the export business to Japan.</p>	<p>1. First time for AJC to conduct workshops in the local cities in Myanmar with two Japanese experts focusing on export strategy and product development regarding handicraft items for the Japanese market</p> <p>2. Most of the participants were SMEs or producers who have never experienced the export business before and 83% of them achieved their objectives for having a better understanding of how to do the export business to Japan through the workshops.</p> <p>3. Precise advice by the experts such as color, fabric materials, design and size were helpful and beneficial for the producers.</p> <p>4. To provide opportunities for Japanese importers and buyers to better understand the products of CLMV countries, in particular the silk from Myanmar and farming potential in Lao PDR.</p> <p>5. Fifty-seven pieces of media coverage on Myanmar Silk Event.</p>



## 5. Trade and Investment Promotion Activities (Undertaken during 1 September 2018 – 31 March 2019)

In line with the original mandate of the Centre, the Trade and Investment (TI) Cluster aims to accelerate the flow of investment between ASEAN and Japan, as well as exports from ASEAN to Japan.

The TI Cluster's activities as set forth in its annual work plan for FY2018 were implemented successfully as follows:

### A. Import-capacity building of Japanese companies

This activity was originally under the (former) Trade and Investment Division (Trade) and since 1 September 2018, it has been included in the TI Cluster Annual Work Program FY2018. Two seminars related to imports from ASEAN to Japan were conducted at the ASEAN-Japan Hall of the AJC, hosting a total of 264 participants.

### B. High-level dialogue between ASEAN high-ranking officials and Japanese investors

High-level dialogues provide an opportunity for prominent ASEAN officials, represented by either the Heads of State or senior ministers, to provide the latest information on new investment policies, incentives and opportunities directly to the Japanese business community.

Fourteen business forums for nine ASEAN Member States (excluding Singapore) were organized either in Tokyo or other ASEAN states. First-hand official information was directly shared with a large audience including the media reaching 1,600. The dialogues also paved the way for potential new investment ventures and opportunities.



High-level dialogue (Cambodia)



High-level dialogue (Myanmar)

### C. Ministerial-level policy dialogue for CLMV

With the objective of narrowing the development gap among ASEAN states, the Centre allocates additional financial resources for the least developed ASEAN Member States (CLMV) to organize bilateral policy discussions with Japanese government officials and the business community, focusing on specific investment policies that nurture a sustainable partnership for development.

Five business dialogues for Cambodia, Lao PDR, Myanmar and Viet Nam were organized in the local areas of Kanagawa, Kyushu, Yamaguchi and Tokyo with a total number of 600 participants.

## D. Networking with Japanese investors in local cities

Under this program, fifteen bilateral dialogue and networking activities were conducted by Cambodia, Malaysia, Myanmar and the Philippines together with Japanese stakeholders including potential investors and supporting organizations in the local cities of Nagoya, Takamatsu, Maebashi, Sendai, Saitama, Naha, Shizuoka, Hamamatsu, Kumamoto, Fukui, Sapporo, Hiroshima, Fukuoka and Osaka. Altogether 1,800 people participated with an average number of 120 for each city.

The dialogue and networking sessions generated extensive discussions and exchanges of information, challenges, and recommendations on the investment policies and business environments. Through direct contact and communication, closer linkages were forged between ASEAN officials and Japanese stakeholders.



Visit to Osaka by officials from Lao PDR



Visit to Shizuoka by officials from Myanmar

## E. ASEAN regional programs

Under this program, 12 ASEAN update seminars were organized at the ASEAN-Japan Hall of the AJC. Each seminar provided up-to-date information on the latest trade and investment issues faced by ASEAN with a total of over 1,000 participants including Japanese investors interested in the ASEAN region.

A wide range of trade and investment-related information was presented, including investment laws (Cambodia, Malaysia, Myanmar), economy updates (Indonesia, Myanmar, Singapore, Viet Nam) and other topics such as cryptocurrency and global human resources (Singapore, Indonesia).



Topic-specific seminar: Seminar on human resources in ASEAN

## F. Publication/website

The TI Cluster provided the most current information on investment policies, incentives and advantages of investing in the ASEAN Member States as well as relevant laws and regulations through the Centre's website and publications.

## G. Events supported by AJC

The TI Cluster has specially supported 32 out of the Centre-supported 126 activities that are trade and investment related events in Japan and in ASEAN Member States by disseminating information through the TI Cluster email magazine's extensive list of subscribers.

**TABLE 5. PERFORMANCE APPRAISAL FRAMEWORK — TRADE AND INVESTMENT PROMOTION ACTIVITIES**  
 FY2018 ACTIVITIES (1 SEPTEMBER 2018 - 31 MARCH 2019)

Objectives		Key outputs	Relevance
<b>Import capacity-building of Japanese companies</b>	To share information relating to imports from ASEAN to Japan and related issues, such as AEC and sub-regional and ASEAN topics, with Japanese companies and potential business partners by conducting a series of seminars.	Two seminars related to imports from ASEAN to Japan were conducted at the ASEAN-Japan Hall of the AJC, hosting a total of 264 participants.	Private sector participants will learn the latest import knowledge and relevant issues necessary for doing business in and with ASEAN Member States.
<b>High-level dialogue between ASEAN high-ranking officials and Japanese investors</b>	Enhancing institutional capacity-building by organizing forums and discussions with the Japanese business community to learn about industrial policies and expectations of Japanese potential/existing investors.	Fourteen business forums for nine ASEAN Member States (excluding Singapore) in Tokyo and other ASEAN Member States with a number of 1,600 participants.	<ol style="list-style-type: none"> <li>Two-way interface between ASEAN high-ranking officials and Japanese stakeholders created a rare opportunity for deepening business and investment relations, maximizing the benefit of FDI for achieving AEC development objectives as stated in Blueprint 2025.</li> <li>The dialogue topics are chosen in conformity with individual ASEAN Member States' requests and preferences. ASEAN high-level officials are able to convey updated investment information and better understand Japanese investors' perception of their respective investment policies.</li> </ol>
<b>Ministerial-level policy dialogue programs for CLMV</b>	With the objective of narrowing the development gap in ASEAN, AJC allocates additional financial resources for the least-developed ASEAN Member States (CLMV) to organize bilateral policy discussions with Japanese government officials and the business community, focusing on specific investment policies that nurture a sustainable partnership for development.	Five business dialogues for Cambodia, Lao PDR, Myanmar and Viet Nam were organized in the local areas of Kanagawa, Kyushu, and Yamaguchi as well as Tokyo (twice).	<ol style="list-style-type: none"> <li>The implementation of the ASEAN Economic Community (AEC) Blueprint 2015 has substantively been achieved in, among others, narrowing the development gap, and strengthening ASEAN's relationship with its external parties.</li> <li>In line with AEC 2025 III. C. Communications 90. Ii: Promote both ASEAN and non-ASEAN (Japan) investors to be spokesperson/advocate to highlight ASEAN's integration initiatives and how businesses can benefit from these initiatives.</li> <li>Enhance CLMV investment policymaking decisions through bilateral discussion that shares experiences and knowledge.</li> <li>Promoting CLMV countries as an FDI destination for Japanese investors.</li> </ol>



## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<p>Generally, the majority of participants (97%) commented that the seminars were informative and useful.</p>	<p>Participants of the seminars will gain a better understanding and knowledge necessary for considering the import business with ASEAN. In addition, the information received at the seminars can be utilized for effective import trading (e.g. decision-making and strategy-making).</p>	<ol style="list-style-type: none"> <li>1. Japanese stakeholders received updated information relating to ASEAN trade (export) policies.</li> <li>2. Better understanding about ASEAN among Japanese importers</li> <li>3. Japanese business community gained better knowledge about ASEAN, leading to more informed trade-related decisions.</li> </ol>
<p>Generally, the majority of participants (90%) commented that the forums were informative and useful.</p> <p>The respective discussions were participated in by high-level ASEAN ranking officials from Lao PDR, Viet Nam, Indonesia, Philippines, Myanmar, Brunei Darussalam, Cambodia and Thailand</p> <ol style="list-style-type: none"> <li>1. Ramon M. Lopez, Secretary, Department of Trade and Investment, the Philippines</li> <li>2. Dr. May Fa'ezah Ahmad Ariffin, Permanent Secretary (Economy), Ministry of Finance and Economy, Brunei Darussalam</li> </ol>	<ol style="list-style-type: none"> <li>1. Close collaboration between Japan and ASEAN Member States.</li> <li>2. Official information relating to investment is conveyed directly to the Japanese business community.</li> <li>3. Timing and reliability of the activity conducted - new information on policies and regulation, providing response to the previous questionnaire.</li> <li>4. Japanese business communities are able to raise questions and concerns directly to high-ranking ASEAN officials with the expectation of having a positive policy impact.</li> <li>5. Deepening of focus on specific sector/industry of the ASEAN Member States</li> </ol>	<ol style="list-style-type: none"> <li>1. High-level forum served as fundamental basis for productive collaboration</li> <li>2. Close relationships were established between high-ranking ASEAN government officials and Japanese stakeholders</li> <li>3. ASEAN investment-related policies and development approaches were directly conveyed to Japanese stakeholders</li> <li>4. The forums provided fruitful discussions in which all information presented met the expectations of the audience</li> <li>5. As an organizer of these events, the AJC's status was elevated by engagement of high-level ASEAN officials.</li> <li>6. A total of 26 policy requests/suggestions from Japanese stakeholders were raised during the bilateral high-level investment dialogues, to which the respective high-level ASEAN official provided a response to 25 of the requests/suggestions received.</li> </ol>
<ol style="list-style-type: none"> <li>1. More than 550 participants (i.e. 92% of the participants) evaluated the forums as useful and or very useful.</li> <li>2. Investment forums involving bilateral discussions between high-level officials of CLMV countries and Japanese stakeholders are considered as exclusive events organized by AJC.</li> <li>3. The respective discussions were participated in by high-level CLMV ranking officials such as:             <ol style="list-style-type: none"> <li>(i) Mr. Vu Dai Thang, Vice Minister, Ministry of Planning and Investment, Viet Nam</li> <li>(ii) Dr. Souphanh Keomixay, Minister of Planning and Investment, Lao PDR</li> <li>(iii) Mr. Sok Chenda Sophea, Minister attached to Prime Minister and Secretary General of Council for the Development, Cambodia</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Established close collaboration between Japanese stakeholders (local authority and business community) and CLMV countries.</li> <li>2. Official information relating to CLMV economic and investment conditions are disseminated directly to the Japanese business community in Tokyo and other local cities in Japan.</li> <li>3. Timely transfer of updated information on investment policies and regulations.</li> <li>4. Specific industry discussions highlight CLMV national priorities to Japanese investors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy recommendations by participating Japanese stakeholders are expressed directly to the CLMV Ministers and other high-ranking officials.</li> <li>2. Official and up-to-date information on investment/economy are directly shared with the Japanese business community</li> </ol>



**TABLE 5. PERFORMANCE APPRAISAL FRAMEWORK — TRADE AND INVESTMENT PROMOTION ACTIVITIES**  
**FY2018 ACTIVITIES (1 SEPTEMBER 2018 - 31 MARCH 2019)**

Objectives	Key outputs	Relevance
<p><b>Networking with Japanese investors in local cities</b></p> <ol style="list-style-type: none"> <li>1. Share regional economy/ investment-related information with the Japanese business community by conducting lectures and pre-departure training programs.</li> <li>2. Provide up-to-date information where ASEAN information has not been updated or available.</li> <li>3. Offer new company strategies to the Japanese business community in local cities based on the current investment climate of ASEAN Member States.</li> <li>4. Foster networking relationships between ASEAN and Japan government officials responsible for investment promotion.</li> </ol>	<p>Under this program, 15 bilateral dialogue and networking activities were conducted for 1,800 participants by Cambodia, Malaysia, Myanmar and the Philippines together with Japanese stakeholders including potential investors and supporting organizations in the local cities of Nagoya, Takamatsu, Maebashi, Sendai, Saitama, Naha, Shizuoka, Hamamatsu, Kumamoto, Fukui, Sapporo, Hiroshima, Fukuoka and Osaka.</p>	<ol style="list-style-type: none"> <li>1. In line with AEC 2025 III. C. Communications 90. i. ii. iii. &amp; v., networking programs contribute to investment promotion and the regional economic integration of ASEAN.</li> <li>2. The networking sessions help foster ASEAN business relationships with Japanese stakeholders at local prefecture cities across Japan.</li> <li>3. These activities promoted better awareness of ASEAN Member States among the business communities across Japan.</li> </ol>
<p><b>ASEAN regional programs</b></p> <ol style="list-style-type: none"> <li>1. To disseminate information, promote and increase awareness on ASEAN economic integration (ASEAN Economic Community) and investment.</li> <li>2. To provide the latest information to the Japanese business community on ASEAN Economic Community and topic-specific information such as economy updates and investment-related laws.</li> </ol>	<ol style="list-style-type: none"> <li>1. Under this program, 12 ASEAN update seminars were organized at the ASEAN-Japan Hall, AJC, in Tokyo.</li> <li>2. Each seminar provided up-to-date information on the latest trade and investment issues faced by ASEAN with a total of over 1,000 participants including Japanese investors interested in the ASEAN region.</li> </ol>	<ol style="list-style-type: none"> <li>1. These seminars promoted better awareness and understanding of ASEAN among Japanese stakeholders.</li> <li>2. Up-to-date information on ASEAN economic integration and business information was presented to Japanese stakeholders including SMEs.</li> <li>3. In line with AEC 2025 III. C. Communications 90. iii, these ASEAN-update seminars help promote awareness through regular publication of updates on economic activities and opportunities</li> </ol>
<p><b>Dissemination and outreaching:</b></p> <p><b>I. Website</b></p> <p><b>II. Publication</b></p> <ol style="list-style-type: none"> <li>1. Update and maintain trade and investment related pages on the AJC website periodically.</li> <li>2. Publish relevant trade and investment materials.</li> <li>3. Disseminate information regarding ASEAN trade and investment-related events through e-mail magazine distribution database.</li> </ol>	<p>AJC has supported 32 trade and investment-related events in Japan and in ASEAN Member States by disseminating information through AJC's e-mail magazine with its extensive list of subscribers to reach out more to potential traders and investors.</p>	<ol style="list-style-type: none"> <li>1. Dissemination of relevant information of the ASEAN Member States such as trade and investment policies and incentives and relevant laws and regulations.</li> <li>2. In line with AEC 2025 III. C. Communications 90 iii, maintaining the access to ASEAN Integrated Website.</li> </ol>

## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<ol style="list-style-type: none"> <li>1. Japanese stakeholders expressed satisfaction and appreciation that the networking sessions co-organized by AJC were a good way for directly receiving up-to-date information on ASEAN economies.</li> <li>2. The ASEAN Member State officials conveyed their appreciation for networking activities for expanding their business communication network to other cities across Japan</li> </ol>	<ol style="list-style-type: none"> <li>1. Close collaboration between AJC, ASEAN Member States and local agencies and authorities of Japan.</li> <li>2. By personally visiting Japanese corporations and industries, ASEAN officials were able to propose direct cooperation with Japanese stakeholders.</li> <li>3. ASEAN officials were able to directly convey their investment policies and business environment and gain direct feedback and recommendations from Japanese stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Japanese business communities in local cities were able to receive direct and official information. Business issues and challenges were discussed during these networking sessions.</li> <li>2. Official links were established between ASEAN government officials and local Japanese business associations.</li> </ol>
<ol style="list-style-type: none"> <li>1. Participants were highly satisfied with the seminars.</li> <li>2. Based on results from the seminars' evaluation questionnaires, it was confirmed that the majority of the participants (96%) thought the lectures were informative, useful and timely.</li> </ol>	<ol style="list-style-type: none"> <li>1. Close collaboration between AJC and the ASEAN Member States.</li> <li>2. Updated information on ASEAN presented directly to Japanese stakeholders.</li> <li>3. Deepening and focusing on specific ASEAN related issues/ industry and new policy information to help prepare Japanese stakeholders including investors for successfully entering the ASEAN market.</li> </ol>	<ol style="list-style-type: none"> <li>1. Japanese stakeholders received updated information relating to ASEAN trade and investment policies.</li> <li>2. Better awareness about ASEAN among Japanese stakeholders.</li> <li>3. Japanese business community gains better knowledge about ASEAN, leading to more informed investment decisions.</li> </ol>
<ol style="list-style-type: none"> <li>1. Update and maintain trade and investment-related pages in the AJC website periodically.</li> <li>2. Publish relevant trade and investment materials.</li> <li>3. Disseminate information regarding ASEAN trade and investment-related events through e-mail magazine distribution database.</li> </ol>	<ol style="list-style-type: none"> <li>1. Able to post new publications through the AJC website and e-mail magazine.</li> <li>2. Cost performance of maintenance of website - smaller budget with utilization of end-users (reaching out to as many stakeholders).</li> </ol>	<ol style="list-style-type: none"> <li>1. Beneficiaries - for Japanese business community; better opportunity to get information on ASEAN.</li> <li>2. AJC becomes better known by its publications.</li> <li>3. The number of AJC e-mail magazine subscribers, who are interested in doing business in ASEAN and explore information on ASEAN, has reached more than 15,000.</li> </ol>

## 6. Tourism Promotion Activities

To help the ASEAN Member States in realize the ASEAN Tourism Strategic Plan 2016-25 and further promote the tourism traffic between ASEAN and Japan, major activities have been implemented by the ASEAN-Japan Centre (AJC). The highlight results and impacts of each activity in FY2018 are as follows:

### A. Workshop on sustainable tourism: agritourism

**Date:** 14-19 October 2018  
**Organizer:** ASEAN-Japan Centre  
**Place:** Tokyo and Aomori prefecture, Japan  
**Participants:** 21 from the ASEAN Member States

The Centre invited management-level tourism stakeholders from the government and private sectors of the ASEAN Member States to participate in the workshop on agritourism. After a series of lectures in Tokyo on Japan's latest overseas travel and agritourism, the participants visited Aomori prefecture to study how different local communities are making efforts to promote agritourism.



Inspecting rice field art



Visiting apple farm

### B. Theme-based tourism promotion

#### <Outbound promotion>

#### i. Seminar on educational travel to ASEAN

**Date:** 1 August 2018  
**Organizer:** ASEAN-Japan Centre  
**Place:** Osaka, Japan  
**Participants:** 69 people from schools and travel industry



Seminar on educational travel to ASEAN

The Centre introduced ASEAN as a destination for school excursion and language training, with updated information from ASEAN NTOs and an airline, as well as a presentation by a school that actually chose the ASEAN Member States as school trip destination.

Sixty-nine people attended the seminar from schools and the travel industry. Furthermore, a mini travel mart was organized after the seminar where a total of nine organizations/travel agents disseminated information to seminar participants.



## ii. Seminar “The Industrial Revolution 4.0: Importance of Technology and Innovation in Tourism”

**Date:** 4 September 2018  
**Organizers:** ASEAN-Japan Centre, Vietnam National Administration of Tourism (VNAT)  
**Place:** Hanoi, Viet Nam  
**Participants:** 54 people from the tourism industry in Hanoi

Two experts from Japan delivered presentations on trends in Japanese people’s overseas travel as well as digital tourism, and introduced how to analyze and use data collected from social media (or social listening) to promote inbound tourism to Viet Nam. A speaker from Viet Nam shared his experience on their online travel business.

## iii. CLMV tourism promotion through Instagram

**Date:** February and March 2019

The Centre assigned four influential Instagrammers to visit CLMV to introduce the destinations through their Instagram accounts. A total of eight Instagram posts (two posts/country) were made to showcase the destinations to their 175,000 followers who are mostly young females. Additionally, 40 visual images and four short video clips were provided for future promotion of the Centre.



### <Inbound promotion>

#### i. Technical visit to Fuefuki city, Yamanashi

**Date:** 23 August 2018  
**Organizers:** ASEAN-Japan Centre and Fuefuki city  
**Supporter:** Kanto District Transport Bureau (Ministry of Land, Infrastructure, Transport and Tourism)  
**Participants:** 12 participants from ASEAN embassies/government offices in Tokyo

The Centre organized a technical visit for representatives from ASEAN embassies and related agencies in Tokyo to Fuefuki city in Yamanashi prefecture, as one of the Centre’s inbound tourism promotion activities. The program was conducted with an invitation by Fuefuki city with support from the Kanto District Transport Bureau.



Representatives of ASEAN officials and Fuefuki city



## C. Training program on interpretation

**Date:** 1-6 November 2018  
**Organizer:** ASEAN-Japan Centre  
**Place:** Tokyo and Shizuoka prefecture, Japan  
**Participants:** 11



*Inspection of Mt. Fuji*



*Seminar in Luang Prabang*

The Centre invited site managers of national parks/natural heritage sites and officers from national tourism offices and natural resource management offices from eight ASEAN Member States to participate in the training program on interpretation in Japan.

After attending lectures in Tokyo, the participants moved to Fujinomiya city in Shizuoka prefecture, which is a city located in the foothills of Mt. Fuji, designated as a World Heritage site. The program included inspections of community-based ecotours that incorporate the interpretation method, lectures by experts and the city's Tourism Division that explained the importance of the partnership between public and the private sectors in developing responsible local tourism. To conclude the training program, each participant designed and presented an ecotour program/action plan applying the interpretation method.

Additionally, a follow-up activity of the training was organized in Luang Prabang, Lao PDR from February 27 - March 1, 2019 by inviting those who attended the training in Japan and also local tourism stakeholders in Luang Prabang. It was co-organized with Luang Prabang Department of Information, Culture, Tourism, and the international cooperation office of GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit).

The participants are expected to contribute to the development of sustainable tourism in their respective countries (subject to post activity survey done in late 2019).

## D. Capacity building programs in ASEAN



*"Tourism Marketing Seminar" in Myanmar*

Three workshops/seminars provided up-to-date information on Japan's overseas travel market and other relevant topics to stakeholders in the respective ASEAN Member States. The Centre arranged suitable Japanese experts to deliver customized presentations on these occasions to meet the needs of the counterparts.

### i. "Tourism Marketing Seminar" in Myanmar

**Date:** 30 November 2018  
**Organizer:** ASEAN-Japan Centre  
**Co-organizer:** Ministry of Hotels and Tourism, Myanmar  
**Supporter:** UNWTO Regional Support Office for Asia and the Pacific  
**Place:** Mandalay, Myanmar  
**Participants:** 118

## ii. "Workshop on Tourism Product Development" in Viet Nam

**Date:** 27 November 2018  
**Organizer:** ASEAN-Japan Centre  
**Co-organizer:** Vietnam National Administration of Tourism  
**Supporter:** UNWTO Regional Support Office for Asia and the Pacific  
**Place:** Ho Chi Minh City, Viet Nam  
**Participants:** 69

## iii. "Accessible Tourism for All" workshop in Indonesia

**Date:** 7 December 2018  
**Organizer:** ASEAN-Japan Centre  
**Co-organizer:** Ministry of Tourism of Indonesia  
**Place:** Belitung Island, Indonesia  
**Participants:** 71



Open Forum at "Workshop on Tourism Product"



Group Photo of "Accessible Tourism for All" workshop

## E. Events at the ASEAN-Japan Hall

The Centre organized four events and seminars at the ASEAN-Japan Hall of the AJC to promote ASEAN tourism, highlighting the diversified cultural and tourism attractions of the ASEAN Member States, and focusing on their uniqueness and authenticity to reach a wider range of the Japanese public and the travel industry.

- **Visit Laos Year event**  
28 May 2018 (72 participants)
- **Indonesia photography seminar**  
18 June 2018 (43 participants)
- **Javanese gamelan and dance concert and workshop**  
10 June 2018 (67 participants)
- **Isan music and travel to Lao PDR event**  
9 September 2018 (79 participants)



Workshop at Javanese dance event



H.E. Prof. Dr. Bosengkham Vongdala, Minister of Information, Culture and Tourism Lao PDR at the tourism seminar



## F. ASEAN Tourism Awards Japan 2018

**Date:** 6 March 2019 (award ceremony)  
**Organizer:** ASEAN-Japan Centre  
**Place:** Tokyo, Japan (award ceremony)  
**Number of entries:** 76



The Centre expanded previously organized Mekong Tourism Award to all ASEAN Member States, to encourage Japanese travel companies to produce unique and quality tour products from Japan to ASEAN destinations.

The judging committee consisting of the members of the Japan Association of Travel Agents (JATA), Overseas Tour Operators Association of Japan (OTOA), and the ASEAN-Japan Centre carefully screened all of the 76 entries, and selected awardees.

Ten travel companies, as well as land operators and airlines were awarded in six award categories, namely, New Destination Award, Unique Tour Award, Luxury Travel Award, Sustainable Tour Award, Mekong Award and Jury's Special Award. Awarded tours were featured on a popular website that introduces tours for consumers, which contributed in drawing more attention from travelers.



Awarding ceremony in Tokyo

## G. Outreach activity



AJC booth at Tourism EXPO Japan

### i. Events

**Events and number of participants:**  
Kanku Tabihaku (43,000), Laos Festival (150,000), Tourism EXPO Japan (207,352), Okinawa Tabi Festa (25,000), Haneda Outbound Travel Fair (40,000)

The Centre participated in major tourism events in Japan to distribute/ disseminate tourism information to visitors and delivered presentations.

## ii. ASEAN Tourism Forum

**Date:** 15 and 17 January 2019

**Organizers:** ASEAN Secretariat, Ministry of Sports and Tourism of Viet Nam and Vietnam National Administration of Tourism

**Place:** Ha Long, Viet Nam

**Participants:** Tourism Ministers, National Tourism Organization representatives and tourism stakeholders of the ASEAN Member States and their dialogue partners including China, Japan and Republic of Korea

The Secretary General and staff members of the Centre participated in the annual ASEAN Tourism Forum and gave presentations on the Centre's tourism related activities at the 47<sup>th</sup> Meeting of the ASEAN NTOs and the 22<sup>nd</sup> Meeting of the ASEAN Tourism Ministers. Furthermore, two bilateral meetings were held at the request of the governments of Brunei Darussalam and Cambodia.



*ASEAN Tourism Forum*



*Bilateral meeting with the Minister of Primary Resources and Tourism, Brunei Darussalam*



*Bilateral meeting with the Minister of Tourism, Royal Government of Cambodia*

**TABLE 6. PERFORMANCE APPRAISAL FRAMEWORK – TOURISM PROMOTION ACTIVITIES**

Objectives		Key outputs	Relevance
<p><b>Workshop on sustainable tourism: agritourism</b></p> <p><b>(14-19 October 2018 in Tokyo and Aomori prefecture)</b></p>	<p>To respond to the need for updating tourism product knowledge and trends for ASEAN tourism stakeholders</p>	<ol style="list-style-type: none"> <li>Twenty-one ASEAN tourism stakeholders gained a better understanding of agritourism in Japan: i.e. various approaches to agritourism that government/private sectors should know, as well as best practices and challenges in Japan.</li> <li>Fifty-six measures were taken by ASEAN participants as a result of the workshop.</li> </ol>	<ol style="list-style-type: none"> <li>The project contributes to ASEAN's strategy to diversify tourism products.</li> <li>Agritourism in Japan is gaining popularity among tourists from Asia.</li> </ol>
<p><b>Theme-based tourism promotion (Outbound)</b></p> <p><b>I. Seminar on educational travel to ASEAN in Osaka (1 August 2018)</b></p> <p><b>II. Presentation during International Tourism Expo Ho Chi Minh City (HCMC) (7 September 2018)</b></p> <p><b>III. Seminar on technology in tourism in Hanoi (4 September 2018)</b></p> <p><b>IV. Accessible tourism for all workshop in Belitung, Indonesia (7 December 2018)</b></p>	<ol style="list-style-type: none"> <li>To provide the latest tourism and market information to stakeholders.</li> <li>To enhance ASEAN tourism stakeholders' competitiveness.</li> </ol>	<ol style="list-style-type: none"> <li>Educational travel in ASEAN                             <ul style="list-style-type: none"> <li>Sixty-nine Japanese teachers, school representatives and travel agents were updated on educational travel to ASEAN Member States.</li> <li>Nine organizations/travel agents set up a booth at Mini Travel Mart after the seminar.</li> <li>AJC presented Japan's tourism market with the focus on educational travel in HCMC.</li> </ul> </li> <li>Technology in tourism                             <ul style="list-style-type: none"> <li>Fifty-four tourism stakeholders increased their understanding of the latest overseas travel market of Japan and how to use social media effectively in tourism promotion. AJC dispatched two Japanese experts.</li> </ul> </li> <li>Accessible tourism                             <ul style="list-style-type: none"> <li>Seventy-one tourism stakeholders from the ASEAN Member States deepened their knowledge of accessible tourism and accessible tourism products of Japan. AJC dispatched two Japanese experts.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>The projects help to enhance the competitiveness of ASEAN as a single tourism destination (ASEAN Tourism Strategic Plan 2016-2025/ ATSP).</li> <li>The projects helped raise the capacity and capability of human capital of ASEAN Member States (ATSP).</li> <li>The projects help to diversify tourism products.</li> </ol>
<p><b>Theme-based tourism promotion (Outbound)</b></p>	<p>CLMV tourism promotion</p>	<ol style="list-style-type: none"> <li>To provide the latest tourism attractions to consumers through Instagram posts.</li> <li>A total of eight Instagram posts by four influencers on CLMV countries (each on two countries).</li> <li>Forty visual images of CLMV for AJC's future promotional use.</li> <li>Four short promotional movies of CLMV.</li> </ol>	<ol style="list-style-type: none"> <li>Highlighted tourism attractions of CLMV destinations to potential young female travelers through Instagram posts.</li> <li>More tourism stakeholders are shifting to social media to promote destinations. This promotion through Instagram posts is an effective way to reach the young female market as the total number of followers of the 4 Instagramers is 175,000.</li> <li>The Instagram promotion contributes to ATSP "Intensify Promotion and Marketing".</li> </ol>



## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<ol style="list-style-type: none"> <li>All participants reported that the program helped them to deepen their understanding of agritourism.</li> <li>Instances of media coverage: 30</li> </ol>	<ol style="list-style-type: none"> <li>Utilized AJC's network with industry stakeholders to select lecturers of the workshop and site-visit destinations that best match the program. In particular, Aomori prefecture provided full support in arranging the program in the prefecture.</li> <li>Worked closely with NTOs in 10 ASEAN Member States to select participants for the efficient implementation of a workshop.</li> </ol>	<ol style="list-style-type: none"> <li>ASEAN tourism stakeholders deepened their understanding of Japan's approach to agritourism and how local communities in Japan are using it to vitalize their communities.</li> <li>Encouraged two-way tourism by inviting ASEAN participants to visit a Japanese locality.</li> <li>Strengthened networking among the Japanese travel industry/government and ASEAN NTOs (National Tourism Organizations).</li> </ol>
<ol style="list-style-type: none"> <li>A total of 64% of participants who attended the Education Travel in ASEAN seminar strongly considered ASEAN as their educational travel destination. (Questionnaire survey)</li> <li>A total of 50% of participants of the Technology in Tourism seminar replied that they will apply what they learned in the seminar in their work.</li> <li>A total of 94% of participants of Accessible Tourism for All workshop found the program very useful or useful.</li> </ol>	<ol style="list-style-type: none"> <li>Worked closely with JATA, ASEAN NTO offices in Japan and the Japan School Tours Bureau.</li> <li>Worked closely with VNAT, the Tourism Department of HCMC and the Ministry of Tourism of Indonesia to materialize the seminar.</li> <li>The workshop in Indonesia was implemented with the country's National Activity budget, with an additional budget from AJC.</li> </ol>	<ol style="list-style-type: none"> <li>Strengthened networks with ASEAN NTOs in Japan.</li> <li>Increased awareness among the travel industry and school representatives which should lead to a greater number of Japanese schools considering ASEAN as an educational travel destination.</li> <li>Result of post-seminar questionnaire survey on the participants shows that 64% of them "strongly consider ASEAN as an educational travel destination" compared with 24% who are currently choosing a destination.</li> <li>Strengthened networks with VNAT, HCMC and MoT Indonesia.</li> <li>Provided information on Japan's overseas travel market, with the focus on educational trips, to stakeholders in HCMC as one of the speakers at the seminar organized by HCMC</li> <li>Provided information to the travel industry in Viet Nam on how to effectively utilize big data collected from social media.</li> <li>Provided information on accessible tourism tour packages and programs in Japan, to stakeholders in Indonesia as well as from some ASEAN Member States.</li> </ol>
<p>Performance of the each influencer: *Percentages show engagement, namely, actions taken by viewers (likes, comments, shares, saves). The basis is the number of followers.</p> <p>Influencer 1) Post on Lao PDR : 3,701 (Likes), 3.76% Post on Myanmar : 4,547 (Likes), 4.6%</p> <p>Influencer 2) Post on Lao PDR: 802 (Likes), 3.08% Post on Myanmar: 752 (Likes), 2.87%</p> <p>Influencer 3) Post on Cambodia: 1,188 (Likes), 3.26% Post on Viet Nam 1,213 (Likes), 3.33%</p> <p>Influencer 4) Post on Cambodia: 510 (Likes), 2.72% Post on Viet Nam : 429 (Likes), 2.28%</p>	<ol style="list-style-type: none"> <li>Support from an airline, hotels and land operators to minimize cost was secured.</li> <li>All influencers produced additional voluntary contents on CLMV outside of contracts as follows: A total of 14 IG posts, 137 IG stories, one piece of Yahoo content, four YouTube videos, and an appearance at an airline's seminar.</li> </ol>	<p>Highlighted tourism attractions of CLMV to potential young female travelers through various pieces of web content by influential Pro-Travelers.</p>



**TABLE 6. PERFORMANCE APPRAISAL FRAMEWORK – TOURISM PROMOTION ACTIVITIES**

Objectives		Key outputs	Relevance
<b>Theme-based tourism promotion (Inbound)</b>  <b>(Visit to Fuefuki city, Yamanashi prefecture on 23 August 2018)</b>	To respond to the emerging ASEAN market as a source of Japan's inbound tourism.	Highlighted Japan's tourism attractions to missions of the ASEAN Member States in Japan.	Helped to expand tourism exchange with foreign countries (Japan Tourism Agency).
<b>Training program on interpretation</b>  <b>(Training program – 31 October - 6 November 2018 in Tokyo and Shizuoka prefecture)</b>  <b>(Follow-up program – 27 February - 1 March 2019 in Luang Prabang, Lao PDR)</b>	To provide an opportunity for ASEAN national park managers/government officers to learn how interpretation can be used to improve the sustainability of the sites, its visitor services and raise public awareness toward conserving tourism resources.	<ol style="list-style-type: none"> <li>1. Provided a five-day training program consisting of lectures, a visitor experience, and a workshop in Japan for national park managers/government officers to understand and experience the effective use of an interpretation method.</li> <li>2. Organized a follow-up program in Lao PDR, to further strengthen the capacity of site-managers from ASEAN through the case studies in Lao PDR. Also local tourism stakeholders were invited to learn about interpretation through the seminar and workshops.</li> </ol>	Supported capacity-building for tourism stakeholders who are involved in the management of heritage sites. <ol style="list-style-type: none"> <li>1. The training was attended by 11 participants from eight ASEAN Member States, including:                             <ul style="list-style-type: none"> <li>- Three site managers from national parks;</li> <li>- Six officers from national governments, in charge of tourism promotion, environmental conservation and natural resources management; and</li> <li>- Two officers from regional governments.</li> </ul> </li> <li>2. Ten participants from the ASEAN Member States attended the training in Japan to further develop their skills. Local tourism stakeholders consisting of government officers, a travel agency, tour guides, and university educators also participated in the program at the national heritage site city, Luang Prabang.                             <p>&lt;Participants&gt; Seminar: 49 Workshop: 37 Training session: 36</p> </li> </ol>
<b>Capacity-building programs in ASEAN</b>  <b>Seminar/workshop in Myanmar (30 November 2018) and Viet Nam (27 November 2018)</b>	CLMV tourism promotion	<ol style="list-style-type: none"> <li>1. The participants increased their knowledge of the latest information on Japan's overseas travel market and how to better appeal to the market.</li> <li>2. The participants increased their knowledge of the potential for tourism development in Myanmar and Viet Nam.</li> </ol>	Supported capacity building for tourism stakeholders in the ASEAN Member States to narrow intra-ASEAN sub-regional gaps.

## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<p>1. Number of participants who joined the technical visit from ASEAN embassy and government offices: 12</p> <p>2. Instances of media coverage: 30</p>	<p>The program was fully supported by the Kanto District Transport Bureau of the Ministry of Land, Infrastructure, Transport and Tourism who linked AJC to Fuefuki city.</p>	<p>1. The program not only highlighted the tourism of Fuefuki city but also agriculture and advanced waste management.</p> <p>2. The visit was reported in the online Manila Times.</p>
<p>1. Participants enhanced their understanding of interpretation and increased their skills in planning an interpretive program. Before the training, only 9% of the participants answered that they are capable of making an interpretive program. However, after the training, 82% answered that they are capable of making an interpretive program.</p> <p>2. A total of 98% of seminar participants reported that they have gained new knowledge of interpretation. Furthermore, 97% of participants answered either "strongly agree" or "somewhat agree" to the statement, "I understand how interpretation can be used to benefit local people and protect local culture and the environment", showing the enhanced understanding of how interpretive methods can be used to promote sustainable tourism in Luang Prabang.</p>	<p>1. Natural heritage managers were requested to attend the program through the ASEAN Heritage Parks (AHP) Committee and ASEAN Centre for Biodiversity. Also participants from the tourism sector were invited from CLMV countries by the appointment from Ministry of Tourism in each country.</p> <p>2. By co-organizing with a local Department of Information, Culture, Tourism, and the international cooperation office of GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), the responsibilities and the costs were co-shared for effective operation.</p>	<p>1. Participants drafted 11 new programs using interpretation, including:</p> <ul style="list-style-type: none"> <li>- New ecotours/community-based tours;</li> <li>- Plans to improve existing ecotours/community based tours; and</li> <li>- Action plans for new initiatives such as organizing training on interpretation.</li> </ul> <p>Participants received one-to-one coaching from the lecturer to develop new programs of interpretation which were later submitted.</p> <p>2. ASEAN participants reported that they have either conducted or proposed programs of interpretation, or shared their learning with their office, community, and stakeholders.</p> <p>3. All participants from ASEAN and local areas obtained a basic understanding of interpretation, and improved their tour products using interpretative methods. With reviews on the local tour by the lecturer and other participants, practical skills and checkpoints were discussed to improve their guiding techniques and interpretation skill.</p> <p>4. According to the post-program survey, 79% of participants answered "strongly agree" to the statement "I gained new knowledge of interpretation".</p> <p>5. At the training for trainers session, the participants designed ecotours in their familiar sites using interpretive methods. The percentage of respondents who "strongly agreed" with the statement "I am capable of training" increased from 21% to 47% after the training, showing the growing confidence among the participants to conduct training for the local community to disseminate knowledge on interpretation, as a result of AJC's training.</p>
<p>Number of participants: 118 (Myanmar) and 69 (Viet Nam)</p> <p>Instances of media coverage: 30</p> <p>Approximately 20% of the respondents answered that the seminar was very informative for both Myanmar and Viet Nam, and 70% of them answered it was informative, respectively.</p>	<p>1. Co-organized the programs with the Ministry of Hotels and Tourism of Myanmar, and Vietnam National Administration of Tourism.</p> <p>2. UNWTO Regional Support Office for Asia and the Pacific supported the programs by sending their staff member to be one of the presenters. AJC dispatched another expert from Japan.</p>	<p>1. Provided information on the latest Japanese outbound market and trend of Japanese travelers.</p> <p>2. Contributed to increasing the understanding of the Japanese tourism market by describing and discussing how to promote attractions/destinations and attract quality tourists to Myanmar and Viet Nam in order to receive more tourists.</p> <p>3. Result of survey to participants:</p> <p>Q) Did you gain new knowledge of the Japanese tourist behavior and market? Very much + Quite a lot = 66% (Myanmar) 89% (Viet Nam)</p> <p>Q) Did you gain new ideas on product development targeting Japanese tourists? Very much + Quite a lot = 60% (Myanmar) 72% (Viet Nam)</p>



**TABLE 6. PERFORMANCE APPRAISAL FRAMEWORK – TOURISM PROMOTION ACTIVITIES**

Objectives		Key outputs	Relevance
<b>Events at the ASEAN-Japan Hall of the AJC</b>	To disseminate ASEAN tourism information to the travel industry and the general public, and strengthen relations with ASEAN's tourism stakeholders.	Enhanced the knowledge of ASEAN and made it more attractive as a single tourism destination among Japanese people.	Organized events and seminars at the ASEAN-Japan Hall to promote ASEAN tourism as follows: <ol style="list-style-type: none"> <li>1. Visit Laos Year event 28 May 2018 (72 participants)</li> <li>2. Javanese gamelan and dance concert and workshop 10 June 2018 (67 participants)</li> <li>3. Indonesia Photography Seminar 18 June 2018 (43 participants)</li> <li>4. Isan Music and Travel to Lao PDR event 9 September 2018 (79 participants)</li> </ol>
<b>ASEAN Tourism Awards Japan 2018 (6 March 2019:award ceremony)</b>	<ol style="list-style-type: none"> <li>1. To encourage the Japanese travel industry to diversify their tourism products to ASEAN.</li> <li>2. To highlight the importance of sustainable tourism.</li> <li>3. To raise the profile of AJC.</li> </ol>	Four products to ASEAN received the ASEAN Tourism Awards Japan, helping to stimulate the Japanese travel industry to produce unique tour products to ASEAN.	Organize the ASEAN Tourism Awards Japan for the first time, by expanding the previous Mekong Tourism Award to stimulate the Japanese travel industry to further produce unique and quality tour products to ASEAN destinations.
<b>Outreach activities</b>	<ol style="list-style-type: none"> <li>1. To strengthen relations with ASEAN's tourism stakeholders.</li> <li>2. To disseminate ASEAN tourism information to the travel industry and the general public in Japan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Highlighted the AJC's activities to tourism stakeholders in the ASEAN Member States by participating in ASEAN Tourism Forum (ATF) in January 2019 in Viet Nam and other ASEAN tourism meetings.</li> <li>2. Publicized ASEAN tourism attractions to the Japanese travel industry and consumers by participating in major tourism events.</li> <li>3. Gave a presentation on ASEAN tourism attractions at Kanku Tabihaku, Okinawa Tabi Festa and Haneda Outbound Travel Fair.</li> <li>4. Provided the latest tourism information through a website, Facebook and Instagram.</li> <li>5) Provided photos of ASEAN destinations through Online Photo Library.</li> </ol>	Helped to enhance the competitiveness of ASEAN as a single tourism destination (ATSP).  Intensified promotion and marketing (ATSP).

## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
Highlighted diversified attractions of the ASEAN Member States focusing on their unique and authentic culture and travel destinations.	<ol style="list-style-type: none"> <li>1. Worked closely with embassies and stakeholders to organize the events effectively.</li> <li>2. Fully utilized e-newsletters, websites, and other social media to announce, promote and recruit participants of the events.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provided opportunities for both the travel industry and Japanese general public to learn about useful travel information, less-known destinations and the rich culture of the ASEAN Member States.</li> <li>2. By arranging resource persons, AJC managed to provide informative seminars and events that will satisfy frequent travelers and those who already have a basic knowledge of ASEAN.</li> <li>3. These events helped the visitors to deepen their knowledge of ASEAN.</li> </ol>
<p>Number of entries from travel agents: 76, compared with 31 in the previous year.</p> <p>Instances of media coverage: 125</p> <p>Increased attention on the Awards attracted more entries and media coverage.</p>	<ol style="list-style-type: none"> <li>1. High-profile travel professionals from JATA (Japan Association of Travel Agents) and OTOA (Overseas Tour Operators Association) have been involved in deciding awardees.</li> <li>2. JATA and OTOA supported the activity by publicizing the program through e-newsletters to their members.</li> <li>3. ASEAN NTOs and airlines in Japan supported the activity by nominating tour products and encouraging travel agents to send entries.</li> </ol>	<ol style="list-style-type: none"> <li>1. Encouraged Japanese travel companies, land operators and airline companies to design diversified products to appeal to different consumers. Award categories: New Destination Award (one) Luxury Travel Award (one) Unique Tour Award (two) Sustainable Tour Award (two) Mekong Award (four) Jury's Special Award (one)</li> <li>2. Stimulated more Japanese travel companies to sell tours to ASEAN destinations.</li> <li>3. The number of entries increased greatly from the previous year's 31 due to the fact that the target countries were expanded to all ASEAN Member States, instead of the previous CLMV.</li> </ol>
<ol style="list-style-type: none"> <li>1. Increased visibility of AJC <ul style="list-style-type: none"> <li>- AJC attended three ASEAN tourism meetings</li> <li>- AJC attended seven meetings during ATF including two bilateral meetings</li> </ul> </li> <li>2. Dissemination of ASEAN tourism information <ul style="list-style-type: none"> <li>- Reached out to visitors of five major tourism events: Events and number of visitors - Kanku Tabihaku (43,000), Laos Festival (150,000), Tourism EXPO Japan (207,352), Okinawa Tabi Festa (25,000), Haneda Outbound Travel Fair (40,000)</li> <li>- A total of 492 people registered for AJC Online Photo Library to download ASEAN tourism photos.</li> <li>- A total of 281 new images of the ASEAN Member States were added to improve the photo library.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Worked closely with ASEAN Secretariat and ASEAN NTOs.</li> <li>2. Utilized a network with tourism event organizers.</li> <li>3. Made more connections with ASEAN's tourism industry players.</li> <li>4. Reached a wider audience by participating in the existing events which have a large number of visitors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthened relations with ASEAN NTOs.</li> <li>2. Introduced AJC's activities to ASEAN's Tourism Ministers (ATF). During the ASEAN Tourism Ministers' Meeting, Tourism Ministers of the ASEAN Member States expressed appreciation to AJC for its effort to promote ASEAN tourism in Japan.</li> <li>3. Two bilateral meetings were held with the Cambodia Minister and the Brunei Minister during ATF to increase Japanese tourists in their respective countries (ATF).</li> <li>4. Strengthened networks with ASEAN-China and ASEAN-Korea Centres during ATF as well as by attending their programs.</li> <li>5) Introduced ASEAN tourism attractions to the tourism industry and consumers in Japan.</li> </ol>



## 7. People-to-People Exchange Promotion Activities

With the mission of promoting people-to-people exchange, the ASEAN-Japan Centre (AJC) has placed importance on the exchange program for ASEAN-Japan women entrepreneurs. Additionally, the Centre has conducted exchange programs for Japanese children and students to further promote understanding, friendly relations, networks and partnerships. The programs are also corresponding to the leaders' Vision Statement on ASEAN-Japan Friendship and Cooperation and its implementation plan to further strengthen ASEAN-Japan relations and support ASEAN Community Vision 2025.

### A. ASEAN-Japan Women Entrepreneurs' Linkage Program (AJWELP)

**Date:** 27-30 January 2019 (workshop, business presentation event, company visits)  
**Organizer:** ASEAN-Japan Centre  
**Co-organizer:** SME Corporation Malaysia  
**Supporters:** ASEAN Coordinating Committee on Micro, Small and Medium (ACCMSME), ASEAN Secretariat (ASEC), ASEAN Business Advisory Council (ABAC), ASEAN Women Entrepreneurs Network (AWEN)  
**Place:** Kuala Lumpur, Malaysia



*Business presentation by startups*

**Number of participating entrepreneurs:** 23  
(10 country representatives or finalists and 13 independent participants)

**Number of supporting companies:** 27

**Number of instances of support offered to the finalists:** 134

The Centre organized the 3<sup>rd</sup> ASEAN-Japan Women Entrepreneurs' Linkage Program (AJWELP) in Kuala Lumpur, Malaysia from 27 to 30 January 2019. AJWELP aims to create an opportunity for startup women entrepreneurs in ASEAN whose business is less than five years old to establish networks and linkages with



*Snapshot from the 3<sup>rd</sup> AJWELP*

supporting companies, mentors, and other peer women entrepreneurs. Participants are expected to bring back the knowledge and experience gained from the program and reflect them in their business, and eventually become business leaders and role models to junior women entrepreneurs.

AJWELP consisted of various programs including a business presentation which is the main event, workshops on entrepreneurial leadership and presentation skills by the international master trainers of the Empretec program of UNCTAD, mentors' session, and company visits.

It was participated by 10 finalists who are country-representing participants of ASEAN Member States and 13 voluntarily nominated independent participants. Four successful women entrepreneurs joined AJWELP as mentors to share their experiences and provide advice, while 27 supporting companies offered their products/services to support the participating women entrepreneurs.

## B. Youth exchange

### i. ASEAN Kids Day 2018

**Date:** 4 August 2018

**Organizer:** ASEAN-Japan Centre

**Supporters:** Minato city, Minato City Board of Education

**Venue:** ASEAN-Japan Hall of the AJC

**Participants:** Approximately 280 people

The annual event for children was organized at ASEAN-Japan Hall, aimed at helping improve children's international understanding by introducing them to the culture of ASEAN and related activities. Children experienced Malay traditional martial arts "Silat", and saw a performance of Vietnamese foot badminton called "Da Cau". In addition, the Centre held workshops called "ASEAN Spice Class" for children to learn about spices and to make original spices, and "ASEAN Artificial Fruit Making Class" to make tropical fruit in ASEAN with plastic clay.



"ASEAN Artificial Fruit Making Class"



ASEAN Kids Day 2018



## ii. ASEAN introductory classes at elementary schools in Kanto region

**Organizer:** ASEAN-Japan Centre  
**Venue:** Elementary schools in Kanto region, Japan  
**Number of schools:** 18  
**Number of students:** 2,005

The Centre arranged ASEAN Introductory Classes at elementary schools to help children to improve their international understanding by introducing them to culture and other basic facts of the ASEAN Member States. Topics to highlight during classes were decided in consultation with the respective schools, and ranged from school life to popular children's games in the ASEAN Member States. The Centre expanded this activity from one elementary school in the past to 18.



*Q&A session*



*Experiencing popular children's game*

### iii. Joint activity with Japan Student Tourism Association (JSTA) and Scoot

**Date:** Visit to Bangkok by Group 1 / 3-4 September 2018;  
Group 2 / 13-14 September 2018

**Organizer:** ASEAN-Japan Centre

**Supporters:** Tourism Authority of Thailand (TAT), Japan Association of Travel Agents (JATA),  
Scoot and Dusit Thani International

A total of 10 JSTA member students visited Bangkok using Scoot/Nok Scoot flights. Prior to their visit, the Centre, TAT and Scoot briefed the students on the ASEAN Member States and Thailand. Their experiences in Bangkok were shared through their social media that reached 12,309 viewers as well as at a seminar during the annual Tourism EXPO Japan. Through the program the Centre was able to disseminate information on how traveling with LCC is easy and less expensive to encourage more university students to travel to ASEAN destinations.



*JSTA member students visiting Bangkok*



*Sharing experience at Tourism EXPO Japan*

**TABLE 7. PERFORMANCE APPRAISAL FRAMEWORK –  
PEOPLE-TO-PEOPLE EXCHANGE PROMOTION ACTIVITIES  
FY2018 ACTIVITIES (1 SEPTEMBER 2018 - 31 MARCH 2019)**

Objectives		Key outputs	Relevance
<b>ASEAN-Japan Women Entrepreneurs' Linkage Program (AJWELP)</b>	<ol style="list-style-type: none"> <li>To enhance women empowerment in ASEAN and Japan.</li> <li>To increase knowledge about women's entrepreneurship and provide them with more economic opportunities.</li> </ol>	<p>ASEAN-Japan Women Entrepreneurs' Linkage Program (AJWELP)</p> <p>Date: 27-30 January 2019 Place: Kuala Lumpur, Malaysia</p>	<ol style="list-style-type: none"> <li>Organize a business linkage program for women startups of ASEAN Member States and potential supporters and mentors.</li> <li>Invite women entrepreneurs from ASEAN Member States and Japan to attend the event in Kuala Lumpur.</li> <li>Provide a platform for mutual understanding and sharing of views among ASEAN and Japanese woman entrepreneurs.</li> <li>Provide an opportunity for startups to learn entrepreneurship, leadership and presentation skills through the methodology of the UNCTAD's Empretec program.</li> <li>Provide an opportunity for startups to visit successful companies in Kuala Lumpur.</li> </ol>
<b>Youth exchange</b>	To provide an opportunity for Japanese children and the young generation to experience and know ASEAN culture through various activities for them to develop an understanding about ASEAN Member States.	<p>ASEAN Kids Day</p> <p>Date: 4 August 2018 Place: ASEAN-Japan Hall, AJC</p>	Organized "ASEAN Kids Day," an event for ASEAN and Japanese children to learn about ASEAN people's daily life, culture and nature.
		<p>ASEAN Introductory Class</p> <p>Place: Elementary schools in Kanto region, Japan</p>	<ol style="list-style-type: none"> <li>Arranged ASEAN introductory classes with different themes, at elementary schools in the Kanto region.</li> <li>Helped children to improve their international understanding by introducing them to culture and other basic facts of the ASEAN Member States and related activities.</li> </ol>
		<p>Joint activity with Japan Student Tourism Association (JSTA) and Scoot</p>	<ol style="list-style-type: none"> <li>Promoted ASEAN tourism among Japanese university students through their social media posts. The students also shared their experiences via a presentation during Tourism EXPO Japan (TEJ) for an audience of about 50 people.</li> <li>Promoted LCC among Japanese youth.</li> <li>The students made a movie of their trip to Thailand also. For most of them, it was the first time to visit an ASEAN Member State. Group 1: 3-4 September 2018 Group 2: 13-14 September 2018</li> <li>Participants: 10 JSTA member students</li> <li>Total social media views: 12,309</li> </ol>



## Core values and measurements

Quality	Efficiency	Effectiveness/Impact
<ol style="list-style-type: none"> <li>Number of activities: 5</li> <li>Number of participating entrepreneurs: 23</li> <li>Number of supporting companies: 27</li> <li>Instance of media coverage: 114</li> </ol> <p>The presence of high-level government officials focused attention on this project, and concrete linkages created by this project will have led to further business growth of these startups.</p>	<ol style="list-style-type: none"> <li>Co-organized the event with SME Corporation Malaysia.</li> <li>The program was supported by               <ul style="list-style-type: none"> <li>ASEAN Coordinating Committee on Micro, Small and Medium (ACCMSME)</li> <li>ASEAN Secretariat (ASEC)</li> <li>ASEAN Business Advisory Council (ABAC)</li> <li>ASEAN Women Entrepreneurs Network (AWEN)</li> </ul> </li> <li>Workshop partner: United Nations Conference on Trade and Development (UNCTAD).</li> <li>This collaboration enabled AJC to reach relevant participants as well as supporting companies.</li> </ol>	<ol style="list-style-type: none"> <li>Provided an opportunity for ASEAN entrepreneurs to exchange views.</li> <li>Provided women startups with an occasion to learn from successful entrepreneurs from ASEAN Member States and Japan and further develop a possible partnership.</li> <li>Provided a customized training program for the participants from ASEAN and Japan.</li> <li>The networking reception and award ceremony was attended by the Deputy Prime Minister and other high-rank officials of Malaysia.</li> <li>Number of linkages: 134 (for 10 finalists)</li> </ol>
<ol style="list-style-type: none"> <li>Number of activities: 1</li> <li>Instances of media coverage: 45</li> <li>Number of visitors: 280</li> <li>Of the participants, 73% reported that they would want to attend similar events in future; 52% of them mentioned having understood Southeast Asia; 61% of them would want to visit Southeast Asian countries sometime; and 58% of them wanted to get to know more about Southeast Asian countries.</li> </ol>	<p>The event was supported by the Indonesian Embassy, ASEAN NTO Offices in Tokyo, Japan Freestyle Football Association and others.</p>	<p>Introduced ASEAN Member States to children of ASEAN and Japan through activities such as Silat, Da Cau, writing names in languages of the ASEAN Member States, as well as craft making.</p>
<ol style="list-style-type: none"> <li>Number of schools: 18</li> <li>Number of students: 2005</li> <li>A report in school newsletters &amp; websites, thank you cards from the students to lecturers, and acknowledgements from teachers to AJC.</li> </ol>	<p>Utilized resources of ASEAN residents/ students in Japan to minimize costs and time.</p>	<ol style="list-style-type: none"> <li>Provided opportunities for Japanese children to learn about ASEAN countries directly from ASEAN nationals.</li> <li>Increased the number of school visits from 1 in the previous years, to 18.</li> </ol>
<ol style="list-style-type: none"> <li>Prior to the students' visit to Thailand, AJC, Tourism Authority of Thailand and Scoot gave a lecture on ASEAN Member States and Thailand.</li> <li>AJC provided an opportunity for university students to know more about Thailand and travel by LCC. Through students' social media posts and the presentation at TEJ, the Japanese general public could learn how the university students choose and plan travel destinations.</li> </ol>	<ol style="list-style-type: none"> <li>To vitalize outbound tourism among the youth, it is more effective to provide occasions to enhance exchanges among the youths. AJC will continue to provide such platform to continue to enhance youth exchange.</li> <li>AJC organized two trips to Bangkok for the JSTA students with full support from Scoot, Tourism Authority of Thailand, Dusit Thani International and Japan Association of Travel Agents.</li> </ol>	<ol style="list-style-type: none"> <li>Result of questionnaire survey to audience of seminar during TEJ: 22% - strongly wanted to visit ASEAN 76% - wanted to visit ASEAN.</li> <li>By disseminating information on how traveling with reliable LCCs such as Scoot is easy and less expensive, AJC encouraged more university students to travel to ASEAN.</li> </ol>

## 8. PR Activities

### A. Media Coverage

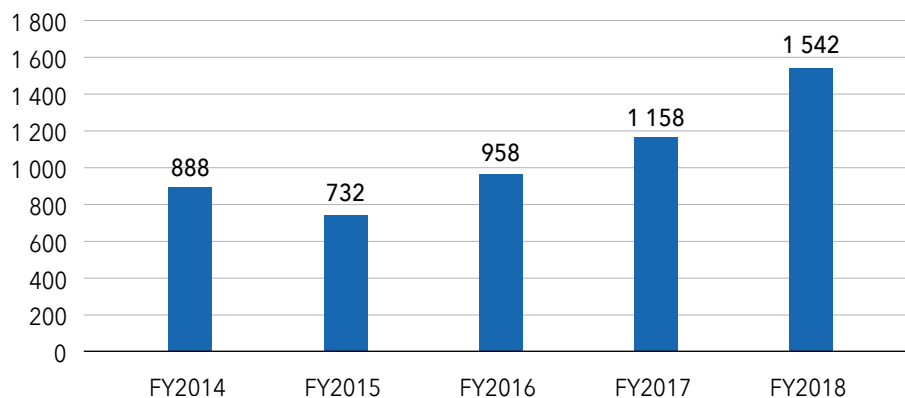
The extensive media coverage of the Centre's activities, regardless of the format – print, broadcast, or website – has contributed to enhancing the visibility and profile of ASEAN as well as the Centre. Eighty-four newspaper articles, 3 TV and radio programs, 16 magazine articles as well as 1,439 websites and others, for a total of 1,542, featured the Centre or its activities in FY2018. The Centre made efforts to reach out to the ASEAN media to raise its profile in the region. For example, the Centre placed a two-page advertorial in *The Business Times* on December 24, 2018; and in FY2018, the share of foreign media reached 24.6% of the total, the highest level in the last five years.

Further to promote its activities, the Centre regularly issues press releases. In FY2018, a total of 39 (Japanese: 24, English: 15) were issued. Among these press releases, 24 were distributed to Japanese media through the PR Times, a press release distribution agent, at a cost of around 745,000 yen, which resulted in instances of media coverage worth 17 times more than the cost, if it were calculated as paid column spaces by the agent.



Samples of media coverage in FY2018

### Number of times covered by the media



Note: Does not include the articles/reports mentioning AJC as a supporter of the event for FY2014-FY2017 (in FY2018, there are 96 in total). Only those which are identified by AJC.

**TABLE 8. INSTANCES OF MEDIA COVERAGE**

Number of times covered by the media					
Media source	FY2014	FY2015	FY2016	FY2017	FY2018
Newspaper	125	120	95	66	84
TV & Radio	26	17	9	26	3
Magazine	19	23	16	12	16
Website & Others	718	572	838	1 054	1 439
<b>Total</b>	<b>888</b>	<b>732</b>	<b>958</b>	<b>1 158</b>	<b>1 542</b>

Number of times covered by foreign media					
Media source	FY2014	FY2015	FY2016	FY2017	FY2018
Newspaper	14	5	18	15	14
TV & Radio	5	10	3	4	2
Magazine	3	4	1	0	0
Website & Others	51	35	150	259	363
<b>Total</b>	<b>73</b>	<b>54</b>	<b>172</b>	<b>278</b>	<b>379</b>
<b>Share of foreign media (%)</b>	<b>8.2</b>	<b>7.4</b>	<b>18.0</b>	<b>24.0</b>	<b>24.6</b>

Note: Does not include the articles/reports mentioning AJC as a supporter of the event for FY2014-FY2017 (in FY2018, there are 96 in total). Only those which are identified by AJC.

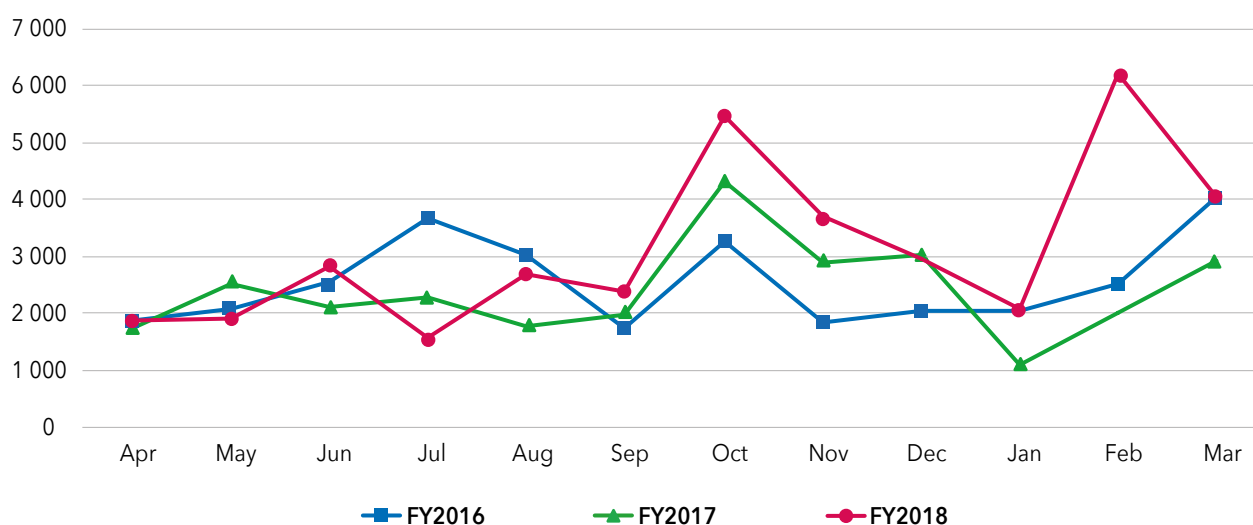
## B. Website and SNS

As for promotional activities through online platforms, the Centre modified the design of the top page of the Centre's official website to better showcase its activities. The Centre has also strengthened use of SNS and started to operate its Twitter and LinkedIn accounts, in addition to its Facebook and Instagram, in September 2018. These SNS are utilized to disseminate information posted on the website.

## C. ASEAN-Japan Hall

The ASEAN-Japan Hall is symbolic of the partnership between the ASEAN Member States and Japan. The Centre has made efforts to fully utilize the hall for events and activities to promote ASEAN-Japan relations. In FY2018, 33,595 people visited the hall in total, or on average 137 people per workday.

**Number of visitors to the ASEAN-Japan Hall**



**TABLE 9. NUMBER OF VISITORS TO THE ASEAN-JAPAN HALL**

As of March 31, 2019

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
<b>FY2016</b>	1 877	2 086	2 558	3 667	3 029	1 729	3 257	1 844	2 044	2 049	2 508	4 036	<b>30 685</b>
<b>FY2017</b>	1 730	2 515	2 116	2 286	1 778	1 976	4 320	2 907	3 027	1 083	1 995	2 928	<b>28 661</b>
<b>FY2018</b>	1 873	1 894	2 811	1 573	2 679	2 376	5 461	3 690	2 966	2 063	6 209	4 055	<b>33 595</b>

### D. Supporting Events

The Centre also supported 126 activities organized by other agencies in FY2018. The Centre has proactively involved itself in many of these activities, recognizing that they indicate part of the direction the Centre should consider taking in the future.

### E. Hosting Group Visits



Briefing to students from Aichi prefecture

The Centre has been hosting group visits for years as part of promotional activities. It has provided various learning programs on ASEAN and the Centre for these visitors. For example, the Centre has devised a learning program of ASEAN matters for Japanese young people, using the pamphlet “ASEANPEDIA” (with 53,000 copies printed since it was launched in March 2015). The program is becoming popular among Japanese schools. As a result, the Centre hosted 45 groups, a total of 795 visitors, from throughout Japan in FY2018. The Centre believes that hosting group visits can effectively promote ASEAN and the Centre to young people, including those in smaller towns in Japan, and thus it would strengthen the partnership further.



Visit by the SSEAYP participating youths





Thank-you letters from visitors

## F. On-site ASEAN Lectures

The Centre has been conducting on-site ASEAN lectures for external organizations, mainly universities, as one of its outreach efforts. In FY2018, it conducted a lecture series at Gakushuin Women's College to provide university freshmen with a general orientation on matters concerning the ASEAN Member States in a variety of socio-cultural, economic and political affairs. It also conducted a lecture series on ASEAN at Kokushikan University. These students can then nurture an outward-looking spirit that enhances the globalization efforts at their universities, as well as in their own professional careers.



Lecture at University of Tokyo (Dec 2018)



Lecture at Saitama University (May 2018)



## 9. ASEAN National Activities

Every ASEAN Member State has the authority at its own discretion to fully utilize the annual budget under the chapter “ASEAN National Activities” for its own promotional activities, either in Japan or in the ASEAN Member States concerned.

In FY2018, an amount of ¥4,138,800 was allocated for respective ASEAN Member States to undertake its promotional activities as follows.

COUNTRY	PROMOTIONAL ACTIVITIES
Brunei Darussalam	<ul style="list-style-type: none"> <li>• Media Coverage of Brunei Halal Showcase (BruHAS)</li> <li>• Promotion of Bruneian Culture and Cuisine During Brunei Week</li> <li>• Printing materials to be used for the promotion of investment and trade in Brunei</li> </ul>
Cambodia	<ul style="list-style-type: none"> <li>• Printing Booklets of ASEAN Economic Community to Generate Public Awareness</li> <li>• Investment Promotion and Facilitation Study Mission Program</li> <li>• Cultural Performance to Attract More Japanese Visitors to Cambodia: Kingdom of Wonder - Feels the Warmth</li> </ul>
Indonesia	<ul style="list-style-type: none"> <li>• Travel Expenses to Attend the 38<sup>th</sup> Annual Meeting of the Council of the AJC</li> <li>• 4<sup>th</sup> International Biomass Expo</li> <li>• FOODEX Japan 2019</li> <li>• Composing of Indonesia Investment Guidebook</li> <li>• Translating Regulations in Japanese Language</li> <li>• ASEAN-Japan Workshop on Accessible Tourism; Driving Awareness towards Accessible Destination for 10 New Bali</li> </ul>
Lao PDR	<ul style="list-style-type: none"> <li>• Seminar on Export to Japan through E-commerce</li> <li>• Dissemination Workshop: Economic Integration and First Protocol to Amend the Agreement on comprehensive Economic Partnership Among ASEAN-Japan</li> <li>• Attending the 38th Annual Meeting of the Council of the AJC</li> <li>• Seminar on Benefits and Challenges in Mekong Regional Connectivity to Facilitate Economic Development of Lao PDR</li> <li>• Capacity Building in Tourism Marketing and Promotion for Tourism Private Sectors in Khammuan Province</li> </ul>
Malaysia	<ul style="list-style-type: none"> <li>• Organizing the Trade seminar “Malaysia - Your Trading Partner in Fukui”</li> <li>• Export Acceleration Mission on Creative Multimedia and Contents to Japan, in Conjunction with Tokyo Game Show 2018</li> <li>• Participation in the Promotion Event at Malaysia Fair 2018</li> <li>• Export Acceleration Mission on Food and Beverage Products to Japan, in Conjunction with FOODEX Japan 2019</li> <li>• Participation in the Japan Long Stay Fair and Seminar 2018</li> <li>• Capacity Building Program for End of Life Vehicle (ELV)</li> <li>• High Level Dialogue and Networking with Business Communities and Business Matching Between Malaysian and Japanese Companies in Tokyo and Osaka during the Trade and Investment Mission to Japan Led by MITI’s Minister</li> <li>• Organizing the Trade Seminar “Malaysia - Your Trading Partner in Hokkaido”</li> <li>• Special Online Info/Promo Page on Melaka</li> <li>• Dialogue between Regional Director of MIDA with Potential Investors in Osaka</li> <li>• Dialogue between Regional Director of MIDA with Potential Investors in Niigata</li> </ul>
Myanmar	<ul style="list-style-type: none"> <li>• Training on Investment Promotion Strategies</li> <li>• Exhibition at the JATA Tourism Expo 2018</li> <li>• Seminar for Improving Tea Products Value Chain</li> <li>• Myanmar Business Forum in Osaka</li> <li>• Printing of the pamphlet</li> </ul>

COUNTRY	PROMOTIONAL ACTIVITIES
Philippines	<ul style="list-style-type: none"> <li>• Power Hour: -1st Media Round Table Discussion with Secretary Diokno</li> <li>• Hibla Ng Lahing Filipino Traveling Exhibit</li> <li>• Go Lokal! Launching and MSME Promotion During Investments and Trade Events in Japan</li> <li>• Experience the Philippine Zone</li> <li>• Visit the Philippines: it's more fun in the Philippines (Participation in Global Festa)</li> <li>• 2<sup>nd</sup> Series of Power Hour: Media Roundtable Series with Undersecretary Karl Kendrick T. Chua</li> <li>• 3<sup>rd</sup> Series of Power Hour: Media Roundtable Series with National Treasurer Rosalia De Leon</li> <li>• Promoting Tourism using Advanced Technology</li> <li>• Tourism Promotional Materials for the Philippines as part of the Revamped Campaign</li> </ul>
Singapore	<ul style="list-style-type: none"> <li>• Reprint of 46,000 Copies of Japanese Singapore Official Guide Vol. 16</li> <li>• Research of Japanese Market and Japanese Brands to Promote Trade and Business Partnerships through e-commerce in ASEAN</li> <li>• Mission to Japan for Trade Promotion in line with FOODEX Japan Exhibition</li> </ul>
Thailand	<ul style="list-style-type: none"> <li>• Thai Bento Promotion at Japanese Supermarket / Hypermarket in North Honshu, and Lucky Draw Rewards for Thai Food and Products Promotion at TV Shopping Channel in Japan</li> <li>• Production of Thai Select Restaurant Directory</li> <li>• Cooking Lessons and Thai Food Menu Development for Food Service and Modern Trade</li> </ul>
Viet Nam	<ul style="list-style-type: none"> <li>• Travel Expenses to Participate in the 38<sup>th</sup> Annual Meeting of the Council of the AJC</li> <li>• Seminar on Promoting Agricultural, Aquatic and Marine Products to Japanese Market in Can Tho City</li> <li>• Seminar on "Bilateral Trade / Investment and Non-equity model (NEM)" in Hanoi</li> <li>• Leaflet of Viet Nam / VIETRADE in Japanese Version</li> <li>• Organizing Buying Mission from Japan to Viet Nam Food Expo 2018 Organized by Viet Nam Trade Office in Tokyo</li> <li>• Organize Viet Nam Trade Cooperation Seminar and Business Matching in Osaka</li> </ul>



### III. USE OF FY2018 BUDGET

The total amount of the budget for FY2018 was JPY601,864,601 including the special fund amounting to JPY65,825,601 which was transferred from the unappropriated balance for FY2016 by the decision of the 37th Annual Meeting of the Council.

The unappropriated balance for FY2018 was JPY27,761,653.

The annual audit for FY2018 was conducted by an external auditing firm. For detailed accounts of revenues and expenditures, see the "Financial Statements for the year ended March 31, 2019". (<https://www.asean.or.jp/en/ajc/reports/fa/>).

The Annual Report on Revenues and Expenditures of the ASEAN-Japan Centre for FY2018 was approved by the Council by correspondence on July 12, 2019.

# ANNEXES

## Annex A

### List of Council Directors (as of March 2019)

COUNTRY	NAME	POSITION	GOVERNMENTAL ORGANIZATION
<b>Brunei Darussalam</b>	Ms. Hajah Norhayati binti Haji Ismail	Minister Counsellor	Trade Facilitation and Promotion Division Ministry of Finance and Economy
<b>Cambodia</b>	H.E. Mr. Chann Rotana	Director-General	General Department of ASEAN Ministry of Foreign Affairs and International Cooperation
<b>Indonesia</b>	Ms. Arlinda	Director General	Directorate General of National Export Development (DGNED), Ministry of Trade,
<b>Japan</b>	Mr. Shigeki Takizaki	Director-General	Southeast and Southwest Asian Affairs Department, Ministry of Foreign Affairs
<b>Lao PDR</b>	Mr. Latsamy Keomany	Director-General	ASEAN Department, Ministry of Foreign Affairs
<b>Malaysia</b>	Ms. Ahmad Hisham Idris	Senior Director	ASEAN Economic Integration Division, Ministry of International Trade and Industry
<b>Myanmar</b>	H.E. Mr. Thurain Thant Zin	Ambassador	Embassy of the Republic of the Union of Myanmar
<b>Philippines</b>	Mr. Eduardo M.R. Menez	Deputy Chief of Mission	Embassy of the Republic of the Philippines
<b>Singapore</b>	Mr. Tan Soon Kim	Assistant CEO	Enterprise Singapore
<b>Thailand</b>	Ms. Banjongjit Angsusingh	Director-General	Department of International Trade Promotion (DITP), Ministry of Commerce
<b>Viet Nam</b>	Mr. Vu Ba Phu	Director General	Vietnam Trade Promotion Agency (VIETRADE), Ministry of Industry and Trade

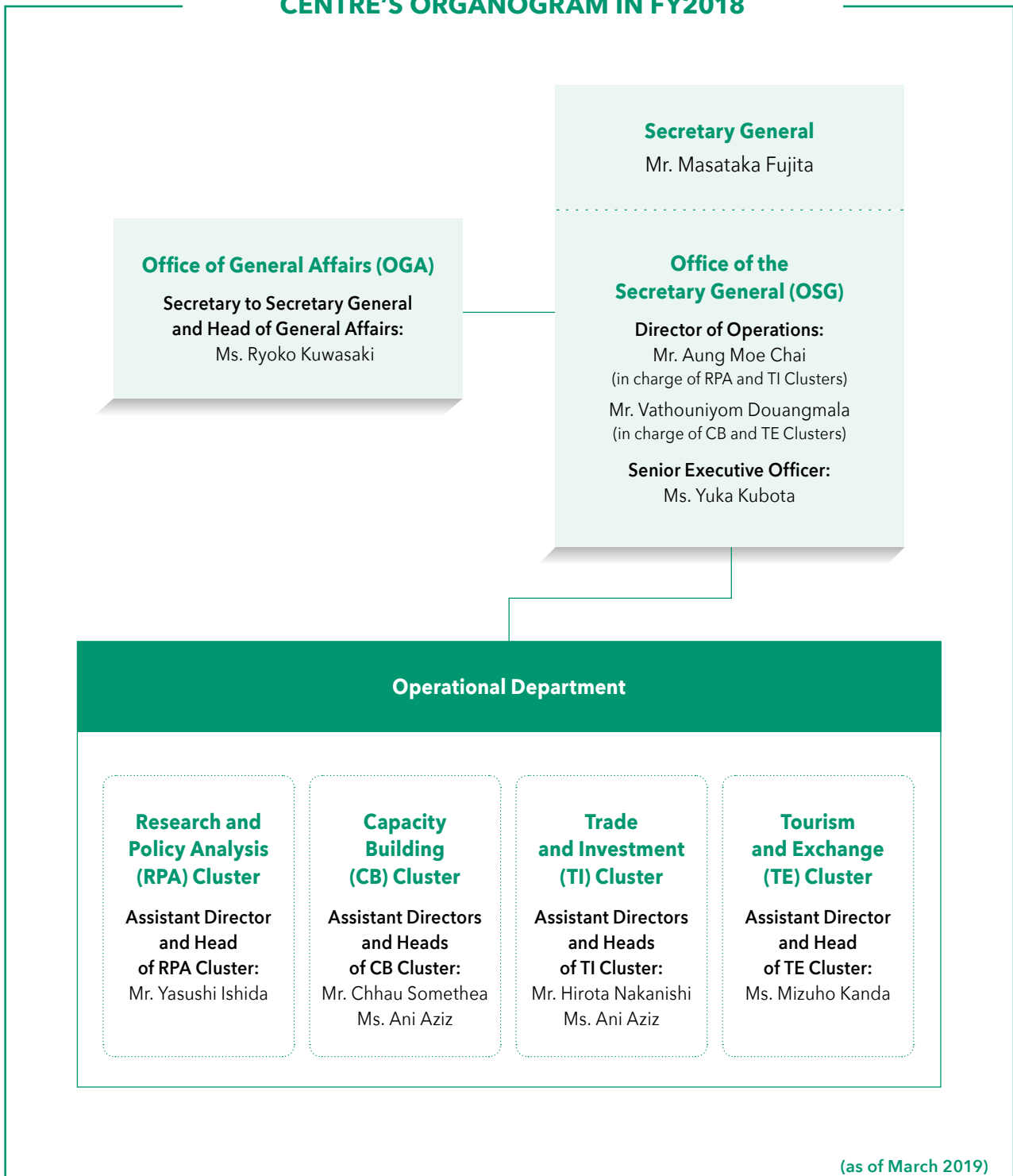


### List of Executive Board Representatives (as of March 2019)

COUNTRY	NAME	POSITION	GOVERNMENTAL ORGANIZATION
Brunei Darussalam	Mr. Ian Maidin	Charge d'Affaires ad interim	Embassy of Brunei Darussalam
Cambodia	Mrs. Kem Saroeung	Commercial Counsellor	Royal Embassy of Cambodia
Indonesia	Ms. Retno Supeni	Minister Counsellor	Embassy of the Republic of Indonesia
Japan	Mr. Masahiko Mitsumoto	Deputy Director	Regional Policy Division, Asian and Oceanian Affairs Bureau, Ministry of Foreign Affairs
Lao PDR	Mr. Bounnhong Boutthavong	Minister Counsellor and Deputy Chief of Mission	Embassy of Lao PDR
Malaysia	Mr. Shah Nizam Ahmad	Director	Malaysia External Trade Development Corporation (MATRADE), Tokyo Office
	Mr. Riduan Rahman	Director	Malaysian Investment Development Authority (MIDA), Tokyo Office
Myanmar	Ms. Ei Ei Khine	Economic Counsellor	Embassy of the Republic of the Union of Myanmar
Philippines	Ms. Cassandra Karemaeh B. Sawadjaan	Second Secretary and Consul	Embassy of the Republic of the Philippines
Singapore	Mr. Sean Ong	Centre Director North Asia & Pacific Group	Enterprise Singapore Tokyo Office
Thailand	Mr. Sarig Ubolbarn	Minister Counsellor (Commercial)	Office of Commercial Affairs, Royal Thai Embassy
Viet Nam	Mr. Ta Duc Minh	Commercial Counsellor	Embassy of the Socialist Republic of Viet Nam

## Annex B

### CENTRE'S ORGANOGRAM IN FY2018



(as of March 2019)

