SADC PARLIAMENTARY FORUM

Forum Parlementaire | Forum Parlamentar

REGIONAL ANTI-SEXUAL HARASSMENT POLICY

COMPREHENSIVE IMPLEMENTATION PLAN

Prepared by: Eva Jhala **Assignment reference:** SADC PF / RASHP / 2026 / 01 **Submitted to:**

The Secretary General, SADC Parliamentary Forum

SADC Forum House | Parliament Gardens | Windhoek, Namibia

www.sadcpf.org | info@sadcpf.org | +264 61 287 0000

Table of Contents

1 INTRODUCTION AND PURPOSE OF THIS PLAN 4
2 VISION, MISSION AND GUIDING PRINCIPLES 5
2.1 Vision 5
2.2 Mission of this Implementation Plan 5
2.3 Guiding Principles for Implementation 5
3 IMPLEMENTATION FRAMEWORK OVERVIEW 7
4 WORKSTREAM 1: GOVERNANCE AND INSTITUTIONAL SETUP 8
4.1 Constituting the Independent Committee of Retired Judges 8
4.2 Establishing the Focal Point and Secretariat Support Function 9
4.3 Roles and Responsibility Matrix 10
5 WORKSTREAM 2: LEGAL AMENDMENTS 12
6 WORKSTREAM 3: POLICY DISSEMINATION AND COMMUNICATIONS 14
6.1 Internal Communications Strategy 14
6.2 Member Parliament Engagement 15
6.3 Public Communications and Regional Positioning 15
7 WORKSTREAM 4: OPERATIONAL INFRASTRUCTURE 17
7.1 Complaints Management System 17
7.2 Confidential Electronic Portal 17
7.3 Record-Keeping and the Confidential Register 18
8 WORKSTREAM 5: CAPACITY DEVELOPMENT 20
8.1 Mandatory Training Module Rollout 20
8.2 Capacity Development Sessions 2026, 2027 and 2028 21
8.3 Focal Point and Committee Training 22
9 WORKSTREAM 6: MONITORING, EVALUATION AND REVIEW 23
9.1 Monitoring Framework and Key Performance Indicators 23
9.2 Annual and Biennial Reporting 24
9.3 Quadrennial Comprehensive Review 25
10 WORKSTREAM 7: BUDGET AND RESOURCING 26
11 RISK REGISTER 29
12 MASTER IMPLEMENTATION TIMELINE 31
ANNEXURE A: EXPANDED RESPONSIBILITY MATRIX 34
ANNEXURE B: DECLARATION OF COMPLIANCE TEMPLATE 35
ANNEXURE C: FOCAL POINT TERMS OF REFERENCE 36
1. Background 36
2. Appointment 36

3. Core Functions 36
4. Boundaries of the Role 36
5. Confidentiality and Personal Wellbeing 37
6. Reporting Line 37

1 INTRODUCTION AND PURPOSE OF THIS PLAN

The SADC Parliamentary Forum (the Forum) adopted the Regional Anti-Sexual Harassment Policy (RASHP) by resolution of the Plenary Assembly in August 2026. The RASHP is a binding institutional instrument that establishes a zero-tolerance framework for harassment, including sexual harassment, across all Forum Activities involving the 15 Member Parliaments of the Forum.

Adoption of the RASHP is a necessary step for the continued reputational operations of the Forum. International experience with comparable frameworks, from the Inter-Parliamentary Union (IPU), the Commonwealth Parliamentary Association (CPA), the European Parliament and the House of Commons, consistently demonstrates that the gap between policy adoption and effective implementation is where institutional anti-harassment efforts most frequently fail. Rules that are not operationalised, communicated, resourced and enforced do not change behaviour.

This Comprehensive Implementation Plan (the Plan) is designed to close that gap. It translates the RASHP's provisions into concrete, sequenced, resourced and accountable actions across seven workstreams, spanning the period from adoption in 2026 through to the first quadrennial review in 2030. It assigns clear responsibility for every action, sets measurable targets, identifies risks and mitigation strategies, and provides a master timeline that allows the Forum to track implementation progress at every stage.

Scope and Status of This Plan

This Plan covers the period 2026-2030, aligned with the Forum's Strategic Plan (2024-2028) and extending to the first quadrennial RASHP review.

It is a living document. The Monitoring Body designated under Article 29 of the RASHP shall review and update this Plan annually, incorporating lessons learned from implementation.

This Plan is a companion document to the RASHP and should be read alongside it. References to 'Article X' in this Plan are references to the corresponding Article of the RASHP.

All timelines are expressed as months from the date of RASHPs' adoption by the Plenary Assembly (November, 2026 = adoption date).

The Plan is organised around seven workstreams, each of which addresses a distinct dimension of implementation:

- Workstream 1: Governance and Institutional Setup
- Workstream 2: Legal Amendments
- Workstream 3: Policy Dissemination and Communications
- Workstream 4: Operational Infrastructure
- Workstream 5: Capacity Development
- Workstream 6: Monitoring, Evaluation and Review
- Workstream 7: Budget and Resourcing

2 VISION, MISSION AND GUIDING PRINCIPLES

2.1 Vision

A SADC Parliamentary Forum in which every Member of Parliament, member of staff and stakeholder participates in Forum Activities in an environment of dignity, safety and mutual respect, free from all forms of harassment, and in which accountability is swift, fair and consistently applied.

2.2 Mission of this Implementation Plan

To translate the RASHP from an adopted policy instrument into a living institutional reality through the systematic operationalisation of its provisions, the building of institutional capacity, the establishment of credible accountability mechanisms and the promotion of a sustained culture of zero tolerance to sexual harassment across all Forum Activities.

2.3 Guiding Principles for Implementation

Principle	Application to Implementation
Zero Tolerance	Every provision of the RASHP must be operationalised without exception. No action item in this Plan is optional.
Accountability	Every action has a named responsible party. Progress will be tracked and reported publicly (in anonymised form) to the Plenary Assembly.

Principle	Application to Implementation
Survivor-Centred	Operational decisions, including the design of the complaints system, the selection of the Focal Point and the design of training, must prioritise the safety, dignity and informed consent of victims/survivors.
Political Sensitivity	Implementation must acknowledge the political environment in which MPs operate. Engagement strategies must be designed to build ownership rather than defensiveness.
Inclusivity	Implementation must be accessible to all 15 Member Parliaments, including those with limited resources, varying parliamentary traditions and different languages.
Transparency	Implementation progress will be reported biennially to the Plenary Assembly. The Forum will acknowledge challenges openly and adapt accordingly.
Sustainability	Capacity development, resourcing and institutional structures must be designed for long-term continuity, not only for the initial rollout period.

3 MPLEMENTATION FRAMEWORK OVERVIEW

The implementation of the RASHP is structured around four phases, each building on the last:

Phase	Timeline	Focus	Key Output
Phase 1 Foundation	**Months 1-3**	Institutional setup, legal amendment process, Focal Point appointment, declaration of compliance rollout, interim complaints mechanism	Committee constituted; legal amendments submitted; Focal Point appointed; operational guidelines published
Phase 2 Activation	**Months 4-6**	Full complaints system goes live; mandatory training module deployed to all Forum participants; first Capacity Development Session at Plenary Assembly; communications strategy launched	All reporting channels operational; 100% of Forum participants complete mandatory training
Phase 3 Consolidation	**Months 7-24**	First full cycle of complaint handling; 2027 Capacity Development Session; first annual implementation report; legal amendments adopted by Plenary Assembly	First annual report to Monitoring Body; 2027 session delivered; legal amendments in force
Phase 4 Review and Renewal	**Months 25-48**	Second Capacity Development Session (2028); first biennial report to Plenary Assembly; quadrennial comprehensive RASHP review (2030); updated implementation plan	Biennial report adopted; RASHP reviewed and updated as necessary; new 4-year plan adopted

Priority Classification Used in This Plan

IMMEDIATE: Must be completed within 90 days of RASHP adoption (Phase 1).
SHORT-TERM: Must be completed within 6 months of adoption (Phases 1-2).
MEDIUM-TERM: Must be completed within 12-24 months of adoption (Phase 3).
ONGOING: Continuous obligation with no end date.
ANNUAL: Recurring obligation on a 12-month cycle.

4 WORKSTREAM 1: GOVERNANCE AND INSTITUTIONAL SETUP

The credibility of the RASHP depends entirely on the robustness of the institutional structures that give it effect. Without a constituted Independent Committee, a trained Focal Point and a clear responsibility structure, the Policy cannot be enforced. This workstream is therefore the highest-priority workstream and must be completed within 90 days of adoption.

4.1 Constituting the Independent Committee of Retired Judges or Judicial Officers

Article 16 of the RASHP requires the Forum to constitute the Independent Committee of Retired Judges or judicial officers (the Committee) within 90 days of adoption. The Committee will be the primary adjudicative body for all formal complaints of harassment under the RASHP.

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Secretary General to issue a call for nominations for Committee members to all 15 Member Parliaments	Secretary General	**Month 1**	Secretariat staff time	**Immediate**
Executive Committee to establish a selection sub-committee (minimum 3 members, gender-balanced) to review nominations against the criteria in Article 16(2)	Executive Committee	**Month 1**	Sub-committee meeting time	**Immediate**
Selection sub-committee to shortlist candidates, applying criteria: judicial integrity; gender representation (min. 1 female, 1 male); geographic representation; absence of conflict of interest	Selection Sub-Committee	**Month 2**	Sub-committee time; legal advice	**Immediate**
Plenary Assembly (or Executive Committee acting under delegated authority) to appoint 3 Committee members for 2-year renewable terms	Plenary Assembly / Executive Committee	**Month 3**	Meeting; formal resolution	**Immediate**

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Formal induction of Committee members: briefing on RASHP; orientation on Forum Activities; conflict of interest declarations signed; confidentiality undertakings executed	Secretary General; Consultant	**Month 3**	Induction session (0.5 day)	**Immediate**
Committee to adopt its own rules of procedure, consistent with the RASHP, for approval by the Executive Committee	Committee	**Month 4**	Legal advice; 2-3 drafting sessions	**Short-term**
Committee contact details and complaint submission procedures to be published on the Forum's website and communicated to all Member Parliaments	Secretariat	**Month 4**	Website update; communications	**Short-term**
Annual review of Committee membership, conflict of interest declarations and recusal records by the Executive Committee	Executive Committee	**Annual**	Annual meeting agenda item	**Annual**

4.2 Establishing the Focal Point and Secretariat Support Function

Article 11(a) of the RASHP requires a Designated Focal Point to be trained and available at all Forum Activities. The Focal Point is the first point of contact for all reports of harassment and plays a critical role in the survivor-centred approach of the RASHP.

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Secretary General to designate a primary Focal Point and at least one alternate from within the Secretariat staff	Secretary General	**Month 1**	Secretariat HR decision	**Immediate**

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Focal Point to receive comprehensive training in: trauma-informed complaint handling; RASHP provisions and procedures; confidentiality obligations; referral pathways; psychosocial first response	Secretary General; external trainer	**Month 2**	Training programme (2 days); external trainer fee	**Immediate**
Develop and publish Focal Point Terms of Reference (template at Annexure C of this Plan)	Secretary General	**Month 2**	Staff time	**Immediate**
Secretariat to develop a Standard Operating Procedure (SOP) for the Focal Point, covering: receipt of informal reports; referral to the Committee; record-keeping; confidential register maintenance	Secretariat	**Month 3**	Staff time; legal review	**Immediate**
Focal Point contact details to be included in all Forum Activity invitations, registration documents, briefing packs and displayed at event venues	Secretariat; Communications	**Month 3**	Template update	**Immediate**
Interim complaints mechanism to be activated pending constitution of the Committee: Secretary General or Focal Point to receive and hold all complaints confidentially	Secretary General	**Month 1**	Admin process	**Immediate**
Annual refresher training for Focal Point and alternate on RASHP developments, complaint handling techniques and lessons learned	Secretary General	**Annual**	Training (0.5 day); trainer fee	**Annual**

4.3 Roles and Responsibility Matrix

The following matrix sets out the primary implementation responsibilities for each Forum body and role. The full expanded Responsibility Matrix is at Annexure A.

Forum Body / Role	Primary RASHP Implementation Responsibilities
Plenary Assembly	Adopts the RASHP; adopts legal amendments to Forum statutory documents; receives biennial implementation reports; appoints Committee members

Forum Body / Role	Primary RASHP Implementation Responsibilities
Executive Committee	Oversees RASHP implementation; constitutes Committee (or delegates to Plenary Assembly); receives annual Focal Point reports; imposes sanctions on Committee recommendation; mandates Legal Sub-Committee
Legal Sub-Committee	Reviews and finalises draft legal amendments; recommends amendments to the Executive Committee for submission to the Plenary Assembly
Secretary General	Overall implementation responsibility; appoints and supports the Focal Point; activates interim complaints mechanism; coordinates stakeholder consultations; reports to Executive Committee; holds correspondence with home Parliaments on sanctions
Secretariat	Day-to-day operational support; maintains confidential register; manages electronic portal; prepares briefing materials; coordinates Capacity Development Sessions; communicates with Member Parliaments
Designated Focal Point	First point of contact for all reports; manages informal procedure; refers formal complaints to Committee; maintains confidential records; provides support to victim/survivors; attends all Forum Activities
Independent Committee of Retired Judges	Receives and oversees all formal complaints; appoints external investigators; conducts adjudication; recommends sanctions to Executive Committee; operates under recusal rules
Monitoring Body (Standing Committee on Gender)	Monitors RASHP implementation; prepares biennial report to Plenary Assembly; recommends revisions; reviews this Implementation Plan annually
Speakers and Presiding Officers	Model RASHP compliance; refer incidents to Secretariat; promote awareness among delegations; take immediate protective measures during sessions as prescribed in Rules of Procedure
MPs and Stakeholders	Comply with RASHP; complete mandatory training; sign Declaration of Compliance; report harassment they witness; cooperate with investigations

5 WORKSTREAM 2: LEGAL AMENDMENTS

Article 27 of the RASHP requires amendments to three Forum statutory documents: the Forum's Constitution, Rules of Procedure and Administrative Rules. These amendments are necessary to give the RASHP full legal standing within the Forum's institutional framework. Draft amendment texts are contained in Annexure D of the RASHP (Version 3, 2026). This workstream manages the process of finalising and adopting those amendments.

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Secretary General to formally refer the draft legal amendments (RASHP Annexure D) to the Legal Sub-Committee within 60 days of RASHP adoption	Secretary General	**Month 2**	Formal referral letter	**Immediate**
Legal Sub-Committee to review draft amendments for consistency with Forum statutory framework, SADC Treaty and applicable international instruments	Legal Sub-Committee	**Months 2-3**	2-3 meeting sessions; legal counsel	**Immediate**
Legal Sub-Committee to prepare consolidated report on proposed amendments with any recommended modifications, for submission to Executive Committee	Legal Sub-Committee	**Month 3**	Report drafting; legal counsel	**Immediate**
Executive Committee to consider Legal Sub-Committee report and approve submission of amendments to the Plenary Assembly	Executive Committee	**Month 4**	Executive Committee meeting	**Short-term**
Constitution amendments (new Articles on safe environment and Independent Committee) submitted to Plenary Assembly for adoption in accordance with Forum's amendment procedure	Secretary General; Executive Committee	**Month 6**	Plenary Assembly agenda item	**Short-term**
Rules of Procedure amendments (Presiding Officer protective powers; RASHP incorporation by reference) adopted by Plenary Assembly	Plenary Assembly	**Month 6**	Plenary Assembly resolution	**Short-term**

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Administrative Rules amendments (Focal Point function; confidential register; Committee budget provision) adopted by Executive Committee	Executive Committee	**Month 5**	Executive Committee resolution	**Short-term**
Amended statutory documents to be formally gazetted, published on Forum website and circulated to all Member Parliaments	Secretariat	**Month 7**	Publication and communications	**Short-term**
Five-year review of amended statutory documents for continued alignment with the RASHP and any updates arising from the quadrennial RASHP review	Legal Sub-Committee; Secretary General	**Month 60**	Legal review session	**Medium-term**

Note on the Amendment Process

The RASHP provides that draft amendments shall be submitted to the Legal Sub-Committee within 60 days of adoption and to the Plenary Assembly in accordance with established Forum practice. The timeline above assumes that the Plenary Assembly sessions align with the Forum's regular calendar. If the next Plenary Assembly session falls before Month 6, the amendment process should be accelerated accordingly. If it falls after Month 6, interim authority should be sought from the Executive Committee to give administrative effect to the key provisions pending formal adoption.

6 WORKSTREAM 3: POLICY DISSEMINATION AND COMMUNICATIONS

A policy that participants do not know about cannot protect them. Research on comparable frameworks consistently identifies awareness as one of the principal barriers to effective anti-harassment implementation. This workstream ensures that the RASHP reaches every Forum participant through multiple, reinforcing communication channels.

6.1 Internal Communications Strategy

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Prepare a RASHP Communications Plan (internal), identifying key messages, target audiences, channels and timelines for the 2026-2028 rollout period	Secretariat; Communications	**Month 1**	Staff time (3-5 days)	**Immediate**
Develop a RASHP Summary Card (1-2 pages): what it is, what it prohibits, how to report, key contacts. Available in English and, where resources permit, in other SADC languages	Secretariat; Consultant	**Month 2**	Design and translation costs	**Immediate**
All Forum Activity invitations, registration forms and delegate packs to include the RASHP Summary Card, Focal Point details and reporting channel information from Month 3 onwards	Secretariat	**Month 3 onwards**	Template redesign	**Immediate**
RASHP dedicated page to be created on the Forum website: full Policy text, Summary Card, Complaint Form, Focal Point contacts, FAQs and reporting portal link	Secretariat; IT	**Month 3**	Website development (3-5 days)	**Immediate**
Declaration of Compliance (see Annexure B) to be signed by all MPs and stakeholders at the commencement of participation in Forum Activities from Month 3 onwards	Secretariat; Focal Point	**Month 3 onwards**	Registration process update	**Immediate**
All Forum internal communications to include a standing RASHP reminder in email footers, meeting agendas and session materials	Secretariat	**Month 3 onwards**	Template update	**Short-term**

6.2 Member Parliament Engagement

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Secretary General to write formally to all 15 Member Parliaments (Speakers and Clerks) notifying adoption of the RASHP, sharing the full text and Summary Card, and requesting that Member Parliaments disseminate within their own institutions	Secretary General	**Month 1**	Official correspondence	**Immediate**
Develop a Member Parliament Implementation Support Pack: template communications for Speakers to use in their own Parliaments; links to RASHP resources; guidance on how national parliaments can align their own policies with the RASHP	Secretariat; Consultant	**Month 4**	Pack development (5 days)	**Short-term**
Convene a virtual briefing session for parliamentary Focal Points / Clerks of Member Parliaments to explain the RASHP, reporting channels and their role in supporting implementation at national level	Secretary General; Focal Point	**Month 5**	Virtual session (2 hours); facilitation	**Short-term**
Include an RASHP implementation update as a standing agenda item at all Standing Committee meetings from Month 6 onwards	Secretariat	**Month 6 onwards**	Agenda amendment	**Short-term**

6.3 Public Communications and Regional Positioning

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Issue a public statement on adoption of the RASHP: Forum's commitment to zero tolerance, summary of key provisions, and invitation to Member Parliaments across the region to benchmark against the RASHP	Secretary General	**Month 1**	Press release; media engagement	**Immediate**
Share the RASHP with the IPU, CPA and other relevant inter-parliamentary bodies as a contribution to regional and global	Secretary General	**Month 2**	Correspondence; IPU/CPA liaison	**Short-term**

Action / Activity	Responsible	Timeline	Resource Needed	Priority
best practice on parliamentary anti-harassment frameworks				
Publish annual implementation highlights in the Forum's newsletter and annual report (anonymised, no case details)	Secretariat; Monitoring Body	**Annual**	Reporting cycle	**Annual**
Present the RASHP at the 2027 and 2028 Capacity Development Sessions as part of the Forum's regional norm-setting role, inviting reflection from Member Parliament representatives	Consultant; Secretary General	**2027, 2028**	Session programme	**Medium-term**

7 WORKSTREAM 4: OPERATIONAL INFRASTRUCTURE

The RASHP's reporting and complaints architecture must be fully operationalised before it can receive complaints. This workstream covers the design, testing and launch of all operational systems required to give practical effect to the RASHP's procedures.

7.1 Complaints Management System

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Develop Standard Operating Procedures (SOPs) for all five reporting channels (Focal Point; Secretary General; Electronic Portal; Independent Committee; Emergency Channel), specifying: receipt; acknowledgement; referral; timeline tracking; escalation	Secretariat; Legal	**Month 2**	Legal advice; staff time (5 days)	**Immediate**
Develop and publish the prescribed Complaint Form (RASHP Annexure B): paper and electronic versions; accessible formats for persons with disabilities; multilingual where resources permit	Secretariat	**Month 2**	Design; accessibility review	**Immediate**
Establish interim complaints handling protocol: all complaints received during Months 1-3 to be held by the Secretary General pending full system activation	Secretary General	**Month 1**	Admin procedure	**Immediate**
Develop and test the informal resolution procedure (Article 12): Focal Point script; referral process; record-keeping template; third-party facilitator roster	Focal Point; Secretariat	**Month 3**	Templates; facilitator identification	**Immediate**
Activate all five reporting channels as a complete system and notify all Forum participants	Secretariat; Focal Point	**Month 3**	System launch communications	**Immediate**

7.2 Confidential Electronic Portal

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Procure or develop a dedicated, encrypted electronic complaints portal meeting the following minimum specifications: end-to-end encryption; anonymised submission option for informal reports; file attachment functionality; automated acknowledgement; accessible on mobile and desktop	Secretariat; IT	**Month 2**	IT procurement or development budget (see Workstream 7)	**Short-term**
Conduct security testing and privacy impact assessment of the portal before activation	IT; Legal	**Month 3**	Security review; external IT audit	**Short-term**
Portal URL and access instructions to be published on the Forum website, included in all delegate packs and communicated at every Forum Activity	Secretariat	**Month 3**	Website; communications	**Short-term**
Annual security review and update of the electronic portal	IT	**Annual**	IT maintenance budget	**Annual**

7.3 Record-Keeping and the Confidential Register

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Establish the Confidential Register of complaints, investigations and outcomes as required by the amended Administrative Rules. Minimum data fields: unique reference number; date received; nature of complaint (categorised, not descriptive); procedural status; outcome; sanction applied; date closed	Secretariat	**Month 2**	Database or secure filing system	**Immediate**
Develop and implement a data protection protocol for the Register, consistent with the Forum's personal data protection policy and applicable SADC data protection standards	Secretariat; Legal	**Month 2**	Legal advice; policy drafting	**Immediate**

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Access to the Register to be restricted to: Secretary General; Focal Point; Committee members; and such other persons as the Secretary General specifically authorises on a case-by-case basis	Secretary General	**Month 2**	Access controls	**Immediate**
Quarterly internal review of Register data by the Focal Point to identify any patterns, trends or systemic issues requiring attention	Focal Point	**Quarterly**	Staff time (0.5 day)	**Ongoing**
Annual summary report (anonymised, no identifying details) drawn from the Register for submission to the Monitoring Body	Focal Point; Secretary General	**Annual**	Reporting cycle	**Annual**

8 WORKSTREAM 5: CAPACITY DEVELOPMENT

Articles 25 and 26 of the RASHP require mandatory capacity development for all Forum participants. The evidence from comparable frameworks (IPU, CPA, European Parliament) is unambiguous: mandatory, sustained training is the single most important determinant of effective implementation and genuine cultural change. This workstream operationalises that commitment.

8.1 Mandatory Training Module Rollout

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Develop the mandatory training module based on the Capacity Development Guide (RASHP Annexure A): interactive, scenario-based, available online and in-person; estimated duration 90-120 minutes	Consultant; Secretariat	**Months 2-3**	Curriculum development; instructional design; e-learning platform	**Immediate**
Pilot the mandatory training module with a representative group of Secretariat staff; incorporate feedback before full rollout	Focal Point; Consultant	**Month 3**	Pilot session (half day); feedback analysis	**Immediate**
Deploy the mandatory training module to all Secretariat staff	Secretary General	**Month 4**	E-learning platform; staff time	**Short-term**
Mandatory training module to be completed by all MPs, parliamentary staff and stakeholders at or before their first Forum Activity from Month 4 onwards. Completion to be tracked and recorded by the Secretariat	Secretariat; Focal Point	**Month 4 onwards**	Platform; registration integration	**Short-term**
Develop a brief refresher module (30 minutes) for returning Forum participants who completed the full module more than 2 years previously	Consultant; Secretariat	**Month 12**	Curriculum update	**Medium-term**

Action / Activity	Responsible	Timeline	Resource Needed	Priority
All training completion records to be maintained in the Confidential Register (separately from complaint records, with access controlled to HR and Secretariat management)	Secretariat	**Month 4 onwards**	Register system	**Ongoing**

8.2 Capacity Development Sessions 2026, 2027 and 2028

Article 26 of the RASHP requires dedicated Capacity Development Sessions at the 2026 Plenary Assembly and in 2027 and 2028. These are in addition to the mandatory training module and are designed as facilitated, interactive learning experiences.

Action / Activity	Responsible	Timeline	Resource Needed	Priority
2026 Capacity Development Session: back-to-back with the 2026 Plenary Assembly, as required by the TOR. Agenda: RASHP overview; scenario-based training; Q&A; reporting mechanism walk-through. Duration: minimum half-day. Facilitator: Consultant plus Focal Point	Consultant; Secretary General	**Month 6**	Session logistics; facilitation; materials	**Short-term**
Secretary General to confirm dates, venue and participant list for the 2026 session at least 4 weeks in advance	Secretary General	**Month 5**	Logistics coordination	**Short-term**
2027 Capacity Development Session: to be convened in conjunction with a Forum Activity in 2027. Focus: lessons learned from Year 1; complaint handling updates; refresher on key provisions; new scenario modules. Duration: half-day	Consultant; Secretary General	**2027**	Logistics; facilitation; materials	**Medium-term**
2028 Capacity Development Session: focus on Year 2 lessons; preparation for quadrennial RASHP review; updated scenarios reflecting any incidents or trends from the Confidential Register (anonymised). Duration: half-day	Consultant; Secretary General	**2028**	Logistics; facilitation; materials	**Medium-term**

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Post-session evaluation questionnaire to be completed by all participants at each session. Results to inform subsequent session design and the biennial implementation report	Focal Point	**After each session**	Evaluation tool; analysis time	**Ongoing**
Biennial Capacity Development Sessions from 2030 onwards, as required by Article 26 of the RASHP	Secretary General; Monitoring Body	**From 2030**	Ongoing budget provision	**Ongoing**

8.3 Focal Point and Committee Training

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Initial comprehensive training for Focal Point and alternate: trauma-informed complaint handling; RASHP procedure; survivor-centred approach; referral pathways; boundaries of the Focal Point role (2-day programme)	Secretary General; external trainer	**Month 2**	External trainer fee; 2 days staff time	**Immediate**
Committee induction programme: RASHP provisions; investigation procedures; rights of parties; confidentiality obligations; recusal rules; interaction with external investigators (full-day session)	Secretary General; Consultant; Legal	**Month 3**	Facilitation; Committee member time	**Immediate**
Annual Focal Point peer network exchange: connection with Focal Points from comparable inter-parliamentary organisations (IPU, CPA) to share experiences and lessons learned	Focal Point; Secretary General	**Annual**	Network facilitation; travel/virtual costs	**Annual**
Committee professional development: annual update session on developments in harassment law, investigation practice and inter-parliamentary best practice	Secretary General; external trainer	**Annual**	Trainer; Committee member time	**Annual**

9 WORKSTREAM 6: MONITORING, EVALUATION AND REVIEW

Article 29 of the RASHP requires the designated Monitoring Body to present a biennial report to the Plenary Assembly and for the Policy to be comprehensively reviewed every four years. Effective monitoring is also the mechanism through which the Forum identifies implementation gaps, adapts its approach and demonstrates accountability to Forum participants, Member Parliaments and the public.

9.1 Monitoring Framework and Key Performance Indicators

The following KPI framework will be used to track implementation progress. Data will be drawn from the Confidential Register, session records, training completion logs and stakeholder feedback.

Workstream	KPI Indicator	Baseline	Target 12 months	Target 24 months	Target 48 months
Governance	Independent Committee constituted and operational	0	**Yes**	**Yes**	**Yes**
Governance	Focal Point designated and trained	0	**Yes**	**Yes**	**Yes**
Governance	Conflict of interest declarations filed by all Committee members	0	**100%**	**100%**	**100%**
Legal Amendments	Constitution, Rules of Procedure and Administrative Rules amended	0 of 3	**3 of 3**	**3 of 3**	**3 of 3**
Communications	% of Forum Activities including RASHP briefing and Focal Point details	0%	**100%**	**100%**	**100%**
Communications	% of Forum participants signing Declaration of Compliance	0%	**100%**	**100%**	**100%**
Ops Infrastructure	All 5 reporting channels operational	0 of 5	**5 of 5**	**5 of 5**	**5 of 5**
Ops Infrastructure	Electronic portal live and accessible	No	**Yes**	**Yes**	**Yes**

Workstream	KPI Indicator	Baseline	Target 12 months	Target 24 months	Target 48 months
Capacity Dev.	% of Secretariat staff completing mandatory training	0%	**100%**	**100%**	**100%**
Capacity Dev.	% of Forum participants (MPs/staff) completing mandatory training	0%	**75%**	**90%**	**95%**
Capacity Dev.	No. of Capacity Development Sessions delivered	0	**1 (2026)**	**2 (2027)**	**3 (2028)**
Complaints	Avg. time from complaint receipt to acknowledgement (target: 5 working days)	N/A	**5 days**	**5 days**	**5 days**
Complaints	Avg. time from formal complaint to investigation completion (target: 60 working days)	N/A	**<75 days**	**<65 days**	**<60 days**
Monitoring	Biennial report presented to Plenary Assembly	0	**N/A**	**1 report**	**2 reports**
Monitoring	Annual implementation report presented to Monitoring Body	0	**1 report**	**2 reports**	**4 reports**

9.2 Annual and Biennial Reporting

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Focal Point to prepare a quarterly internal implementation update for the Secretary General: complaints received and status; training completion rates; portal usage; emerging issues	Focal Point	**Quarterly**	Staff time (0.5 day per quarter)	**Ongoing**
Secretary General to present an annual RASHP Implementation Report to the Monitoring Body, drawing on quarterly Focal Point updates, KPI data and any lessons from the preceding year's Forum Activities	Secretary General	**Annual**	Reporting cycle; staff time	**Annual**

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Monitoring Body to prepare a biennial report to the Plenary Assembly (Years 2 and 4), setting out anonymised statistics, implementation progress against KPIs, lessons learned and recommended revisions	Monitoring Body	**Biennial**	Monitoring Body meeting; report drafting (2 days)	**Ongoing**
Plenary Assembly to formally adopt the biennial implementation report and issue any directions for implementation improvements	Plenary Assembly	**Biennial**	Plenary Assembly agenda item	**Ongoing**

9.3 Quadrennial Comprehensive Review

Action / Activity	Responsible	Timeline	Resource Needed	Priority
Monitoring Body to commission a comprehensive review of the RASHP and this Implementation Plan in Year 4 (2030), drawing on: four years of implementation data; two biennial reports; developments in international best practice (IPU, CPA, EP); stakeholder feedback	Monitoring Body; Secretary General	**Month 48**	External reviewer; consultation process	**Medium-term**
Comprehensive review to assess: continuing relevance of the RASHP's provisions; adequacy of the sanctions framework; effectiveness of the complaints and investigation mechanism; gaps in capacity development; KPI performance	External Reviewer	**Month 48-50**	Review fee; stakeholder consultations	**Medium-term**
Review findings and recommendations to be presented to the Executive Committee and then to the Plenary Assembly for adoption of an updated RASHP and revised Implementation Plan (2030-2034)	Monitoring Body; Secretary General	**Month 51-54**	Plenary Assembly agenda item	**Medium-term**

10 WORKSTREAM 7: BUDGET AND RESOURCING

Implementation of the RASHP requires dedicated and sustained budget provision. Under-resourcing is one of the most common causes of policy implementation failure in institutional settings. The Forum must budget for RASHP implementation as a standing line item in its annual budget, consistent with the Administrative Rules amendments required under Workstream 2.

The indicative budget below is based on the actions in Workstreams 1-6. All figures are expressed in USD and represent estimates only, to be refined by the Secretariat in the context of the Forum's annual budgeting process. Exchange rate fluctuations and procurement outcomes will affect final costs.

Budget Item	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	4-Year Total (USD)
WORKSTREAM 1: Governance and Institutional Setup					
Committee member honoraria (3 members x 2 days x 2 sessions/year)	7,200	7,200	7,200	7,200	**28,800**
Committee induction session (facilitation, materials, venue)	3,500	0	0	3,500	**7,000**
Focal Point initial training (external trainer, 2 days)	4,000	0	0	0	**4,000**
Focal Point annual refresher and peer network	0	2,000	2,000	2,000	**6,000**
Legal counsel for Committee rules of procedure	3,000	0	0	0	**3,000**
WORKSTREAM 2: Legal Amendments					
Legal Sub-Committee meetings and legal advice	5,000	0	0	2,000	**7,000**
Drafting and publishing amended statutory documents	2,000	0	0	0	**2,000**
WORKSTREAM 3: Dissemination and Communications					
RASHP Summary Card: design, print and translation	3,500	1,000	1,000	1,000	**6,500**
Website development (RASHP dedicated page)	2,500	500	500	500	**4,000**

Budget Item	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	4-Year Total (USD)	
Member Parliament Implementation Support Pack	2,000	0	0	0	**2,000**	
Virtual briefing for Member Parliament Clerks	1,500	0	0	0	**1,500**	
WORKSTREAM 4: Operational Infrastructure						
Encrypted electronic portal: procurement/development	8,000	1,500	1,500	1,500	**12,500**	
Complaint Form design and accessibility review	1,500	0	0	0	**1,500**	
Confidential Register: database setup and maintenance	2,000	500	500	500	**3,500**	
WORKSTREAM 5: Capacity Development						
Mandatory training module: curriculum development and e-learning	12,000	2,000	2,000	2,000	**18,000**	
2026 Capacity Development Session (Consultant, facilitation, materials)	8,000	0	0	0	**8,000**	
2027 Capacity Development Session	0	8,000	0	0	**8,000**	
2028 Capacity Development Session	0	0	8,000	0	**8,000**	
WORKSTREAM 6: Monitoring, Evaluation and Review						
Monitoring Body support and biennial report preparation	0	3,000	0	3,000	**6,000**	
Quadrennial comprehensive review (external reviewer)	0	0	0	15,000	**15,000**	
Annual reporting, data analysis and KPI tracking	1,000	1,000	1,000	1,000	**4,000**	
CONTINGENCY (10% of total)	6,520	2,670	2,370	4,070	**15,630**	
TOTAL (indicative)	**71,720**	**29,370**	**26,070**	**43,770**	**170,930**	**170,930**

Resourcing Notes

Year 1 costs are higher due to one-off setup items (Committee induction, portal development, training module creation, legal amendments).

From Year 2, the primary recurring costs are Committee honoraria, Focal Point training, Capacity Development Sessions, portal maintenance and monitoring.

The Forum should explore whether the Sweden-funded SRHR Project (2023-2026) can contribute to Year 1 costs, given that the RASHP was co-financed under that Project.

Member Parliament contributions (in-kind, where applicable) should be explored as a supplement to Forum budget provision.

The indicative budget should be reviewed annually by the Secretariat and updated in light of actual costs and procurement outcomes.

11 RISK REGISTER

The following risk register identifies the principal risks to effective RASHP implementation, their likelihood and impact, and the mitigation strategies that this Plan builds in. The Monitoring Body should review and update this register annually.

Risk	Likelihood	Impact	Rating	Mitigation Strategy
Political resistance from senior MPs who perceive the RASHP as a threat to their authority or discretion	Medium	High	HIGH	Stakeholder engagement strategy (Workstream 3) prioritises building ownership. Position Paper framing emphasises due process protections for respondents. Speakers and Presiding Officers engaged as champions, not gatekeepers.
Low uptake of mandatory training by MPs from Member Parliaments with limited digital infrastructure	Medium	High	HIGH	Offline training materials developed alongside e-learning module. Training delivered at all Forum Activities (in-person option). Secretary General writes to all Clerks to support domestic rollout.
Difficulty constituting the Committee within 90 days due to nomination delays from Member Parliaments	Medium	Medium	MEDIUM	Early call for nominations (Month 1). Interim mechanism activated from adoption. Executive Committee empowered to appoint on delegated authority if Plenary Assembly session is delayed.
Complainants deterred from reporting due to fear of retaliation or scepticism about confidentiality	High	High	HIGH	Non-retaliation protections explicitly communicated at all Forum Activities. Focal Point positioned as safe, approachable first contact. Multiple anonymous informal reporting options available. Retaliation treated as a separate, serious violation.
Misuse of the complaints mechanism through bad-faith or politically motivated complaints	Low	High	MEDIUM	Signed, dated formal complaint requirement. Explicit provisions on bad-faith complaints (Article 15(4)). Committee's independence protects against abuse. Respondent due process rights prominently communicated.
Inadequate budget allocation by the Forum for RASHP implementation	Medium	High	HIGH	Detailed indicative budget in this Plan provides evidence base for budget requests. Administrative Rules amendments will require budget provision

Risk	Likelihood	Impact	Rating	Mitigation Strategy
				as a standing line item. Monitoring Body to flag any under-resourcing in biennial report.
Legal amendments to Forum statutory documents delayed beyond 6 months due to Plenary Assembly scheduling	Medium	Medium	**MEDIUM**	Interim administrative effect of RASHP provisions pending formal adoption. Executive Committee to issue interim guidance where needed. Legal Sub-Committee process initiated immediately at Month 1.
Committee member conflicts of interest (actual or perceived) undermining credibility of adjudication	Low	High	**MEDIUM**	Mandatory conflict of interest declarations before appointment and at regular intervals. Nationality-based recusal rules apply automatically. Executive Committee oversight of Committee composition.
Harassment incidents in virtual/hybrid settings not reported due to lack of awareness	Medium	Medium	**MEDIUM**	RASHP communications explicitly cover virtual and hybrid settings. Portal accessible online. Training module includes virtual scenario (Scenario 2 of Capacity Development Guide). Focal Point details included in all virtual event materials.
Confidential register breached or accessed by unauthorised persons	Low	High	**MEDIUM**	Data protection protocol implemented from Month 2. Encrypted, access-controlled system. Annual IT security audit. Legal Sub-Committee review of data protection obligations.
Staff turnover at the Secretariat resulting in loss of institutional knowledge about RASHP implementation	Medium	Medium	**MEDIUM**	Written SOPs for all Focal Point functions. Designated alternate Focal Point at all times. Induction programme includes RASHP as standing component. Confidential register maintained institutionally, not by individuals.

12 MASTER IMPLEMENTATION TIMELINE

The following master timeline consolidates the key milestones from all seven workstreams. It provides the Monitoring Body with a single reference point for tracking overall implementation progress. All timelines are expressed as months from the date of RASHP adoption by the Plenary Assembly.

Month	Milestone	Responsible	Workstream	Priority
1	Secretary General writes to all 15 Member Parliaments notifying RASHP adoption	Secretary General	WS3: Comms	Immediate
1	Public statement on RASHP adoption issued	Secretary General	WS3: Comms	Immediate
1	Call for Committee member nominations issued to Member Parliaments	Secretary General	WS1: Governance	Immediate
1	Focal Point and alternate designated	Secretary General	WS1: Governance	Immediate
1	Interim complaints mechanism activated	Secretary General	WS4: Ops	Immediate
1	Legal amendments referred to Legal Sub-Committee	Secretary General	WS2: Legal	Immediate
2	Focal Point comprehensive training completed	Secretary General	WS5: Capacity	Immediate
2	RASHP Summary Card designed and printed	Secretariat	WS3: Comms	Immediate
2	Electronic portal procurement initiated	Secretariat / IT	WS4: Ops	Short-term
2	Complaint Form (paper and electronic) published	Secretariat	WS4: Ops	Immediate
2	Confidential Register established	Secretariat	WS4: Ops	Immediate
2	Mandatory training module development begins	Consultant	WS5: Capacity	Immediate
2	Legal Sub-Committee review of amendments begins	Legal Sub-Committee	WS2: Legal	Immediate

Month	Milestone	Responsible	Workstream	Priority
3	Committee of Retired Judges constituted	Plenary Assembly / ExCom	WS1: Governance	Immediate
3	Committee induction session completed	Secretary General	WS1: Governance	Immediate
3	Mandatory training module piloted with Secretariat staff	Focal Point	WS5: Capacity	Immediate
3	All 5 reporting channels activated	Secretariat	WS4: Ops	Immediate
3	RASHP website page live	Secretariat / IT	WS3: Comms	Immediate
3	Declaration of Compliance integrated into Forum registration	Secretariat	WS3: Comms	Immediate
4	Mandatory training deployed to all Forum participants	Secretariat	WS5: Capacity	Short-term
4	Administrative Rules amendments adopted by Executive Committee	Executive Committee	WS2: Legal	Short-term
5	Virtual briefing for Member Parliament Clerks	Secretary General	WS3: Comms	Short-term
5	Member Parliament Implementation Support Pack distributed	Secretariat	WS3: Comms	Short-term
6	Constitution and Rules of Procedure amendments submitted to Plenary Assembly	Secretary General	WS2: Legal	Short-term
6	2026 Capacity Development Session at Plenary Assembly	Consultant; Secretary General	WS5: Capacity	Short-term
12	Year 1 annual implementation report presented to Monitoring Body	Secretary General	WS6: M&E	Medium-term
18	2027 Capacity Development Session	Consultant; Secretary General	WS5: Capacity	Medium-term
24	First biennial report presented to Plenary Assembly	Monitoring Body	WS6: M&E	Medium-term
30	2028 Capacity Development Session	Consultant; Secretary General	WS5: Capacity	Medium-term

Month	Milestone	Responsible	Workstream	Priority
48	Quadrennial comprehensive RASHP review commissioned	Monitoring Body	WS6: M&E	**Medium-term**
54	Updated RASHP and revised Implementation Plan (2030-2034) adopted by Plenary Assembly	Plenary Assembly	All	**Medium-term**

ANNEXURE A: EXPANDED RESPONSIBILITY MATRIX

This matrix sets out the full allocation of RASHP implementation responsibilities across all Forum bodies and roles. 'P' = Primary responsibility. 'S' = Supporting role. 'I' = To be informed.

Implementation Area	Plenary Assembly	Exec. Committee	Sec. General	Secretariat	Focal Point	Committee	Monitoring Body
RASHP adoption	**P**	S	S	I	I	I	I
Committee appointment	**P**	**P**	S	I	I	I	I
Committee oversight	I	**P**	S	I	I	I	S
Focal Point designation	I	I	**P**	S	I	I	I
Focal Point training	I	I	**P**	S	**P**	I	I
Legal amendments	**P**	**P**	S	I	I	I	I
Operational guidelines	I	I	**P**	**P**	S	S	I
Communications strategy	I	S	**P**	**P**	S	I	I
Mandatory training	I	S	**P**	**P**	**P**	I	S
Capacity Dev. Sessions	I	S	**P**	**P**	**P**	I	S
Receiving complaints	I	I	S	S	**P**	**P**	I
Investigating complaints	I	I	I	S	S	**P**	I
Imposing sanctions	I	**P**	S	I	I	S	I
Confidential Register	I	I	S	**P**	**P**	I	I
KPI tracking	I	S	S	**P**	**P**	I	**P**
Annual report	I	S	**P**	S	S	I	**P**
Biennial report	**P**	S	S	S	S	I	**P**
Quadrennial review	**P**	**P**	**P**	S	S	S	**P**

ANNEXURE B: DECLARATION OF COMPLIANCE TEMPLATE

SADC PARLIAMENTARY FORUM

Regional Anti-Sexual Harassment Policy (RASHP), 2026

DECLARATION OF COMPLIANCE

I, the undersigned, acknowledge that I have received, read and understood the SADC Parliamentary Forum Regional Anti-Sexual Harassment Policy (RASHP), 2026.

I undertake to:

- comply fully with the RASHP and all its provisions in all my interactions under the auspices of the SADC Parliamentary Forum;
- treat all other Forum participants with dignity and respect at all times, including in virtual and digital settings;
- refrain from engaging in any conduct prohibited by the RASHP;
- report any instance of harassment I witness or become aware of, through the appropriate channel, where it is safe and appropriate to do so;
- cooperate fully with any investigation conducted under the RASHP;
- maintain the confidentiality of all information relating to complaints and investigations under the RASHP;
- comply with the dress code standards prescribed in Article 24 of the RASHP.

I understand that breach of the RASHP may result in sanctions as prescribed in Article 21 of the Policy.

Full Name: _____

Role / Affiliation: _____

Member Parliament / Organisation: _____

Forum Activity: _____

Date: _____

Signature: _____

ANNEXURE C: FOCAL POINT TERMS OF REFERENCE

SADC PARLIAMENTARY FORUM

Regional Anti-Sexual Harassment Policy (RASHP), 2026

DESIGNATED FOCAL POINT: TERMS OF REFERENCE

1. Background

Article 11(a) of the RASHP requires the Secretariat to designate a Focal Point, trained in trauma-informed complaint handling, to be present and accessible at all Forum Activities, including virtual and hybrid events.

2. Appointment

The Focal Point is designated by the Secretary General from within the Secretariat staff. An alternate Focal Point must also be designated at all times. The designation is subject to annual review.

3. Core Functions

- Serve as the first and most accessible point of contact for all Forum participants wishing to report harassment, seek advice or access support under the RASHP;
- Receive informal reports and provide confidential advice on available options (informal procedure, formal complaint, external support);
- Facilitate the informal resolution procedure under Article 12 of the RASHP, where the victim/survivor chooses this option;
- Receive formal complaints and refer them to the Independent Committee of Retired Judges in accordance with Article 13;
- Provide the victim/survivor with written acknowledgement of their complaint within 5 working days;
- Maintain the Confidential Register of all complaints, investigations and outcomes in accordance with Article 19 of this Implementation Plan and the Administrative Rules;
- Prepare quarterly internal implementation updates for the Secretary General;
- Brief all Forum participants on the RASHP reporting channels at the commencement of each Forum Activity;
- Manage the Declaration of Compliance process at Forum Activities;
- Participate in annual refresher training and peer network exchanges.

4. Boundaries of the Role

- The Focal Point does not investigate formal complaints. Investigation is the function of the Independent Committee and its appointed external investigators;
- The Focal Point does not impose or recommend sanctions. That is the function of the Committee (recommendation) and the Executive Committee (imposition);

- The Focal Point does not provide legal advice to complainants or respondents;
- The Focal Point must not disclose the identity of any complainant, respondent or witness to any person not directly involved in the complaint process.

5. Confidentiality and Personal Wellbeing

The Focal Point role involves regular exposure to accounts of harassment and trauma. The Secretary General is responsible for ensuring that the Focal Point has access to appropriate wellbeing support and supervision. The Focal Point must not handle complaints involving their own conduct or persons with whom they have a conflict of interest.

6. Reporting Line

The Focal Point reports to the Secretary General on all administrative matters and implementation updates. On matters concerning specific complaints, the Focal Point reports to the Independent Committee as directed.

****