



**43<sup>RD</sup> GENERAL ASSEMBLY OF  
ASEAN INTER-PARLIAMENTARY ASSEMBLY**  
**Cambodia, 20-25 November 2022**  
*Advancing Together for Sustainable, Inclusive, and Resilient  
ASEAN*

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**EXPLANATORY NOTE**

**DRAFT RESOLUTION ON  
THE DEVELOPMENT OF THE AIPA 2023-2025 STRATEGIC PLAN  
FUNDED BY THE CANADA FUND FOR LOCAL INITIATIVES (CFLI)  
ASEAN**

**1. Strategic Plan and Importance to the Organization**

Strategic planning is an ongoing organizational process of using available knowledge to document an intended direction of a business or institution. This process is used to prioritize efforts, effectively allocate resources, align stakeholders and employees on the goals of the organization, and ensure those goals are backed by data and sound reasoning.

A strategic plan is 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. Moreover, it guides management discussions and decision making in determining resource and budget requirements to accomplish its set objectives - thus increasing operational efficiency.

**2. Rationale: Why AIPA Needs a Strategic Plan**

The ASEAN Inter-Parliamentary Assembly (AIPA) does not have a strategic plan which uses a strategic planning framework.

The closest document which resembles like a “strategic plan” was the output of the *Workshop on Common Legislative Policy Framework* held on February 25-26, 2020 in Jakarta, Indonesia. This workshop outlined common topics to be pursued by AIPA as its parliamentary contribution to the implementation of the ASEAN Integration Plan. However, this was somewhat limited because not only it was participated only by five the Member Parliaments of AIPA, but it was also limited mostly on policy-related matters, and there were no plans to implement comprehensively the organizational objectives of AIPA as stipulated in Article 3 (Aims and Purposes) of the Statutes of AIPA.

**3. Initiative of AIPA Secretariat**

Realizing the gap on the absence of Strategic Plan of AIPA and the limited funds of the AIPA Secretariat to facilitate its development, the latter took the initiative to conceptualize its development and its framework, and also by looking for possible funder to implement the development of the 2023-2025 Strategic Plan of AIPA. This initiative is consistent with one of the functions of AIPA Secretariat as stipulated in Article 14 of the Statutes of AIPA, which states that “it shall take

initiative to explore and conceptualize possible joint programs and projects with external stakeholders to achieve common goals with AIPA, and submit to AIPA General Assembly the approval for its implementation.” Covered with this mandate, the AIPA Secretariat availed of the funding from the government of Canada through the *Canada Fund for Local Initiatives* and granted its application.

#### **4. Brief Background on Canada Fund for Local Initiatives**

The Canada Fund for Local Initiatives (CFLI)<sup>1</sup> is a funding facility from the government of Canada which provides modest funding for small-scale, high-impact projects in more than 120 countries eligible for official development assistance (ODA). Among the conditions for funding projects is to ensure that issues such as “inclusive governance, peace and security, economic rights and growth, gender equality and empowerment of women and girls” should be addressed in the project. The funding for the development of the 2023-2025 Strategic Plan of AIPA has been approved in the amount of CAD 40,000 by the government of Canada.

#### **5. AIPA Strategic Planning and Assessment Working Group**

To ensure that the process of developing the 2023-2025 Strategic Plan of AIPA is participatory, consultative and inclusive manner, AIPA shall organize a *Strategic Planning and Assessment Group* who will provide inputs, feedback in the development of the drafts of this Plan, and at later stage to perform *assessment* function such as: i) assessing the results of the implementation of the said plan; ii) document the lessons learned; and iii) recommend courses of action to improve its implementation to achieve its objectives.

It’s important to highlight that strategic planning is an ongoing process—not a one-time meeting. This is because any organization will run into unanticipated opportunities and threats, and they must respond to it. Sometimes they respond successfully; sometimes they don’t. But most strategies develop through this process. Often, the strategy that leads to success emerges through a process that is at work continuously in almost every industry or institution.<sup>2</sup>

Strategic planning, therefore, requires time, effort, and continual reassessment. Given the proper attention, it can set the direction of the business or institution on the right track. The regular manner of communication expected from this group may take a virtual format.

This group shall be composed of representatives from each AIPA Member Parliament. 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 sure that it is gender-balanced, each three-member delegation from each AIPA Member Parliament should have at least one-woman member who should be part of the delegation.

#### **6. Action to be Done by AIPA**

In the light of the above premises, this draft resolution requests that AIPA to take the following actions:

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<sup>1</sup> <https://www.international.gc.ca/world-monde/funding-financement/cfli-fcil/index.aspx?lang=eng>

<sup>2</sup> *Harvard Business Online*. <https://online.hbs.edu>

1. Approve the on-going preparation for the development of 2023-2025 Strategic Planning process of AIPA using the funds from Canada Fund for Local Initiative Project 2022-2023;
2. Request AIPA Secretariat to provide the final draft of the 2023-2025 Strategic Plan of AIPA and circulate it to all the AIPA Member Parliaments; and
3. Approve the formation of a Strategic Planning and Assessment Group who will soon be providing inputs to the development of the 2023-2025 Strategic Plan of AIPA during the planning process; who at later stage will meet regularly (may take virtual format) to monitor and evaluate the implementation of the said Plan, document the lessons learned, and recommend courses of action to improve its implementation to achieve its objectives.