

CHAIRMAN'S REPORT

TRACK II NETWORK OF ASEAN DEFENCE AND SECURITY INSTITUTIONS (NADI) 8th ANNUAL MEETING

9-11 February, 2015

Hotel Renaissance, Kuala Lumpur, Malaysia

Introduction

1. The Track II Network of ASEAN Defence and Security Institutions (NADI) 8th Annual Meeting was organised by the Malaysian Institute of Defence and Security (MiDAS) of the Ministry of Defence, Malaysia, at the Hotel Renaissance, Kuala Lumpur, Malaysia.
2. The representatives from Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam attended the meeting. List of participants is at **Annex I**. Lt Gen Datuk Dr William Stevenson the Chief Executive of MiDAS chaired the 8th Annual Meeting.

Welcome Address by Lt Gen Datuk Dr William Stevenson, Chief Executive of MiDAS

3. Lt Gen Datuk Dr William Stevenson warmly welcomed all the NADI delegates. He reminded everyone of the opportune position of Malaysia being the Chairman of ASEAN for which it has the responsibility of ensuring that the ASEAN Community is safely put in place. As such, in addressing the major power balance and non-traditional aspects of defence and security challenges, he believed that the NADI delegates' recommendations can be forwarded as concrete proposals to the ASEAN Defence Minister's Meeting (ADMM) which are of vital importance to the defence and security of the region and beyond.
4. Lt Gen Datuk Dr William Stevenson believed that contributions and recommendations forwarded to the ADMM to further discuss matters of vital importance to the defence and security of the region is imperative as NADI also addresses defence and security issues in the region. He added that he had no doubts that ASEAN resoluteness represented in NADI in addressing these security challenges is paramount in ensuring the continued stability and peace of the region. He also stressed the importance of NADI engaging with other institutions of interest particularly when discussing contemporary security challenges common to all which can further enhance cooperation and collaboration.

Adoption of Agenda:

5. The meeting adopted the agenda and the programme attached in **Annex II** and **III**.

Brief Overview on Past NADI Meetings

6. Colonel Johnny Lim from MiDAS, Malaysia gave the overall overview of the past four NADI meetings in Indonesia (2011), Cambodia (2012), Brunei (2013) and Myanmar (2014) and amongst the major analysis are:
 - a) ASEAN and Major Power Relations;
 - b) ASEAN Unity and Centrality;
 - c) Non-Traditional Security (NTS) Growing Threats;
 - d) ASEAN Capacity Building and cooperation.

Session One: Strengthening ASEAN Unity and Major Power Relations.

Brunei Darussalam

Presentation by Mr Muhammad Shahrul Nizzam Bin Umar, Director, Sultan Haji Hassanal Bolkiah Institute of Defence and Strategic Studies, Ministry of Defence, Brunei Darussalam.

7. In his presentation, Mr Shahrul Nizzam stated that ASEAN Member States had always regarded the issue of its unity and centrality in regional affairs with utmost importance. He noted the many efforts that ASEAN made to ensure unity and centrality, including recent moves to develop an ASEAN Community post-2015 vision, and the establishment by 2022 of an “ASEAN common platform”.
8. He concluded with three recommendations by highlighting the need 1) To continue building on established cooperation initiatives as more progress is still needed; and continue its efforts managing possible tensions. 2) To strengthen ASEAN Defence Interaction Program at junior and mid officer levels, including through 1.5 track conferences. This will inspire future generations with a stronger sense of collective responsibility for the region’s future and help promote regional unity and identity while being mindful of the diversity in historical and cultural heritage. 3) Stronger support to the Track I process by NADI on priorities of the ADMM, as well as in supporting the establishment of the ASEAN Common Platform due in 2022. The informal dialogue with the Track 1 through the ADSOM WG chairman must also continue.

Cambodia

Presentation by Major General Dr. Iem Heng, Senior Researcher, General Department of Policy and Foreign Affairs, Ministry of National Defence Cambodia.

9. The year 2015 is a significant year for ASEAN as a community. It is an early timeline that was revised from the adopted ASEAN vision 2020. The decision was accelerated by ASEAN leaders to respond to the increasing economic and security challenges in the

region. This underlines ASEAN's determination to reinforce its centrality for playing a more effective role to engage regional and major powers, and addressing common problems to diffuse tensions in the region. He argued that ASEAN needs to strengthen its unity, promote a common voice for international engagement and to be a responsible community of the world.

10. He stressed that unity is important for the ASEAN Community. ASEAN members have to demonstrate their courage and political will in addressing their differences. The conflict is complicated by historical animosities including territorial and border disputes as well as their sensitive cultural disputes should be addressed and resolved. He pointed out that if ASEAN could resolve its internal differences it would gain credible respect in dealing with the external players. Sensitive flashpoints do exist in the Asia Pacific region. He was of the view that due to the weaknesses in ASEAN's chairmanship, it is unable to enforce certain decisions. ASEAN is able to get regional partners to sign treaties/agreements but it is incapable of ensuring their implementation.
11. He stressed that ASEAN has to be a responsible member of the global community. ASEAN should adhere to international norms and laws for conflict resolution.

Indonesia

Presentation by Colonel (AF) Danardono, Ministry of Defense of the Republic of Indonesia, Indonesian Defense University.

12. Colonel Danardono explained the categories of militaries in the region, which led to the plurality of regional military elements, when connected this issue with the economic disparity between countries, then create a challenge in integrating all the proposed measures. He emphasized that the biggest challenge of ASEAN is to cast the balance of region interest which is inward-looking to be existed to fulfil the region autonomy interest. ASEAN's outward-looking interest cannot be unbind from major state actors' role as state actors which bring their national interest missions to ASEAN member countries. South East Asia is a playing field for economic, political, defence and security for militarily big and strong countries. ASEAN requires to strengthen cooperation within the ASEAN Regional Forum (ARF) and enhance its role at a pace comfortable to all ARF participants with the view to ensuring peace, security, and stability in the region and beyond; implement the work of the ADMM-Plus, including the ADMM-Plus Experts Working Groups work plans and ensure the ASEAN centrality in the Process. ASEAN also intensify the involvements of youth and other members of the community in activities relevant to the promotion of tolerance, respect, and understanding of cultures, faiths, religions, and culture; deepen economic integration through mutually beneficial ties and cooperation across economies within and beyond the region to support development and growth strategies.

13. Strengthen and enhance ASEAN's cooperation with Dialogue Partners, through existing mechanisms, to combat, inter alia, transnational crime; continue and strengthen cooperation with ASEAN Dialogue Partners and other relevant international organizations on counter terrorism through various initiatives and projects; strengthen ASEAN cooperation with the United Nations International Strategy for Disaster Reduction (UNISDR), the United Nations Human Settlements Program (UNHABITAT), and other international partners in order to ensure that disaster risk reduction is the foundation of community resilience; strengthen ASEAN regional and thematic platform on disaster risk reduction; and further collaborative with dialogue partners and international organizations aimed at the adoption of international best practices and standards as well.

Lao PDR

Presentation by Brigadier General Visay Chanthamath, Science and Military History Department, Lao People's Army

14. Brigadier General Visay Chanthamath shared his view on strengthening of ASEAN unity and major power relations. Laos focused on an increase close ties among ASEAN defence forces. All nations are active on cooperation to initiate mutual trust and exchange information in order to fight against the discourage reactions which are considered a threat for the stability and national security in the region and for all member countries of ASEAN. Those are namely, illicit drugs, arm smuggling, human trafficking, and money laundering, transnational crime as well as to intercept the insurgency and so on.
15. Brigadier General Visay Chanthamath understands that ASEAN maintains its centrality and proactive role as the primary driving force in the relation with its external partners in the regional architecture that is open, transparent and inclusive through the ASEAN-initiated regional frameworks namely, the ASEAN + one, ASEAN + 3 ARF, EAS, and ADMM Plus where each of those mechanisms has its own specific purpose but complements and mutually reinforces each other that contributes to the common goal of peace and prosperity in the region and the world as a whole. It does not only require the enhancement of cooperation within the ASEAN nations, but it also needs point efforts with external partners of ASEAN as to ensure regional peace and stability in the region and the world.

Myanmar

Presentation by Major General Soe Naing Oo, Deputy Chief of Myanmar Armed Forces Training

16. Major General Soe stressed that to response the present and future challenges very well and to form an ASEAN community by using the political, economic and social opportunities, ASEAN must formulate the stronger unity based on the present status in the important occasion. To face and tackle such kinds of challenges, each nation has to try for them and it must also be done with the cooperation and unity of ASEAN.
17. The relationship of major powers means the characteristics of changing the global strategies. The relationship with regional major powers is important to reduce tensions in the ASEAN region as well as to tackle the common security challenges. If characteristics in the relation of major powers are studied, then the result can be achieved such as developing the mutual benefits and cooperation, Unipolar and multipolar crisis that will be in future and stability condition of major powers.
18. The unity among armed forces of ASEAN countries should be strengthened to enhance mutual friendship and understanding. Study tours and workshops among ASEAN Armed Forces should be organized to promote mutual understanding and friendship.
19. This year is a significant one as the ASEAN Community will be launched and it is a historical year for ASEAN. All ASEAN countries should work with Malaysia as the ASEAN chairman to realize the goals of ASEAN Community as a strong entity.

Singapore

Presentation by Mr Tan Seng Chye, Senior Fellow, S. Rajaratnam School of International Studies, Singapore.

20. Mr Tan Seng Chye stressed that ASEAN can only play an important role in the region if it remains a united and cohesive regional grouping. ASEAN has been able to play the lead role in ASEAN centric regional institutions because it is a united ASEAN. ASEAN has been perceived as a neutral platform in the Southeast Asia region with which the major powers can engage with in cooperative relations for their mutual benefits. ASEAN's significant progress and economic prosperity have laid the foundation for the region's stability and peace. Thus, ASEAN is a successful regional grouping in the world. ASEAN cooperates in the non-traditional security issues but not in traditional security as defence and security cooperation within ASEAN and at the ASEAN level with the dialogue partners remain sensitive.

21. From the very beginning of the establishment of ASEAN, it has been clearly understood by all its members that ASEAN has two levels of relations, one at the ASEAN level and the other bilateral relations of individual ASEAN countries. ASEAN as a regional organisation has cooperated at the ASEAN level, and bilateral relationships and issues must not be allowed to interfere with ASEAN level cooperation. This understanding has worked well for ASEAN. However, Sino-US rivalry for influence since 2009 and Sino-Japanese tension have raised tensions. The challenge to ASEAN unity is lingering. As long as ASEAN maintains its unity and does not allow bilateral relations of individual countries to interfere at ASEAN level cooperation, ASEAN can still maintain its centrality in the regional architecture. However, whether the US and China can agree on their major power relations as they had discussed at Sunnylands, US in June 2013, will be the main factor affecting the prevailing regional architecture. In view of the significant role of ASEAN in maintaining a prosperous, peaceful and stable region and this coupled with China's support for ASEAN centrality in the regional architecture, ASEAN's centrality should be maintained.

Malaysia

Presentation by Lt Colonel Principal Fellow Ahmad Ghazali Abu Hassan (R), Director, Centre for Defence and International Security Studies, National Defence University of Malaysia.

22. Lt Col Ahmad Ghazali stated that the meteoric rise of China and equally phenomenal rise of India as regional powers has drawn a lot of attention to this region. It appears that the rise of China and the relative decline of the US is the main strategic concern for Europe and countries of the Asia Pacific region.
23. The main security concern among the countries of ASEAN is the possibility of the escalation of rivalry between the US and China into a conflict. One potential area of possible conflict is the quest for domination of the South China Sea. China and some littoral states of South China Sea still have not resolved their overlapping claims over some areas of the ocean. The US strongly asserts its right of navigation in the South China Sea and views that any incident of conflict arising from these claims as possible causes that would threaten this right.
24. The main challenge for the ASEAN region arising from the current gradual "shift of power" is to continue to maintain the current state of relative regional peace and stability despite the presence of elements that could disrupt this environment. Both US and China are aware of this. To ensure this it would be a good idea for ASEAN to:

- a) Impress upon the fact that ASEAN equally value their relations with the US and China;
- b) Convey the message that it is not to the region's interest to have the two powers competing for influence let alone having a military strategic conflict;
- c) Remove some misperceptions and suspicions that both the US and China have against each other that could hinder more positive and closer relations between the two countries.

Summary of Discussions

25. The meeting agreed that ASEAN unity is considered most important for the progress of ASEAN. In the face of major power rivalry, ASEAN countries should be wary of short term interests overriding the long term goals of the region. To move forward as a Community, it was suggested that a well thought out plan or strategy is needed to complement the existing Blueprints.

Session Two: ASEAN Cooperation in Addressing Non-Traditional Security Challenges

Philippines

Presentation by Brigadier General Rolando G Jungco AFP (R), Executive Vice President, National Defence College of the Philippines.

26. Brigadier General Jungco emphasised that The Philippines is geographically vulnerable and have all forms of natural disasters such as typhoons, floods, earthquakes and landslides. Typhoon Yolanda (Haiyan), said to be the most destructive typhoon engulfed six regions covering 14 provinces and the city of Tacloban in particular in 2013. In the months since the disaster, encouraging progress had been made largely due to the remarkable resilience of the survivors and the strong international and government-led response in the emergency phase. In order to effectively manage the entry of multinational military assistance to the Philippines, the Armed Forces of the Philippines activated the Multinational Coordinating Centre (MNCC) to coordinate foreign military efforts in rescue and relief operations.
27. Some concrete recommendations in conjunction with the AADMER Program gathered from various regional HADR researches and stakeholders' consultations that are vital to ASEAN's efforts to strengthen its humanitarian role were recommended and they include:
- a) Create a technical information-sharing system with policy and operational resources;
 - b) Facilitate humanitarian access;

- c) Continue military–military coordination;
- d) Establish a fully-functional ASEAN Emergency Rapid Assessment Teams (ERAT);
- e) Improve civil–military coordination by building on civil-military coordination exercises;
- f) Establish an ASEAN Disaster and Emergency Response Logistics System;
- g) Strengthen relations with civil society organizations;
- h) Support governments in taking the lead in humanitarian coordination;
- i) Establish standard regional needs assessment, monitoring and impact evaluation tools;
- j) Establish a database of national and regional experts; and
- k) Increase support from member states and businesses in the region.

Singapore

Presentation by Ms Sarah Teo, Associate Research Fellow, Multilateralism and Regionalism Programme, Institute of Defence and Strategic Studies (IDSS), S. Rajaratnam School of International Studies (RSIS), Singapore.

28. Ms Sarah Teo highlighted that the most pressing threats to the region today come from non-traditional and non-state sources, including natural disasters, climate change, food shortages, transnational crime and terrorism. It is hence important for ASEAN to strengthen cooperation in addressing non-traditional security (NTS) challenges, both among the member states as well as with the dialogue partners.
29. Three implications of ASEAN/ADMM NTS cooperation were identified. First, the ADMM should continue to promote regional coordination on NTS issues through platforms such as the ASEAN Humanitarian Assistance Centre (AHA Centre) and Regional HADR Coordination Centre (RHCC), as well as build up the capacities of the individual ASEAN countries. In the ADMM-Plus, the ADMM should take the lead in cooperation with the Plus countries and facilitate the transfer of technical expertise to the ASEAN countries. Second, focusing on NTS cooperation helps to maintain regional stability amid fluctuating major power dynamics. The transnational nature of NTS challenges and their ability to affect all countries necessitate close cooperation and harmonious relations among the regional countries. Third, the management of NTS challenges is a way in which ASEAN can show that it is making important contributions to regional security and engage with the extra-regional partners, thus helping to support ASEAN centrality and influence in the regional security architecture.

Thailand

Presentation by Group Captain Poomjai Leksuntakatorn, Strategic Studies Center, National Defence Studies Institute.

30. Group Captain Poomjai shared his perspective on ASEAN's Collaborative Direction of solving drugs issue. He pointed out that trend of illegal drugs activities by foreigner gangs within Southeast Asia and Amphetamine (ATS) is the most popular illegal drugs in the region. These drugs gangs also change their products accordingly, expand their influences, and turn themselves into one of the new non-traditional threats.
31. Thailand has cooperated with neighbouring countries both in the bi-lateral level and in the multi-lateral level. However, further strengthening on cooperation to counter illegal drugs are still much needed, especially, in knowledge building, tactics and skills.
32. The Thai government regarded the drugs issue to be one of the most important non-traditional threats of the region within ASEAN framework. Thus, to counter the issue, he suggested that ASEAN:
 - a) Accelerate cooperation and operations in drugs-related issues, within 2015, as previously planned
 - b) Expand more of their operational capacities, jointly in solving drugs related problem, with real results within 2-3 years, to achieve ASEAN Drug Free
 - c) Be well prepared to enter into ASEAN community in 2015, as planned, with countering drugs as parts of the new community's efforts
 - d) Expand cooperation to outside countries, such as China and the US
 - e) Build practical mechanisms in each country

Vietnam

Presentation by Lt General Dr. Nguyen Duc Hai, Director of the Institute for National Defence Strategy, Ministry of National Defence of Vietnam

33. Lt General Dr. Nguyen explained the Non-traditional Security (NTS) challenges in the region in general and in ASEAN in particular intend to increase and cause severe damages to economies and societies, and create new threats to peace, stability and development of our region. NTS challenges continue to be one of main concerns of many countries in the region. Coping with NTS challenges requires greater efforts of our member states as well as international community, and in which our armed forces should keep playing their key roles.
34. NTS challenges are transnational in nature. In order to strengthen our capability to cope with these challenges, he proposed the following recommendations:

- a) It is essential to have a common perception of non-traditional security challenges;
- b) Specialized agencies and task forces should be established in order to respond to non-traditional security challenges. Through regular and intensive training activities and exercises, those organizations, as parts of armed forces under the chain of command, will be specially authorized to coordinate with other relating governmental agencies in order to respond to these NTS challenges. A whole of government approach is necessary to address NTS challenges;
- c) To invest in advanced equipment. As a result of science and technology revolution, NTS challenges have evolved into new forms, for instance high-tech crime and cyber-crime. Therefore, we need to strengthen our capability by investing in modern equipment in order to deal with these challenges, particularly terrorism, economic crime, cyber-crime. This also requires advanced training to improve level of practical skills in order to ensure our bodies capable and effective in dealing with these new forms of challenges;
- d) Strengthening international and regional cooperation is key to success. The threats and consequences of NTS challenges cannot be prevented entirely, but can be mitigated through coping mechanism; national solutions are often inadequate, and thus regional and multilateral cooperation is essential. Through these channels, cooperation on research and assessment of NTS challenges, especially on information sharing and experience exchange, should be enhanced. However, in order to effectively promote cooperation on NTS prevention, it must take consideration of national independence, sovereignty and territorial integrity while characteristics of each nation including culture, development mechanism, and historical context should be taken into account.

Malaysia

Presentation by Ms Siti Salmiah Bt Hj Dimiyati, Senior Director, CDSRC, Malaysian Institute of Defence and Security (MiDAS)

- 35. The presentation mainly focused on two key issues namely, threats of Extremism and Militancy and Cyber security vis-à-vis cyber terrorism. The extremism and militancy threats such as Islamic State (IS) in Syria/ Iraq has spread its influence in the South East Asia due to three factors: First, the manipulation of technology and social media for recruitment and radicalisation: Second, the establishment of the Daulah Islamiah Nusantara in the Malay-speaking countries/areas in South East Asia which perpetuates the ideology of IS; Third, Southeast Asian countries as the transit/exit point for militants. The movement of 'lone wolves'/small cells are very hard to be traced and detected without intelligence information.
- 36. She pointed out that PM Najib Tun Razak announced that Malaysia promotes moderation in countering Extremism at the 69th UN General Assembly in September 2014. The key

points highlighted were: a) Security and statehood must be returned to the people of Syria and Iraq; and b) To practice inclusive politics, whereby all have stake in the nation building and its success - the 'soft approach' to tackle the issue of extremism by undermining their authority and their appeal; and to confront their propaganda with counter narrative as well as address any legitimate grievances that drive people to extremism by winning their hearts and minds; to educate and counter distorted narrative with the true teaching of Islam. Also to share profile database for screening at the entry/exit points and develop uniform mechanism of monitoring suspected militants regionally.

37. Cyberspace is the most effective medium to disseminate messages and spread their ideologies, recruiting and radicalizing people, rising funds through terrorism financing and launching cyber attacks from afar. Cyber terrorism can pose a strategic threat to national and regional security. ASEAN is still lagging behind in developing mechanism in addressing cyber security.
38. Ms Siti recommended four aspects for regional cooperation for both ASEAN and ADMM as follows:
- a) Develop a common position on extremism threat and to monitor effectively the movement of militants/suspected militants;
 - b) Adopt the moderation approach in countering extremism particularly the IS threat in the region and avoid use of force/aggressive action through the comprehensive and holistic approach;
 - c) Establish cyber regional network mechanism within the ADMM framework and create new area in ADMM Plus Expert Working Group for cyber security; and
 - d) Develop and increase capacities and capabilities through the conduct of joint military exercises and trainings bilaterally and multilaterally as well as sharing of best practices with Plus countries to counter cyber threats.

Summary of Discussions

39. The meeting agreed that NTS issues are of utmost important challenge to the welfare of ASEAN community and people. The military can play an important role in dealing with NTS issues. A strong and cohesive regional coordination at the ASEAN level and capacity building of the ASEAN countries are crucial to meet the challenges posed by NTS issues.

Recommendations for ADMM

40. It is recommended that ASEAN should portray unity and cohesion when dealing with major powers. ASEAN should continue to play a proactive role as the primary driving force in its relations with external partners and maintain its centrality role in the regional architecture.
41. The ADMM must continue to contribute to the APSC community building efforts after 2015, including towards establishing an ASEAN common platform by 2022.
42. ADMM should continue to promote regional coordination on HADR response and should take lead in cooperation with the ADMM Plus countries and to facilitate the transfer of technical expertise to ASEAN countries.
43. ASEAN should actively cooperate to address NTS challenges for the stability and security of the region. ASEAN should develop and increase capacities and capabilities through the conduct of joint military exercises and trainings bilaterally and multilaterally as well as sharing of best practices with Plus countries towards transnational crimes.
44. ASEAN should cooperate and adopt the moderation approach in countering extremism particularly the IS threat in the region through the comprehensive and holistic approach.
45. It is recommended to strengthen the ASEAN Defence Interaction Programme at respective levels through Track 1.5 level conferences, to inspire a collective sense of community among the youth and future generations.
46. ADMM should acknowledge the Track II diplomacy, such as NADI and its relevant recommendation to ADMM.

Other Matters

47. The meeting discussed the following matters:
 - a) NADI engagement with other institutions of interest – It was agreed that there will be no expansion of NADI. This issue may be revisited sometime in the future.
 - b) NADI activities 2015 were highlighted as listed below:
 - i. NADI workshop on ‘New Trends in Terrorism: Challenges and Responses’, 26 – 28 January 2015 in Singapore;

- ii. Track II NADI 8th Annual Meeting, 9 – 11 February 2015, in Kuala Lumpur, Malaysia;
 - iii. NADI Workshop on ‘Peace, Conflict Management and Conflict Resolution: Experiences and Best Practices’, 9 – 11 June 2015 in Port Dickson, Malaysia (*Submission before 29 May 2015*);
 - iv. NADI Workshop on ‘The Role of Military in Enhancing ASEAN HADR Cooperation in Responding to Crisis’, July 2015, SSC, Chiang Mai, Thailand;
 - v. 2nd NADI Retreat, 17 – 18 August 2015 in Genting Highlands, Malaysia; and
 - vi. NADI workshop on ‘Humanitarian Assistance and Disaster Relief (HADR): Disaster Relief as a Diplomatic Means for Strengthening the ASEAN Community’, 13 - 15 October 2015 in Bali, Indonesia.
48. The Lao PDR delegate presented on the preparation of its chairmanship as the host for the next NADI 9th Annual Meeting in 2016.

Meeting with Deputy Secretary General (Policy), Ministry of Defence Malaysia

49. The meeting appreciated the presence of Madam Suriani binti Ahmad, Deputy Secretary General (Policy), Ministry of Defence Malaysia to the NADI 8th Annual Meeting. The NADI 8th Annual Meeting’s recommendations was presented to her which will be forwarded to the ADSOM Chairman. Madam Suriani acknowledged the importance of the NADI framework for ADSOM and ADMM process. She assured the meeting that she would propose to the ADSOM Chairman to include NADI as part of its agenda.

Concluding Remarks

50. The Chairman extended his sincere appreciation and thanks to all the delegates for their participation in the 8th NADI Annual Meeting and for their support and constructive contribution during the deliberation of the meeting.
51. Brunei Darussalam’s representative on behalf of NADI participants expressed their appreciation to MiDAS and the working committee for successfully hosting and organizing the meeting.

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