



Inter-Parliamentary Union
For democracy. For everyone.

IPU Strategy for 2027-2031

This document is the result of an inclusive consultative process with the IPU's Member Parliaments and stakeholders based on an impact assessment of the 2022-2026 strategic period. Led by the IPU Executive Committee, individuals in 111 countries participated through surveys, interviews and focus group discussions.

Participants included parliamentarians, parliamentary staff, partners, institutional donors and Secretariat staff. It is the largest consultation of this kind the IPU has ever undertaken.

Focus group discussions were held with the African, Arab, Asia-Pacific, GRULAC (Group of Latin America and the Caribbean) and Twelve Plus geopolitical groups, the Bureau of Young Parliamentarians, the Bureau of Women Parliamentarians, the Committee on Health, and the Committee on the Human Rights of Parliamentarians. Written feedback was received from the various geopolitical groups and Member Parliaments. Interviews with the IPU President and individual Executive Committee members helped steer the process.

The IPU 2027-2031 Strategy will be implemented through annual workplans and budgeting. Expanded monitoring and evaluation indicators will track and measure performance to help the IPU increase its organizational impact and transparency.

A synopsis of key review and consultation findings is included at the end of this document.

Introduction

The IPU is the oldest multilateral political organization in the world. Since 1889, it has worked to promote worldwide parliamentary dialogue for peace and cooperation among peoples.¹ Its experience and commitment to democratic governance helped shape key institutions, from the Permanent Court of Arbitration in 1899 to the United Nations in 1945. Driven by a belief in the importance of parliaments as the cornerstone of democracy, the IPU has worked to strengthen parliaments' core functions and to improve the lives of all people for 137 years.

Global context

At the current moment², the world is facing a high degree of uncertainty and geopolitical tension. This situation has been compounded by the growing number of conflicts giving rise to severe challenges to multilateralism, the institutions that support it, respect for international law, and the IPU's foundational value of democratic governance led by parliaments. Parliaments are being challenged to maintain their legitimacy, as declining levels of public trust and rising levels of disinformation and misinformation – both fuelled by artificial intelligence – threaten democratic stability. In addition, the heightened pace of technological change and the scope of emerging technologies like artificial intelligence, along with the challenges of governing them, are disrupting national economies and societies and requiring parliaments to rethink how to carry out their mandates.

At the same time, parliaments are working to hold governments accountable for their actions in response to existential threats like climate change and growing conflicts that threaten peace and stability. The number of simultaneous risks that parliaments are managing is unprecedented.

The collective experience, expertise, solidarity and joint action of the IPU's 183 Member Parliaments is needed now more than ever to ensure that all parliaments are equipped to meet the moment and serve the people well. It is also needed to prevent future conflicts, strengthen respect for national sovereignty, protect civilians, continue to support multilateralism, and safeguard democracy and fundamental human rights. It will allow the IPU to protect vulnerable populations from growing inequality, engage youth, protect the planet, and ensure progress towards achieving gender equality and sustainable development for all.

The IPU will continue to pursue its inclusive, longstanding approach based on mutual respect, dialogue, fostering relationships, peer-to-peer learning, evidence-based research and policy guidance, and joint action, as the key drivers of cooperation and progress. The 137 years of experience of the IPU's work with its Member Parliaments and partners has shown that cohesion through collaboration is possible. Member Parliaments are clear-eyed about the many current contextual challenges and, at the same time, firm in their belief that the future is not pre-determined. The IPU will continue to apply the key lesson learned from its own history – that parliaments are all better equipped to shape the future by working towards it together.

Vision

We want a world where every voice counts, where democracy and parliaments are at the service of the people for peace and development.

Mission statement

The IPU is the global organization of national parliaments. We promote democratic governance, institutions and values, working with parliaments and parliamentarians to articulate and respond to the needs and aspirations of the people. We work for peace, democracy, human rights, gender equality, youth empowerment, climate action and sustainable development through political dialogue, cooperation and parliamentary action.

¹ Article 1 of the IPU Statutes, "As the focal point for worldwide parliamentary dialogue since 1889, the IPU shall work for peace and cooperation among peoples and for the solid establishment of representative institutions."

² The consultations for this strategy took place from October 2025 to March 2026.

Values

The IPU accompanies parliaments, helping to facilitate their development, as referenced in the *Common Principles for Support to Parliaments*. Parliaments lead their own development, through connection with the tools, expertise and collective intelligence of their fellow IPU Members. The IPU is guided in its work by five core values:

Equality: Ensuring individuals and groups of individuals are treated fairly, in the same way and no less favourably than others, irrespective of race, gender, disability, religion, belief, wealth, political persuasion, sexual orientation or age, with the ultimate aim of eliminating discrimination and injustice.

Inclusiveness: Harnessing the full spectrum of views, needs and concerns within society in order to foster a sense of belonging and represent the interests of all sectors of society.

Respect: Recognizing, showing regard for and valuing cultural, religious, ethnic, political, linguistic and other differences as a prerequisite for constructive dialogue and resolving disputes.

Integrity: Acting with transparency, fairness, probity, and as an impartial broker in conflict or post-conflict situations.

Solidarity: Fostering a sense of community, togetherness and unity of interests among the world parliamentary community by supporting each other and working collectively.

Current trends

During consultations, Member Parliaments identified seven significant trends that are already impacting their daily work, could threaten or disrupt their ability to serve their constituents effectively, and would benefit from IPU collective action and support to parliaments. These include:

- (1) An increase in threats to democracy and the institution of parliament, weakening public trust, a growing number of MPs under threat, growing authoritarianism, social polarization, shrinking civic space, and declining respect for the rule of law at national level.
- (2) Instability and uncertainty, caused by the inadequacy of global governance institutions in responding to current international and global crises, the mismatch between multilateral systems and an emerging multipolar world order, and declining adherence to international law.
- (3) Surging armed conflict, the growing power of both State and non-State actors to threaten peace and security, growing organized crime and increased political violence.
- (4) Uncertainty around how emerging technologies like artificial intelligence will evolve, a lack of consensus on the governance of artificial intelligence, the speed and scope of technological change, insufficient parliamentary readiness to meet digital challenges like cybercrime, and a persistent digital divide.
- (5) The breaching of the 1.5 degrees Celsius global warming threshold, record high greenhouse gas emissions, growing environmental risks, extreme weather, and the escalating human and economic costs of climate change.
- (6) Backsliding on key democratic, human rights, gender equality and development achievements, with only 35% of the Sustainable Development Goals (SDGs) on track and growing economic inequality.
- (7) Increasing difficulty for MPs to make evidence and fact-based decisions due to a lack of data on emerging issues, the spread of mis- and disinformation, and the increased pace at which parliaments are being asked to perform their functions.

In setting the agenda for the next strategic period, Member Parliaments have suggested that the IPU strengthen their capacity to respond to these key challenges by focusing and deepening existing efforts. Member Parliaments intend to work together to do so in mutual support, grounded in their collective intelligence and the values that have driven the Organization since it was founded.

Response and strategic orientation

The 2027-2031 Strategy aims to strengthen the parliamentary community, based on the idea that the IPU's greatest value to its members and key enabler of impact are the human relationships it fosters at all levels. Closer relationships and more frequent contact will allow Member Parliaments to better learn from each other, access information they need, and strengthen their ability to respond to the environment as the context evolves over the next five years. A stronger parliamentary community will also serve as a powerful example of multilateralism in action. The IPU will continue to promote dialogue and parliamentary diplomacy and seek to deepen cooperation, trust, and joint action between members to counter the challenging context and make progress on its key policy priorities.

Continued commitment to its values, responsiveness to Member Parliaments, and consolidation of the ecosystems approach

The IPU has succeeded in the 2022-2026 strategic period through its responsiveness, flexibility, agility and commitment to its values. It will build on the key accomplishments identified by Member Parliaments since 2022:

- The work of the Committee on the Human Rights of Parliamentarians, which has successfully defended the human rights of MPs under threat including the release of MPs under detention and those facing the death penalty. The Committee has done so despite increasingly difficult circumstances and a 30% increase in its caseload.
- Empowering women in parliament, creating a safe environment for women MPs, and working towards gender equality, which survey respondents selected as the greatest impact of the IPU during the strategic period.
- Quick action to help parliaments respond to emerging issues like artificial intelligence in real time, learn together and collaborate across the membership to share knowledge and spread effective solutions.
- The IPU's position as an inclusive and trusted convenor and a hub for parliamentary data and knowledge.
- Responsiveness to Member Parliaments in crisis, which helped foster their return to constitutional order and the safeguarding of democracy.
- Growing recognition of the role of parliaments in making the multilateral UN-led system more accessible to the people, including through stronger oversight of major international agreements and their implementation, and key development achievements including strong progress on universal health coverage, in partnership with the World Health Organization and Member Parliaments.

The IPU will also continue to encourage parliaments to pursue the ecosystems approach outlined in the 2022-2026 Strategy. Member Parliaments have remarked that this move towards including a broader set of influential actors – including government, civil society organizations, faith leaders, the scientific community, academia, UN partners and the media – has helped parliaments strengthen their mandates. This combined focus on building on strengths, commitment to the IPU's values, responsiveness to emerging issues, the ecosystems approach, and agility in bringing Member Parliaments together to learn and find common solutions will continue to be a driving force of the 2027-2031 strategic period.

Deepening engagement and strengthening the parliamentary community

Member engagement is at the heart of IPU activities and the key enabler of its impact. It is a commitment to: develop and sustain meaningful, mutual, long-term and proactive relationships with the parliamentary leadership, MPs, and parliamentary staff of each of its Member Parliaments; find meaningful ways to connect Member Parliaments to each other so that they can create those same types of relationships between them; and strengthening the opportunity and commitment each Member Parliament has to contributing to the realization of the IPU's objectives. It will determine the breadth and scope of the achievements of the 2027-2031 strategic period.

During consultations, Member Parliaments identified the need to strengthen relationships across the membership and create more avenues for collaboration to build organizational impact. In response, and to help Member Parliaments carry out their constitutional mandates in the most effective way possible, this Strategy prioritizes the strengthening of Member engagement at all levels:

- At the national level, the IPU will strengthen its relationships with each of its 183 national Member Parliaments to better tailor support to ensure they are connected to the knowledge and tools they need to meet their unique challenges. It will expand its reach into national parliaments by engaging a greater number of MPs and parliamentary staff in each country. It will continue to facilitate peer-to-peer learning to help Member Parliaments organize their work with the IPU, helping them to better navigate and understand the Organization. It will also develop digital tools to make Member reporting easier and facilitate digital engagement to better reflect the internal processes of each parliament.
- At the regional level, the IPU will tailor its approach to the needs and specificities of each of its six geopolitical groups, better connecting Members to each other and to the programmatic work of the IPU. Geopolitical groups will be encouraged and supported to exchange, learn from one another and collaborate on issues that are of greatest interest to them at regional level on a more regular basis. This will expand community-based approaches piloted in the 2022-2026 period, strengthen relationships between Member Parliaments, better connect them to each other outside of IPU events, and help them share their successes, lessons learned and challenges faced in real time. A regional approach will also allow the IPU to connect interested Member Parliaments with relevant regional partners who can help them strengthen their mandates based on the conditions in their region. It will also seek to address regional challenges through targeted, Member-led regional parliamentary initiatives where relevant.
- At the global level, the IPU will strengthen Member Parliaments' ability to influence the global environment and multilateral decision-making processes through stronger collaboration and joint action. During consultations, Member Parliaments recommended that the IPU strengthen Member engagement in preventing future conflicts. In response, the IPU will put in place more structured parliamentary diplomacy initiatives oriented towards conflict prevention, engagement, dialogue and mediation between parliaments. The IPU will also expand community-based learning approaches on priority policy issues, deepen the impact of joint action by connecting parliaments to learn from each other, facilitate digital communications between Member Parliaments, and aim to engage more Member Parliaments in strengthening solidarity globally.

To operationalize this deepened Member engagement and to strengthen the parliamentary community, the IPU will work with Member Parliaments to develop a comprehensive Member engagement strategy during 2027. The strategy will reflect the various specific avenues through which all 183 Member Parliaments can engage, seek to deepen the engagement of less active Members, set expectations for Member Parliaments and the IPU, reflect Member Parliaments' preferences on specific approaches and topics of shared interest, set out pathways to achieve universal membership, and establish the modalities through which enhanced engagement will be tracked and improved over time.

Leveraging digital transformation for enhanced impact

A second way in which this Strategy aims to strengthen the parliamentary community is through better leveraging digital transformation to enhance the IPU's capacity to work. By accelerating its own digital transformation and leveraging established and emerging digital tools, the IPU will be able to engage Member Parliaments more effectively, better connect them to each other, identify emerging needs, and reduce the barrier that distance, language, and time zones often represent. Digital transformation and tools will also allow the IPU to be more efficient, better track and monitor impact, and improve transparency.

Responsible engagement on artificial intelligence

During consultations, Member Parliaments acknowledged the impact of the pace and scope of current technological changes on their capacity to carry out their mandates and their desire to better connect with each other to find appropriate responses. MPs are learning in real time about the beneficial and counterproductive uses of artificial intelligence in their constituency work, for advocacy, and to support and enhance democracy. At the institutional level, some Member Parliaments are well-equipped to advance their institution's digital readiness while others are struggling.

To better support national parliaments, the IPU will better connect parliaments to build on its existing work, which operates on two levels:

- To help them use artificial intelligence in their own work to strengthen their institutions, in line with the IPU's *Guidelines for AI in parliaments* and related guidance.
- To help parliaments carry out their legislative and oversight functions with regard to artificial intelligence and better connect them with each other to work towards a vision for responsible artificial intelligence that benefits humanity.

The IPU will expand its work on enhancing parliaments' digital maturity and support parliaments with lower levels of digital maturity by actively connecting them to other parliaments for peer-to-peer learning on a wide scale. By strengthening parliaments' relationships with each other at both MP and parliamentary staff level and equipping them to use artificial intelligence and deal with cybercrime and other emerging technological threats, all parliaments will be better equipped to tackle the challenges and seize the opportunities presented by new and emerging technologies.

At the same time, the emergence of artificial intelligence must be recognized as a key global development which has profound implications for human rights, democracy, national and global economies, peace and security, sustainable development and climate change. Parliaments need to play a leading role in ensuring that the benefits of AI are widely shared, including in the Global South, that the risks are mitigated or avoided and that the ethical consequences are understood. Accordingly, the IPU will increase its efforts to mainstream the consideration of artificial intelligence and its implications across all areas of its work.

In addition to mainstreaming artificial intelligence across all areas of work, the IPU will continue to work with Member Parliaments on the governance of AI itself, including outreach to the technological community and civil society. Globally, there is no current consensus on the governance of artificial intelligence and its use, and no agreed framework for limiting or banning its military uses. As artificial intelligence evolves and the IPU and its Member Parliaments deepen their collective understanding, the IPU will support parliaments in shaping their approaches to governance to devise policies which ensure accountability and strengthen oversight of artificial intelligence across policy areas.

Overall rationale

The 2027-2031 Strategy is based on the idea that, to meet current challenges and improve the lives of all citizens and people, national parliaments must have the power, capacity and will to carry out their constitutional mandates in the most effective way possible. They must also be able to influence and contribute to shaping the global environment and improve the well-being of their citizens.

The new Strategy is based on three, interconnected strategic objectives:

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| Strategic Objective 1 | Building strong and inclusive parliaments |
| Strategic Objective 2 | Facilitating parliamentary diplomacy, dialogue and joint action |
| Strategic Objective 3 | Strengthening the IPU as a responsive and accountable organization |

Its ultimate goal is **Democratic parliaments working together for the people**.

Democratic parliaments are "effective, accountable and transparent institutions with responsive, inclusive, participatory and representative decision-making at all levels"³.

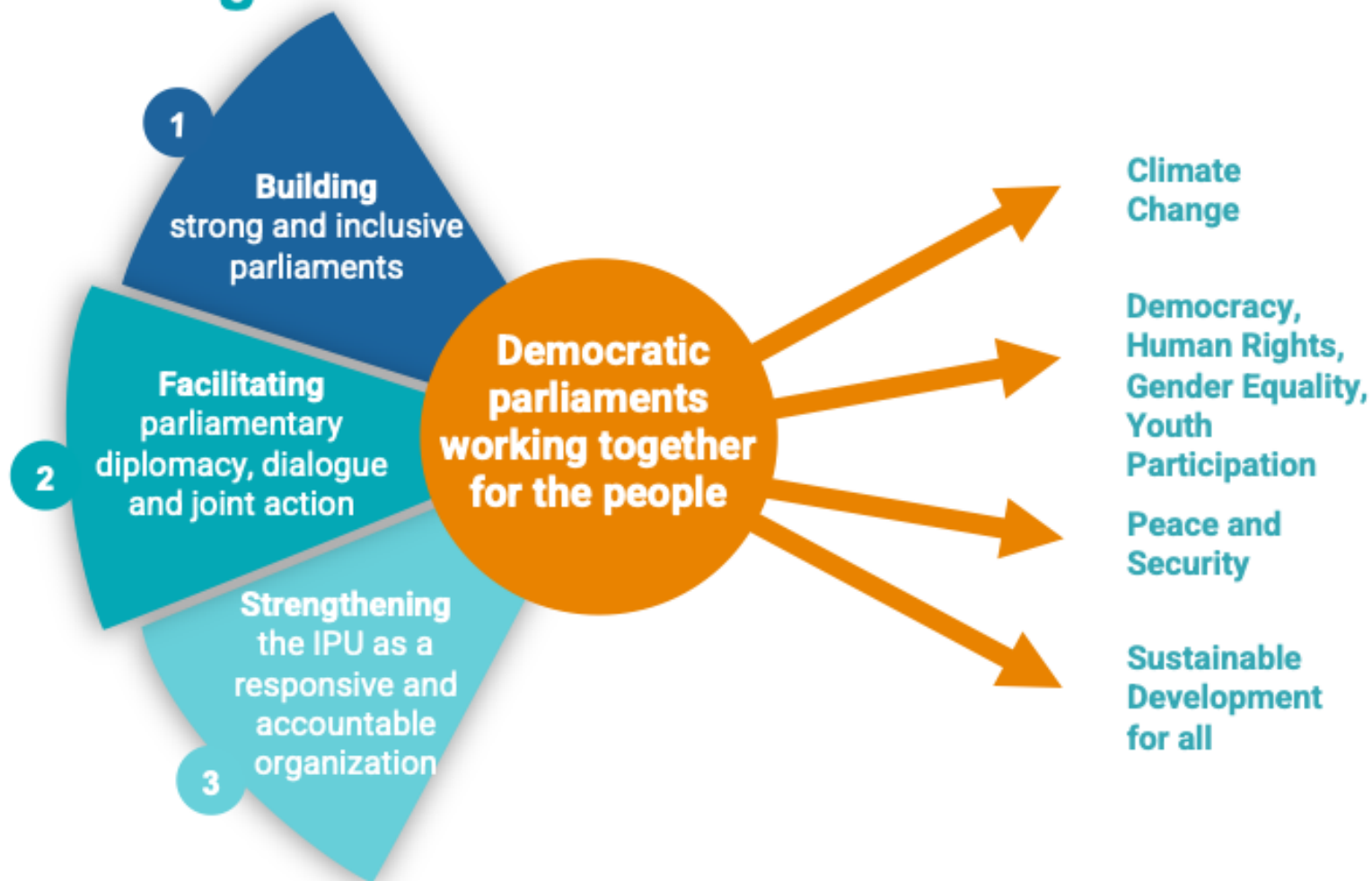
Parliaments' work and powers include legislation, representation, oversight, budget allocation and scrutiny, and public engagement. Their work together for the people is represented by the policy priorities of the IPU, to advance peace and security, democracy and human rights, sustainable development, climate action, gender equality and youth participation.

³ As defined in the IPU's *Indicators for Democratic Parliaments*.

The Strategy is built on the premise that democratic parliaments are key vehicles for change when they have the information and capacity to perform their core parliamentary functions well, the commitment to earn and maintain the trust of their people, the candour to acknowledge their shortcomings, and the discipline to continually improve how they function.

The IPU's greatest asset is the wealth of knowledge, experience and goodwill across its membership. By strengthening national parliaments, reinforcing relationships across the parliamentary community, building solidarity, leveraging effective technological tools, continuing to innovate, and maintaining a flexible, responsive approach in partnership with those who help parliaments strengthen their mandates, the IPU will make and sustain progress, in line with its guiding motto – for democracy, for everyone.

IPU Strategic Direction



Strategic Objectives

Strategic Objective 1 – Building strong and inclusive parliaments

The IPU aims to equip parliaments with the knowledge and skills they need to be democratic institutions – effective, accountable and transparent, with responsive, inclusive, participatory and representative decision-making processes.⁴ As the cornerstones of democracy, parliaments must be strong in their relations with their executives and informed by data and evidence for robust deliberation and sound decision-making. They must also be agile, able to meet current and future challenges, and resourced through adequate funding and connections with other parliaments. In the last few years, Member Parliaments have also identified declining public trust as a key challenge, as well as the need to work with fellow parliaments to identify and assemble the practices, processes and partners that can best help parliaments strengthen and maintain their citizens' trust and belief in them.

To strengthen Member engagement in achieving Strategic Objective 1 and help parliaments strengthen public trust, the IPU will connect MPs and parliamentary staff with the specific resources they need and use peer-to-peer learning to bring parliaments facing similar challenges together. It will also engage more Member Parliaments to strengthen solidarity for MPs facing threats and bring Member Parliaments, Associate Members and partners together for joint learning. This Strategy will increase the impact of the IPU's existing support to parliaments by:

- **Leveraging knowledge, tools and standards, and peer-to-peer capacity-building, for all parliaments to improve their performance**

The IPU already serves as a hub of parliamentary knowledge, research and expertise. IPU Parline (the IPU's platform for data about parliaments) is a trusted and verified source referenced often in the media and by partners. The IPU regularly connects parliaments and MPs to other members of the parliamentary community and experts on a wide range of topics in its daily work. However, there is an opportunity to further integrate the data, standards, norms and knowledge products of the Organization with others to reach more parliaments and build impact at a larger scale.

The IPU will strengthen its approach in three ways: 1) through greater engagement of MPs and parliamentary staff to connect them with existing standards, norms, experts and tools tailored to their specific needs and to other parliaments facing similar challenges; 2) by streamlining the IPU's technical support for parliaments' core functions, structural support for inclusive processes, and capacity-building on thematic policy priorities to reflect the more integrated ways in which parliaments now function and the interconnectedness of the issues facing parliaments; and 3) by working with its Member Parliaments, Associate Members and partners to share knowledge, expertise and joint learning on a more regular basis. Areas of collaboration will include improving parliaments' access to data for evidence-based decision-making, the use of standards including the *Common Principles for Support to Parliaments* and *Indicators for Democratic Parliaments*, the preparation of a new edition of the flagship *Global Parliamentary Report* on democratic resilience in the face of multiple pressures facing parliaments, and exchanging views on emerging issues facing parliaments.

The IPU will also continue to strengthen parliamentary capacity to progress key policy priorities through raising awareness of and building knowledge on key issues among MPs, supporting parliaments to identify areas where development is needed, sharing data on effective practices,

⁴ These elements are based on the 25 [Indicators for Democratic Parliaments](#), a comprehensive self-assessment tool that allows all parliaments to measure parliamentary capacity and performance. Created in collaboration with the Commonwealth Parliamentary Association, Directorio Legislativo Foundation, Inter Pares/International IDEA, National Democratic Institute, the United Nations Development Programme, UN Women and the Westminster Foundation for Democracy, they are a measurable standard for parliamentary performance and democratic benchmarking and serve as the basis of the IPU's work to help parliaments strengthen their core functions.

connecting parliaments to the latest scientific evidence, linking parliaments working on similar issues to each other, building parliaments' capacity to strengthen draft legislation on these topics, and oversee and implement international agreements about these policy priorities at national level. As described in the section on policy priorities below, the IPU will continue to support parliaments in these ways, bridging the gap between global commitments and national realities.

The IPU will also prioritize support to more vulnerable parliaments, conflict-affected parliaments, parliaments in transition, post-conflict parliaments, and small island developing State (SIDS) parliaments. A key accomplishment of the 2022-2026 strategic period has been the IPU's support to transitional parliaments in West and Central Africa. The IPU intends to continue its work with these parliaments as well as to support parliaments whose democracies come under threat, who experience violence and conflict, and those that could benefit from greater connection to and support from the parliamentary community. The IPU's support will be combined with research on the root causes of democratic backsliding and renewed parliamentary diplomacy efforts aimed at conflict prevention and mediation, including building MPs' skills to sustain these efforts.

- **Amplifying support to parliamentarians under threat**

No parliament can function without MPs who are free of fear and harm and able to carry out their mandates. 2026 marks the 50th anniversary of the foundation of the IPU's Committee on the Human Rights of Parliamentarians, the only international mechanism with the remit to protect and defend parliamentarians who face abuse, mistreatment and even death. The increased threats, intimidation (whether State-based or public) and harassment faced by parliamentarians are reflected in the Committee's caseload, which has grown by 30% since 2022. The IPU will amplify its support by seeking new methods of cooperation to build solidarity among MPs. It will also continue its work to support women parliamentarians facing sexism, harassment and violence.

- **Strengthening capacity-building for inclusive parliaments and support to young MPs and women MPs**

The IPU's contributions to strengthening parliaments to empower women MPs, work towards gender equality, support young MPs, and create inclusive, representative institutions is perceived by Member Parliaments as one of its key achievements during the 2022-2026 strategic period. Yet the number of young MPs globally has stalled over the last three years, and the pace of progress of the proportion of women MPs has slowed considerably. The IPU will expand its current levels of support to ensure that all parliaments are empowered to act as gender-sensitive institutions to help their countries achieve gender equality and empower MPs of all ages through stronger inclusion of under-represented groups, including targeted support for young women, MPs with disabilities and others. It will further support commitments from men MPs to promote gender equality.

- **Helping parliaments leverage emerging technologies, including artificial intelligence and other innovative approaches**

The IPU's Centre for Innovation in Parliament has supported parliaments' digital development through peer-to-peer learning since it was founded in 2018. In line with its prioritization of digital transformation and artificial intelligence, the IPU seeks to build on its existing track record over the next strategic period by: 1) supporting interested parliaments to adopt its *Maturity Framework for AI in parliaments*, a self-assessment framework that allows parliaments to apply AI responsibly, strategically, and in ways that are tailored to their specific context and that safeguard democracy; and 2) by expanding support to parliaments with low levels of digital maturity by actively connecting them to other parliaments and the Centre for Innovation in Parliament's peer-to-peer learning in areas where they need support. By strengthening parliaments' relationships with each other and equipping them to meet cybersecurity and emerging threats, all parliaments will be better equipped to tackle the challenges and opportunities faced from new and emerging technologies because of the collective intelligence generated through collaboration. Doing so may also help bridge existing digital divides.

The IPU will also work to better support parliaments, MPs, and parliamentary staff to expand their anticipatory governance capacity. During the existing strategic period, several parliaments launched Committees of the Future aimed at forecasting future challenges and risks and exploring potential solutions. These committees have helped parliaments be more forward looking and build institutional resilience. Members identified the unprecedented level of interconnected risks that parliaments are facing simultaneously and heightened uncertainty as key challenges during consultations. The IPU will continue to support parliaments through a peer-to-peer learning approach to bring Members together to share best practices on anticipatory governance to help support parliaments, MPs, and parliamentary staff in their respective areas of responsibility.

Strategic Objective 2 – Facilitating parliamentary diplomacy, dialogue and joint action

Fostering dialogue between parliaments and parliamentarians has been the IPU's key tool to nurture deeper mutual understanding, peace and cooperation since its founding. Rising social and political polarization, the growing number of conflicts, and challenges to the multilateral system in the last five years have increased the demand for strengthened parliamentary diplomacy. At the same time, there is a need to reinforce existing efforts for joint action to continue progress on key policy priorities, deepen cooperation, strengthen support for international commitments, and build trust in the multilateral system through deeper engagement and awareness-raising of its successes.

To consolidate existing approaches, build the parliamentary community, and strengthen Member engagement in achieving Strategic Objective 2, the IPU will seek new avenues for cooperation through a special focus on conflict prevention, mediation and vulnerable parliaments. It will strengthen parliamentary diplomacy at the regional and global levels, bring more Member Parliaments together for peer-to-peer learning and exchange, connect Member Parliaments with regional partners to work jointly on strengthening their mandates, and strengthen IPU Assemblies by growing the impact of IPU resolutions through stronger implementation.

This Strategy will increase the impact of the IPU's existing work to foster parliamentary diplomacy, dialogue and joint action by:

- **Reinforcing the IPU Assembly as a platform for dialogue, fostering common parliamentary positions, inclusion, and enhancing Member engagement and follow-up**

IPU Assemblies are an important setting for Member Parliaments to convene, listen to one another, learn, engage in parliamentary diplomacy, find common ground, and mobilize for joint action. Given the many existing challenges to multilateralism, the IPU will work to reinforce its role as a convener of parliaments and strengthen Assemblies to become deeply effective examples of the power of parliamentary cooperation. It will work to make Assemblies even more inclusive by increasing the space for Member Parliaments to organize formal and informal side events on issues that are of interest to them and ensuring that parliaments, such as those in small island developing States (SIDS), that face unique vulnerabilities are connected to fellow Member Parliaments and partners that can help support them

IPU Assemblies are also a key venue for joint action. Held twice annually, Member Parliaments come together to prepare and pass resolutions on a wide range of topics. While resolutions already include recommendations for how Member Parliaments can implement them, during consultations it was suggested that the IPU engage Member Parliaments more to share good practice on how they are implementing IPU resolutions, to learn from each other and sustain efforts. Current Member reporting will be reviewed to make it easier for Member Parliaments to report on how they are implementing and taking action on IPU resolutions and to better track implementation to boost accountability. The IPU will leverage digital engagement and communications to share and raise visibility of Member Parliaments' actions.

The IPU will also leverage its Assemblies to better connect its political work with its policy priorities (see section below) by building parliaments' awareness, knowledge and capacity to oversee and implement international agreements on these key issues. It will engage IPU

specialized bodies to contribute to the realization of the Strategy's policy priorities through their work and help ensure that the political and programmatic elements of the IPU are more mutually reinforcing and closely aligned.

- **Greater investment in parliamentary diplomacy and conflict prevention, strengthening MPs' skills for peacebuilding**

The IPU already brings MPs from different political systems and opposing contexts together to meet, listen and exchange experiences on an equal footing. However, in response to the increasing number of conflicts and challenges to the multilateral system during the 2022-2026 strategic period, Member Parliaments proposed that the IPU strengthen existing parliamentary diplomacy efforts and do more to leverage its unique position as a trusted and neutral convenor for dialogue.

This Strategy will strengthen existing efforts through a more structured approach oriented towards conflict prevention, engagement, dialogue and mediation between parliaments. Peacebuilding will be the main focus. The initiative will be Member-led, scaled up and down based on the contextual needs of the situation, and include capacity-building of participating MPs designed to build their skills for political dialogue in a way that complements governmental diplomacy.

To support its expanded parliamentary diplomacy activities in conflict prevention and mediation and to increase impact, the IPU will integrate existing efforts on conflict prevention, counter-terrorism, interfaith dialogue, and peace to help parliaments pursue a comprehensive common security and human security approach. Efforts will also be supported through national capacity-building.

- **Enhanced regional leadership and dialogue**

During consultations, Member Parliaments across the geopolitical groups identified the need to create more avenues for interaction outside of existing events and in a way that was inclusive of all Member Parliaments. Reinforcing the role of the IPU's six geopolitical groups and special outreach to communities like SIDS parliaments will create the means for Member Parliaments to exchange, learn and collaborate on issues that are of greatest interest to them at regional level. It will also allow the IPU to better tailor its support to Member Parliaments' needs, deepen its reach within national parliaments, connect MPs with similar interests to each other, and strengthen peer-to-peer learning, both in-person and online.

- **Build support for multilateralism and key United Nations human rights and development review processes**

In addition to helping more parliaments take action on their global commitments, the IPU will continue and expand its support to parliaments in advancing international commitments by strengthening parliamentary engagement across the full treaty cycle, including encouraging signature and ratification of international agreements, supporting their implementation, and strengthening parliamentary oversight of related review processes.

Through peer learning, capacity-building, knowledge products and dialogue with international partners, the IPU will further help parliaments ensure that global commitments are reflected in national legislation, public policy and parliamentary scrutiny. It will expand its support to parliaments participating in the Convention on the Rights of the Child review process, the Universal Periodic Review (UPR) process, the Committee on the Elimination of Discrimination Against Women (CEDAW) review process, the implementation of the Paris Agreement, and the Voluntary National Review process tracking progress towards the SDGs. The IPU already reaches out to countries up for review by these mechanisms to encourage the inclusion of parliamentarians in national delegations. It will continue to do so and strengthen efforts by connecting participating MPs from countries up for review with recently reviewed peers in similar contexts. It will also build on existing efforts to bring the voices of parliaments to the negotiations of key United Nations agreements and the work of the World Trade Organization. Given the current challenges facing the United Nations, deepened collaboration has the potential to harness collective influence and accelerate progress on key issues requiring global cooperation.

Strategic Objective 3 – Strengthening the IPU as a responsive and accountable organization

Trust, respect, transparency, responsiveness, and mutual accountability are the foundations of the IPU's work. Member Parliaments' needs and the current geopolitical context require the IPU to deepen, accelerate and sustain its impact at all levels. In order to do so, the IPU must do more with partners and Associate Members and be equipped with internal systems and processes that allow it to serve its Member Parliaments well.

To strengthen Member engagement in achieving Strategic Objective 3, the IPU will connect Member Parliaments to relevant partners that help them strengthen their mandates and enhance their oversight capacities, better target communications to Member Parliaments' areas of interest and enhance online engagement, and accelerate the digital transformation of the Organization to better serve Member Parliaments.

This Strategy will increase the accountability and impact of the IPU through:

- **Enhanced, facilitated accountability at all levels**

The IPU already engages in annual Member reporting through a rotating model where one-third of Member Parliaments report on their activities each year. In addition, Member Parliaments who attend IPU Assemblies participate in-person in accountability sessions where they share progress towards policy priorities and actions taken on IPU resolutions. However, consultations revealed that the current process can be onerous for Member Parliaments and not adequately capturing all that they are doing. There is also an opportunity to use Member reporting as a monitoring and evaluation tool for the Organization. In response, the IPU will build on and enhance the current process for Member reporting, better leveraging digital tools and the enhanced Member engagement that this Strategy will bring about. The intention is that deeper relationships between Member Parliaments will not only help them take more action but also strengthen mutual accountability.

The IPU will also work to sustain the good governance of the Organization. Member Parliaments passed a record number of governance and accountability policies during the 2022-2026 strategic period, including policies on: personal data protection, anti-harassment at IPU Assemblies and events, a Code of Conduct for IPU governance officials, a whistleblowing policy, and amendments to the IPU's Statutes and Rules to encourage greater inclusion and representation. Progress was also made on a sustainability policy, gender mainstreaming, and the implementation of human rights-based approaches.

With these policies now in place, the 2027-2031 period will focus on applying, implementing, and expanding adherence to the policies across the membership. There is an opportunity to further strengthen and better define norms and expectations in order to sustain the good governance of the Organization.

The IPU will also increase investment in monitoring and evaluation for greater transparency and better impact tracking. Since 2022, the IPU has invested in improvements to monitoring and evaluation through better tracking across activities, post-intervention follow-ups, expanded training of Secretariat staff, and the annual publication of an Impact Report. However, consultations with Member Parliaments and donors revealed the need to standardize the current approach, report on results more often in simpler ways, and allocate more resources to follow-up with parliaments on their activities in order to show the IPU's impact within national parliaments as it occurs.

The IPU will respond by putting in place a comprehensive process and approach for all IPU activities. This will include shared tools for joint planning of activities across the Organization and with Member Parliaments, integrated monitoring and evaluation across results areas, quarterly reporting against targets, and a mechanism to allow real-time, facilitated data gathering from Member Parliaments. Once in place, the system will create a shared basis for evaluation of IPU activities and greater transparency with Member Parliaments and donors on organizational impact.

- **Streamlining strategic partnership to better sustain long-term impact**

The IPU regularly works with individual experts, partner organizations and Associate Members on knowledge products, capacity-building, and joint events and activities, both online and in-person. In the 2022-2026 strategic period, it has expanded its approach, working to connect parliaments with an ecosystem of actors including multilateral partners like the United Nations and its specialized bodies (World Health Organization, UN High Commissioner for Human Rights, UN Women, United Nations Children's Fund, UN High Commissioner for Refugees, UN Office on Drugs and Crime, UN Development Programme, UN Framework Convention on Climate Change, International Labour Organization), the International Committee of the Red Cross, civil society, technologists, scientists, and academia, as well as those bodies, like national audit institutes, that help parliaments strengthen their mandates and improve their oversight capacities. To boost impact and in response to the changing context, the IPU will consolidate and formalize its existing strategy to focus its role where it is uniquely placed to make a difference – strengthening parliaments. It will take a longer-term, two-tier approach, leveraging partners active at national level to help parliaments sustain impact, and working with system-level partners and those active globally to make a difference at sector level. The new Strategy will be aligned with the IPU's capacity-building approaches and accompanied by a funding strategy to help sustain the IPU's work.

- **A three-pronged approach to strengthening communications**

Communications play a vital role in delivering the vision set out in the IPU Strategy. Since 2022, the IPU has created new forms of content, doubled its online and social media engagement, quadrupled the number of stakeholders in its database, and generated significant increases in the media coverage of the Organization.

The IPU will build on its success during the 2027-2031 strategic period by focusing on three objectives. Leading the narrative on parliaments will allow the IPU to strengthen its position as a trusted and verified source of information for and about parliaments, as well as a platform for information sharing between parliaments. Activating and engaging the core audience of 44,000 MPs worldwide will boost Member engagement, strengthen relationships between Member Parliaments, and facilitate more engagement with IPU content, events, platforms and peer-to-peer learning. Finally, experimenting with new formats and tools (like artificial intelligence) will help the IPU make more strategic and efficient use of its resources, continue to innovate alongside its Member Parliaments, and engage wider and more diverse audiences. Raising the visibility of the IPU with these diverse audiences will reinforce the importance of parliaments' key role in democratic governance, ultimately strengthening Member Parliaments, and deepening the impact of the Organization.

These communications objectives go hand-in-hand with the overall strategic objectives of the Organization. In addition to continuing to strengthen communications, they will be key vehicles for achieving the IPU's overall institutional Strategy. See the box below for more details.

- **Accelerated digital transformation of IPU events and ways of working**

The core focus of the IPU's existing digital transformation strategy is to provide better service to Member Parliaments. While significant progress has been made during the 2022-2026 strategic period – including the expansion of online events – Member Parliaments suggested the need to accelerate current efforts to organize fully paperless events. There is also a need to strengthen business processes and data management, as well as to integrate plans for Member Parliaments' increased digital engagement during the 2027-2031 period into existing plans. Doing so will allow the IPU to better meet Member Parliaments' current and future needs, connect parliaments to each other, and strengthen the parliamentary community.

IPU Communications Strategy 2027-2031

This IPU Communications Strategy supports the overall institutional Strategy and provides a framework to guide communication activities for the 2027-2031 strategic period, while maintaining built-in flexibility for experimentation and course correction in a rapidly evolving media and communications landscape. It is designed to seize emerging opportunities and mitigate the risks posed by constant changes in the way information is produced, distributed and consumed.

The overall **purpose** of IPU communications is to position the IPU as the go-to place for information for and about parliaments and a platform for information sharing between parliaments by producing trusted information, telling positive stories about parliamentary action and engaging with and encouraging interaction between the 44,000 parliamentarians and other stakeholders worldwide.

In a post-truth world, the **challenge** is the spread of misinformation, which poses a significant threat to democracies. The proliferation of unverified, often malicious, artificial intelligence-generated content, combined with the removal of fact-checking on some platforms, is contributing to an erosion in trust in politics and institutions like parliaments. At the same time, growing dissatisfaction among Gen Z with parliaments and politicians signals both a risk but also an opportunity to re-engage with this audience with more authentic content and messaging.

As a content producer, the IPU has a unique **opportunity** to reinforce its position as a trusted and legitimate source of information on parliaments and the people who work in them. By consistently showcasing parliamentary solutions, diverse voices and good practices, the IPU can help rebuild trust in institutions and demonstrate the concrete impact of parliamentary action on people's lives.

During the 2027-2031 period, the IPU's communications **approach** will be to focus on capturing the imagination of parliamentarians and activating them as champions and multipliers. The aim is to draw MPs to the IPU because of the tangible added value it brings to their work: the ability to build relationships with fellow MPs, learn from and interact with their peers, better understand the world's most complex issues and ultimately improve outcomes for the people they represent. Communications will seek to lead the narrative on the role of parliaments in providing solutions to global challenges.

This will be achieved through three objectives:

- 1. Lead the narrative on parliaments by:**
 - Producing compelling, story-driven content tailored for digital and social media platforms.
 - Leveraging the IPU's data, knowledge and standards to anchor content in evidence.
 - Speaking out on key issues with clear messages based on the IPU's values.
 - Proactively obtaining top-tier media coverage at the global, regional and national levels.
- 2. Activate the IPU's core audience of 44,000 parliamentarians by:**
 - Building and maintaining a regularly updated database of MPs worldwide.
 - Using targeted "narrowcasting" to reach specific groups of MPs based on their interests and encouraging interaction between them.
 - Deepening engagement between MPs by encouraging peer-to-peer learning.
 - Exploring multilingual outreach to better reflect linguistic diversity and improve accessibility.
- 3. Experiment with new tools and formats by:**
 - Piloting and integrating artificial intelligence-based tools to enhance content creation while safeguarding accuracy.
 - Testing new digital formats, lighter content and platforms, such as podcasts and short-form video, to reach different audiences, especially Gen Z, more effectively.
 - Optimizing IPU content so it can be easily discovered and used by artificial intelligence assistants.
 - Augmenting the IPU's communications capacity through responsible use of agentic artificial intelligence.

Policy priorities

The IPU's policy priorities are areas of work that IPU Member Parliaments have identified could benefit from parliamentary action and the collective work of the Organization. They are avenues for the IPU to contribute to improving the lives of all people. The IPU supports parliaments in building their knowledge and capacity in these areas, devising policies and legislative frameworks, exercising oversight to ensure their governments keep the commitments they make, streamlining budget allocation and management, and contributing to the implementation of key international agreements.

During consultations, Member Parliaments reiterated their commitment to supporting parliamentary action on climate change, democracy – including human rights, gender equality and youth participation – peace and security, and sustainable development during the next five years. The aim is to help Member Parliaments ensure that their governments uphold their national commitments and take action to improve the lives of their citizens across these key priorities.

Given its cross-cutting nature, the consideration of artificial intelligence, its uses and implications will be mainstreamed across all policy priorities. Coordination mechanisms will be established to ensure coherence and complementarity across the IPU's work on artificial intelligence. The IPU will also support parliaments' work on the governance of artificial intelligence itself.

The policy priorities are listed in alphabetical order; they are all of equal importance.

Climate change

Climate change is a global existential threat. Despite recent progress, the 1.5 °C warming threshold above pre-industrial levels set by the Paris Agreement was exceeded in 2024. Member Parliaments highlighted countries' unequal vulnerabilities, rising human and economic costs from climate-induced extreme weather, and the need for stronger climate resilience, disaster legislation and parliamentary tools to scrutinize climate budgets and hold governments accountable for national commitments.

The IPU will continue to work with Member Parliaments and partners to share good practices, provide access to the latest climate science and policy trends, facilitate peer learning and stakeholder engagement, and promote meaningful parliamentary participation in major climate events like the United Nations Climate Change Conferences (COPs). It will support parliaments in implementing the Paris Agreement, overseeing national climate plans and promoting equitable and transparent resource allocation for climate adaptation and mitigation, with attention to reducing carbon dioxide, methane and other short-lived climate pollutants.

Through national capacity-building, the IPU will collaborate with regional partners and experts to contextualize climate knowledge and good practices. In the face of shifting geopolitical dynamics and weakening climate regulations, it will strengthen dialogue between parliaments and executives to foster coordinated, evidence-based climate action essential for peace, sustainable development and economic prosperity. The IPU will also help parliaments harness artificial intelligence for climate policymaking and oversight, while addressing the environmental impacts of energy-intensive technologies. It will support the transition to low-carbon, climate-resilient economies and reduce its own carbon footprint in all activities, including at its Assemblies.

Democracy, human rights, gender equality and youth participation

The IPU works towards ensuring all people have a voice in how they are governed and can enjoy all human rights without distinction of any kind, such as that based on gender, race, ethnicity, age, sexual orientation, religion, disability, wealth, political beliefs or any other status. Given the current context and the need to strengthen the institution of parliament in the face of growing executive power, the IPU will support parliaments in making progress on becoming more democratic in line with the Indicators for Democratic Parliaments and work to ensure that all parliaments are "effective, inclusive and representative institutions with responsive, inclusive, participatory and representative decision-making at all levels." In the coming period, the IPU will continue to support access to and representation of under-represented groups in parliament, and enhance outreach, engagement with, and accountability to all members of society, with a particular focus on women, youth and other under-represented populations. It will furthermore support parliamentary action that ensures respect for human rights and addresses discrimination and exclusion.

Given their high prevalence and impact on gender equality and the participation of women in politics, particular attention will be given to addressing online gender-based disinformation and violence against women in politics, including ensuring that parliaments are a safe environment for women. Youth empowerment and inclusion will continue to be prioritized, including political and economic empowerment. Particular attention will be given to work to preserve freedom of expression while addressing the nefarious uses of social media (for example, misinformation, hate speech, harassment of elected representatives), which constitute a critical challenge to democracy. Activities will be developed to support the implementation of the 2024 IPU resolution on *The impact of artificial intelligence on democracy, human rights and the rule of law*. Finally, the IPU stands by its commitment to actively defend the human rights of all parliamentarians.

Peace and security

The IPU will focus its efforts on peace and security by reinforcing parliamentary multilateralism and strengthening the capacity of parliaments to contribute to conflict prevention and sustainable peace. Guided by its human security and common security approach, the IPU will support parliaments in addressing the interconnected drivers of insecurity while ensuring that security policies address people, their dignity and their rights as a central concern.

Building on previous successes, the IPU will expand its support to parliaments in advancing the universalization and implementation of international instruments relating to disarmament, arms control and non-proliferation, including those addressing weapons of mass destruction (nuclear, chemical, biological and radiological weapons) and humanitarian disarmament (including inhumane weapons such as anti-personnel mines and cluster munitions). The IPU will continue to mobilize parliaments in support of efforts to reduce the risks to International Humanitarian Law, to mitigate human consequences of armed conflict (with a particular attention to the plight of refugees and their protection), and to advance measures that prevent the proliferation and misuse of conventional weapons, including small arms and light weapons. Particular attention will be given to the evolving risks associated with the weaponization of new and emerging technologies and the implications of maintaining peace and stability in the digital age.

Recognizing the growing number of existential risks facing humanity, the IPU will encourage parliaments to address threats that could have devastating global consequences. These include the resurgence of nuclear threats, the modernization of military technologies including the development of artificial cognitive abilities beyond that of human capabilities, and climate change and other developments that could significantly increase the risk of large-scale or catastrophic conflict. The IPU will also strengthen parliamentary oversight of security and defence policies, including the promotion of transparency, accountability and good governance in the security sector. By supporting stronger parliamentary oversight, the IPU seeks to ensure that security institutions operate in accordance with democratic principles, international law and respect for human rights.

Finally, with the revitalization of war as a method of political disagreement, the IPU will support parliaments in advancing conflict prevention and peacebuilding efforts, including through measures to prevent violent extremism and counter terrorism through enhanced dialogue and peer-to-peer learning. The IPU will also seek to develop tools with MPs and for MPs, notably with the adaptation of methods of mediation to the parliamentary context. It will better leverage the existing mechanisms such as the newly revamped Committee on Middle East Questions and the Task Force for the peaceful resolution of the war in Ukraine to facilitate political dialogue and identify possible solutions, and it will make its mediation and good offices capabilities available to other parliaments in need. It will also promote interfaith dialogue engaging in multilateral dialogue around peaceful coexistence and building and sustaining peace. Through preventive engagement and cooperation among parliaments, the IPU will contribute to building trust, help address the root causes of conflict, and support inclusive pathways to peace, including through the participation of women and youth in mediation, peacebuilding and conflict prevention efforts.

Sustainable development for all

In the context of widening socioeconomic, digital and environmental inequalities, the IPU will support parliaments in addressing the structural drivers of exclusion that can weaken social cohesion, fuel grievances and contribute to instability. It will strengthen parliamentarians' capacity to advance policies that reduce inequalities, promote social justice and ensure equitable access to services, opportunities and resources.

Building on previous work to advance universal health coverage and the health of women, children and adolescents, the IPU will broaden its engagement across the wider determinants of sustainable development. This includes inclusive economic development, quality education, social protection and food security, which are essential for resilient and peaceful societies.

The IPU will also support parliaments in harnessing artificial intelligence while addressing digital inequalities and ensuring technological progress contributes to inclusive and sustainable development. It will facilitate the exchange of experiences and good practices, strengthen parliamentary engagement in global and regional development processes, and encourage joint initiatives linked to frameworks such as the SDGs and Agenda 2063, the African Union's regional blueprint for inclusive and sustainable socio-economic development. As the international development agenda evolves beyond the 2030 Agenda for Sustainable Development, the IPU will work to ensure that parliamentary perspectives and democratic accountability shape the next generation of global development goals.

Implementation







The success of this Strategy depends on the continued support and engagement of all IPU Member Parliaments. Its implementation is possible because of the generous contributions of the membership. Given the many challenges all parliaments are currently facing, that support has never been more important. The IPU enters the 2027-2031 period strongly committed to demonstrating even greater value and impact for its Member Parliaments.

To implement the 2027-2031 Strategy, the IPU will:







- Build on existing successes, including the ecosystems approach, which positions parliaments as connected to key stakeholders in their environment
- Present detailed annual work and implementation plans to IPU Member Parliaments within the framework of budget discussions.
- Consult each IPU body regarding how it will contribute to the implementation of the Strategy, developing workplans in response, and continue to engage with them to share progress as the Strategy is implemented.
- Create and share criteria for how it will prioritize and streamline future IPU events and activities to strengthen continuity, avoid redundancy, and reduce the total number of activities and events.
- Strengthen the IPU's work with parliamentary, civil society, technological, scientific and academic partners on joint events to focus IPU activities on the Organization's core strength of strengthening parliaments.
- Ensure stronger alignment between programmatic and political workstreams across the Organization.
- Find innovative means to engage Member Parliaments in meaningful ways.
- Mobilize attention on and momentum for action on policy priorities through annual or longer-term campaigns targeted by policy priority.
- Integrate monitoring and evaluation efforts from the beginning of each IPU event and activity and use digital tools to share impact with Member Parliaments on a regular basis.
- Maintain a flexible and adaptable approach in the implementation of this Strategy, in recognition of the uncertainty of the present moment and the need for the IPU to continue to evolve the processes, platforms and means through which it does its work and engages with Member Parliaments, in order to best serve them as circumstances change over time.

The wide array of views expressed in the consultations and results of the review findings are captured below.



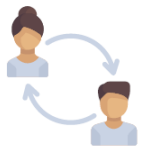



Key Impact Areas

					
Defending the human rights of parliamentarians	Empowering women MPs, gender equality	Connecting MPs and parliamentary staff across countries	Authority on data about parliaments	Empowering young MPs	Supporting parliaments in crisis

Unique Value Add

					
Knowledge about, data on, and access to parliaments	Sustained commitment to parliamentary diplomacy	Legitimacy, reach, inclusiveness, convening power	Support of democracy at institutional level	Committee on the Human Rights of Parliamentarians	Peer-to-peer learning

Future strategic priorities

					
Safeguard democracy, support peace, multilateralism, human rights, development	Build parliaments' capacities, knowledge, grow digital readiness	Create more structured approaches to parliamentary diplomacy for peace	Focus on IPU's unique value (strengthening parliaments) for greater impact	Expand mechanisms for Member engagement, build regional approaches	Facilitate Member impact, expand monitoring and evaluation