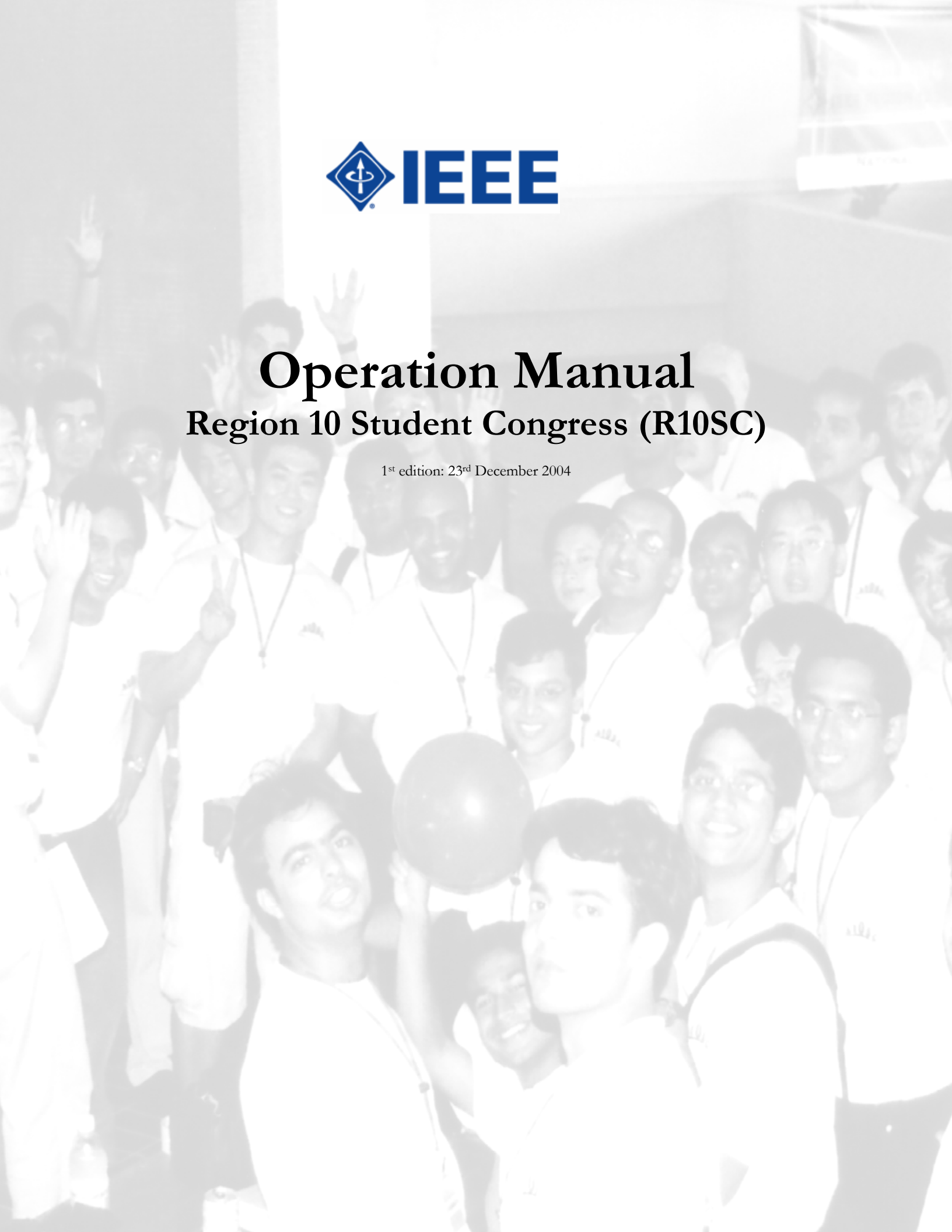




Operation Manual

Region 10 Student Congress (R10SC)

1st edition: 23rd December 2004



Someone said, "The hardest thing to do is to read a document"

But another said, "The hardest thing is, in fact, to write it!"

Documentation is a highly needed yet frequently neglected task. Hence the explanation to why many organizations keep reinventing the wheels and committing past mistakes. Organizations that are run by volunteers are most vulnerable to non-documentation. IEEE needs documentation and hence the motivation for this piece of writing.

The most difficult part was accomplished. Now you do the easier part.

Read.

Forward

An initiative requires the test of time to be deemed successful. Improvement, like laying bricks upon strong foundation, is fundamental to increasing value and benefits to the participants. The purpose of this document is exactly for that reason; to allow past experiences, successes and failures to be made cognizant to the future organizers and sponsors. This manual consists of recollection and reflection from the last two R10 student congresses (R10Sc). First in Singapore then followed by in Hong Kong. This manual is not meant to draw or enforce boundaries but rather to provide insights so that past mistakes will not be repeated and success stories are implemented and improved on. At the same time, it serves as a guiding document for the Region, Section and Organizing Committee at the application, selection, planning, execution and evaluation stages.

Darrel Chong Sau-Foong,

R10 Student Representative, RSR (2003-2004)
R10SC Singapore, Chair (2002)



R10SC Singapore 2002



R10SC Hong Kong 2004

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Part I: Conceptualization Stage

A team's success is often determined by the amount of homework it does – knowing what to achieve, how to achieve and why achieve.

1. Overview

The idea of the Region 10 Student Congress (R10SC) was first mooted and discussed with T.S. Low (R10 Director, 2001-2002) and successfully executed in Singapore (2002). The outcomes of the initiative was so encouraging that this event was later endorsed to be a Regional biennial student event in R10 Executive Committee Meeting in Seoul (2003). The Operation Manual was written after the R10SC held in Hong Kong (2004).

2. Motivation

Region 10 (Asia-Pacific) is one of the most diverse regions in IEEE. While Region 8, 9 and 10 are similar in many ways, unlike our sister regions, R10 is geographically more disconnected by waters. This made face-to-face meeting difficult and traveling, an expensive feat. However, this also made networking an extraordinary experience for our region's volunteers especially the student leaders. We hope that organizing a biennial Regional Student Branch (SB) congress will not become a formality or a procedure to demonstrate the vitality of the students. Rather, we desire that it remains a PURPOSE-DRIVEN event for all our student leaders; one that's full of energy, synergy, creativity and purpose. R10SC was initiated to realize the untapped potential of IEEE in her student bodies. While R10 has nearly 365 SBs and still increasing, many of them operated as if they were single entity, oblivious to the existence of their parent organization and sister SBs. Although some flourished and survived due to strong local leadership, many became inactive or left to struggle on their own after some years. Like a piece of wood if left alone does not burn for long, wood collected in bundles keep one another burning and brings warmth to the owner. In this analogy, the wood refers to the student branch and the owner is IEEE. Therefore, the R10SC was organized with instilling, equipping, sharing, training and networking in mind. We hope that every congress will be designed to meet these objectives and add value to both IEEE and her volunteers.

3. Mission Statement

To align Region 10 Student Branches to that of IEEE SAC Mission Statement & Vision ¹

4. Vision

To empower and motivate potential IEEE student leaders to mobilize members, influence non-members, lead local SBs and network with sister SBs.

5. Objectives (the 5 pillars)

a. To instill vision and purpose of IEEE

Members needs to understand the reasons for the existence of IEEE in order for the institute to flourish. Through comprehending IEEE's vision and purposes, can our student leaders function in ways that are coherent to that of IEEE to accomplish the collective goals.

¹ Refer to Appendix A for SAC Mission Statement and Vision

b. To increase knowledge on SAC information

SAC information can be categorized into few types i.e. activity, funding, by-law, membership, operations, awards and so on. Within each category is vast knowledge to be learned and harnessed. Knowledge usually determines a leader's effectiveness in managing his SB. R10SC provides good opportunity for delegates to learn this information. While all leaders are encouraged to take initiative to obtain this information directly from the IEEE website, the congress serves to orientate leaders to the most essential information.

SAC holds two meetings (Spring and Fall) each year to discuss student related matters. Relevant and critical issues are brainstormed, debated and then raised to the Regional Activities Board (RAB). Due to SAC's consistency in seeking improvement, new information is constantly generated. R10SC hence becomes the appropriate place and time to disseminate the latest information.

c. To train and impart

R10SC is not all about IEEE and SBs alone. It is also about the students' well being and personal development. Here, to train means to equip students with leadership tools. To impart means to teach and demonstrate professional skills like communication, teamwork or industrial awareness so that our volunteers can be more effective individuals.

d. To discuss and add value

Discussion serves as the contact point for student leaders to speak their concerns. For example at the R10 Singapore 02, delegates feedback that they would rather have less benefits in the student membership package if that meant reducing the membership fee. For a while, the IEEE officials had the idea that students preferred to have the complete benefit package even if that meant paying higher fee. The forum challenged past mental framework and saw IEEE officials dive in to discuss new policies.

Discussion also ignites new ideas. For example, at the R10 Hong Kong 04, a delegate lamented at the poor coordination and information flow for student activities in her section. She recommended the idea of a Section Student Representative (SSR) to help SBs at the section level be more connected. The idea was immediately raised at SAC Fall Meet 04 and passed at RAB in November 04. Discussion allows meeting of minds. As the experience and young meet, good ideas tend to flourish.

e. To network and increase future cooperation

Very often SBs operate in isolation. Most of the time, student leaders were unaware of another nearby SB. The strength of IEEE SBs is in its ability to connect not only nationally but also internationally. Although no other non-profit organization has established an infrastructure as extensive as IEEE, our SBs remained unable to ride on this very asset to grow beyond their existing state. As a result, many SBs failed to realize their fullest potential. Hence R10SC serves to deliver the message of networking and collaboration to the delegates and worked towards facilitating building long term relationships between SBs and also between individuals so that more international activities can be organized to benefit both the student members and the institute.

6. Student Branch(es) bidding to host R10SC

SBs that are interested in hosting the next R10Sc should express their interest to their Section even before the "Call for Organizers" is announced by the R10 SAC committee. After receiving the "Call for Organizers", the SB should meet with the Section and other interested SBs within the section to decide on proposed committee structure, financial possibilities, proposal and so on. The form to be completed and returned to the RSAC and RSR is similar to the one found in Appendix B.

Interested SB/s is encouraged to read this documentation. It provides a general overview on the level of commitment and responsibilities prior bidding.

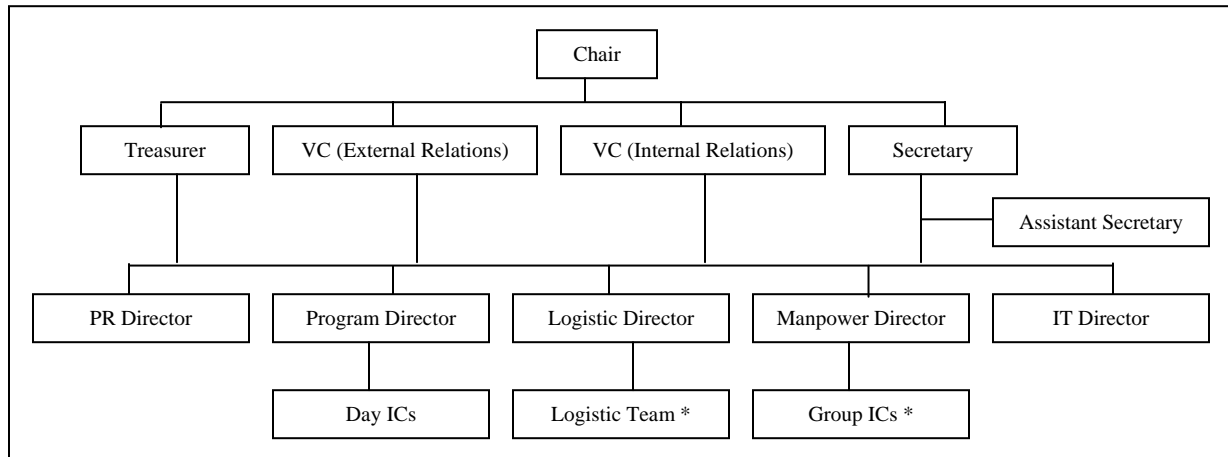


Part II: Development & Implementation Stage

An idea is mere illusion if it cannot be materialized.

7. Team Formation – What works?

A core team and support groups worked perfectly well in R10 Singapore 02 and R9 Brazil 04. This document used the example of R10 Singapore 02 organizing committee structure.



* : Support groups

The core team was formed at the outset. Most of the roles, except for the Manpower and PR director, are self explanatory. Manpower director recruited, organized training and managed all the human resources for the R10SC. PR director not only oversaw publicity materials to the Sections and SBs but also took care of all registration matters concerning delegates before their arrival. For example, past experience showed us that some delegates may face VISA difficulties, which requires the PR department to write letters to delegates and organizer's embassies.

Day ICs were members of the core team, taking turns to take charge of a day's event during the congress. This concept worked well as it relieved the Chair and other organizers to plan forward and respond quickly to the unexpected.

Group ICs functioned as one of the support groups. They were recruited from different faculties to add diversity to the group. They worked in pairs to facilitate group movement and progress during the congress. As they were not necessarily members of IEEE, they were given additional trainings to understand the background of the Institute and the congress. They played host to the delegates. In this way, they made the delegates felt welcomed and comfortable. Secondly, they indirectly gave the core team more time to manage the congress. For example, the group ICs brought the delegates for nightouts. Thus, allowing the core team to remain in the hostel for debriefing; to improve and prepare for the next day's program.



R10SC Singapore 02, Manpower Director (6th from left) and group ICs

R8 Germany 04 demonstrated the possibility of sustained planning. The core team changed hands twice over a period of 1.5 years. The congress was executed by the third team of organizers. Of course, some key members, i.e. the Chair and Program Director, need to be permanent in order to ensure continuity and maintain momentum. The example showed that it is possible to bid for the congress 18 months in advance if SB/s has committed members in place.

8. Program Flow – What's Important?

Day 0		Day 1	Day 2	Day 3	Day 4
Registration		Opening Ceremony (Keynote Speeches)	Strategic Planning †	Training Workshops	OUB
				OUB	Closing Ceremony
Registration	Team Building Activities / Ice Breakers	Training Workshops	Discussion Forum †	Industrial Visit	City Tour / Check Out
	Welcome Address	Delegates Presentation †	Culture Night †		

† Tried and tested to be extremely beneficial and value-adding: Must be preserved!
OUB: Other Unfinished Business

The program framework is by no means mandatory. The sequence of the events should adjust accordingly to what the organizers deem most appropriate for the congress. Nevertheless, past experience strongly recommended that delegate presentation be planned on Day 1. Strategic Planning and Discussion Forum which are critical to the congress be planned on Day 2 so that follow-ups (if any) can be improvised on Day 3.

a. Registration

To orientate delegates to the surroundings and provide them with necessary information. In the past, organizers waited at the airport with IEEE banners and arranged buses that travel at stipulated intervals between the airport and hostel.

b. Team building Activities / Ice Breakers (Objective E)

Team building activities (TBA) and Ice-Breaker (IB) games were incorporated in R10 Singapore 02 and R9 Brazil 04 respectively. The games were excellent in paving grounds for new friendships, which will be needed in order for discussions to be productive. One main difference between TBA and IB is that the former has learning components embedded in the games and functioned as leadership training at the same time.



R10 Singapore 02, Prior team building activities



R10 Singapore 02, Team building activities (Trust)



R9 Brazil 04, Ice Breaker Beach Games

c. Welcome Address (Objective A,E)

The Congress chair used this session to address the delegates informally, where organizers also mingled with and get to know the participants. The program details and groupings should be announced during this session.

d. Opening Ceremony - Keynote Speeches (Objective A,B)

Opening ceremony marked the inauguration of the congress. Keynote speeches were usually given by 2 or 3 key speakers touching on topics that are pertinent to the congress theme and IEEE. This set the pace for the remaining days.

e. Trainings (Objective B, C)

The main purpose of the training workshops is to impart knowledge and skills, and inspire leadership commitment. Usually, topics are related to student activities i.e. membership, funding, SPAC/ STAC/ SPAves, and GOLD.

f. Delegates Presentation [†] (Objective B,D)

The purpose of the delegate presentation is to enable delegate to share their IEEE experiences with the rest of the participants. It served as a stepping stone to learn about other SBs; the challenges and successes they faced. This is a good way to share information and integrate ideas. R9 Brazil 04 organized this event by assigning booths to student branches. R10 did it differently by giving presentation time to delegates. R10 Hong Kong 04 found an

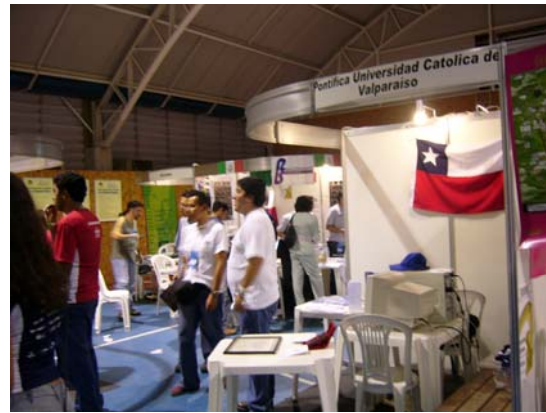


R10 Hong Kong 04, Delegate Presentation in small group

effective way of executing this stage by having delegates present in smaller groups (of about 8-10). This allowed small group discussion to take place very naturally. We suggest that the organizers of future R10SC to allow few selected presenters to present to the entire delegation.

g. Strategic Planning † (Objective C,D)

In my opinion, this is the highlight of the congress. After all the inspiring speeches, training, sharing and learning, the delegates should be sufficiently equipped to discuss and innovate – to create strategic plans that are good enough for execution at the branch, section or national level. R10 Singapore 02 organized SP by first educating the delegates the importance of SP, what it means and how to approach it. Delegates, in small groups, discussed items that were important to IEEE and SAC. Ideas were then presented. An unplanned debate spontaneously followed the presentation, leading to deeper discussion between the IEEE officials and student leaders. In R10 Hong Kong 04, methodology such as the QFD (Quality Functional Deployment) technique was taught so that the delegates can use them at the branch level.



R9 Brazil 04, SBs were assigned booths to showcase their work



R10 Hong Kong 04, Strategic Planning



R8 Germany 04, Strategic Planning



R9 Brazil 04, Strategic Planning

h. Discussion Forum † (Objective A,D)

The forum is made successful by a panel of knowledgeable volunteers and staffs; normally consisting of the key SAC volunteers, R10 officials and HQ staffs. During the session, students raise questions that may result from previous speeches, workshops, SP or bring new issues into discussion. Some interesting topics include the membership fee hike (R10 Singapore 02), platform to increase the use of English (R9 Brazil 04), implementation of section student representative (R10 Hong Kong 04), embargo on IEEE publication in Iran (R8 Germany 04).



R10 Hong Kong 04, Discussion Form



R9 Brazil 04, Discussion Form

i. Culture Night † (Objective E)

R10 had not yet incorporated cultural night into its program. However, this concept was extremely successful in R8 Germany 04 and R9 Brazil 04. The event brought many nations and cultures together in one night - almost instantly! Delegates brought delicacies - be it food, wine, beer, textiles, maps, costumes... you name it, all the way from their country. It was an eye opener and an amazing concept to build and propel friendships to new heights. It was truly enjoyable and worth implementing!



R8 Germany 04, Columbia, Romania, Italy delegates



R9 Brazil 04, Chile delegates



R9 Brazil 04, Delegate tasted Brazil's Tequila Pop



R8 Germany 04, SAC Chair (Pilar) taught Spanish Flamingo



R9 Brazil 04, Mexican style 'marriage'



R8 Germany 04, United Arab Emirates (UAE) delegate



R8 Germany 04, The Egyptians, Chinese and Latins!!



R8 Germany 04, Egypt delegates doing the Turkish dance

j. Industrial Visit (Objective C,E)

This event was successfully held in previous R10SC. Participants visited local companies. The host gave presentations, brought the participants on site tours, engaged delegates in conversation and so on. In both cases, companies also sponsored luncheon. This event connected the delegates to what is relevant to their academic studies and added value to their professional lives.



R10 Singapore 02, visit to Research Institute



R10 Hong Kong 04, visit to CLP

k. OUB

It is wise to have slack time. In this case, extra time resource for any unanticipated yet pertinent issues that can possibly arise from Strategic Planning or Discussion Forum. Moreover, it serves as a kind of contingency for unexpected disruptions. For example in R10 Hong Kong 04, along with the inauguration of the event also came the signal 8 typhoon which disrupted the program.

l. Party (Just to have fun!)

R8 Germany 04 organized a party by booking the entire pub! Something unseen of in Asia. Nevertheless, the night turned out to be a good way for everyone to get to know one another. R9 Brazil 04 did likewise and was very enjoyable for many participants.

m. Closing Ceremony

Feedback and evaluation!

n. City Tour or Check Out

R9 Brazil 04 organized a free-and-easy city tour for delegates who wanted to stay longer or cannot catch an immediate flight. The idea of including a city tour package outside the main program serves to maximize time to meet congress objectives and at the same time, provide the delegates the possibility of visiting the city and places of interest. Good thought!

9. Organization Methodology – How to approach it?

- a. Be Creative – think outside the box!
- b. Be Positive! (Ted Hissey)

No amount of techniques can help you unless you really want to do it and want it to be better than the previous congress. R9 student congresses have consistently proven this statement - irrefutable.

- c. Apply the concept of MECE (Mutually Exclusive Completely Exhaustive)

This meant that the organizers have brainstormed sufficiently to cover every possibility and prepared enough for any impossibility. R10SC is an event that is sufficiently large in scale to call for contingency planning. R10 Hong Kong 04 experienced a signal 8 typhoon that disrupted the entire program flow on day 1. The team went into intensive brainstorming to re-adapt the program and they did it after 6 hours of discussion and knocking doors! While the team demonstrated persistence and eventually succeed in putting congress back on track, the level of stress could have been less for the team if there was plan B. Never despise the Murphy's Law! It operates when we are least expecting it to.

Refer to Item **11: Major Milestones** for more idea.

10. Important criteria when planning for R10SC

Organizers need to follow these criteria closely. The R10 SAC will release funding when these are adhered to. This is done to ensure that the quality of the congress is maintained.

a. Congress Date

Organizers must survey all Section chairs and SBs that can possibly be reached before finalizing the dates of the congress. Thus far, second and third week of July appeared to be the best time for the congress since many universities are still having their vacation or are just starting the new semester. R10 Hong Kong 04 initially planned to organize the R10SC in June but had to postpone the dates as it coincided with examination dates of universities in Australia and New Zealand. December is another possible period to explore.

b. Length of R10SC

The congress must be at least 4 days.

c. Content of R10SC

The congress must include Delegate Presentation, Strategic Planning, Discussion Forum and Cultural Night.

d. Registration Fee

The registration fee, if any, must not exceed US\$100. The purpose of registration fee is to relieve the organizers of some financial burden. However, it should not be so high that it impedes delegates' participation. Normally, delegates are responsible for their own registration fee.

e. Selection of delegates

Delegates need to be first selected by the Sections. Following is the sequence:

- i. Sections received email from organizers on Call for Participation
- ii. Sections organize their own selection
- iii. Sections confirm delegate's travel sponsorship
- iv. Names to be submitted to the organizing committee

Selection criteria:

- i. Delegates must be either running for either as a Chair, Vice-Chair, Secretary or Treasurer in the next local student branch election.[†]
- ii. Delegate must be an IEEE student member.
- iii. Delegate should have a good IEEE track record

[†]: Key Criteria



PART III:
Notes to the Region & Sections

11. Major Milestones

This section aimed to give the region, sections and organizers a general overview of the timeline for organizing the R10SC.

2004	July	Aug	Sept	Oct	Nov	Dec
	Organized 2 nd R10SC in Hong Kong					
2005	Jan	Feb	Mar	Apr	May	June
	Call for Proposals			R10SC 2006 Organizer selected at the 2005 R10 AGM	Section and SBs signed letter of agreement	
2006	July	Aug	Sept	Oct	Nov	Dec
	Organizers submit detail execution plan to R10 SAC	R10 releases partial (70%) funding to organizers	Organizers publicize events to Sections and student leaders			
2006	Jan	Feb	Mar	Apr	May	June
			Organizers confirm invited guests and delegate listing	AOB to be raised to Section Chairs at the 2006 R10 AGM		
2006	July	Aug	Sept	Oct	Nov	Dec
	* 3 rd R10SC	* Organizers submit congress report and multimedia	* R10 releases remaining (30%) funding to organizers	* Close		

* The exact month of the 3rd R10SC is contingent on the organizers.

a. R10SC Re-opens! Call for proposal (January 200X)

RSAC and RSR are to send emails and documents to all SB chairs, counselors and section chairs. The deadline for submission of proposal should be at least 2 weeks before the impending R10 AGM in April.

Note that: The "Call for organizing team" should start as early as 18 months before the actual congress. In reference to point 8 (Major Milestone), if congress is to be held in year x, call for organizing team should be in January of year (x-1). Organizer should be selected before and announced at the R10 AGM of year (x-1).

b. R10SC 2006 Organizer selected at the 2005 R10 AGM (April 200X)

R10 SAC holds its annual meeting one day before the R10 AGM. The proposals will be scrutinized and discussed based on a set of predetermined criteria during the meeting. The chosen Section and SB organizers will be officially announced at the R10 AGM.

c. Letter of agreement to be signed by Section and SBs (May 200X)

This letter of agreement is similar to the document signed by TENCON organizers when they win the bid for holding a particular year's TENCON. This is to help both parties (organizers and R10) understand the objectives, deliverables and clarify any doubts.

d. Organizers submit detail execution plan to R10 SAC (July 200X)

Detail execution plan includes:

- i.** Proposed dates
- ii.** Theme of the congress
- iii.** Names of members in the organizing committee
- iv.** Tentative budget and method of funding
- v.** Major events for each day
- vi.** Possible venue/s
- vii.** List of speakers to invite
 - Suggested speakers: Vice President of Regional Activities, SAC Chair, SAC Vice-Chair, Region 10 Director, Division Director or Chapter Representative, Managing Director of Regional Activities (Ms. Cecilia Jankowski), Manager of Asia Pacific Office, APO (Ms. Fanny Su), Region 7,8,9 RSR, one of the RSRs from 1-6.
- viii.** Proposed outcomes

e. R10 releases partial (70%) funding to organizers (August 200X)

Upon receiving the execution plan and if R10 SAC is satisfied with the completeness of the progress, RSAC should wire transfer 70% of the funding² to either the Section of the organizers or directly to the SB/s.

f. Organizers publicize events to Sections and student branches (September 200X)

The organizers are able to reach all Section Chairs through Ms. Fanny Su or Ms. Serena Ding at ieeepo@pacific.net.sg. The contact list of student branches can be obtained through the R10 RSR. The promotion email is a "Call for Participation" to the congress. It should state the congress details (tentative or finalized) and explain clearly the delegates' selection criteria. The sample forms to be used by delegates to submit to their sections can be found in Appendix C and D.

g. Organizers confirm invited guests and delegate listing (March 200X+1)

The confirmed guests and delegates serve as a tangible measure on the progress of the organization team. The delegation list needs to be confirmed as early as possible so that relevant issues i.e. non participation from a particular Section can be raised during the R10 AGM.

h. Any Other Business (AOB) to be raised to Section Chairs at the 2006 R10 AGM (April 200X+1)

The AGM provides the opportunity for RSAC and RSR to report concisely on the progress of the congress. It also gives the SAC committee opportunity to raise and gather consensus from the Section Chairs on issues that may affect the success of the impending congress.

i. R10SC (July 200X+1)

Execution of the congress

²: refers to the total amount that is for the operations of the congress. Not inclusive of travel expenses of invited speakers.

j. Organizers submit congress report and multimedia (August 200X+1)

The purpose of reporting and multimedia is to gather experiences from organizers i.e. the overall experience, the effectiveness of the program, the challenges and the success stories so that future organizers can learn from them. Always persists in what works and never commit the same mistake twice! See Appendix E for a sample post-congress report.

k. R10 releases remaining (30%) funding to organizers (September 200X+1)

Upon receiving the report and multimedia, RSAC should wire transfer the remaining funding to either the Section of the organizers or directly to the SB/s.

l. R10SC Close

12. Guidelines for Funding

a. i. Sections (not organizing the R10SC)

"Section should set aside an amount sufficient to sponsor one person's airfare to the R10SC location each year. Doing so for two years would enable the Section to support two delegates to every R10SC."

Each section is encouraged to sponsor at least two of their student leaders to attend the R10SC. Delegates should be from different SBs. In R10 Singapore 02, Hong Kong Section generously supported 5 delegates to the inaugural event, which indirectly added to the success of the first initiative.

As a rule-of-thumb, sections should fully support the airfare of their delegates. Delegates should either pay for the registration fee or seek for external funding. In the past, there were occasions where delegates successfully receive additional support from Sections or student branches to cover the registration fee.

In cases where there are more than two eligible delegates, the section may choose to fund each delegate partially, for example 75% of the airfare of each attendee. In such case, Sections may write to request for funding from the R10 RSAC. Nevertheless, the success of funding is contingent on myriad factors.

ii. Section (organizing the R10SC)

In this case, Section is expected to support the organizing committee financially. While no actual figure is stated in this report, Section should discuss financial details with organizing committee at the outset, so that it is clear from the start how much the organizers need to solicit from the industries, other IEEE entities or through fund raising.

13. Special notes to Sections and sub-Sections

a. The importance of selecting and investing in the right delegates

The success of the congress is contingent on many factors. The execution of congress is an explicit and superficial way of measuring success. Success also depends on the amount of positive impact it has on delegates towards their professional life and volunteerism in IEEE.

The success of the congress is closely related to how the Sections select their delegates. The selection phase crucially determines the effectiveness of the congress. Effectiveness does not depend only on the way programs are organized, information are delivered or the dynamics of the speakers. It also depends on how this information is assimilated by the participants. I assumed that delegates that were chosen based on good IEEE track record and with the knowledge that they will return to their universities to build their student branch, are likely to experience steeper learning curve. These assumptions were proven true at the R10 Hong Kong 04 where i learned from the delegates that their seniors [especially those who had attended the R10 Singapore 02 and met the two selection criteria i.e. Dipu Jose (College of Engineering, Chengannur), Janer Ong (Universiti Teknologi Malaysia), Adrian Pais (University of Auckland) had inspired them to volunteer in IEEE.

Here are the reiterated delegates selection criteria:

- i. Delegate must be either running for either as a Chair, Vice-Chair, Secretary or Treasurer in the next SB election.
- ii. Delegate should have good track record in IEEE
- iii. Delegate must be an IEEE student member.

b. Gather feedback from delegates

In a control system, feedback loops play an essential role in moderating the system. Likewise, one way to measure congress effectiveness and delegates' learning outcomes is to pre-empt the delegates of a post congress presentation and report. Equally important, such reporting served as a channel to share knowledge with other SBs in the section. When these are carried out, then we can be certain that the travel fund is well invested. An example of a post congress report is in Appendix F, contributed by Ms. Penelope Lever.
