

The ASEAN Inter-Parliamentary Assembly (AIPA) was first established as ASEAN Inter-Parliamentary Organization (AIPO) by the virtue of the signing of the Statutes of ASEAN Inter-Parliamentary Organization on 2 September 1977. As there was a need to transform AIPO into a more effective and closely integrated institution, the name AIPO was then changed into ASEAN Inter-Parliamentary Assembly (AIPA).

The Member Parliaments of AIPA are Legislative Council (Majelis Mesyuarat) of Brunei Darussalam, National Assembly (Rathasaphea) and Senate (Prithasaphea) of Cambodia, House of Representatives (Dewan Perwakilan Rakyat) of Indonesia, National Assembly (Sapha Hengsat) of Lao PDR, House of Representatives (Dewan Rakyat) and Senate (Dewan Negara) of Malaysia, Union Assembly (Pyidaungsu Hluttaw) of Myanmar, Congress of the Philippines, Parliament of Singapore, National Legislative Assembly of Thailand, and National Assembly (Quoc Hoi) of VietNam.

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Publisher: AIPA Secretariat

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ISBN: 978-602-72633-4-5

First published: 2017

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"The AIPA Communication Master Plan has been produced with the support of the project "Capacity Development for the ASEAN Inter-Parliamentary Assembly (AIPA) II" jointly agreed and implemented by the AIPA Secretariat and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and funded by the Federal Foreign Office of the Federal Republic of Germany."

More information on the project: www.aipasecretariat.org - www.giz.de



AIPA COMMUNICATION MASTER PLAN 2018 - 2025

By Vivian Lines and Kevin Foo Hill+Knowlton Strategies

Published by AIPA Secretariat











FOREWORD

We commemorated the achievement of a major milestone in 2017: the 40th Anniversary since the founding of AIPA.

AIPA40 gave us the opportunity to assess the impact, progress and results that AIPA has achieved over the past 40 years. It also represented an opportunity to Recalibrate, Reenergize and Reinforce AIPA for the next 40 years and beyond.

As a key milestone in AIPA's history, 2017 represents an opportune moment to assess the achievements and results garnered by AIPA over the past four decades. At the same time, Southeast Asia, ASEAN and the wider world has experienced tremendous change, with peace and stability needed more than ever before in ASEAN. Therefore, there is also a need to recalibrate AIPA's purpose and roles to address this changing world, such as a more proactive approach towards building mutual trust and beneficial cooperation, and to identify priority areas like communications where improvement is needed.

As the key representative of the people of ASEAN, and the regional organization representing and linking all ten AIPA Member Parliaments, AIPA has the responsibility to promote solidarity, understanding, cooperation and close relations between the national parliaments. In order to achieve this aim, and to facilitate AIPA's work, it is essential to enhance the awareness about AIPA and reinforce its key messages among target audiences including the people of ASEAN and legislators.

Improving communications and enhancing awareness among members of parliament and legislators would also help facilitate the work of the AIPA Secretariat and the AIPA national secretariats. Greater awareness about AIPA and AIPA's role as the key representative of the people of ASEAN among the people themselves would serve to reenergize and increase the motivation of the national secretariats and the AIPA Secretariat.



Isra Sunthornvut Secretary-General ASEAN Inter-Parliamentary Assembly







ASEAN INTER-PARLIAMEN-TARY ASSEMBLY (AIPA)

38TH GENERAL ASSEMBLY

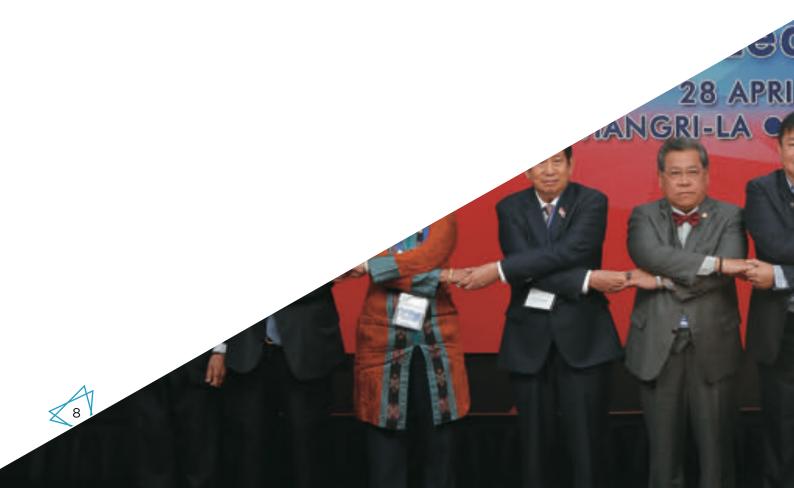
"AIPA and ASEAN: Partnering for Inclusive Change"

MANILA, PHILIPPINES



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ABOUT AIPA

AIPA stands for the ASEAN Inter-Parliamentary Assembly. It serves as the center of communication and information among Member Parliaments which consist of Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, Philippines, Singapore, Thailand, and VietNam. AIPA aims to encourage understanding, cooperation, and close relations among Member Parliaments as well as Observer Parliaments and other parliamentary organizations. AIPA also plays an instrumental role in familiarizing the peoples of Southeast Asia with policies aimed at accelerating the realization of an ASEAN Community in 2025.



THE EVOLUTION OF AIPA

Ten years after the Association of Southeast Asian Nations (ASEAN) was formed in 1967, there was a realization among parliamentarians that the strength of ASEAN emanates from the roots of its societies.

Therefore, closer cooperation among the respective legislatures and the parliamentarians (being the representatives of the citizens of ASEAN), would result in greater participation by ASEAN citizens in the effort to achieve ASEAN's three main original objectives: to promote the economic, social and cultural development of the region through various programmes of cooperation; to safeguard the political and economic stability of the region against international rivalries; and to serve as a forum for the resolution of intra-regional differences.

The establishment of AIPO was at the initiative of Indonesia. In the early 1970's, encouraged by the progress being made by ASEAN, the Indonesian House of Representatives came up with the idea of setting up an organization composed of the parliaments of the then five ASEAN Member States of Indonesia, Malaysia, the Philippines, Singapore and Thailand.

The visits to Indonesia by a Malaysian parliamentary delegation in August 1973 and by a Singapore parliamentary delegation November of the same year gave impetus to the idea of establishing parliamentary cooperation among the ASEAN parliaments.

The following year, the Indonesian House of Representatives sent a special mission to Thailand and the Philippines in May as well as to Malaysia and Singapore in September to seek support for the establishment of an ASE-AN inter-parliamentary forum, and received a positive response.

Following the initial contacts, the parliaments of ASEAN Member States agreed to hold the first meeting in Jakarta to further discuss the realization of the idea to form a parliamentary cooperation forum.





Indonesia was chosen as the host of the First ASEAN Parliamentary Meeting (APM) from 8th to 11th January, 1975.

Indonesia as host of the First APM, proposed the formulation and signing of the "Statutes of the ASEAN Parliamentary Cooperation". The First APM agreed on the following:

- To promote closer cooperation between the parliaments of ASEAN member states:
- To hold regular meetings;
- To establish a Working Committee comprising 3 (three) representatives from each of the ASEAN Parliaments to be chaired by the Deputy Speaker of the Indonesian House of Representatives; with the Heads of Parliamentary Delegation of Malaysia, Singapore, the Philippines and Thailand as Vice-Chairmen.

The Working Committee was tasked to:

- Recommend the form and structure of the ASEAN Inter-Parliamentary forum for cooperation;
- Prepare the draft Statutes of the ASEAN Inter-Parliamentary Cooperation;
- Meet one month after the First APM with the Second APM to be held in Kuala Lumpur, Malaysia.

As a follow up to the First APM, the Working Committee meeting was held at Tugu, Puncak, Bogor, Indonesia in May 1975. The outcome was a proposal on the form and structure of the forum for inter-parliamentary cooperation and the proposed statutes to be discussed at the Second APM.

The Second APM was held in Kuala Lumpur, Malaysia from 20th to 23rd August 1975. The Kuala Lumpur meeting agreed on a change in the name of the proposed forum from the ASEAN Inter-Parliamentary Cooperation to the ASEAN Inter-Parliamentary Organization (AIPO), but failed to reach a consensus on the criteria and procedures for the organization's membership.

The Third APM was held in Manila, the Philippines from 29 August to 2 September 1977. The meeting unanimously agreed on the draft Statutes of the AIPO.

At the closure of the Third APM, the AIPO Statutes were signed by the heads of delegation of the Parliaments of Indonesia, Malaysia, the Philippines, Singapore and Thailand and marked the birth of AIPO.

The history of the development of AIPO is closely linked to that of ASEAN. Countries in the Southeast Asian region would join AIPO as members or special observers after they became members of ASEAN. Thus, as the membership of ASEAN expanded, AIPO's membership likewise increased.

In 1995, Viet Nam was admitted as an AIPO member followed by Lao People's Democratic Republic in 1997 and Cambodia in 1999. Brunei Darussalam and Myanmar have no legislatures and as such were given the Special Observer status.

By the year 2000, AIPO comprised eight Member Parliaments, namely: Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Philippines, Singapore, Thailand, and Viet Nam. During the 30th AIPA General Assembly Brunei Darussalam attained full membership.





AIPA'S AIMS AND PURPOSES

The ASEAN Inter-Parliamentary Assembly (AIPA), being the collective body coordinating the parliaments of ASEAN Member States, plays a key role in facilitating the implementation of regional integration and achievement of the overall vision and goals of ASEAN.

AIPA serves as the main representative of ASEAN's legislative bodies, helping to oversee, guide and support the local harmonization and implementation of laws in support of the ASEAN Community. The aims and purposes of AIPA as stated in the Statutes are:

- 1. to promote solidarity, understanding, cooperation and close relations among parliaments of ASEAN Member States, other parliaments and parliamentary organizations;
- 2. to facilitate the achievement of the goals of ASEAN as constituted in the ASEAN Declaration of August 1967 made at Bangkok, Thailand, as well as the ASEAN Vision 2020 taking into account Bali Concord II 2003 leading to the realization of an ASEAN Community based on three (3) pillars: ASEAN Security Community (ASC), ASEAN Economic Community (AEC) and ASEAN Socio-Cultural Community (ASCC);
- 3. to establish and maintain exchange and dissemination of information as well as coordination, interaction and consultations with ASEAN to offer parliamentary contributions to ASEAN integration and familiarizing the citizens of ASEAN with policies aimed at accelerating the realization of an ASEAN community;
- 4. to study, discuss and suggest solutions to problems of common interest and express its views on such issues with the aim of bringing about action and timely response by the members of AIPA;
- 5. to keep all AIPA Member Parliaments informed of steps taken and progress achieved by each Parliament in realization of the aims and purposes of AIPA;
- 6. to promote the principles of human rights, democracy, peace, security and prosperity in ASEAN.

With 2017 marking the 40th anniversary since the inception of AIPA, it is essential to update AIPA's purpose to reflect AIPA's more proactive vision of building mutual trust and beneficial cooperation, contributing to maintaining regional peace and stability, and vigorously promoting regional development and prosperity.

Since AIPA also plays an important role as the key representative of the ASEAN citizens, through the legislative bodies in each ASEAN nation, it also holds the highest level of responsibility in representing the people at the national level as well as regional level.

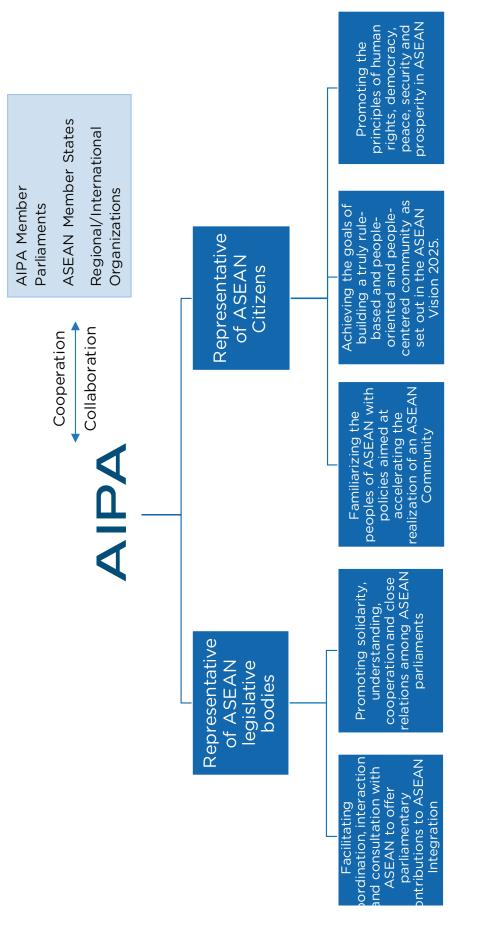
Hence, AIPA is duty bound to ensure the welfare and happiness of the ASEAN people, and strives to discharge this duty with every resource and capability at its disposal.

In order to directly engage the people of ASEAN, the Master Plan has been crafted to articulate the AIPA vision through an overarching people-focused message that embodies AIPA's vision and purpose: "Our AIPA, Our ASEAN."

This message highlights that AIPA belongs to the people of ASEAN, and creates an emotional connection between AIPA and the people. It conveys the all-inclusive nature of AIPA and ASEAN promotes the sense of belonging to the ASEAN Community, and establishes AIPA's purpose of working for the ASEAN people to contribute to the development of the ASEAN Community, to deliver the benefits in business, education, employment, health, and social advancement.



Based on the Resolution on Creating Job Opportunities and Decent Working Conditions in the Process of Enhancing Sustainable Message House Example **Economic Development** Figure 2:



AIPA'S KEY MESSAGES

"Our AIPA, Our ASEAN." illustrates how AIPA is working on behalf of the Citizens of ASEAN.

Over the course of the drafting of the AIPA Communications Master Plan, one of the observations and comments that were made consistently across various discussions with different stakeholders is the consensus that the citizens of ASEAN and other audiences including university students should know more about the only organization which fully represents them at the legislative level.

In order to effectively engage the citizens, it would be necessary for AIPA to adopt a more proactive approach that provides greater clarity and detail about its work on behalf of the citizens of ASEAN. With a variety of different views among national parliamentarians, AIPA has the opportunity to step up as a unifying force to guide the AIPA Member Parliaments, in order to encourage them to work together to achieve ASEAN's goals, for the benefit of its citizens.

This focus on people is embodied in our central message of: "Our AIPA, Our ASEAN." This message is the foundation of the communication master plan and should influence all communication programs and initiatives, to further build and reinforce awareness of and appreciation for, AIPA among the key audiences. It will also form the core of the storytelling and narrative based communication strategy to effectively engage the key audiences.

Additionally, each message underneath the overarching message should illustrate fact-based benefits, together with supportive evidence of actual experiences, proof points and connectivity that creates or contributes to these benefits, as shown in Figure 2.

This provides a template for each AIPA national secretariat to create a customized message house that best matches their strategic needs. Examples of real life, citizens-based benefits should be used to illustrate these proof points wherever possible. This will help create lively storytelling and stress the tangible benefits felt by ASEAN citizens and communities.

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

Message planning should also take into account potential negative sentiments which are countered by proof points.



AIPA Communication Master Plan



Figure 2: Message House Example

Based on the Resolution on Creating Job Opportunities and Decent Working Conditions in the Process of Enhancing Sustainable Economic Development

OUR AIPA, OUR ASEAN

AIPA is driving the local harmonization and implementation of laws necessary to build a progressive ASEAN Community for the benefit, welfare and happiness of all ASEAN people.

Key Message

ASEAN agreements in the frameworks of the three pillars are calibrated and in harmony with national laws as well as rules and regulations.

Key Message

AIPA plays a key role AIPA seeks to deliver in making sure that all tangible benefits that will improve the lives of all ASEAN peoples.

Key Message

AIPA contributes a progressive ASEAN Community by supporting initiatives in the political security, economlic and socio-culturall pillars.

Proof Points

- AIPA urges ASEand against discrimina- training standard tion in the work place. of workers.
- effective residing with them.

Proof Points

- AIPA encourages AN Member States and ASEAN Member States AIPA member parlia- to support the develments to commit in cre- ppment of institutions ating an enabling policy, for lifelong learning and and a legal framework, vocational training for based on global labour increasing skilled labour conventions, to protect and labour productivity workers' rights, to elim-benchmark against the inate all kinds of abuse International vocationa
- **AIPA** encouragand to facilitate the es all stakeholders to trans-border movement closely coordinate and booperate for equal pay Ensure equal and for work of equal valfundamental ue protection for all mirights, dignity and so-grant workers and family cial protection for all members already resid migrant workers and ing with them, to profamily members already mote economic equity and make labour mar kets more efficient.

Proof Points

- AIPA urges ASE-AN Member States and AIPA Member Parliaments to improve work options for people in the rural areas by making available high-quality infrastructure including electricity, telecommunication and transportaltion.
- Recommend ASEAN Member States to create decent jobs by promoting regional cultures and products for ASEAN single tourist destination.

AIPA'S AUDIENCES

The unique role of AIPA within ASEAN and the region's highly diverse range of cultures, educational standards, languages, practices, customs and environments presents a complex communication challenge. Customized approaches and tactics will be required for each key audience as they differ in terms of the levels of ASEAN awareness, familiarity and understanding of AIPA.



The audiences that AIPA needs to communicate with on a regional level and locally within each ASEAN Member State are as follows:

- 1. Executive Branch: executive power is vested in the cabinet, which is formed of ministers and led by the President or Prime Minister. The executive branch is likely to be the most important audience for AIPA due to their responsibility in executing and enforcing legislation.
- ASEAN Parliamentarians who are the decision makers and who have the closest ties to AIPA, and will be AIPA's most effective advocates and champions;
- 3. Other ASEAN institutions such as the ASEAN Secretariat and the ASE-AN Foundation - these would be important supporters and help spread awareness of AIPA:
- 4. International Organizations such as the United Nations and the IPU;
- 5. Key influencers including academia, think tanks and the international community;
- 6. General Public including rural and urban communities, and recognizing that this is a broad category that will overlap with other audiences;
- 7. Business and business leaders including local businesses, multinationals, small-and medium-size enterprises (SMEs), ASEAN business councils and trade associations;
- 8. Digital natives this is the second broadest audience category which includes youth, students and young working adults between the ages of 18 to 40 who are comfortable with mobile technology and social media, and who are the potential future leaders of ASEAN; and
- 9. Media including local, national, regional, international, traditional and online.

With each of these audiences containing segments with different levels of knowledge about AIPA, it is important for the Master Plan to provide strategies, guidelines and tactics for further engaging those audiences that already know and understand AIPA, while establishing a connection and a knowledge base for those that have limited or no understanding of AIPA.

In order to do so effectively, detailed insights about the level of awareness and understanding of AIPA among each key audience is needed. However, the current perceptions of each key audience as outlined in Figures 3 and 4 are based on observations derived from desktop research. There is a current knowledge gap due to the lack of adequate, substantiated and up-to-date information on the awareness level of AIPA among these key audiences.

The knowledge gap can be filled with the assistance of the AIPA national secretariats and parliamentarians, who are likely to be good sources of information and insights about their local constituents. These insights would be help create more customized and specific communication tactics that would be effective in audience engagement at the local level, and could encompass everything from the communication channels like television or radio to the type of content including human interest stories, music or food.

The collected data may also be used in the development and targeting of future communication campaigns. The additional insights would proffer value in customising AIPA's citizens-centric outreach for greater effectiveness. The following is a suggested framework for organising and executing this survey in each ASEAN Member State.

It should be noted that the current assessment of AIPA's audiences is based on desktop research and observational information. In order to provide a current, detailed and accurate assessment of the perceptions of each audience, AIPA should consider conducting a comprehensive exercise comprising a combination of face-to-face and telephone surveys, and focus groups. This perception study could be used as one of the methods to evaluate the effectiveness of any communications campaign conducted as part of the Master Plan.

Audience Perception Study Execution Plan

Scope of Work

- The study comprises individual market research conducted in each ASEAN Member State.
- AIPA Member Parliaments may opt-in or choose not to participate in the study.
- The cost of the perception study may be shared among AIPA Member Parliaments which choose to participate in the study.
- The AIPA Secretariat is best placed to coordinate the execution of the perception study.

Duration

February - March 2018	Data collection
	- Conduct surveys and focus groups
April 2018	Data analysis
May - June 2018	Formulating report based on data analysis results and other insights
July 2018	Integrate data analysis and insights into communications planning



Formats

- 1. Interviews and Written Responses
 - A standardized questionnaire of 10 to 12 questions will be created as the basis for all interviews
 - It can also be emailed or shared online and on social media platforms
 - Face-to-face and phone interviews should be recorded if possible
 - The respondent list can be provided by government agencies, or non-profits and other international organisations.

2. Focus Groups

3. Suggested Number of Responses

Audience	Face-to-face or Phone interviews	Written Questionnaire (on Facebook or website)	Focus Groups
Executive Branch	10 respondents	N/A	N/A
Parliamentarians	50 respondents	50 responses	4 groups of 4 - 5 participants each
Academics/Subject matter experts/media	10 respondents	30 responses	2 groups of 5 participants each
Other ASEAN bodies and agencies	N/A	30 responses	N/A
International Organizations	N/A	20 responses	N/A
ASEAN Citizens	200 responses	200 responses	Facebook Live
ASEAN Businesses and Business Leaders	20 respondents	30 responses	2 groups of 5 participants each
Digital Natives	200 respondents	300 responses	8 groups of 4 participants each

Figure 3: AIPA Audience Matrix (Professional)

Audience	Current Perception	Desired Outcomes
Executive Branch	It is assumed that the executive branch should possess at least basic information about AIPA, which has been shared by parliamentarians. However, additional data is needed in order to evaluate the level of understanding, and should be directly obtained through phone or email interviews.	The primary outcome is to establish conviction in AIPA's aims and purpose, and support for its initiatives and activities.
Parliamentarians	 Designated AIPA-contact points: Understanding of AIPA's role is based only on the PPT introduction to AIPA provided by the Secretariat and knowledge passed on by predecessors Other ASEAN Parliamentarians: Have heard of/aware of AIPA Only basic understanding of AIPA's purpose 	 Designated AIPA-contact points: Deep understanding and insights into AI-PA's role within and for ASEAN Other ASEAN Parliamentarians: More detailed understanding of AIPA's roles Appreciation for what AIPA does and its vision for the future
Academics/Subject matter experts/ media	 Are knowledgeable about AIPA Are knowledgeable about AIPA and have interacted with AIPA before 	Cultivate as an advocate who is able to impart their knowledge and understanding of AIPA to others
Other ASEAN bodies and agencies	 Are knowledgeable about AIPA and clearly understand how AIPA is working for the ASEAN Citizens Are aware about AIPA but limited to basic understanding of AIPA's purpose. 	 More detailed knowledge about AIPA's roles Better understanding on in- creasing cooperation with AIPA
International Organizations including the United Nations, etc.	 Regular or infrequent contact with AIPA due to work requirements Basic knowledge of AIPA's purpose. Other members: Little to no awareness about AIPA 	 More detailed knowledge about AIPA's roles Better understanding of how to work with AIPA/ASEAN Better understanding of ASEAN's goals



Figure 4: AIPA Audience Matrix (Public)

Audience	Current Perception	Desired Outcomes
ASEAN Citizens (General public)	 Are aware or have heard of/ ASEAN but have not heard of AIPA Are aware or have heard of AIPA but do not know what AIPA does Know what AIPA does but does not understand how AIPA's work benefits him/her/ everyone 	 Clearly understand what AIPA is and does Clearly understand how AIPA is working for their benefit. Appreciate what AIPA does Appreciate ASEAN as a whole
ASEAN Businesses and Business Leaders	 Are aware or have heard of/ ASEAN but have not heard of AIPA Are aware or have heard of AIPA but do not know what AIPA does Know what AIPA does but does not understand how AI- PA's work benefits him/her/ everyone 	Actively demonstrate support for AIPA to other citizens
Digital Natives (includes Millennials/ Tertiary Students/ Young Adults from 18 - 40 years)	 Are aware of but do not have an opinion about AIPA Are aware of but do not think that AIPA provides any value 	 Actively demonstrate support for AIPA to other citizens Consider collaborating or working at AIPA, or refer citizens who might be interested

The awareness level and perceptions about AIPA of the following audiences can be very different because of the impact of such factors as:

- 1. Nationality or which ASEAN Member State they are a citizen of
 - With the ASEAN and AIPA Secretariats both based in Jakarta, there is generally higher awareness about ASEAN/AIPA among Indonesians.

2. Geography

• Since AIPA events and activities are typically conducted in the capital cities, those living further away or in rural areas have fewer opportunities to learn about AIPA

3. Education level

- 4. Profession/nature of business
 - Citizens who are in export-oriented industries or companies that depend on the wider ASEAN region instead of just their local market, or who are in jobs that are impacted by regulatory changes, such as taxation, might be more aware about AIPA, or have heard of AIPA before.

AIPA-ASEAN COOPERATION

AIPA and ASEAN have a long history and close relationship, and share a common vision to promote regional peace, stability and prosperity. AIPA is well placed to strengthen ASEAN's integration process by transposing regional agreements into local actions where the ASEAN citizens are directly involved and their sense of ASEAN identity and ownership are built. AIPA is also advantageously positioned to reach out directly to the citizens of ASEAN and promote the importance of an ASEAN Community and its benefits through Parliamentarians. AIPA- ASEAN cooperation is not only essential but also critical to the continued growth of ASEAN, and progress towards the ASEAN Community Vision 2025.

Implementing a Formal Framework for Co-operation

Cooperation between AIPA and ASEAN has always been conducted in the spirit of solidarity, friendship and mutual understanding at the top level. There have been examples of coordinated efforts such as AIPA and ASEAN spokespersons being invited to speak at each other's official events.





This includes AIPA having been invited to participate in a special interface with CPR and the previous ASEAN Chair – Malaysia, a few months prior to the launch of ASEAN Community on 31 December 2015, and also participating in the first ASEAN Inter-Secretariat retreat in February 2017.

A framework for institutional cooperation and regular channels of communication between AIPA and ASEAN have not yet been established. GIZ serves as a go-between, while ASEAN often engages the ASEAN Member State governments directly without involving AIPA and the AIPA national secretariats. The communication Master Plan should include ecommendations on how to strengthen AIPA-ASEAN cooperation, both at the operational level and from a broader communication perspective.

Recommendations for Co-operation

A realistic and achievable first step would be to establish streamlined, formal modes of communication between the AIPA and ASEAN Secretariats that would be activated on a weekly or monthly basis. This could take various forms including:

- 1. The sharing of information and resources like the approved external communication plan and activities for AIPA Day and ASEAN Day
- 2. Social media campaigns
- 3. Regular email or phone communications

Once this foundation for regular communications has been established, the next stage might involve joint AIPA and ASEAN messaging delivered in relevant situations like the announcements of key resolutions and regional developments.

Other platforms that have the potential for strengthening AIPA-ASEAN cooperation at the operational level could also be expanded, such as the Senior Officials' Meeting or a regular Secretariats' Meeting, representing a key step in jointly achieving the goals of ASEAN 2025.

Alignment of ASEAN Inter-Parliamentary Assembly Communication Master Plan (APCMP) and ASEAN Communication Master Plan (ACMP)

The alignment of the ASEAN Inter-Parliamentary Assembly Communication Master Plan with the ASEAN Communication Master Plan is another important step in strengthening AIPA-ASEAN cooperation. The AIPA and ASEAN Secretariats could collaborate on common or joint activities and tactics such as:

- 1. Digital and social media campaigns:
- 2. Traditional media outreach.
- 3. Press announcements and events
- 4. Conferences and seminars
- 5. Delegations, workshops and educational tours

COMMUNICATIONS STRATEGY

In order to communicate effectively the overarching message of "Our AIPA, Our ASEAN", and establish a level of awareness and understanding of AIPA among key audiences, AIPA needs to communicate with its key audiences on a regular and consistent basis. However, different strategies and tactics will be needed to effectively engage each audience since their perceptions are influenced by a myriad of factors including language, education, interests, culture and even age.



Besides the wide spectrum of audiences, the complexity of AIPA's vision, purpose and work presents another challenge in determining how best to engage each audience. Hence, an essential component of the Master Plan will be to illustrate and communicate in detail the day to-day work that AIPA undertakes in order to help ASEAN audiences achieve a better understanding of AIPA. This would include:

- 1. Outlining its proactive role in providing oversight and facilitating the implementation of the law of the ASEAN governments as the legislative institution contributing to the ASEAN Community building process;
- Accelerating the realization of the ASEAN Community through helping to ratify and adopt resolutions with the aim of speeding up the closer cooperation between AIPA and ASEAN;
- 3. Representing the interests of citizens and the state through discussion platforms such as the AIPA Caucus, AIPA Advisory Council on Dangerous Drugs (AIPA CODD) and AIPA-ASEAN Interface.

To achieve these outcomes, the Master Plan focuses on a narrative-based approach to tell the AIPA story, highlighting the benefits that AIPA is providing to the citizens of ASEAN and to ASEAN itself. Emphasis is laid on real benefits for each different audience while continuing to deliver consistent messaging on how AIPA is contributing to the growth of ASEAN and the citizens of ASEAN.

Focus on Social Media and Digital Channels

To support this approach, and taking into consideration the changing ways in which media is consumed, the Master Plan will place greater emphasis on leveraging social media and digital channels in comparison to more traditional forms of communication. This will allow the AIPA Secretariat and the AIPA Member Parliaments to maximize existing communication resources to execute more consistent, regular and structured engagement with key audiences. The Master Plan's communication strategy is also designed to support individual application in each ASEAN Member State, using appropriate resources, channels and languages for effective outreach, particularly among rural audiences.

A two-year AIPA Communication Implementation Plan should be developed that provides a roadmap that consolidates planned activities at the Secretariat level and by each AIPA Member Parliament in order to deliver the Master Plan's desired outcome of increased levels of awareness and understanding of AIPA.

From a practical perspective, the level of funding, budgets and resources may vary from parliament to parliament. The priority and importance of each audience may also be different for each AIPA Member Parliament. Therefore, the AIPA Communication Master Plan has been designed in a modular format which allows AIPA national secretariats to scale up or scale down their communications depending on different factors including those which have been previously described.

COMMUNICATIONS INITIATIVES AND PROGRAMMES

Key Dates and Occasions

Description: Key occasions and milestones such as AIPA Day and ASEAN Day offer ready-made platforms for increasing awareness and knowledge about AIPA.

- a. There is a significant opportunity for AIPA Member Parliaments to pool resources to execute a unified campaign highlighting AIPA's key achievements and messages.
- b. There is also potential scope to work with the ASEAN Secretariat on joint activities for ASEAN Day, as well as leverage any celebration programmes that have already been confirmed and budgeted for.
- c. Key festivals such as Chinese New Year, and international dates like the International Women's Day could also be included
- d. Another example would be an unifying cause or campaign that could be initiated across AIPA Member Parliaments that is unique to AIPA and highlights AIPA's commitment to a cause or issue across ASEAN.
- e. Additionally, an overview or report on key events like the AIPA General Assembly could also be included.

Output: As a baseline, a joint press release or media advisory may be distributed to local and international media.

- a. This would be used to announce activities planned for that special occasion campaign around a cause that is uniquely identified with AIPA and AIPA Member Parliaments.
- b. A toolkit may also be created that offers essential guidelines for commemorating that specific occasion including:
 - i. A message from AIPA Secretary-General
 - ii. Social media plan and content
 - iii. Ideas for audience engagement
 - iv. Digital content including infographics and photos

Outcome: Increased audience excitement and robust participation in the commemorative activities over the course of 2017/2018 that will promote AIPA's purpose striving for the citizens of ASEAN, but also continue to strengthen the level of awareness and understanding of AIPA among local and global audiences.

a. A stronger awareness of AIPA at a community level.

AIPA Member Parliament Spokesperson Programme

Description: Each AIPA Member Parliament may identify and nominate a parliamentarian as an official spokesperson for AIPA at the local level. They should be very knowledgeable and passionate about AIPA, as well as be articulate, confident yet approachable. They should also ideally be professionally media-trained and presentation-trained since they may be representing AIPA in different situations including community events and roadshows, business and government seminars, speaking platforms, workshops and talks.



This includes AIPA having been invited to participate in a special interface with CPR and the previous ASEAN Chair - Malaysia, a few months prior to the launch of ASEAN Community on 31 December 2015, and also participating in the first ASEAN Inter-Secretariat retreat in February 2017.

However, the mode of institutional cooperation and regular channels of communication between AIPA and ASEAN have not yet been established, with GIZ currently acting as the go-between, while ASEAN often engages the Asean Member States governments directly without involving AIPA and the AIPA national secretariats. The Communication Master Plan must take into consideration the underlying aim of strengthening AIPA-ASEAN cooperation, both at the operational level and from a broader communication perspective.

Recommendations for Co-operation

A realistic and achievable first step would be to establish streamlined, formal modes of communication between the AIPA and ASEAN Secretariats that would be activated on a weekly or monthly basis. This could take various forms including:

- 1. The sharing of information and resources like the approved external communication plan and activities for AIPA Day and ASEAN Day
- 2. Social media campaigns
- 3. Regular email or phone communications

Once this foundation for regular communications has been established, the next stage might involve joint AIPA and ASEAN messaging delivered in relevant situations like the announcements of key resolutions and regional developments.

Other platforms that have the potential for strengthening AIPA-ASEAN cooperation at the operational level could also be expanded, such as the Senior Officials' Meeting or a regular Secretariats' Meeting, representing a key step in jointly achieving the goals of ASEAN 2025.

Alignment of ASEAN Inter-Parliamentary Assembly Communication Master Plan (APCMP) and ASEAN Communication Master Plan (ACMP)

The alignment of the ASEAN Inter-Parliamentary Assembly Communication Master Plan with the ASEAN Communication Master Plan is another important step in strengthening AIPA-ASEAN cooperation. The AIPA and ASEAN Secretariats could collaborate on common or joint activities and tactics such as:

- 1. Digital and social media campaigns;
- 2. Traditional media outreach.
- 3. Press announcements and events
- 4. Conferences and seminars
- 5. Delegations, workshops and educational tours

Output: A more structured social media engagement model may be adopted that sets out to increase the engagement rate for AIPA's Facebook and Twitter accounts.

- a. This includes identifying strategic partners and organizations which create content and information that is of interest to key audiences, such as the ASEAN Foundation, ASEAN Secretariat and United Nations.
- b. This model will include a content planner that maps out the type of content that would appeal to different audiences, including content themes that are shared by all ASEAN citizens, such as food, dance, festivals and special occasions.
- c. AIPA Member Parliaments can also help to identify local influencers with interesting content, or who could also potentially be cultivated as future advocates for AIPA.

Outcome: AIPA would be able to use social media as an important channel to engage its audiences and rapidly build awareness about AIPA among digital natives and ASEAN youth.

Influencer and Advocate Initiative

Description: Local influencers can become potential advocates for AIPA. Validation of AIPA initiatives by such respected, neutral third parties enhances AIPA's credibility and stature in the national and global community.

a. Third party advocates and commentators, including ASEAN-linked organizations such as The ASEAN Foundation, and international organizations such as the IPU can act as powerful endorsers of ASEAN benefits in many other spheres, such as economic development, social welfare, education or environmental sustainability, all of which further reinforce AIPA's strategic importance in building the ASEAN Community.

Output: AIPA and AIPA Member Parliaments will identify key influencers including academics, analysts and commentators who have an existing interest in AIPA, and can be cultivated to provide a positive third party perspective on AIPA for relevant platforms including speech material and publications.

Outcome: A group of key influencers at the regional and local level including ASE-AN organizations such as The ASEAN Foundation, academics, analysts and commentators which can be tapped to provide a positive perspective on AIPA.

Content Development and Sharing

Description: ASEAN has developed, and is developing the content needed to tell the story of the ASEAN Community, and is publishing this content through its owned, paid, shared and earned media assets.

- a. AIPA has the opportunity to utilize this content in order to maximize resources, while developing AIPA-centric content that focuses on AIPA's messaging.
- b. Additionally, AIPA could conduct an audit of its existing content to identify the gaps and propose relevant content to support the 2017 communication initiatives.
- c. For example, the Introduction to AIPA presentation used to brief ASEAN parliamentarians and AIPA Secretariat staff should be updated and expanded in terms of the information that it currently contains; while all existing AIPA content needs to be updated to reflect the new logo and branding.



Output: Leverage available ASEAN content that can be used to engage AIPA's audiences including case studies and other publications; update existing AIPA content with new branding and logo,

a. Create new content to support communication initiatives by the AIPA Secretariat and the AIPA Member Parliaments.

Outcome: Improved understanding among all target audiences about what it means to be a part of the ASEAN Community, for example, as an individual, through business, or as a visitor.

a. This will, in turn, enhance the level of understanding about AIPA's roles, and its close relationship with ASEAN.

AIPA Member Parliament Communications

Description: AIPA Member Parliaments' support and participation in all of APC-MP communications initiatives is important for their success. The APCMP provides guidelines for AIPA Member Parliaments to participate in APCMP initiatives as well as to develop their own local communication plans that support the overarching message of "Our AIPA, Our ASEAN."

- a. To aid the implementation of APCMP-designated initiatives, a Communications Toolkit will be created to assist AIPA Member Parliaments to implement the APCMP effectively.
- b. The kit will be developed in English by AIPA Secretariat and can be tailored to appropriate languages based on the specific requirements and specific audience of each AIPA Member Parliament.
- c. A complete set of materials provided in the toolkit may include, but not limited to:
 - i. AIPA factsheet
 - ii. 40th anniversary infographic
 - iii. AIPA brochure
 - iv. Introduction to AIPA PPT
 - v. Infographics and visuals
- d. AIPA Connect
 - i AIPA Connect is a web-based knowledge and information sharing portal and intranet for various user groups within the national secretar iats of AIPA.
 - ii. The roadshow has been conducted in 8 AIPA Member Parliaments in 2017. The House of Representatives of Malaysia will conduct it on January 2018.
 - iii. So far, the roadshows dramatically increased the number of users and also improved the lines of communications among the users.

Sample Timeline

The AIPA Communication Master Plan is designed to provide a roadmap for the planning and execution of communications over a multi-year period. In order to offer a practical step-by-step guide, a sample timeline has been created for using the AIPA40 celebrations throughout 2017 as the key theme.

Figure 5 Sample Communications Plan

	Key Dates and Occasions	AIPA/ASEAN Initiative	Communication Tactic
JANUARY 2018	New Year's Day		 Digital greeting card from SG Isra Warm wishes for the new year Planning for perception study Country Spotlight: Brunei
FEBRUARY 2018	 11 February International Day of Women and Girls in Science 16 - 17 February Chinese New Year 	Resolution on Creating Job Opportunities and Decent Working Conditions in the Pro- cess of Enhancing Sustainable Economic Development	 Profile inspirational women in STEM (science, technology, engineering and mathematics) Highlight importance of STEM initiatives Execute perception study Highlight AEC opportunities and benefits Country Spotlight: Cambodia
MARCH 2018	 8 March International Women's Day 21 March International Day for the Elimination of Racial Discrimination 22 March World Day for Water 	Resolution on Decent Work for ASEAN Women by Promoting Social Protection and Equal Opportunity	 Highlight the work of Women Parliamentarians of AIPA (WAIPA) Launch of AIPA communication toolkit Infographics about importance of water Highlight ASCC opportunities and benefits Country Spotlight: Lao
APRIL 2018	 6 April International Day of Sport for Development and Peace 22 April Earth Day 	Resolution on Strengthening Cooperation among AIPA Member Parliaments on the Implementation of Plan of Action to Materialize ASEAN Declaration on Enhancing Cooperation in Response to Climate Change	 Profile inspirational ASEAN athletes Facebook posts highlighting environmental projects in ASEAN Update on progress of AEC Highlight AEC opportunities and benefits Country Spotlight: Malaysia
MAY 2018	21 MayWorld Day for Cultural Diversity for Dialogue and Development		 AIPA workshops for parliamentarians AIPA workshops for academics Highlight ASCC opportunities and benefits Country Spotlight: Myanmar
JUNE 2018	 5 June World Environment Day 8 June World Oceans Day 26 June International Day Against Drug Abuse and Illicit Trafficking 	 Resolution on Strengthening Cooperation among AIPA Member Parliaments on the Implementation of Plan of Action to Materialize ASEAN Declaration on Enhancing Cooperation in Response to Climate Change Resolution on Enhancing Maritime Security Cooperation and Protection of Marine Resources in ASEAN. 	 Facebook posts highlighting environmental projects in ASEAN Profile entrepreneurs/young ASEAN citizens who are advocating environmental issues Country Spotlight: Philippines
JULY 2018	5 – 16 July • Hari Raya Puasa		 Hari Raya greetings Country Spotlight: Brunei



	Key Dates and Occasions	AIPA/ASEAN Initiative	Communication Tactic
AUGUST 2018	8 August • ASEAN Day 12 August • International Youth Day 22 - 23 August • Hari Raya Haji		 Social media campaign - What does ASEAN mean to you? Joint ASEAN-AIPA celebrations AIPA-ASEAN Photo Exhibition AIPA-ASEAN Food Festival AIPA-ASEAN Music Festival AIPA-ASEAN Dance Festival Hari Raya greetings
SEPTEMBER 2018	 2 September AIPA Day 8 September International Literacy Day 15 September International Day of Democracy 20 September International Day of University Sport 21 September International Day of Peace 	 Resolution on Internal and External Challenges through Democratic Process and Achieving Peace and Stability through Consultation, Consensus, and Negotiation Resolution on Strengthening Cooperation among AIPA Member Parliaments on the Implementation of Plan of Action to Materialize ASEAN Declaration on Strengthening Social Protection 	 AIPA Day Celebrations - 2 September Social media campaign - What does AIPA mean to you? Joint ASEAN-AIPA celebrations AIPA-ASEAN Photo Exhibition AIPA-ASEAN Food Festival AIPA-ASEAN Music Festival AIPA-ASEAN Dance Festival GA Overview
OCTOBER 2018	 5 October World Teachers' Day 13 October International Day for Disaster Reduction 17 October International Day for the Eradication of Poverty 	Resolution on Creating Job Opportunities and Decent Working Conditions in the Process of Enhancing Sustainable Economic Development	 Our AIPA, My ASEAN online contest Bringing the AIPA overarching message to life AIPA school tour and workshops AIPA teacher appreciation campaign on social media Highlight key professions in ASEAN Profile ASEAN citizens with interesting jobs Country Spotlight: Singapore
NOVEMBER 2018	 5 November World Tsunami Awareness Day 10 November World Science Day for Peace and Development 25 November International Day for the Elimination of Violence against Women 		 Highlight AEC opportunities and benefits ASEAN Summit overview Country Spotlight: Thailand
DECEMBER	 December World AIDS Day December International Day of Persons with Disabilities December Human Rights Day December Christmas Day 	Resolution on Internal and External Challenges through Democratic Process and Achieving Peace and Stability through Consultation, Consensus, and Negotiation	 Share images of the different ways ASEAN citizens celebrated AIPA40. Share images of the different ways ASEAN citizens celebrate the year-end holidays. Encourage ASEAN citizens to record a wish for AIPA on social media in the coming new year. Country Spotlight: Vietnam

ASSESSING THE SUCCESS AND EFFECTIVENESS OF THE AIPA COMMUNICATION MASTER PLAN

The Need for Assessment

To better understand the effectiveness of AIPA"s communications, the tracking, monitoring and evaluation of all communications should be established as a best practice.

This would enable AIPA to adjust the tactics and channels to increase the effectiveness of its communications over time. A final report card can be created after each activity which would include key insights like:

- Audience data
- Effectiveness and ROI
- Key wins and successes
- Areas for improvement.
- Next Steps
- Audience participation and engagement levels
- Quality of messages reported
- Quantity of online and offline coverage

Understanding Evaluation Methods

The evaluation method used would depend on the communication tactic, platform, channel or activity that has been executed:

- An advertising campaign would be assessed according to the brand recall, perceptions, reach and overall influence of the ads.
- A PR campaign might be assessed according to the volume and significance of the generated stories, and whether AIPA's messages were effectively captured in the resulting news articles.
- A "before" and after" survey would be used for events

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Please refer to Figure 6 for a list of the established methods used to evaluate the effectiveness of the key communications tactics and channels.



Figure 6: Evaluation Tools for Key Communication Channels and Platforms

Channel/Platform	Evaluation Metrics	Evaluation Tools
TV Advertising	 Audience Engagement Reach Influence 	Market research companies including: 1. Nielsen 2. GfK 3. Kantar
Print Advertising	 Ad recall rates Ad impact rates Message recall rates Call to action 	Pre-and-post campaign surveys
Digital Advertising	 Direct web traffic statistics Number of searches Number of referrals Number of social media mentions Number of social media shares Number of social media likes 	Google Analytics
Public/Media relations	 1.Advertising value equivalent (AVE) 2. Message tracking 3. Sentiment analysis 4. Share of Voice 5. Influence 	 Rate cards PR evaluation software Cision Crimson Hexagon Sysomos
EventsWorkshopsFestivalsExhibitions	Brand recallCustomer satisfactionRatings and rankings	Exit surveysOnline pollsPost-event feedback surveys
Social Media – Facebook	 Page Likes Post Reach Engagement Share of Voice Influence 	 Facebook Analytics (essential) and complemented by another application like: Hootsuite SocialBaker Sprout Social Or similar best-in-class apps
Social Media – Instagram	 Follower growth rate Engagement as percentage of total followers Engagement per post Clickthroughs on URLs Growth of hashtags Top hashtags by interaction Growth of competitors' hashtags 	 Instagram Insights (only for Instagram for Business Accounts) (essential) and comple- mented by another application like: Hootsuite SocialBakers Sprout Social 4.Or similar best-in-class apps
Social Media - LinkedIn	 Impressions Clicks Interactions Followers Engagement 	 LinkedIn Analytics (essential) and complemented by another application like: 1. Hootsuite 2. SocialBakers 3. Sprout Social 4. Or similar best-in-class apps
Social Media - Twitter	 Engagement Rate Link Clicks Retweets Favorites Replies 	 Twitter Analytics (essential) and complemented by another application like: 1. Hootsuite 2. SocialBakers 3. Sprout Social 4. Or similar best-in-class apps

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