



“IORA VISION 2030 AND BEYOND”

Our Vision is to realize a peaceful, stable, and prosperous Indian Ocean region by enhancing cooperation and strengthening the Indian Ocean region’s resilience to future challenges.

We, the Member States of the Indian Ocean Rim Association (IORA), building on discussions at the High-Level Strategic Dialogue on IORA’s 25 years – Reflection, Review & Renewal, held on 20-22 June 2023 in Mauritius;

Recalling the Decision of the 24th Annual Meeting of the Committee of Senior Officials (CSO) on 22-23 November 2022 in Dhaka, Bangladesh, that the Secretariat will convene a strategic review session to reflect on IORA’s 25 years and to chart a renewed way forward;

Remaining committed to the purpose and principles of the IORA Charter to facilitate and promote economic co-operation, bringing together *inter-alia* representatives of Member States’ governments, businesses, and academia. In a spirit of multilateralism, seek to build and expand understanding and mutually beneficial cooperation through a consensus-based, evolutionary, and non-intrusive approach;

Renewing our commitment to the principles of the Jakarta Concord, including respecting sovereign equality, territorial integrity, political independence, non-interference in internal affairs of other states, peaceful co-existence and mutual benefit guiding relations and interactions among IORA Member States;

Desiring to seek further engagement and partnership with international and regional organisations working on areas of common interest, with the aim of advancing cooperation to achieve sustainable growth in the Indian Ocean region;

Recognising the key role of Dialogue Partners, academia, businesses, and other IORA Partners to advance the work of IORA;

Acknowledging that whereas the first 25 years of IORA focussed on the establishment of institutional mechanisms and priority areas of cooperation, the focus of the next 25 years will be on more strategic and impactful regional cooperation, with the implementation of projects with concrete impacts to the benefit of the Indian Ocean populations;

Reaffirming our commitment to IORA’s six priority areas: Maritime Safety and Security; Trade and Investment Facilitation; Fisheries Management; Disaster Risk Management; Academic, Science and Technology Cooperation; Tourism and Cultural Exchanges; and the cross-cutting issues of Women’s Economic Empowerment and the Blue Economy.

Reiterating our commitment towards the IORA Outlook on the Indo Pacific, adopted during the 22nd COM, with the aim of revitalising IORA in the wake of complex and emerging global challenges by expanding it seamlessly to the Pacific.



The Member States of the IORA enunciate its Vision 2030 and Beyond by pursuing the following actions:

I. Strategic coherence and direction to the work of IORA

- a. Strengthening partnerships among Member States and Dialogue Partners, regional and sub-regional organizations, civil society, business sector, academia, and the media.
- b. Strengthening the capacity of the IORA Secretariat to support Member States to address complex and multidimensional challenges in the future.
- c. Coordinating efforts to assess and review the impact and effectiveness of the projects and programmes of the existing priority areas and cross-cutting issues.
- d. Ensuring IORA's Functional Bodies and Specialised Agencies work in a coherent and coordinated manner to support Member States in achieving their sustainable development objectives.
- e. Strengthening an inclusive approach between Member States and the Secretariat, in terms of language and representativity.

II. IORA going forward

- a. Building a more peaceful, stable, and prosperous Indian Ocean region, IORA will continue deepening and enhancing cooperation, in its six priority areas and the cross-cutting issues.
- b. Ensuring that IORA remains relevant to meet growing demands of complex global challenges in the future, it will pursue further actions including but not limited to:

1. IORA Outlook on the Indo-Pacific

- i. Ensuring effective and timely implementation of the IORA Outlook on the Indo-Pacific by Member States formulating a road map in partnership with Dialogue Partners as well as regional and international organisations.

2. Climate Change

- i. Developing a strategic agenda to address urgently climate change based on Member States' priorities, in partnership with Dialogue Partners, the Academic Group and the Business Forum, taking into consideration broader climate change actions to avoid duplication and promote synergy.
- ii. Undertaking urgent action on climate change that will deliver concrete impact and adopting a mainstreamed and integrated approach to climate change across all IORAs priority areas and cross cutting issues.



- iii. Promoting the use of Renewable energy, in cooperation with Member States, Dialogue Partners, academia and business.

3. Youth Forum

- i. Creating a youth forum for IORA to benefit from the bulging youth dividend of the Indian Ocean region.

4. Women's Forum

- i. The creation of women's desk within the IORBF to empower and engage female entrepreneurs and professionals within the region.

5. Socialisation of business engagement at regional and local focal points

- i. Socialisation of the IORBF at regional level and the creation of IORBF at country level (local chapters) to promote awareness, engagement, and active participation in the IORBF among key stakeholders, including businesses, government bodies, youth, and women entrepreneurs.

III. Strategic Partnership with Dialogue Partners

- a. Deepening and broadening engagement with Dialogue Partners, as per "Regulations for implementation of Article 4 (b) (i) of the IORA Charter on status of Dialogue Partnership", including through the Business Forum and Academic Group, to better address and overcome the needs and challenges faced by Member States.
- b. Ensuring enhanced and meaningful participation of Dialogue Partners in relevant IORA meetings, as well as communication with assigned coordinating countries.
- c. Nominate Coordinating countries to enhance cooperation between Dialogue Partners and the IORA.
- d. Consider enhanced financial contributions from Dialogue Partners to strengthen the functioning of the Secretariat.

IV. Effective management of IORA Meetings

- a. Enhancing efficiency and effectiveness of the management of IORA Meetings, including ensuring timely submission and issuance of calendar of events, activity reports and all relevant documents, including the agenda before major meetings like CSO and COM.
- b. Developing Terms of References for Chair, Troika, Secretary General, Functional Bodies and Bi-annual CSOs.
- c. Exploring technological and other innovations to advance the effectiveness and efficiency in managing IORA's conferences and meetings.



- d. Implementing written procedures for the adoption of non-essential items.
- e. Creating an annual synthetic report of the Member States' statements regarding IORA's work fields made during the COM meetings, provided to the functional bodies and all the Member States.
- f. Restricting the use of information points for noting in CSO/COM to urgent or necessary topics.
- g. Exploring convening Summits of Heads of State and Government.

V. Strengthened role of academia and research

- a. Harnessing coordination and cooperation between academia, including through coordinating research and expanding the network of research centres and universities, and fully utilizing Indian Ocean Rim Academic Group (IORAG) as think-tank of IORA.
- b. Scaling-up efforts to produce quality and relevant research to promote effective regional cooperation and sustainable development in the Indian Ocean Region.
- c. Encouraging adequate and sustainable funding for research.
- d. Enhancing coordination and synergy among the academia and other Member States.

VI. Towards a robust, excellent, and effective Secretariat

- a. Advancing business processes, including strengthening its working methods and operations, towards a more effective, efficient, transparent, secure, and modern Secretariat.
- b. Ensuring that the Secretariat is fully equipped with adequate permanent human resources, including the creation of IORA's own cadre with the position of Deputy/Assistant Secretary General and encouraging young professionals to join.
- c. Ensuring the availability of funds through the adoption of realistic budget levels, improved financial management and timely contributions from Member States.
- d. Reflecting how to ensure representativity amongst the Secretariat, by maintaining the principle of secondment, while giving opportunities to LDCs and SIDS to join the Secretariat.
- e. Strengthening the resource management skills of the Secretariat and promoting an effective and transparent decision-making process while ensuring effective delivery of the Secretariat's mandate.
- f. Accelerating the efforts of the Secretariat to implement various reform activities to strengthen its accountability and to provide information to Member States with utmost transparency, particularly in the financial field.



This Vision aims to enable the Association to realise a peaceful, stable, and prosperous Indian Ocean region able to adapt to potential future challenges and to ensure the Association remains relevant to the complex global environment.

IORA will embrace continuous improvement as an Association through intensified and broadened engagement with all stakeholders and a strengthened Secretariat.

IORA will undertake a “Vision Review” exercise every year to assess its progress and achievements. The 3-year review document may include adjustments necessary for IORA to remain relevant to meet growing demands of complex global challenges.

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