

**Recommendations for Organizational and Management Strategy and
Long Term Financial Sustainability of ASEF
(October 6, Hanoi, ASEM Senior Officials' Meeting)**

At the Fourth Asia-Europe Meeting (ASEM4) held in 2002, ASEM leaders urged ASEM partners to adopt the necessary measures to ensure ASEF's long-term sustainability before the next Summit. At the Fifth ASEM Foreign Ministers' Meeting in 2003, the Ministers requested ASEF to provide further cost and benefit analysis as well as management strategy for ASEF's long-term financial sustainability and mandated SOM to follow up this issue for adoption at the Hanoi Summit. At the sixth ASEM Foreign Ministers' Meeting in 2004, the Ministers requested the Board of Governors of ASEF to submit proposals on the future of ASEF to ASEM Senior Officials for consideration and approval prior to submission to the Hanoi Summit.

After careful considerations of the "ASEF Sustainability (ASEF Board of Governors, Berlin, May 2003)", the supplementary paper submitted by the Executive Office of ASEF on cost-benefit analysis, "Asia Europe Foundation's Strategy and its Long Term Financial Sustainability (The van der Geest-Macaranas Report)" and the "Comments by the Board of Governors on the Study Report (Van der Geest-Macaranas Report)", SOM leaders agreed on the following recommendations for adoption by the leaders. Accordingly the Dublin Principles should be revised as attachment A.

Organizational and management strategy

1. Align ASEF more closely to the ASEM process through providing information and analysis of the ASEM process to a key audience through suitable intellectual exchange, people-to-people, cultural exchange and public relations/information projects. In particular, in the run-up to the biennial ASEM Summits, ASEF should place more emphasis on implementing major projects to highlight the importance and implications of the ASEM process.
2. The relations between ASEF Governors and ASEM SOM leaders should be strengthened by the following arrangements.
 - (1) A meeting between the Board of Governors (BOG) Chairman, the ASEF Executive Director (ED) and the ASEM Coordinators or SOM leaders should be arranged as and when the SOM leaders deem it necessary. ASEF may request such a meeting for consideration by the SOM leaders.
 - (2) The ED shall be invited, to attend a SOM and submit budgetary reports and brief on its activities. The decision to invite the ED shall be made at the Coordinators' Meeting preceding the SOM in which the ED is expected to submit budgetary reports and brief on its activities.
 - (3) The ASEM SOM leader of the host country of a BOG meeting, or his/her representative, should be invited to attend the meeting as an observer.

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3. **The Dublin Principles and the logical framework for ASEF were reviewed and it was found that it should give greater priority to implementation of projects assigned by ASEM Leaders or ASEM Ministerial Meetings, with a view to making ASEF even more effective to further substantiating the co-operation between Asia and Europe.**
4. **The ASEF's Executive Office and the Governors should be reminded that ASEF has accountability to the contributing countries for explaining a policy of its activities.**

Long Term Financial Sustainability

1. **The ASEM partners reaffirmed that contribution to ASEF must be continued voluntarily. The partners duly take note of the call by the ASEF Executive Director for the continuous and more active contributions in order to sustain ASEF activities and the recommended formula for contribution in the "ASEF Sustainability (ASEF Board of Governors, Berlin, May 2003)."**
2. **Annual budget should not be considered as fixed at a certain amount. The budget should be continuously and critically reviewed to achieve cost-effectiveness by implementing applicable recommendations made in the Van der Geest-Macaranas Report.**
3. **To ensure cost-effectiveness across programmes and projects, a professional senior manager to act as the Foundation's Chief Financial Officer (CFO) should be introduced as a staff member. Such a staff member can be made available by an ASEM partner.**
4. **While acknowledging an important role of BOG meetings to publicize ASEF activities in various countries, it is important to hold the meetings cost-efficiently. Hence, it is encouraged to limit the representatives from the ASEF Executive Office only to the ED, Deputy ED and the CFO when a BOG meeting is held outside of Singapore.**

Dublin Agreed Principles of the Asia Europe Foundation

Purpose, Areas of Interest and Functions

1. **The Purpose of the Foundation is to promote better mutual understanding between Asia and Europe through greater intellectual, cultural and people-to-people exchanges, in line with the vision for Asia-Europe cooperation as laid down by the ASEM leaders at their meeting in Bangkok from 1-2 March 1996 as well as at their subsequent meetings.**
2. **In pursuit of this purpose, the Foundation should seek to add value by:**
 - (a) **organizing projects closely linked with ASEM activities in collaboration with relevant Asian and European institutions of the ASEM countries;**
 - (b) **implementing any project assigned by future meetings of ASEM leaders or Ministers and the relevant member of the European Commission.**
 - (c) **acting as a clearing house, catalyst and facilitator;**
 - (d) **organizing a few flagship projects of its own;**
 - (e) **conducting public relations activities to profile ASEM, and publicize ASEM meetings, seminars and other activities; and**
 - (f) **giving grants.**
3. **The Foundation should avoid duplicating existing and future bilateral and multilateral exchanges between Asia and Europe in the three core areas of its work, as stated in paragraph 1 above, and should seek where possible to build on and promote further development in the activities of existing networks working in these areas.**

Participation

4. **Participation in the Foundation shall be open to ASEM partners having taken part in the first ASEM in Bangkok in March 1996, as well as to any new partner joining the ASEM process.**
5. **Intellectual, cultural and other relevant institutions and non-governmental organizations of the ASEM partners, working in the three core areas of the Foundation's mandate, will be eligible to apply to the Foundation for assistance.**

Funding for the Foundation

6. **The Foundation will establish an operating fund and an endowment fund.**

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7. The Foundation shall be entitled to solicit and accept contributions for either of these funds from member governments and their institutions, as well as from private corporations, foundations or individuals.
8. Fair and balanced contributions of all partners, which are important for the long-term financial sustainability of the Foundation, should be made on a voluntary basis by the governments of ASEM partners and the European Commission.
9. Any moneys received in the operating fund in excess of the annual budget of the Foundation shall be transferred to the endowment fund, which shall also receive any contributions specifically earmarked for this purpose.

Legal Capacity

10. The Foundation shall be incorporated under Singapore's domestic law as a not-for-profit corporation with tax exempt status. It will have the legal capacity to contract, acquire and dispose of movable and immovable property, and be party to legal proceedings.

Governance

11. The Foundation will be governed by a Board of Governors. Each participant will designate one Governor for a period of three years. The Board will meet at least once a year and more often, if necessary. The Board will, at its first meeting, formally adopt a statement of the Foundation's purposes, objectives and procedures. The Board will likewise draw up its own rules of procedure. It may appoint an Advisory Committee and any other committee as may, in its view, be necessary for the performance of the Foundation's functions.
12. The Board of Governors shall elect its own Chairman and Deputy Chairman for a period of one year. If the Chairman is an European, the Deputy Chairman shall be an Asian, and vice versa. The first Chairman and Deputy Chairman shall be elected by the Board at its first meeting, on the basis of nominations made at the ASEM Foreign Ministers' Meeting on 15 February 1997.
13. The Board of Governors will be responsible for determining the Foundation's policies, programmes and priorities. The Board of Governors shall also be responsible for ensuring the efficient use of the Foundation's resources, for the approval of the Foundation's annual report, its proposed budget and workplan for the coming year. In the exercise of their responsibilities, members of the Board will have regard to the interest of the ASEM as a whole.

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- 14. The Executive Director shall have meetings with the ASEM SOM leaders for consultation when necessary in order to ensure that the ASEF annual work programme is coherent with the ASEM official work programme. The Foundation shall also submit financial reports and other documents directly to the ASEM partner governments.**

Staffing

- 15. The staff of the Foundation shall be headed by an Executive Director. The Executive Director will be a citizen of an ASEM country. He shall be appointed by the Board of Governors for a term of four years. The Executive Director will be responsible to the Board for the administration of the Foundation and the implementation of its policies and programmes. The Foundation will be represented by the Executive Director.**
- 16. The Executive Director will be assisted by a Deputy Executive Director who will be a citizen of an ASEM country, appointed by the Board for a term of four years.**
- 17. If the Executive Director is an Asian, the Deputy Executive Director will be an European, and vice versa.**
- 18. The Executive Director will recruit such professional, secretariat and other staff essential for carrying out the policies and programmes of the Foundation. The Executive Director will also seek the secondment of such staff where appropriate, including a Chief Financial Officer to ensure cost-effectiveness across programmes and projects, reporting and auditing in accordance with international standards.**

Accounts

- 19. The accounts of the Foundation shall be maintained according to normal principles of good practice, and shall be audited by an external auditor appointed by the Board whose reports shall be submitted to the Board.**

19 December 1996

Amended on 6 October 2004, Hanoi

RECOMMENDATIONS FOR ASEM WORKING METHODS

Following the mandate from the Chair Statement from FMM5, the ASEM SOM in Rome 13-14 November 2003 agreed that more substance, efficiency and vitality should be reintroduced into the ASEM process and had a broadly convergent and constructive exchange of views on how to enable this.

SOM mandated the Coordinators to work constructively together to produce for FMM 6 a detailed set of practical proposals for improving ASEM working methods.

Taking into account the ASEM SOM discussions in Rome 13-14 November 2003 and in Kildare 16 April 2004, the following recommendations are made for the Foreign Ministers' approval.

1. FMM

Foreign Ministers' meeting is to be convened every second year (i.e. between the Summit years) which should improve participation of foreign ministers and provide better articulation with Summits. It is proposed to apply this approach from 2006. This could be complemented by *ad hoc* FM meetings which take place in ASEM Summit years if deemed by consensus to be necessary.

Best efforts should be made to realize full participation by Foreign Ministers, given open dialogue nature of ASEM. To facilitate ministerial travel schedules and participation levels, all possibilities to arrange for ASEM FMM should be investigated, including in relation to other major EU-Asian meetings.

The benefits of an informal, retreat, open dialogue FMM meeting style are agreed. Officials are to further encourage this style for future FMM.

General agreement was reached that FMM agendas should be focused on major strategic issues within one overarching theme of mutual interest, including the one chosen by leaders at the preceding Summit Meeting, such as the multilateral approach to major international challenges. (This would be encouraged by reinforced ASEM coordination in the margins of UN meetings.)

2. SOMs

The role of the SOMs should be strengthened.

SOMs should be held at least twice a year.

SOMs should be a place for substantial policy discussion as well as for preparation of FMMs and Summits.

It should be clearly stated in a revised AECF 2000 that regional coordination should take place before the plenary SOM.

SOMs should be empowered to approve and/or filter individual initiatives. If SOMs agree an initiative its implementation can begin even before being formally endorsed by the ASEM Leaders/Ministers.

SOMs should better monitor the follow-up of initiatives in all three pillars.

3. Coordinators

The duties and responsibilities of the Coordinators should be further specified so that their role could be strengthened as follows:

- As is already the practice, the Coordinators can hold *ad hoc* meetings as and when needed.
- The Coordinators' role in follow-up and reporting on initiatives should be strengthened. Information sharing would be enhanced by using the ASEM Contact Points and other methods of communication.

4. Management issues

With regard to the coordination within each respective region, the European side will use the existing EU mechanisms, while the Asian partners may wish to investigate specific arrangement in this regard.

The visibility of ASEM should be increased. The generalised use of the ASEM Logo would assist somewhat in this regard.

The ASEM Infoboard should be set up as a pilot project under ASEF.

5. Handling of ASEM initiatives

As long as an initiative is compatible with AECF 2000, and as long as the initiative has been endorsed at ASEM SOM by consensus, the initiative can be implemented even before the formal approval by ASEM Leaders/ Foreign Ministers.

Individual initiatives should be more substantial. To this end, the host country should collect comments on its initiative from other members. The comments may be examined and adopted in some case, or those who send the public comments will receive explanation from the host country, if needed. SOM should monitor and assess ASEM initiatives in all three pillars by using for example a template model for evaluation for the purpose of technical reference along the lines of attached annex. (Note: see annex)

Publicity for endorsed initiatives should be strengthened through ASEM Infoboard, i.e. publicizing the initiative on the ASEM website before its implementation. Information of initiatives held in the past should be gathered, organized and compiled so that it can be widely shared. This process should be

carried out by the ASEM Infoboard. (Note: For the ASEM Infoboard see Concept Paper on ASEM Infoboard.)

It is encouraged that as much information as possible about each initiative, including both pre-event explanation and post-event assessment of results, will be shared among ASEM partners through the ASEM Infoboard.

The ASEM logo (endorsed at FMM 5) should be widely used at individual ASEM initiatives in accordance with its guidelines.

Template for the evaluation of initiatives

1. Did the initiatives succeed in carrying out the intended concept (e.g. objectives) as it was endorsed?
2. Did the initiative have the participation of a large number of ASEM partners?
3. What are the benefits of the initiative for the ASEM partners?
4. What is the contribution of the initiative to the future ASEM process?
5. Is it necessary to continue this initiative?

* As for the question 1, 3 and 4 each ASEM partners should give a numerical evaluation (on the scale of 1 to 10) as well as specific written answer to each question. The average point for each question can be calculated and informed to ASEM partners.

For the question 2, the number of ASEM partners who participated can be mentioned.

The answer to question 5 will be taken into consideration when considering the need to follow-up an initiative.

LIST OF NEW INITIATIVES

A-New initiatives adopted by Leaders:

1. ASEM Cooperation in the Applications of ICT in Human Resource Development and Capacity Building (Vietnam, Sweden, Korea, Brunei, Japan and Ireland);
2. ASEM Workshop on EU/ASIA S&T Cooperation on Clean Technology (EC and Vietnam);
3. ASEM Cooperation on HIV/AIDS Control (Sweden, Vietnam, the Netherlands and the Philippines);
4. ASEM Trade and Investment Exposition (China, Austria and Germany and Thailand)
5. Concept Paper on Asia-Europe Young Political Leaders Summit (China and Denmark);
6. Initiative for Strengthening Cyber Security within the ASEM Region (Korea, Singapore, Portugal, Germany, Poland, the Philippines and China);
7. ASEM DUO Fellowship Programme Phase II (Korea, Singapore, France, Denmark);
8. ASEM Initiative: Inter-faith Dialogue (Indonesia, UK and EC);
9. ASEM Education and Research Hub for Life Long Learning (Denmark, Sweden and Thailand).

B- New initiatives taken note by Leaders:

1. The ASEM Oceans Initiative (the Philippines and Portugal);
 2. ASEM Seminar on Health Quarantine Cooperation to Prevent and Control Communicable Diseases (Vietnam).
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ASEM WORK PROGRAMME 2004-2006

Activities	Dates	Venue
ASEM CM	16 January	Dublin, Ireland
1 st ASEM Bali Initiative Workshop on Deposit Insurance System and Valuation	19-23 January	Jakarta, Indonesia
ASEM Seminar on the Protection and Enforcement of well-known Marks	11-13 February	Singapore
ASEM Deputy Finance Ministers' Meeting	1-2 March	Cork
Asian ASEM SOM	2-3 March	Hanoi, Vietnam
ASEM Economic CM	5 March	Malahide, Ireland
ASEM CM	10 March	Hanoi, Vietnam
4 th Task Force Meeting	11-12 March	Bangkok, Thailand
3 rd Meeting of Asia-Europe Parliamentary Partnership	25-26 March	Hue, Vietnam
ASEM FMM6 Preparatory SOM	16 April	Kildare, Ireland
FMM 6	17-18 April	Kildare, Ireland
ASEM Informal Seminar on the Future of Employment in ASEM	21-23 April	Hanoi, Vietnam
ASEM Core Group Meeting	24 April 2004	Washington, U.S.A.
TFAP Standards and Conformity Assessment Working Group	29-30 April	Brussels, Belgium
5 th Task Force Meeting	17 May	Barcelona, Spain
ASEM PPP (Public Private Partnership) Seminar	20 May	Tokyo, Japan
Expert Group TEIN (Trans-Eurasia Information Network)	20-21 May	Kuala Lumpur, Malaysia
15 th Meeting of ASEF BOG	27-28 May	Dublin, Ireland
3 rd ASEM Youth Dialogue	28 June -2 July	Hanoi, Vietnam

ASEM Seminar on Future of Employment and Labour	1-2 June	Berlin, Germany
ASEM Symposium on "Iron Silk Road"	17-18 June	Seoul, Korea
Asia-Europe Seminar on Cultural Policy	24-27 June	Bangkok, Thailand
ASEM CM	9 July	Tokyo, Japan
2 nd ASEM Bali Initiative Workshop on Deposit Insurance System and Valuation	14-16 July	Jakarta, Indonesia
ASEM SOM	6-7 September	Hanoi, Vietnam
6 th ASEM Informal Seminar on Human Rights	16-17 September	Suzhou, China
ASEM DGs Migration Annual Meeting	25-26 November	The Hague, Netherlands
9 th Asia-Europe Business Forum	7-8 October	Hanoi, Vietnam
Preparatory Meetings for ASEM 5	6-7 October	Hanoi, Vietnam
ASEM 5 Summit	8-9 October	Hanoi, Vietnam
ASEM Conference on Anti-Terrorism	18-20 October	Berlin, Germany
ASEM Workshop on EU/Asia S&T Cooperation on Clean Technology	3-4 November	Hanoi, Vietnam
4 th ASEM Conference on E-commerce "eSolutions for a Global Economy"	22-23 November	London, UK
16 th Meeting of ASEF BOG	25-26 November	Hanoi, Vietnam
ASEM Workshop on Urban Forestry	29 November-3 December	Suzhou and Beijing, China
8 th ASEM Young Leaders' Symposium	30 November – 3 December	Netherlands

2005

Preparatory Meeting for 2 nd ASEM Conference on Cultures and Civilizations	January	Malaysia
Standards and Conformity Assessment Conference	Early 2005	Japan
4 th ASEM Conference on E-Commerce "eSolutions for a Global Economy"	February	London, UK
ASEM Education and Research Hub for Life Long Learning	First Quarter 2005	Denmark
FMM 7	6-7 May	Kyoto, Japan

ASEM Young Political Leaders Forum	May	China
ASEM Youth Games	2-8 June	Bangkok, Thailand
2 nd ASEM Conference on Cultures and Civilizations	6-11 June	France
ASEM Symposium on HIV/AIDS Control	First half 2005	Vietnam
ASEM Trade and Investment Exposition	Second half 2005	China
Inter-Faith Dialogue	Second half 2005	Bali, Indonesia
Preparatory Meeting for ASEM High-level Conference on the Applications of ICT in Human Resource Development and Capacity Building	2005	<i>Tbc</i>
3 rd ASEM Environment Ministers' Meeting Asia	<i>(tbc)</i>	Asia <i>(tbc)</i>
TFAP Seminars	Ongoing after Oct. 2004	Various to be arranged
IPAP Seminars	Ongoing after Oct. 2004	Various to be arranged
Customs Cooperation	Ongoing after Oct. 2004	Various to be arranged
Follow-up Workshop on E-commerce	2005/2006	France
FnMM 6	<u><i>Tbc</i></u>	tbc
EMM 6	<u><i>Tbc</i></u>	tbc

2006

ASEM 6 Summit	14-15 September	Finland
ASEM High-Level Conference on the Applications of ICT in Human Resource Development and Capacity Building	<i>Tbc</i>	Vietnam

ASEM ACTIVITIES SINCE ASEM 4

1. Political Activities

1.1. ASEM Foreign Ministers' Meeting (FMM)

- FMM 5 (Bali, 23-24 July 2003)
- FMM 6 (Kildare, 17-18 April 2004)

1.2. Senior Officials' Meeting (SOM)

- ASEM SOM (Jakarta, 12-13 May 2003)
- ASEM Preparatory SOM (Bali, 21-22 July 2003)
- Informal ASEM SOM (Rome, 13-14 November 2003)
- ASEM FMM6 Preparatory SOM (Kildare, 16 April 2004)
- ASEM SOM (Hanoi, 6-7 September 2004)
- ASEM 5 Preparatory SOM (6 October 2004)

1.3. Coordinators' Meeting (CM)

- CM (Brussels, 28-29 January 2003)
- CM (Tokyo, 7-8 July 2003)
- CM (Dublin, 16 January 2004)
- CM (Hanoi, 10 March 2004)
- CM (Tokyo, 9 July 2004)

1.4. Others

- ASEM Seminar on Anti-Terrorism (Beijing, 22-23 September 2003)

2. Economic Activities

2.1. ASEM Economic Ministers' Meetings (EMM)

- EMM 5 (Dalian, 23-24 July 2003)

2.2. ASEM Senior Officials' Meeting on Trade and Investment

- 9th ASEM SOMTI (Paris, 5-6 June 2003)

2.3. ASEM Economic Coordinators' Meeting (ECM)

- ASEM ECM (Tokyo, 25 February 2003)
- ASEM ECM (Brussels, 14 April 2003)
- ASEM ECM (Malahide, 5 March 2004)

2.4. Meetings of Taskforce for Closer Economic Partnership

- 1st Meeting of Taskforce (Madrid, 6 May 2003)
- 2nd Meeting of Taskforce (Tokyo, 8-9 September 2003)
- 3rd Meeting of Taskforce (Frankfurt, 22 November 2003)
- 4th Meeting of Taskforce (Bangkok, 11-12 March 2004)
- 5th Meeting of Taskforce (Barcelona, 17 May 2004)

2.5. Others

- ASEM TFAP 2nd e-commerce Seminar (Helsinki, 23-24 September 2002)
- ASEM TFAP SCA (Brussels, 10-12 December 2002)
- 8th ASEM Meeting on Standards and Conformity Assessment (Brussels, 10-12 December 2002)
- 1st ASEM Consultation on WTO Doha Development Agenda (Hanoi, 17-18 January 2003)
- ASEM Symposium on Multilateral and Regional Economic Relations (Tokyo, 24-25 March 2003)
- 2nd ASEM Consultation on WTO Doha Development Agenda (Paris, 5 June 2003)

- 8th Asia-Europe Business Forum (Seoul, 27-29 October 2003)
- TFAP Standards and Conformity Assessment Working Group (Brussels, 29-30 April 2004)
- 9th Asia-Europe Business Forum (Hanoi, 7-8 October 2004)
- ASEM Seminar on Future of Employment and Labour (Berlin, 1-2 June 2004)
- ASEM Symposium on "Iron Silk Road" (Seoul, 17-18 June 2004)

3. Financial Activities

3.1. ASEM Finance Ministers' Meeting (FnMM)

- FnMM 5 (Bali, 5-6 July 2003)

3.2. ASEM Deputy Finance Ministers' Meeting

- ASEM Deputy Finance Ministers' Meeting (Bali, 7-8 June 2003)
- ASEM Deputy Finance Ministers' Meeting (Cork, 1-2 March 2004)

3.3. ASEM Core Group Meeting (Washington D.C 24 April 2004)

3.4. Others

- 1st Customs Enforcement Seminar (Penang, 10 March 2003)
- 7th ASEM Customs Enforcement Working Group Meeting (Penang, 11-13 March 2003)
- ASEM Customs Directors General and Commissioners Meeting (Seoul, 30 September-1 October 2003)
- ASEM Symposium on Combating Underground Banking and the Need of Supervising Alternative Remittance Service in European and Asian Countries (Berlin, 30-31 October 2003)
- 3rd ASEM Seminar of Simplification and Harmonization on Customs Procedures (Jakarta, 8-9 December 2003)
- 7th ASEM Customs and Procedures Working Group Meeting (Jakarta, 10-11 December 2003)
- 1st Steering Committee Meeting of ASEM Anti-Money Laundering Initiative (Bangkok, 12 September 2003)
- 1st ASEM Bali Initiative Workshop on Deposit Insurance System and Valuation (Jakarta, 19-23 January 2004)
- 2nd ASEM Bali Initiative Workshop on Deposit Insurance System and Valuation (Jakarta, 14-16 July 2004)

4. Cooperation on other clusters

4.1. Cultural Cluster

- ASEM Conference on Cultures and Civilization (Beijing, 3-4 December 2003)
- The Asia - Europe Seminar on Cultural Policy (Bangkok, 24-27 June 2004)

4.2. Educational Cluster

- 2nd Expert Meeting for ASEM DUO Fellowship Programme (Seoul, 14 November 2003)
- 2nd Meeting on the ASEM Education Hubs (Singapore, 2-5 November 2003)
- ASEM Symposium on Educational Exchange (Tsukuba, Japan 17-18 November 2003)

4.3. Environmental Cluster

- AEETC PPGG Meeting (Hunan, 23-24 October 2002)
- 2nd ASEM Environment Ministers' Meeting (Lecce, 12-13 October 2003)

4.4. Global Issues

- **ASEM Seminar on Promoting Gender Equality to Combat Trafficking in Women and Children (Bangkok, 7-9 October 2002)**
- **1st ASEM Meeting for Directors on Management of Migratory flows between Europe and Asia (Copenhagen, 10-12 December 2002)**
- **ASEM Child Welfare – Experts’ Meeting on the Judicial Protection of Children (Manila, 3-5 March 2003)**
- **ASEM Seminar on Enhancing Support and Cooperation for Strengthening Social Policies to Assist Trafficked Woman and Children (Bangkok, 1-3 September 2003)**
- **2nd ASEM Meeting for Directors on Management of Migratory Flows between Europe and Asia (Beijing, 12-14 November 2003)**

4.5. Technological Cluster

- **Globalization and ICT- The Role of Government, Private Sector and Civil Society in an Information Society for all (Malmo, 10-12 March 2003)**
- **Expert Group TEIN (Trans-Eurasia Information Network) (Kuala Lumpur, 20-21 May 2004)**

4.6. Agricultural Cluster

- **Preparatory Meeting for ASEM High Level Conference on Agricultural Cooperation (Dalian, 22-23 September 2003)**
- **ASEM High Level Conference on Agricultural Cooperation (Beijing, 12 November 2003)**

4.7. Public Health Cluster

- **ASEM Seminar on the Management of Public Health Emergency (Beijing, 23-24 October 2003)**

4.8. Human Rights Cluster

- **ASEM Human Rights and Economic Relations Workshop 2 (Bangkok, 22-23 February 2003)**
- **5th ASEM Human Rights Informal Seminar (Lund, 16-17 May 2003)**
- **6th ASEM Human Rights Informal Seminar (Suzhou, 16-17 September 2004)**

5. ASEF

5.1. Meeting of Board of Governors (BOGs)

- **12th meeting of BOGs (Kuala Lumpur, 31 October-1 November 2002)**
- **13th meeting of BOGs (Berlin, 8-9 May 2003)**
- **14th meeting of BOGs (Singapore, 6-7 November 2003)**
- **15th meeting of BOGs (Dublin, 27-28 May 2004)**

5.2. 7th Asia-Europe Young Leader's Symposium (Ho Chi Minh City, 24-29 August 2003).
