



ASEAN CONNECTIVITY STRATEGIC PLAN



one vision
one identity
one community

The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste, and Viet Nam.

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ASEAN CONNECTIVITY STRATEGIC PLAN

The ASEAN Secretariat
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ASEAN Connectivity Strategic Plan (ACSP)



ASEAN Connectivity Strategic Plan

I. INTRODUCTION

1. The Master Plan on ASEAN Connectivity (MPAC 2010) and the Master Plan on ASEAN Connectivity 2025 (MPAC 2025) were strategic documents that guided ASEAN's connectivity agenda. Their effective implementation has significantly contributed to the ASEAN Community-building process, strengthened physical, institutional and people-to-people linkages, fostered inclusive economic growth, narrowed the development gap, and promoted sustainable development in ASEAN.
2. Following the completion of the ASEAN Community Vision 2025, ASEAN will embark on the next phase in realising a resilient, innovative, dynamic and people-centred ASEAN Community by 2045 through the ASEAN Community Vision 2045, along with the Strategic Plans of the ASEAN Political Security Community, the ASEAN Economic Community, the ASEAN Socio-Cultural Community and ASEAN Connectivity.
3. The ASEAN Connectivity Strategic Plan, covering the period of 2026–2035, is guided by key ASEAN instruments and documents, as well as lessons learned and best practices from the implementation of past connectivity strategies, particularly the MPAC 2025. The implementation of MPAC 2025 has highlighted the importance of enhancing sectoral alignment, strengthening national level implementation, promoting effective coordination between national and regional levels, intensifying engagement with partners and stakeholders, increasing adaptability to regional context, and mobilising resources.
4. To ensure that the ASEAN Connectivity Strategic Plan remains relevant, seven major trends were considered. These include (1) digital transformation; (2) climate change and acceleration of the net zero transition; (3) reconfiguration of supply chains; (4) urban expansion and the emergence of middle-weight cities; (5) increased regionalism; (6) innovation in financing; and (7) ageing population. ASEAN will need to take into account these trends and explore ways to address them through strengthening regional integration and collaboration; as well as leveraging new and emerging opportunities.
5. ASEAN shall continue to drive regional connectivity among ASEAN Member States, supported by Dialogue Partners and other external partners, by implementing the ASEAN Outlook on the Indo-Pacific (AOIP),

which is one of the key drivers for strengthening regional connectivity and cooperation, reinforcing ASEAN Centrality as the underlying principle for promoting cooperation in the Indo-Pacific region. The implementation of AOIP will leverage engagements within the region and with partners in the Indo-Pacific region to mobilise resources as well as to enhance links and synergies between the ASEAN Connectivity Strategic Plan and various connectivity initiatives through ASEAN's Connecting the Connectivities approach, including sub-regional and multilateral cooperation frameworks with and within ASEAN.

6. Through the mainstreaming and implementation of AOIP, ASEAN seeks to enhance connectivity within and beyond the region by leveraging existing and future connectivity initiatives that complement the ASEAN Connectivity Agenda. This approach aligns with ASEAN's Whole-of-Community strategy and the Connecting the Connectivities initiative, ensuring synergies between ASEAN's connectivity efforts and broader Indo-Pacific cooperation frameworks.
7. Cognisant of the rapidly evolving global environment, the implementation of the ASEAN Connectivity Strategic Plan will require innovative, agile, responsive, inclusive, forward-looking and people-centred approach.

II. STRATEGIC GOALS, OBJECTIVES AND STRATEGIC MEASURES OF ASEAN CONNECTIVITY STRATEGIC PLAN OF ASEAN COMMUNITY VISION 2045

8. The ASEAN Connectivity Strategic Plan is envisaged to connect ASEAN by enhancing the physical, institutional, and people-to-people linkages across the region, and support the realisation of the ASEAN Community Vision 2045, through six Strategic Areas:
 - Sustainable Infrastructure;
 - Smart and Sustainable Urban Development;
 - Digital Innovation;
 - Seamless Logistics and Supply Chain;
 - Regulatory Excellence and Cooperation; and
 - People-to-People Connectivity.
9. The six Strategic Areas are interconnected and shall be pursued in a holistic manner, which allows greater synergy and coordination across sectors and with the ASEAN Community Pillars, as well as in support of narrowing the development gap goals, where relevant. The six Strategic

Areas contain six Strategic Goals with corresponding 14 Objectives and their respective Strategic Measures. The 49 Strategic Measures provided in the ASEAN Connectivity Strategic Plan are translated into Activities in the Work Plan. The Work Plan describes the Activities that will be undertaken, identifies the relevant ASEAN Sectoral Bodies and Implementing Bodies that will lead, co-lead, or support their implementation, and stakeholders that will be involved, and provides the indicative timelines. The Work Plan may be updated and enhanced, as deemed necessary, by the ASEAN Connectivity Coordinating Committee, with the support of the ASEAN Secretariat, and in consultation with the relevant ASEAN Sectoral Bodies and Implementing Bodies. The Strategic Measures and Activities shall be further developed into initiatives, projects and programmes in pursuing the Strategic Goals.

10. The Strategic Goals and their corresponding Objectives and Strategic Measures are as follows:

STRATEGIC GOAL 1

SUSTAINABLE INFRASTRUCTURE

The Strategic Goal for Sustainable Infrastructure is to achieve “A Community connected through growing networks of sustainable infrastructure within and between ASEAN Member States”.

Enhancing infrastructure connectivity within and between ASEAN Member States will drive more trade, investment and regional integration, improve access to markets and resources, thereby facilitating more sustainable and inclusive economic development.

Objectives

- The first Objective for Strategic Goal 1 is “Strengthened development and coordination of infrastructure within and between ASEAN Member States”.

Rapid economic development, population growth, and environmental concerns have generated a significant demand for sustainable infrastructure – both national and cross-border – across ASEAN. Together with the drive towards sustainability and reconfiguration of supply chains, ASEAN is seeing an accelerated need to strengthen development and coordination of infrastructure within and between ASEAN Member States. The development of well-coordinated infrastructure could boost the economic competitiveness of ASEAN, promoting foreign investment and supporting ASEAN businesses to integrate more deeply into global value chains. This will require not only

resources, capacity and solutions to optimise the infrastructure project lifecycle, but also better collaboration between the public and private sectors to create a well-integrated, productive and resilient infrastructure system across ASEAN.

- The second Objective for Strategic Goal 1 is “Increased public and private infrastructure investment in ASEAN Member States”.

It is estimated that ASEAN needs at least USD 210 billion of annual infrastructure investment from 2023 to 2030 to sustain economic growth, respond to climate change and promote sustainable development.¹ ASEAN needs to capitalise on private sector investments to help close the funding gap. Innovative financing approaches are needed to attract private and institutional capital to finance these critical infrastructures.

ASEAN is committed to incentivising private and public sector funding and financing for infrastructure projects through the creation of a favourable investment climate. By building stronger business cases for infrastructure development, increasing the clarity and transparency of regulatory requirements, strengthening planning and project prioritisation processes, and utilising alternative and innovative financing approaches, ASEAN aims to accelerate overall investment in infrastructure in ASEAN.

Strategic Measures

In pursuing the Strategic Goal 1, the following Strategic Measures are identified:

- 1.1. Expand the Initial Pipeline of ASEAN Infrastructure Projects.
- 1.2. Enhance cooperation on transport planning and development to bolster transport connectivity across air, land and maritime sectors.
- 1.3. Enhance energy interconnection through ASEAN Power Grid (APG) and Trans-ASEAN Gas Pipeline (TAGP), including liquefied natural gas (LNG) infrastructures.
- 1.4. Accelerate the development of sustainable, accessible, and inclusive digital infrastructure and connectivity across ASEAN.
- 1.5. Expand and strengthen submarine cable connectivity.
- 1.6. Promote public and private investment in sustainable infrastructure.
- 1.7. Strengthen resilience, inclusivity, and productivity of sustainable infrastructure.

¹ ADB (2022). *ADB Southeast Asia Innovation Hub: Catalyzing Green and Innovative Finance*. Retrieved from: <https://www.adb.org/news/features/greening-southeast-asia-infrastructure-pipeline>.

- 1.8. Promote adoption of environmentally sustainable, climate and disaster-resilient, and carbon-neutral infrastructure and transport solutions.

STRATEGIC GOAL 2

SMART AND SUSTAINABLE URBAN DEVELOPMENT

The Strategic Goal for Smart and Sustainable Urban Development is to achieve “A Community capable of managing urban and rural challenges by leveraging modern technologies, and innovative infrastructure, as well as enhancing ASEAN smart and sustainable cities and villages.”

Promoting actions that enable cities and villages to capture the benefits of smart and sustainable urban and rural development, while managing significant risks for both its urban and rural communities including congestion, pollution, income and social inequality, will be crucial for enhancing connectivity, narrowing the development gap, as well as promoting sustainable economic growth and social cohesion.

Objectives

- The first Objective for Strategic Goal 2 is “Advanced smart and sustainable urban and rural development”.

With the world’s urban population projected to reach 68% of total population² by 2050,³ there is a significant opportunity to drive social, economic, and financial benefits through smart and sustainable urban development. By embracing smart technologies and solutions, urban areas can enhance their infrastructure and services, improving efficiency in public transport, energy use, and waste management, and promote a circular economy, which can lead to cost savings and increased productivity. Moreover, rural communities can utilise smart solutions to improve access to basic services and economic opportunities. By prioritising smart and sustainable urban and rural development, ASEAN can cultivate dynamic communities that not only support economic growth but also ensure resilience and well-being for their peoples in a rapidly changing world.

- The second Objective for Strategic Goal 2 is “Strengthened rural development and empowerment of rural communities”.

Significant development discrepancies exist between rural and urban communities in ASEAN. Promoting well-managed rural development not only

² 6.68 billion out of 9.7 billion people estimated to live in urban areas by 2050.

³ UN-Habitat (2022). *World Cities Report 2022*. Retrieved from: https://unhabitat.org/sites/default/files/2022/06/wcr_2022.pdf.

addresses income inequality but also acts as a significant economic driver. Recognising the crucial link between poverty and rural development, ASEAN has emphasised the need for connectivity to bridge the development divide by enhancing transportation, digital infrastructure, and linkages between rural and urban areas. By focusing on empowering rural communities, ASEAN can harness its potential to drive economic growth and ensure that all regions and populations benefit from sustainable development.

Strategic Measures

In pursuing the Strategic Goal 2, the following Strategic Measures are identified:

- 2.1. Promote integrated, data-driven, and adaptive approaches to urban and rural planning.
- 2.2. Improve quality and affordability of housing and access to essential health services.
- 2.3. Strengthen public safety and security in cities.
- 2.4. Promote environment sustainability and resilience through innovative nature-based solutions and ecosystem-based approach to reduce vulnerability to climate change, address environmental issues, including transboundary haze pollution, promote water resources, sanitation and waste management, sustainable use and consumption, circular economy, and increase resource efficiency and urban and rural resilience.
- 2.5. Strengthen cooperation in climate change mitigation and adaptation, resilience, disaster risk reduction, biodiversity protection, and conservation.
- 2.6. Strengthen existing urban and rural infrastructure, human resources, and knowledge sharing platforms to facilitate mobility, improve the efficiency and sustainability of building and construction, integrate effective land use planning, and build climate and disaster resilience, and disability-inclusive infrastructure for sustainable development.
- 2.7. Encourage industries and businesses to capitalise on technologies and use innovation to build competitive advantages and transform process.
- 2.8. Strengthen urban and rural governance and promote partnerships across multi-level governments and multi-stakeholders, including public-private partnerships and community, on sustainable urban and rural development.
- 2.9. Promote financial sustainability, and bridge funding and financing gaps for smart cities as well as urban and rural projects.

- 2.10. Support collaboration and cooperation among villages to enable villages to fast-track rural transformation.
- 2.11. Promote competitiveness and facilitate better and wider rural products' access to markets through innovation.
- 2.12. Strengthen urban-rural linkages and spatial planning collaboration for sustainable urbanisation and sustainable community development.

STRATEGIC GOAL 3

DIGITAL INNOVATION

The Strategic Goal for Digital Innovation is to achieve “A Community with continuous digital innovation and enhanced cybersecurity, advancing payments and financial markets’ connectivity and efficient cross-border flow of information”.

ASEAN’s digital economy is growing rapidly and to unlock the region’s digital economic potential and promote digital inclusion, adopting and integrating frontier technologies – such as the Internet of Things (IoT), Artificial Intelligence (AI) and big data – is essential. While technologies and solutions offer significant benefits, their implementation poses challenges including widening digital divide and increasing online safety and cybersecurity concerns, which will need to be addressed through advancing digital innovation, cross-border data flows, and promoting safe, inclusive access to and adoption of digital technologies and services.

Objectives

- The first Objective for Strategic Goal 3 is “Expanded and enhanced ASEAN’s digital connectivity”.

Digital connectivity shall be inclusive and productive for the region – accessible and relevant for the peoples, facilitating safe adoption of advanced technologies, and ensuring that ASEAN as a whole benefit from it. Despite a significant increase in internet subscribers in ASEAN – growing from 26 per 100 persons in 2013 to 72 per 100 persons in 2022 – this progress is uneven across ASEAN Member States.⁴ There are considerable opportunities for ASEAN to improve affordable internet access for all, particularly the underserved; enhance its data protection and cybersecurity practices to facilitate cross-border data flows and digital payments; and create environments conducive to innovation and entrepreneurship. Through

⁴ ASEANstats (2023). ASEAN Statistical Yearbook 2023. Retrieved from: <https://www.aseanstats.org/wp-content/uploads/2023/12/ASYB-2023-v1.pdf>.

these opportunities, ASEAN can cultivate an inclusive, digitalised society that drives robust regional economic growth.

- The second Objective for Strategic Goal 3 is “Increased participation of people and businesses in the digital economy”.

Fostering greater participation in the digital economy requires awareness on the availability and safety of online services, digital literacy and skills, as well as inclusive regulations and digital solutions. A study on the participation of micro, small and medium enterprises (MSMEs) in the digital economy within ASEAN identified significant barriers to digital adoption, including limited knowledge of digitalisation and reluctance to make changes to business processes due to perceived risks.⁵ To harness the ongoing digital transformation to foster a thriving regional digital and data economy, ASEAN will need to address regional challenges such as different levels of development and disparate regulatory regimes.

Strategic Measures

In pursuing the Strategic Goal 3, the following Strategic Measures are identified:

- 3.1. Promote digital data governance to support inclusive and sustainable socio-economic development across ASEAN.
- 3.2. Promote the development of and improve the use and accessibility of open data.
- 3.3. Support the adoption of existing and emerging technologies by all people and businesses, with the focus on MSMEs, women, youth, and persons with disabilities to enhance competitiveness and productivity.
- 3.4. Advance seamless regional payments connectivity.
- 3.5. Enhance collaborative research and development of digital technology, including nurturing innovation, and addressing digital divides.
- 3.6. Strengthen cooperation on cybersecurity measures to protect digital ecosystems, enhance online safety, combat online scams, and enhance trust in digital services, including use of online security technologies and applications.
- 3.7. Enhance information inclusiveness and accessibility and strengthen collaboration in digital media and information literacy to foster digital

⁵ Economic Research Institute for ASEAN and East Asia. (2018). *Study on MSMEs Participation in the Digital Economy in ASEAN: Nurturing ASEAN MSMEs to Embrace Digital Adoption*. Retrieved from: <https://connectivity.asean.org/wp-content/uploads/2018/11/ASEAN-MSME-Full-Report-Final.pdf>.

literacy among ASEAN citizens and addressing fake news, disinformation, and misinformation.

3.8. Strengthen and nurture digital talent mobility in ASEAN.

STRATEGIC GOAL 4

SEAMLESS LOGISTICS AND SUPPLY CHAIN

The Strategic Goal for Seamless Logistics and Supply Chain is to achieve “A Community that advances efficient and resilient logistics and supply chains towards effective participation in global value chains”.

With ASEAN emerging as a vital manufacturing hub, it is important to enhance the connectivity of ASEAN supply chain and logistics networks to reduce trade costs, improve the speed and reliability of goods movement, and facilitate deeper economic integration among ASEAN Member States and with external partners.

Objectives

- The first Objective for Strategic Goal 4 is “Improved efficiency and competitiveness of ASEAN’s logistics and supply chain connectivity”.

ASEAN faces significant challenges in achieving efficient, competitive, and resilient supply chains due to its diverse geography, varying levels of economic development, infrastructure gaps, and complex regulatory landscape. To reduce the time and cost of transporting goods in regional and global markets, it is essential for ASEAN to expand the capabilities of manufacturing, logistics and MSMEs, upgrade the transport and logistics infrastructure needed to support export demand, adopt digital technologies, and streamline cross-border procedures to boost the region’s global competitiveness and efficiency in logistics and supply chain.

- The second Objective for Strategic Goal 4 is “Enhanced logistics and supply chain resilience against economic shocks and disruptions at the global and regional level”.

Supply chain today faces unprecedented risks from geo-politics, geo-economics, pandemic, climate change and volatile market dynamics. These have introduced additional complexity to the logistics and supply chain environment. Enhancing logistics and supply chain resilience will be essential and could be achieved through strengthening cooperation in promoting diversification, agility to respond to changes and disruptions, and collaborations with partners within and beyond ASEAN.

- The third Objective for Strategic Goal 4 is “Elevated position of ASEAN in the global value chain”.

ASEAN shall continue to enhance its comparative advantage in participating in the global value chain. Analysing and understanding comparative advantages enables ASEAN to optimise resource allocation and focus on industries with significant potential for enhancing value-added activities in the global value chain. Improving the core determinants for investment growth such as infrastructure, conducive regulations, and critical mass of skilled workers will be key. Public and private partnerships are needed for upskilling, reskilling and new skilling of workers, as well as promoting and sustaining innovation policies.

Strategic Measures

In pursuing the Strategic Goal 4, the following Strategic Measures are identified:

- 4.1. Enhance the competitiveness, efficiency and resilience of supply chains.
- 4.2. Promote the adoption of sustainability and circular elements in regional supply chains towards accelerating the transition to a circular economy.
- 4.3. Promote the use of advanced technologies in strengthening supply chain connectivity.
- 4.4. Promote multi-modal supply chain connectivity.
- 4.5. Foster collaboration between government and the private sector associations to strengthen supply chain connectivity, including human resource and skills development.
- 4.6. Promote inclusive participation of MSMEs in the global value chain.

STRATEGIC GOAL 5

REGULATORY EXCELLENCE AND COOPERATION

The Strategic Goal for Regulatory Excellence and Cooperation is to achieve “A Community that promotes regulatory excellence and cooperation towards addressing complex, interconnected and rapidly changing policy environment”.

There exist gaps in translating regional initiatives into practical implementation on the ground. By promoting regulatory cooperation, increasing transparency, and strengthening institutional support among Member States, ASEAN can enhance its global competitiveness, and promote sustainable development and resilience, allowing the region to promptly address emerging challenges and seize opportunities in a rapidly evolving world.

Objectives

- The first Objective for Strategic Goal 5 is “Strengthened implementation of good regulatory practices in regional trade and investment”.

By adopting transparent, consistent, and predictable regulatory practices, ASEAN can create a better environment for businesses and investors, reducing barriers to trade and promoting cross-border investment. This involves harmonising rules, simplifying administrative procedures, and ensuring effective implementation of regulations across ASEAN Member States. Strengthening good regulatory practices will enable ASEAN to compete more effectively in the global economy, while promoting sustainable and inclusive growth throughout the region.

- The second Objective for Strategic Goal 5 is “Improved knowledge and capacity on the policies and regulations to facilitate cross-border trade, logistics, and investment”.

Through investment in capacity-building initiatives, training programmes, and knowledge-sharing platforms, ASEAN can help stakeholders better understand regulatory requirements, foster greater collaborations and streamline procedures. This can also enhance ASEAN’s ability to respond to evolving global challenges and opportunities in the trade, logistics and investment landscape.

Strategic Measures

In pursuing the Strategic Goal 5, the following Strategic Measures are identified:

- 5.1. Facilitate more electronic exchange of trade-related documents among ASEAN Member States to enhance trade efficiency and regional competitiveness, including through supporting the implementation of the ASEAN Single Window.
- 5.2. Promote good regulatory practices to support circular and green supply chains in the region.
- 5.3. Promote implementation of social and environment safeguards among MSMEs including good regulatory practices.
- 5.4. Encourage mutual recognition agreements (MRAs) among interested parties for qualifications, standards, and certifications, including skills competency, to facilitate cross-border trade and mobility.
- 5.5. Enhance connectivity by supporting the adoption of digital solutions to streamline and improve the efficiency of customs, immigration and quarantine (CIQ) processes and improving transport regulations.

- 5.6. Streamline cross-border trade and investment procedures to facilitate ease of doing business.

STRATEGIC GOAL 6

PEOPLE-TO-PEOPLE CONNECTIVITY

The Strategic Goal for People-to-People Connectivity is to achieve “A Community that fosters greater people-to-people connectivity towards people-oriented and people-centred ASEAN”.

Social cohesion and cultural diversity can provide impetus for creativity, innovation and development through greater people-to-people connectivity. This could be pursued through deepening socio-cultural interactions, promoting educational and sports exchanges, and facilitating regional collaboration for inclusive development, while enhancing people mobility.

Objectives

- The first Objective for Strategic Goal 6 is “Enhanced regional sense of belonging”.

A deepened sense of regional belonging in ASEAN is shaped by shared histories, cultural heritage, customs and beliefs, frequent exchanges, and close economic cooperation. Embracing the diverse cultures, traditions, and values of each ASEAN Member State enriches the region. Promoting cultural exchanges and collaboration can help harness the collective strength and creativity of the peoples of ASEAN. A strong regional identity builds a cohesive community that drives regional progress and resilience.

- The second Objective for Strategic Goal 6 is “Enhanced cooperation in education and academic research and exchanges”.

Enhancing cooperation in education and academic exchange allows ASEAN to equip its people with the skills needed for a competitive and resilient workforce, promote knowledge-sharing and research and development, and drive innovation and better educational outcomes. This collaborative approach can effectively address the skills gap, improve education quality, and boost graduate employability while aligning outcomes with industry needs.

- The third Objective of Strategic Goal 6 is “Greater mobility of people across ASEAN”.

Promoting the ability and ease with which ASEAN citizens can travel, study and work across the region offers numerous benefits to regional socio-economic development, including a diverse and dynamic student community and labour force, growing tourism flow, and enhanced economic integration. Additionally, easier travel facilitates cultural exchange and understanding, fostering a stronger sense of community and social cohesion. There are significant growth opportunities by maximising the ease of travel, expanding initiatives to facilitate skilled labour mobility, and raising awareness of intra-regional travel opportunities.

Strategic Measures

In pursuing the Strategic Goal 6, the following Strategic Measures are identified:

- 6.1. Amplify ASEAN awareness and foster a shared ASEAN Identity.
- 6.2. Promote social cohesion, inclusive development, and equitable growth through creative economy and tourism.
- 6.3. Promote Southeast Asia as a leading tourist destination by facilitating ease of travel for tourists, strengthening human resource capacity, and capitalising on advanced technologies.
- 6.4. Expand existing intra- and extra-ASEAN scholarship and other education opportunities and develop new scholarships to facilitate greater student mobility.
- 6.5. Promote and facilitate greater labour mobility across the ASEAN region, and collaborate with relevant stakeholders to enhance the quality of internships in the region.
- 6.6. Promote regional collaboration and exchanges in sports.
- 6.7. Leverage digital transformation to enhance accessibility and inclusivity in education.

III. IMPLEMENTATION AND REVIEW

11. ASEAN will work towards the full and effective implementation, monitoring and evaluation of the ASEAN Connectivity Strategic Plan through relevant mechanisms of ASEAN Connectivity, efficient resource mobilisation, strategic communication and outreach, and robust monitoring and evaluation.

A. IMPLEMENTATION MECHANISM

12. Successful delivery of the ASEAN Connectivity Strategic Plan requires well-defined implementation mechanism with whole-of-Community approaches, clear governance and ownership, strong focus and alignment to drive collaborations, and adaptive planning and management.
13. The implementation of the ASEAN Connectivity Strategic Plan shall employ whole-of-Community approaches that will maximise the role of ASEAN Organs, ASEAN Sectoral Bodies and Implementing Bodies, ASEAN Connectivity National Coordinators, national agencies, ASEAN Foundation, ASEAN Centres, entities associated with ASEAN, private sector, academia and research community, civil societies, and other external partners. It shall promote engagement and participation of various stakeholders, as well as create opportunities for collaborations, including public-private-people partnerships.

A.1 Clear governance and ownership

14. Clear governance and ownership drive stronger commitments and ensure alignment with Strategic Goals, Objectives and Strategic Measures, minimise risks, and enhance overall implementation of ASEAN Connectivity Strategic Plan. It is essential to have well-defined roles and responsibilities for different stakeholders to promote synergies of work.
15. The ASEAN Coordinating Council shall oversee the implementation of the ASEAN Connectivity Strategic Plan through the ASEAN Connectivity Coordinating Committee with the support of the ASEAN Sectoral Bodies and Implementing Bodies, ASEAN Connectivity National Coordinators, relevant national agencies and the ASEAN Secretariat. The ASEAN Connectivity Coordinating Committee will promote internal and external engagements, thereby fostering partnerships and collaborations with various stakeholders.
16. ASEAN Sectoral Bodies and Implementing Bodies shall operationalise the relevant Strategic Measures and Activities by translating them into their respective sector policies, strategies, work plans, programmes, and/or projects. Leads or Co-Leads identified shall coordinate and oversee the implementation of the respective Strategic Measures and Activities, and work with other ASEAN Sectoral Bodies and Implementing Bodies to ensure that implementation is carried out successfully.
17. The ASEAN Connectivity National Coordinators shall oversee the implementation of ASEAN Connectivity Strategic Plan at the national level,

which include convening national committee or secretariat meetings, monitoring progress, coordinating efforts amongst line agencies of the respective ASEAN Member States, identifying any bottlenecks in implementation, and providing regular updates to the ASEAN Connectivity Coordinating Committee. The ASEAN Connectivity National Coordinators will also serve as an advocate for ASEAN Connectivity and lead outreach and engagement initiatives within their respective countries.

18. Subregional arrangements such as the Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area (BIMP-EAGA), the Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT), the Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy (ACMECS), the Greater Mekong Subregion (GMS), the Singapore-Johor-Riau (SIJORI) Growth Triangle, and the Framework for Cambodia, Lao PDR, Myanmar and Viet Nam Cooperation can contribute towards enhancing ASEAN Connectivity and narrowing the development gap, including sustainable infrastructure development, climate change, digital inclusion, rural-urban continuum, and skills development.
19. Partnerships and cooperation are vital for achieving ASEAN Connectivity Strategic Goals and Objectives as they bring together diverse resources, knowledge, expertise and perspectives from various stakeholders. Through strengthening existing partnerships and forging new partnerships, the implementation of the ASEAN Connectivity Strategic Plan can be strengthened. The ASEAN Connectivity Coordinating Committee shall deepen and broaden engagements with Dialogue Partners and other external partners in developing connectivity initiatives that leverage on the core competencies of various partners.
20. The ASEAN Secretariat shall enhance its capacities to support the work of ASEAN Connectivity in close collaboration with ASEAN Community Pillars, relevant sectors, external partners and other stakeholders. The ASEAN Connectivity Division shall support the ASEAN Connectivity Coordinating Committee in overseeing the progress of ASEAN Connectivity Strategic Plan, addressing implementation issues, facilitating project development, and ensuring effective communication with internal and external stakeholders, including with relevant ASEAN Sectoral Bodies and Implementing Bodies, Dialogue Partners and other external partners.

A.2 Strong focus and alignment to drive collaborations

21. The cross-cutting nature of connectivity means that the ASEAN Connectivity Strategic Plan and other Strategic Plans of ASEAN

Community will mutually reinforce and support one another. Strong coordination and alignment across these stakeholders across the four Strategic Plans and relevant sectoral plans will ensure that efforts are complementary and synergistic towards contributing to the ASEAN Community Vision 2045. An inclusive and participatory process has been utilised in the design and development of the ASEAN Connectivity Strategic Plan and such an approach will continue to be used during implementation to ensure alignment of work plans, strengthen commitment to delivery, and address the needs and priorities of the region. Flagship initiatives may also be identified for each Strategic Area of the ASEAN Connectivity Strategic Plan to tackle cross-cutting issues, mobilise partners and accelerate actions.

A.3 Adaptive planning and management

22. An agile approach to implementation of the ASEAN Connectivity Strategic Plan will be important to provide timely adjustments to its delivery, as needs, plans and priorities of ASEAN and its Member States are likely to change over time. Adaptive planning and management seek to minimise the risks related to uncertainty and implementation at different stages through learning by doing, feedback collected through stakeholder engagements and regular assessments of the continued relevance of Strategic Measures and Activities.

B. RESOURCES

23. ASEAN will continue to facilitate the mobilisation of resources, from Dialogue Partners, other external partners and international institutions, in terms of financial resources, technical skills and human resources, to support the effective implementation of the ASEAN Connectivity Strategic Plan.
24. In order to strengthen implementation, a number of initiatives will be launched to strengthen implementation through exploring innovative funding structures, and broaden resource channels by engaging a broader group of partners, including the ASEAN Business Advisory Council, other major business councils engaging ASEAN and relevant businesses associations or federations, through existing stakeholder engagement events and activities as well as targeted outreach efforts to support the implementation of ASEAN Connectivity Strategic Plan; and strengthening the capacity of the ASEAN Connectivity Coordinating Committee, the ASEAN Sectoral Bodies and Implementing Bodies, ASEAN Connectivity National Coordinators, and the ASEAN

Secretariat, including the ASEAN Connectivity Division to support planning, management and implementation of the ASEAN Connectivity Strategic Plan.

25. To advance connectivity, the following Strategic Measures on AOIP are identified:
- a) Encourage the continuation of AOIP-centric platforms, including the ASEAN Indo-Pacific Forum (AIPF) for facilitating dialogue and consultation with ASEAN's external partners to complement and support the ASEAN Connectivity Agenda.
 - b) Encourage ASEAN's external partners' continued support for the AOIP by undertaking practical and concrete cooperation to advance the ASEAN Connectivity Agenda, including through resource mobilisation and infrastructure projects, in ASEAN and the Indo-Pacific region, while prioritising ASEAN-led initiatives and enhancing monitoring to ensure alignment with ASEAN's long-term vision.

C. COMMUNICATIONS

26. ASEAN shall undertake communication and outreach activities to support the implementation of the ASEAN Connectivity Strategic Plan, including to inform the progress of its implementation, promote awareness and advocacy towards better understanding of the impact of ASEAN Connectivity, and foster meaningful participation of stakeholders in the implementation of the ASEAN Connectivity Strategic Plan at the regional, national and local levels.
27. Proactive stakeholder engagement will be essential to incorporate the needs of various stakeholders and build a long-term value narrative for ASEAN Connectivity. The ASEAN Connectivity Coordinating Committee shall work closely with relevant ASEAN Sectoral Bodies and Implementing Bodies, ASEAN Connectivity National Coordinators, relevant national agencies, the ASEAN Secretariat and external partners in utilising existing or developing new strategies and initiatives to promote awareness and advocacy of the ASEAN Connectivity Strategic Plan for greater and long-term impact.

D. REVIEW

28. The ASEAN Connectivity Strategic Plan shall be reviewed periodically by the ASEAN Connectivity Coordinating Committee with the support

of the ASEAN Secretariat and reported to the ASEAN Summit through the ASEAN Coordinating Council.

29. The ASEAN Connectivity Strategic Plan monitoring and evaluation system will consist of three key components, namely progress assessment, operational assessment and impact assessment. A results framework for the ASEAN Connectivity Strategic Plan will be developed as a guide for the planning, implementation, monitoring and evaluation for ASEAN Sectoral Bodies and Implementing Bodies as well as ASEAN Connectivity National Coordinators.
30. Regular monitoring and annual progress review of the implementation of the ASEAN Connectivity Strategic Plan will be undertaken to monitor progress and address issues. A Mid-Term Review and an End-Term Review, covering the periods of 2026-2030 and 2026-2035 respectively, will be conducted to evaluate progress, outcomes and impacts, including achievements and challenges from the implementation of the ASEAN Connectivity Strategic Plan, with a view towards developing successor ASEAN Connectivity Strategic Plan for 2036-2045 and enhancing connectivity in ASEAN.

List of Abbreviations

ACMECS	Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy
ADB	Asian Development Bank
AI	Artificial Intelligence
AIPF	ASEAN Indo-Pacific Forum
AOIP	ASEAN Outlook on the Indo-Pacific
APG	ASEAN Power Grid
BIMP-EAGA	Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area
CIQ	Customs, Immigration and Quarantine
GMS	Greater Mekong Subregion
IMT-GT	Indonesia-Malaysia-Thailand Growth Triangle
IOT	Internet of Things
LNG	Liquefied Natural Gas
MPAC	Master Plan on ASEAN Connectivity
MRAs	Mutual Recognition Agreements
MSMEs	Micro, Small and Medium Enterprises
SIJORI	Singapore-Johor-Riau
TAGP	Trans-ASEAN Gas Pipeline
UN-Habitat	United Nations Human Settlements Programme
USD	United States Dollar

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