



STRATEGIC PLAN

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23 | 30





FOREWORD BY THE AIPA PRESIDENT



H.E. Dr. (H.C.) Puan
Maharani

**PRESIDENT OF AIPA
2022 – 2023**

Speaker of the House of
Representatives of
the Republic Indonesia

45 years since established in 1977, the ASEAN Inter-Parliamentary Assembly (AIPA) has been playing a crucial role as one of the key stakeholders in the region. AIPA serves as a platform for the Member Parliaments to exercise parliamentary diplomacy functions and address regional challenges that has contributed positively to the building of peace, stability, regional integration, cooperation and development. AIPA's contribution in various fields has been a valuable recommendation to the policy-making process and monitoring of law enforcement by ASEAN Member States.

As the world is experiencing multi-dimensional challenges and becoming increasingly complex, AIPA strengthens ongoing efforts for ASEAN to remain relevant to its people and the region. I believe that these challenges required a collective effort and commitment across multi-stakeholders. Hence, as Parliamentarians of the ASEAN Member States, AIPA stands ready to support and work closely together with ASEAN to navigate these challenges and build a more peaceful, stable, and prosperous region.

The year 2023 marks a milestone for the AIPA and its Member Parliaments as we have successfully formulated the AIPA Strategic Plan 2023-2030, for the first time. I am convinced that this Strategic Plan demonstrated the profound commitment of AIPA Parliamentarians in building synergies and working hand-in-hand with our respective governments and other relevant stakeholders. This also reaffirm AIPA's position as an entity in the ASEAN community-building process.

As the President of the 44th ASEAN Inter-Parliamentary Assembly, it is truly an honor to be part of this historic milestone as we embark on a new chapter of AIPA. I am confident that this strategic plan will ultimately equip our organization with a roadmap to align its functions and activities to achieve its vision, mission, and organizational objectives.

Finally, allow me to extend my sincere gratitude to all related stakeholders for their invaluable contribution to the success of the formulation of the AIPA Strategic Plan 2023-2030. I also applaud the AIPA Secretariat for their tremendous support in the realization of this strategy.



H.E. Ar. Siti Rozaimerianty
Dato Haji Abdul Rahman

**SECRETARY GENERAL OF AIPA
2023 – 2025**

FOREWORD BY THE AIPA SECRETARY GENERAL

It is with great honor to present the first ASEAN Inter-Parliamentary Assembly (AIPA) Strategic Plan 2023-2030 with a vision of an inclusive, peace, stable region, and sustainable economic growth to ensure the prosperity of ASEAN people. The resolution on the development of the AIPA Strategic Plan was unanimously adopted during the 43rd General Assembly indicating the importance in establishing a strategic plan.

So, why do we need one?

As we look into the past 46 years, we have identified the need to formulate a strategic plan that will guide the parliamentarians in channeling the voice from the grassroots while reinforcing legislative measures for the people of ASEAN. Indeed, this milestone signify a strong collective commitment, unanimity and cooperation to enhance the parliamentary capacity to become more adaptive and responsive.

The AIPA Strategic Plan 2023-2030 is developed upon conforming to ASEAN vision and beyond across all three pillars to ensure its relevancy and continual application. As a result, the strategic plan concentrates on four strategic themes: Formulate enabling parliamentary measures supporting ASEAN Integration, Foster Inter-Parliamentary cooperation based on Multilateralism, Promote Rules-Based policies on Good Governance, Human Rights, Social Inclusion and Sustainable Development as well as strengthen the capacities and harmonize the organization system of AIPA Secretariat. These four focused areas will be implemented with tangible actions through cross-sectoral cooperation with continuous monitoring in ensuring our vision and mission becomes a reality.

To this end, I would like to express my profound appreciation and applaud to all the member parliaments and their supporting staff along with AIPA secretariat in formulating this strategic plan. I am confident that the member of Parliaments will continue to work together towards accomplishing this plan for ASEAN.

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01

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 ASEAN 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, and 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 InterParliamentary 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.

The idea of an ASEAN Parliament was first proposed by the Philippines delegation at the 3rd AIPO General Assembly held in Jakarta in 1980. However, at the 27th AIPO General Assembly held in Cebu City, the Philippines,



in 2006, there was consensus that the ASEAN Parliament would be a long-term goal. It was agreed to proceed first with the transformation of the organization into a more effective and closely integrated institution and along with it the change the organization's name from the ASEAN Inter-Parliamentary Organization (AIPO) to the ASEAN Inter-Parliamentary Assembly (AIPA), which included the amendment of the AIPO Statutes into the AIPA Statutes.

AIPA today comprises the Legislative Council of Brunei Darussalam, the National Assembly and Senate of Cambodia, the House of Representatives of the Republic of Indonesia, the National Assembly of Lao People's Democratic Republic, the House of Representatives and Senate of Malaysia, the Union Assembly of Myanmar, the Congress of the Philippines, the Parliament of Singapore,

the National Assembly of Thailand, and the National Assembly of Viet Nam.

The initial aims and purposes of AIPO and later on, AIPA, were to promote solidarity, understanding, cooperation and close relations among parliaments of ASEAN Member States, other parliaments and parliamentary organizations; 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; and to promote the principles of human rights, democracy, peace, security and prosperity in 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;

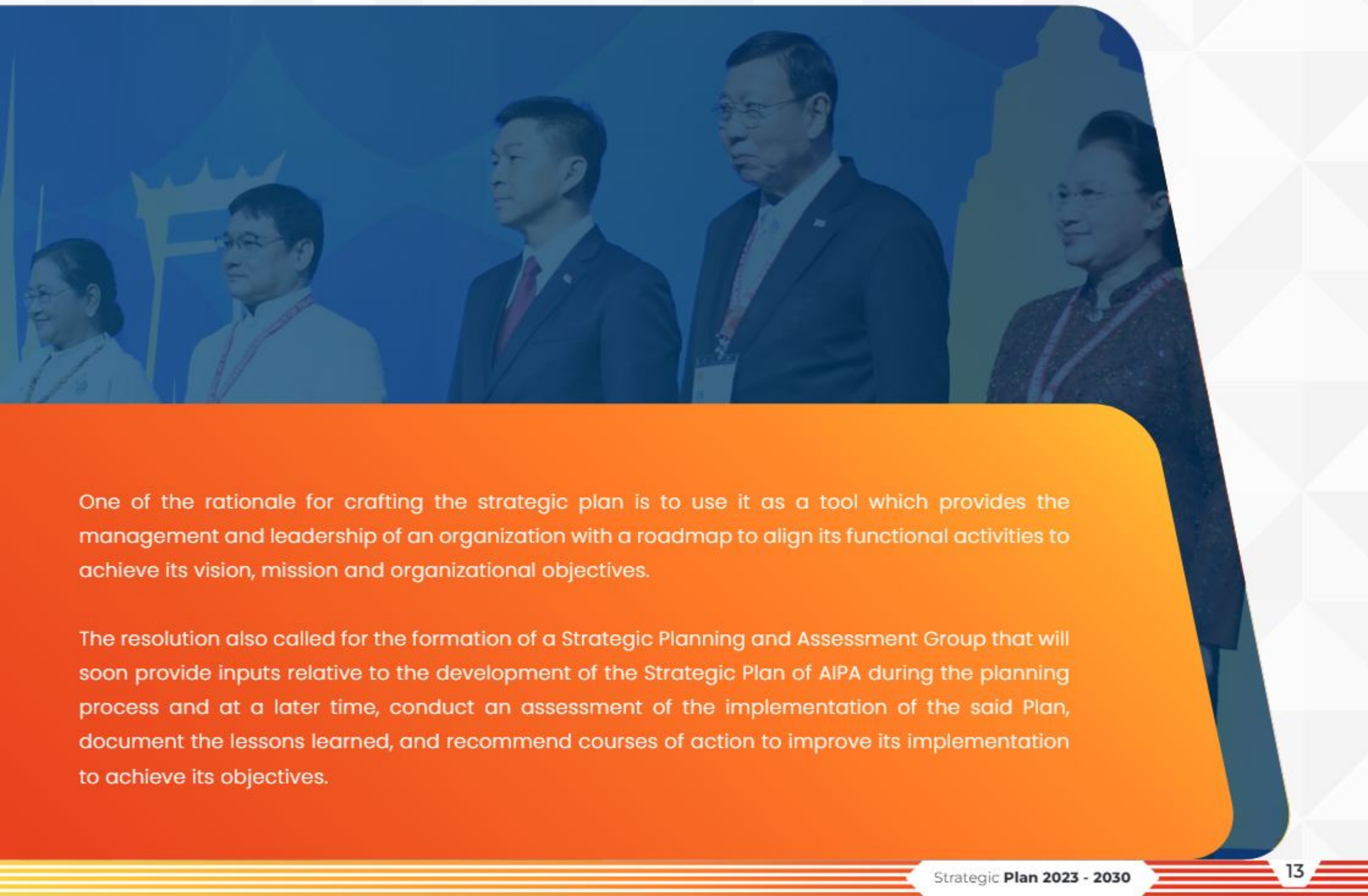
4. To study, discuss and suggest solutions to problems of common interest and express its views on such issues with the aim of bringing about action and timely response by the members of AIPA;
5. To keep all AIPA member Parliaments informed of steps taken and progress achieved by each Parliament in realization of the aims and purposes of AIPA;
6. To promote the principles of human rights, democracy, peace, security and prosperity in ASEAN.

02

MANDATE TO DEVELOP THE STRATEGIC PLAN OF AIPA



The mandate to develop the strategic plan of AIPA is based on the AIPA Resolution No. Res 43GA/2022/Org/12: "Resolution on the Development of the AIPA 2023- 2025 Strategic Plan". Funded by the Canada Fund for Local Initiatives (CFLI) ASEAN with the support of Parliamentary Centre of Asia (PCAsia). It was adopted on 23 November 2022 during the 43rd General Assembly of AIPA in Phnom Penh. (Please refer to Annex 6.1)



One of the rationale for crafting the strategic plan is to use it as a tool which provides the management and leadership of an organization with a roadmap to align its functional activities to achieve its vision, mission and organizational objectives.

The resolution also called for the formation of a Strategic Planning and Assessment Group that will soon provide inputs relative to the development of the Strategic Plan of AIPA during the planning process and at a later time, conduct an assessment of the implementation of the said Plan, document the lessons learned, and recommend courses of action to improve its implementation to achieve its objectives.

03

PROCESS IN DEVELOPING THE STRATEGIC PLAN OF AIPA

To ensure that the process of developing the Strategic Plan of AIPA is participatory, consultative and inclusive in nature, AIPA Secretariat issued invitations to AIPA Member Parliaments to participate in the workshops. The participants of these workshops were tasked to provide inputs and feedback in the development of this Plan.

It was also designed that the delegation from each AIPA Member Parliament shall be composed of at least one Member of Parliament (MP), and two technical officers or policy advisers who are all knowledgeable on issues related to ASEAN and AIPA matters. To make it gender-balanced, each three-member delegation from each AIPA Member Parliament is supposed to have at least one-woman member who should be part of the delegation.

The strategic planning process of AIPA was implemented in two stages through the following workshops:



First Workshop was held in Jakarta, Indonesia on January 24-25, 2023.

The workshop aims to enable the participants to provide inputs on the first draft of the Strategic Plan of AIPA, namely, (1) Draft Vision Statement, (2) Draft Mission Statement, (3) Draft Strategic Objectives; and (4) Plan Matrix. It was participated by the parliaments of Cambodia, Indonesia, Lao Peoples Democratic Republic (PDR), Malaysia, the Philippines, and Thailand.

Second workshop was done virtually on February 28, 2023.

The objective of this workshop is to validate the output of Workshop 1 by sharing the feedback from the participants' peers and principals. The target output is a Final Version of the Strategic Plan. It was participated by the parliaments of Cambodia, Indonesia, Lao Peoples Democratic Republic (PDR), Malaysia, the Philippines, Thailand, and Vietnam.
(Please refer to Annex 6.2)



STRATEGIC PLAN WORKSHOP





04

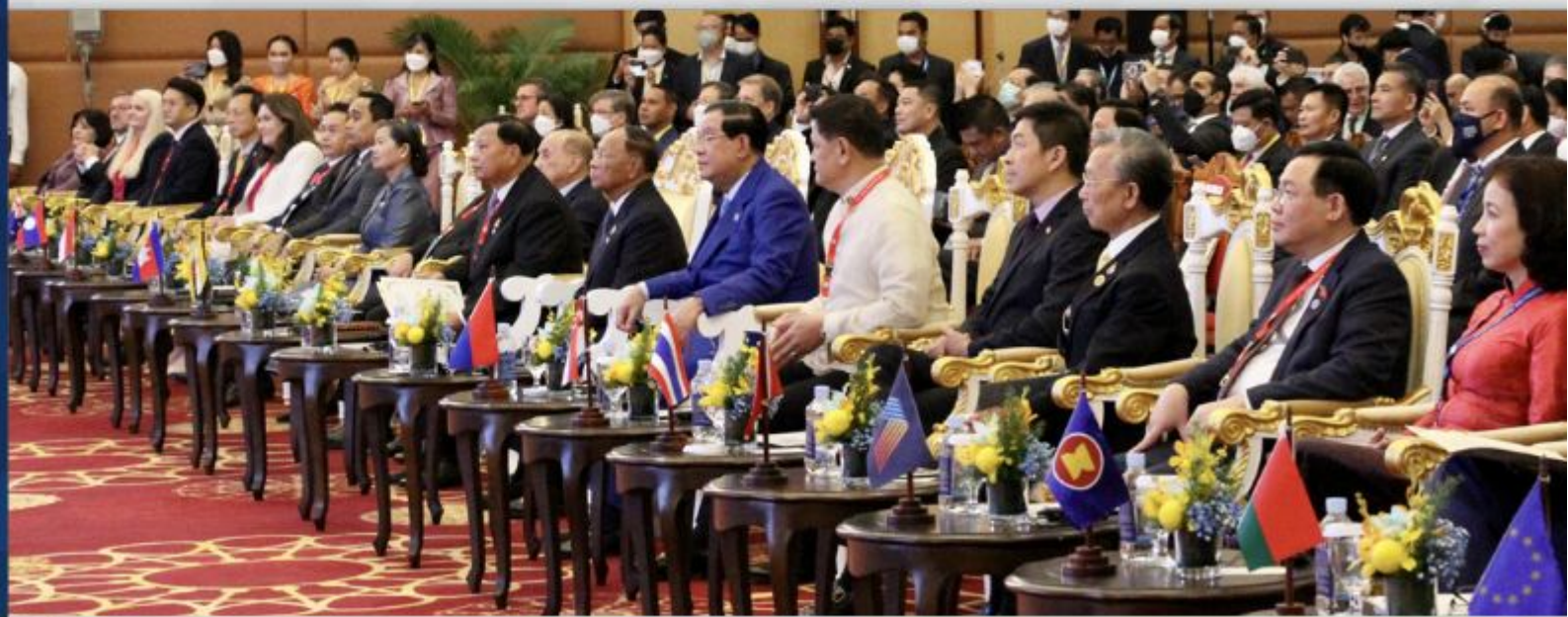
THE STRATEGIC PLAN

5.1 Vision Statement



VISION

United in diversity, the peoples of ASEAN live prosperous lives in stable, peaceful, just and inclusive societies, and in a sustainable and healthy environment to ensure that all individuals can live in dignity and fulfill their potential



5.2 Mission Statement



MISSION

To formulate enabling parliamentary measures to achieve the goals of ASEAN integration, foster inter-parliamentary cooperation based on multilateralism, and promote rules-based policies on sustainable, resilient and inclusive development



5.3 Strategic Themes and Objectives

Strategic Theme 1

To formulate Enabling Parliamentary Measures Supporting ASEAN Integration

01

Strategic Objective 1

To reassess existing and develop new enabling parliamentary measures to implement the ASEAN Integration Plan

02

Strategic Objective 2

To continuously enhance existing dialogue mechanisms with the ASEAN pertaining to the implementation of the ASEAN Integration Plan

Strategic Theme 2

To Foster Inter-Parliamentary Cooperation Based on Multilateralism Within and Outside ASEAN

03

Strategic Objective 3

To promote solidarity, understanding, cooperation and close relations among AIPA Member Parliaments, and address common issues and develop timely solutions

04

Strategic Objective 4

To foster solidarity, understanding, close relations, cooperation, and multilateralism with other parliaments and parliamentary organizations

Strategic Theme 3

To promote Rules-Based Policies on Good Governance, Human Rights, Social Inclusion and Sustainable Development

05

Strategic Objective 5

To promote Good Governance, Prosperity and Gender Equality in ASEAN

06

Strategic Objective 6

To promote peace and security in ASEAN

Strategic Theme 4

To Strengthen the Capacities and Harmonize the Systems of Secretariat Organizations Supporting AIPA

07

Strategic Objective 7

To urge the adoption of parliamentary measures protecting the rights and welfare of the vulnerable and marginalized groups, and to promote social inclusion, sustainable and healthy environment, that no one is left behind in pursuing economic development goals.

08

Strategic Objective 8

To urge the adoption of enabling parliamentary measures to achieve Sustainable Development Goals (SDGs) and ensure sustainable development

09

Strategic Objective 9

To develop, continuously innovate, and maintain a knowledge management system of AIPA to enable it to become a supporting and learning organization

10

Strategic Objective 10

To continuously strengthen the capacities of AIPA and National Secretariats of AIPA Member Parliaments to enhance their performance in fulfilling their mandate

11

Strategic Objective 11

To develop and implement public awareness and information campaigns to maximize knowledge of AIPA and its activities

12

Strategic Objective 12

To strengthen existing engagements with development partners and expand the stakeholder base of AIPA

5.4 Detailed Plan Matrix

Strategic Theme No. 1 – To Formulate Enabling Parliamentary Measures Supporting ASEAN Integration

Strategic Objective 1: To Reassess the Existing and Develop New Enabling Parliamentary Measures to Implement the ASEAN Integration Plan

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
Number of enabling legislative/parliamentary measures (e.g legislation)	-	2	2	2	3	3	4	4	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	1. Generating Legal Checklist on Specific Issues as a tool of harmonizing the related/relevant laws.		1. Adopted Legal Checklist(s) on specific issues		AIPA Secretariat		2023 - 2030		Support from Development Partner(s)

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
Number of AIPA resolutions adopted urging AIPA Member Parliaments to promulgate enabling legislation to implement the Action Lines in the ASEAN Integration Plan (ASEAN 2025) which are still to be acted upon	5	6	6	6	6	6	6	6	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	2. Draft AIPA Resolutions urging AIPA Member Parliaments to promulgate enabling legislation to implement the Action Lines in the ASEAN Integration Plan (ASEAN 2025) which are still to be acted upon.		2. Draft AIPA Resolutions submitted to the General Assembly to address the Action Lines in the ASEAN Integration Plan (ASEAN 2025) which are still to be acted upon.		AIPA Secretariat in coordination with ASEAN Secretariat		2023- 2030		Human resource of AIPA Secretariat

Strategic Theme No. 1 – To Formulate Enabling Parliamentary Measures Supporting ASEAN Integration

Strategic Objective 1: To Reassess the Existing and Develop New Enabling Parliamentary Measures to Implement the ASEAN Integration Plan

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	60%	60%	65%	65%	70%	70%	75%	75%	
Percentage of resolutions implemented in each Standing Committee	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	3. To continuously conduct the existing monitoring and evaluation mechanism: AIPA Caucus.		3. Country Reports on the implementation status of the adopted AIPA Resolutions.		National Secretariats, with AIPA Secretariat as coordinator		2023 – 2030		
	4. Enhance the monitoring and evaluation mechanism to track the implementation status of the adopted AIPA Resolutions.		4. Comprehensive and measurable matrix (Country Report).						
	5. Regularly update the status of the implementation of adopted AIPA Resolutions.		5. Country's Implementation Report.						
			6. Updated data of the implementation of AIPA Resolutions						

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
Number of regional issues discussed, agreed, and adopted.	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	6. Conduct annual Speakers Summit		7. Agreed / adopted joint document. 8. Published Report		AIPA Secretariat				

Strategic Theme No. 1 – To Formulate Enabling Parliamentary Measures Supporting ASEAN Integration

Strategic Objective 1: To Reassess the Existing and Develop New Enabling Parliamentary Measures to Implement the ASEAN Integration Plan

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
	Project/Program/Activity	Target Output			Lead Implement		Time Table	Required Resources	
Number of Coordination meetings conducted between ASEAN National Secretariat and AIPA National Secretariat for each ASEAN Member States	7. Initiate coordinating mechanisms between ASEAN National Secretariat and AIPA National Secretariat for ASEAN Member States to discuss matters pertaining to the country's status of implementation of ASEAN Integration Plan.	9. Names of focal persons appointed from ASEAN National Secretariat and AIPA National Secretariat for each of the ASEAN Member States submitted to AIPA Secretariat for information.			AIPA National Secretariat for each AIPA Member Parliament.		2023 – 2030	Human resources of ASEAN National Secretariat and AIPA National Secretariat for each of the ASEAN Member State and AIPA Secretariat	
		10. Minutes of the Meetings between ASEAN National Secretariat and AIPA National Secretariat submitted to AIPA Secretariat for monitoring.							
		11. Draft AIPA Resolutions Urging ASEAN National Secretariat and AIPA National Secretariat for each ASEAN Member States to initiate coordinating mechanisms.							

Strategic Theme No. 1 – To Formulate Enabling Parliamentary Measures Supporting ASEAN Integration

Strategic Objective 1: To Reassess the Existing and Develop New Enabling Parliamentary Measures to Implement the ASEAN Integration Plan

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
Satisfaction of AMPs on Dialogue with ASEAN	50%	55%	60%	65%	70%	75%	80%	85%	
	–	–	–	–	–	–	–	–	
	60%	65%	70%	75%	80%	85%	90%	95%	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	6. Conduct dialogue with ASEAN Bodies by utilizing the existing mechanism of AIPA: e.g. AIPACOD with ASOD		12. Report		AIPA and ASEAN, coordinated by AIPA Secretariat				
	7. Conduct assessment of the dialogue / survey								

Strategic Objective 2: To continuously enhance existing dialogue mechanisms with the ASEAN pertaining to the implementation of the ASEAN Integration Plan

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
Number of Coordination Meeting (Formal or Informal) conducted to align the work of AIPA with the ASEAN Integration Plan	3	4	5	6	7	8	9	10	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	8. Conduct AIPAASEAN Hearing regularly at the AIPA General Assembly. 9. Participate in formal and informal coordination meetings with ASEAN bodies and/or ASEAN Secretariat, to align the work of AIPA and ASEAN.		13. Report of each coordinating meeting. 14. Compiled/ Annual Report of all the Coordination meetings. 15. Increased engagement between ASEAN and AIPA. 16. Focal persons appointed from ASEAN and AIPA Secretariat for each of the ASEAN Community		AIPA, AIPA Secretariat, ASEAN (bodies, entities, etc) and ASEAN Secretariat				

Strategic Theme No. 2: To Foster Inter- parliamentary Cooperation Based on Multilateralism Within and Outside ASEAN

Strategic Objective 3 : To promote solidarity, understanding, cooperation and close relations among AIPA Member Parliaments, and address common issues and develop timely solutions

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Number of Inter-Parliamentary Friendship Groups Activities	1. Collect data on the bilateral / multilateral parliamentary dialogue conducted by AIPA Member Parliaments 2. Benchmarking activities among parliamentarians, including parliamentary visit and knowledge exchange.		1. Qualitative and Quantitative Data		AIPA National Secretariats and AIPA Secretariat				

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	2	2	3	3	4	4	4	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Number of training(s) carried out	3. Conduct Capacity Building Programs. 4. Provide updated information on the numbers of Capacity Building Activities in the AIPA Caucus		2. Number of the beneficiaries of the programs. 3. Report of the Activity		AIPA Secretariat				

Strategic Theme No. 2: To Foster Inter- parliamentary Cooperation Based on Multilateralism Within and Outside ASEAN

Strategic Objective 3 : To promote solidarity, understanding, cooperation and close relations among AIPA Member Parliaments, and address common issues and develop timely solutions

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
Addressing Common Issues and Interests within the Parliamentarians	Project/Program/Activity		Target Output		Lead Implement		Time Table	Required Resources	
	5. Speakers' Summit.		4. Joint Document (Cross-sector with the strategic objective 1)		Host Country and the AIPA Secretariat				
	6. Secretary Generals/ Clerks annual meeting.								

Strategic Objective 4 : To foster solidarity, understanding, close relations, cooperation, and multilateralism with other parliaments and parliamentary organizations.

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	10	15	20	25	25	30	30	35	
Number of Inter-Parliamentary Friendship Groups Activities with other parliaments outside AIPA	Project/Program/Activity		Target Output		Lead Implement		Time Table	Required Resources	
	7. Collect data on the bilateral / multilateral parliamentary dialogue conducted by AIPA Member Parliaments;		5. Qualitative and Quantitative Data;		AIPA National Secretariats, Secretariats of Hosting Parliaments, and AIPA Secretariat				
	8. Exchange of parliamentary visit, including the Secretariats.		6. Press Release.						
	9. Knowledgeexchange Activities.								

Strategic Theme No. 2: To Foster Inter- parliamentary Cooperation Based on Multilateralism Within and Outside ASEAN

Strategic Objective 4: To foster solidarity, understanding, close relations, cooperation, and multilateralism with other parliaments and parliamentary organizations.

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
Number of exchange visits and dialogue with AIPA observer parliaments	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	10. Conduct bilateral / multilateral parliamentary dialogue.		7. Qualitative and Quantitative Data		AIPA Member Parliaments and AIPA Secretariat				
	11. Exchange programme.								

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
Number of official engagements of AIPA Secretariat with other parliamentary organizations	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	12. Participate in the activities of other parliamentary organizations		8. Report		AIPA Secretariat				

Strategic Theme No. 2: To Foster Inter- parliamentary Cooperation Based on Multilateralism Within and Outside ASEAN

Strategic Objective 5 : To promote good governance, prosperity and gender equality in ASEAN

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
Number of adopted resolution(s) in the AIPA General Assembly on promoting good governance, prosperity, and gender equality in ASEAN	Project/Program/ Activity	Target Output		Lead Implement		Time Table		Required Resources	
	1. Coordinate with AIPA Member Parliaments to ensure that the issues are covered in one or more of the adopted resolutions.	1. Adopted / Approved resolution(s) on the issues by the AIPA General Assembly		Proposing AIPA Member Parliament(s) with AIPA Secretariat as coordinator				<ul style="list-style-type: none"> • Support from the parliamentary staff in preparing the draft resolution; • Support from relevant ASEAN Bodies, to ensure the alignment of the substance with ASEAN integration plan. 	

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	Progressively Full Implementation Starts from 2024- 2030								
	Project/Program/ Activity	Target Output		Lead Implement		Time Table		Required Resources	
Implementation of an Initiative to Develop a Common Framework Promoting: a. Good Governance b. Narrowing the Development Gap c. Gender Equality in ASEAN	2. Conduct series of workshops and dialogues to establish common framework	2. Concept Note of the Initiatives		AIPA Secretariat and one focal parliament to host the workshops		2024 - 2030		Human resources of AIPA Secretariat Professional fees for the resource persons and consultants Travel and accommodation cost	
		3. Terms of Reference							
		4. Secure External Funding							
		5. Implementation of Initiatives through e.g. workshops							
		6. AIPA Resolution on Common Framework							

Strategic Theme No. 2: To Foster Inter- parliamentary Cooperation Based on Multilateralism Within and Outside ASEAN

Strategic Objective 6 : To promote peace and security in ASEAN

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
	Project/Program/ Activity		Target Output		Lead Implement		Time Table		Required Resources
Number of dialogue(s) on regional stability through the promotion of ASEAN Centrality	3. Conduct inter-parliamentary dialogue with multistakeholders approach.		7. Report		AIPA Secretariat		2024 - 2030		Support from development partners, observer members, and other interested stakeholders

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
	Project/Program/ Activity		Target Output		Lead Implement		Time Table		Required Resources
Develop a Common Framework to promote Peace and Security in ASEAN	4. Raise Awareness of ASEAN Outlook on Indo-Pacific						2024 - 2030		Human resources of AIPA Secretariat Professional fees for the resource persons and consultants Travel and accommodation cost

Strategic Theme No. 3: To promote Rules-Based Policies on Good Governance, Human Rights, Social Inclusion and Sustainable Development

Strategic Objective 7: To urge the adoption of parliamentary measures protecting the rights and welfare of the vulnerable and marginalized groups, and to promote social inclusion, sustainable and healthy environment, that no one is left behind in pursuing economic development goals.

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	Progressively Full Implementation Starts from 2024- 2030								
	Project/Program/Activity	Target Output			Lead Implement	Time Table	Required Resources		
Number of dialogue(s) on the promotion of social inclusion, sustainable and healthy environment Establish a Common Framework to Promote: a. Social Inclusion and Protection of the Rights, Welfare, and Representation of Marginalized and Vulnerable Sectors groups in ASEAN b. Sustainable Development, Healthy Environment and Effective Health Care Systems	6. Conduct series of workshops and dialogues to establish common framework	9. Concept Note of the Initiatives			AIPA Secretariat and one focal parliament to host the workshops	2024 - 2030	Human resources of AIPA Secretariat		
		10. Terms of Reference							
		11. Secure External Funding					Professional fees for the resource persons and consultants		
		12. Implementation of Initiatives through e.g. workshops							
		13. AIPA Resolution on Common Framework					Travel and accommodation cost		
				</					

Strategic Theme No. 3: To promote Rules-Based Policies on Good Governance, Human Rights, Social Inclusion and Sustainable Development

Strategic Objective 8 : To urge the adoption of enabling parliamentary measures to achieve Sustainable Development Goals (SDGs) and ensure sustainable development

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	60%	65%	70%	70%	75%	75%	80%	80%	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Percentage of resolution(s) implemented on SDGs and Sustainable Development	7. Conduct advocacy activities, including but not limited to the insertion of the issue of SDGs and Sustainable Development in the discussion of the existing AIPA mechanism(s); 8. Monitor the implementation of the adopted resolution(s) on the issues through AIPA Caucus; 9. Regularly update the implementation status.		14. Report; 15. Country Reports on the implementation status; 16. Updated status of the implementation		AIPA Secretariat				Support from hosting parliament and development partners.

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	Progressively Full Implementation Starts from 2024- 2030								
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Improve the Capacities of Each AIPA Member Parliament as Partner for the Implementation of SDGs.	10. Conduct baseline capacity assessment survey to determine the capacities of each AIPA Member Parliament re SDGs 11. Conduct training workshops for AIPA Member Parliaments on the 2023 Agenda for Sustainable Development 12. Facilitate planning workshops for AIPA Member Parliaments to develop strategies and action plans to improve their capacities as partners		17. Concept Note of the initiatives 18. Terms of Reference 19. Secured External Funding 20. Implementation of Initiatives through e.g. workshops 21. AIPA Resolution on Common Framework		AIPA Secretariat and one focal parliament to host the workshops		2024 - 2030		Human resources of AIPA Secretariat Professional fees for the resource persons and consultants Travel and accommodation cost

Strategic Theme No. 3: To promote Rules-Based Policies on Good Governance, Human Rights, Social Inclusion and Sustainable Development

Strategic Objective 8 : To urge the adoption of enabling parliamentary measures to achieve Sustainable Development Goals (SDGs) and ensure sustainable development

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	2	2	3	3	4	4	5	5	
Number of awareness campaign promoting the SDGs to the AIPA Member Parliaments and beyond, including the Secretariats.	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	13. Implement awareness program by utilizing social media platforms of AIPA Secretariat and/or other possible format(s).		22. Social Media posts on the awareness program		AIPA Secretariat				Social media specialist

Strategic Theme No. 4: To Strengthen the Capacities and Harmonize the Systems of Secretariat Organizations Supporting AIPA

Strategic Objective 9 : To develop, continuously innovate, and maintain a knowledge management system of AIPA to enable it to become a supporting and learning organization.

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	10%	20%	30%	40%	50%	60%	70%	80%	
Integrated data and information accessible among parliamentarians	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	1. Updating the database and information weekly. 2. Website traffic monitoring 3. Socialization on the AIPA Website and AIPA Social Media Platforms		1. Increased visitors of website and AIPA Social Media Platforms; statistics of website traffic		AIPA Secretariat				Human resources of AIPA Secretariat

Strategic Theme No. 4: To Strengthen the Capacities and Harmonize the Systems of Secretariat Organizations Supporting AIPA

Strategic Objective 9 : To develop, continuously innovate, and maintain a knowledge management system of AIPA to enable it to become a supporting and learning organization.

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	10%	15%	20%	25%	30%	40%	50%	60%	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Establishing and Operating the Digital Law Library	4. Develop digital platform to publish laws and policies, both at the national and regional level.		2. Digital platform of AIPA Law Library.		AIPA Secretariat with the National Assembly of Cambodia as the coordinating country				Support from relevant stakeholders, including AIPA Member Parliaments and development partners.
	5. Collect data and information from AIPA Member Parliaments to be stored and published in the digital law library.		3. Data and information on laws and policies of ASEAN Member States on specific issues.						
	6. Regularly update the data and information that have been stored and published in the library.		4. Updated data and information on laws and policies of ASEAN Member States on specific issues.						

Strategic Theme No. 4: To Strengthen the Capacities and Harmonize the Systems of Secretariat Organizations Supporting AIPA

Strategic Objective 10 : To continuously strengthen the capacities of AIPA and National Secretariats of AIPA Member Parliaments to enhance their performance in fulfilling their mandate

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	2	2	3	3	4	4	5	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Number of Capacity Development programs conducted	7. Conduct needs assessment survey to the AIPA Member Parliaments, their Secretariats, and AIPA Secretariat.		5. Survey results: areas requiring capacity development are identified.		AIPA Secretariat				Support from development partner (s)
	8. Conduct capacity development activities on various areas for AIPA Member Parliaments, their Secretariats, and the AIPA Secretariat;		6. Capacity of the AIPA Member Parliaments, their Secretariats, and AIPA Secretariat are enhanced;						
	9. Conduct impact evaluation of the capacity development activities.		7. Report						

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	60%	70%	70%	70%	70%	70%	70%	70%	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Percentage of AIPA Member Parliaments, including its secretariat who attended training workshop on Knowledge Management	10. Training Workshops on Knowledge Management (KM)		8. Report of Activity(ies)		AIPA Secretariat and one focal parliament to host the workshops.				Human resources of the AIPA Secretariat

Strategic Theme No. 4: To Strengthen the Capacities and Harmonize the Systems of Secretariat Organizations Supporting AIPA

Strategic Objective 10 : To continuously strengthen the capacities of AIPA and National Secretariats of AIPA Member Parliaments to enhance their performance in fulfilling their mandate

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	0	1	1	1	1	1	1	1	
Number of seconded officers and staff from AIPA Member Parliaments deployed to work with AIPA Secretariat	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	11. Establish Secondment Program for officers and staff from AIPA Member Parliaments to work with AIPA Secretariat to learn various aspects of interparliamentary support activities with the end goal of developing regional ASEAN mindset among these seconded officers and staff.		9. List of Data 10. Secondment report of the officers seconded at the AIPA Secretariat		AIPA Secretariat				Living expenses (board and lodging) and travel expenses for seconded officers.

Strategic Objective 11 : To develop and implement public awareness and information campaigns to maximize knowledge of AIPA and its activities.

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	1	1	1	1	1	1	1	
Model AIPA Simulation	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	Model AIPA Program to be implemented in every AIPA Member Parliaments								

Strategic Theme No. 4: To Strengthen the Capacities and Harmonize the Systems of Secretariat Organizations Supporting AIPA

Strategic Objective II: To develop and implement public awareness and information campaigns to maximize knowledge of AIPA and its activities.

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
Increase of percentage of followers of AIPA social media	10%	15%	20%	25%	30%	35%	40%	45%	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	13. Social Media Boost 14. Live during AIPA Activites		11. Increase of engagement						
Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
Update Communication Master Plan	10%	30%	40%	50%	70%	70%	80%	80%	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	15. Conduct internal review		12. Updated version of AIPA Communication Master Plan is developed.		AIPA Secretariat				Development partners
Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
Percentage of Completion of the Updated version of AIPA Publication	20%	25%	30%	35%	40%	50%	60%	70%	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
	16. Updating of the Publication "Legislative Procedures of AIPA Member Parliaments" and "Information Fact Sheets on Political and Parliamentary Systems of AIPA Member Parliaments"		13. Updated version of the Publication "Legislative Procedures of AIPA Member Parliaments" and "Information Fact Sheets on Political and Parliamentary Systems of AIPA Member Parliaments" published		AIPA Secretariat				Development partners

Strategic Theme No. 4: To Strengthen the Capacities and Harmonize the Systems of Secretariat Organizations Supporting AIPA

Strategic Objective 12 : To strengthen existing engagements with development partners and expand the stakeholder base of AIPA

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
	1	2	3	4	4	5	5	6	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Number of Projects supported by the Development Partners	17. Implementation of the project		14. Project document		AIPA Secretariat				Development partners

Key Result Areas	Performance Indicators								
	2023	2024	2025	2026	2027	2028	2029	2030	
		1	1	1	1	1	1	1	
	Project/Program/Activity		Target Output		Lead Implement		Time Table		Required Resources
Resources mobilization or fundraising plan is crafted, approved, and implemented.	18. Planning Workshop to develop resource mobilization or fundraising plan for AIPA		15. Resource mobilization or fundraising plan		AIPA Secretariat in coordination with representatives from the National Secretariat of AIPA Member Parliaments		2024 - 2030		Human resources of AIPA Secretariat

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