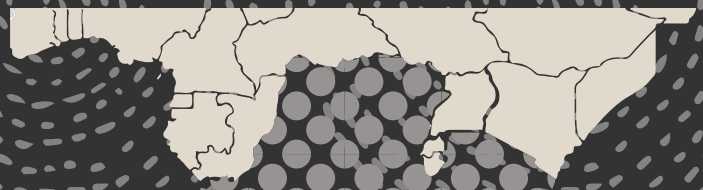
SADC PARLIAMENTARY FORUM

STRATEGIC PLAN 24 28



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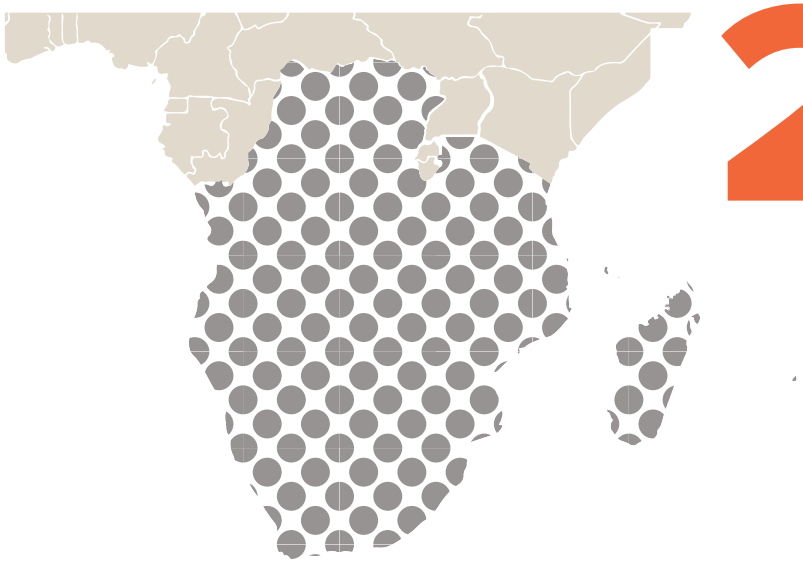
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STRATEGIC PLAN 2024 28



SADC
Parliamentary Forum
Forum Parlementaire
Fórum Parlamentar

Acknowledgements

This Strategic Plan undergirds the diverse reflections and insightful thoughts of the Forum's membership and partners. I wish to first of all acknowledge Hon. Roger Mancienne, President of the Forum and Speaker of the National Assembly of the Seychelles, for spearheading the necessary approvals at the level of the Executive Committee and the Plenary Assembly in view of enabling the realisation of this Strategic Plan. In addition, I wish to acknowledge the Vice-President, Hon. Marie Joanne Sabrina Tour, Members of EXCO, Speakers/Presiding Officers of Member Parliaments, Chairpersons of Standing Committees, the Regional Women Parliamentary Caucus and the Regional Parliamentary Model Laws Oversight Committee, for their sterling contributions, incisive thinking and strategic direction.

This Strategic Plan emanates from their visionary aspirations and perspectives of the SADC region for the next 5 years. Their vision is one of a unified SADC which is a powerhouse of socio-economic development, innovation and which is nestled in peace propounded by robust Parliaments. This is the SADC region that we want our Plan to lead us to. From an administrative standpoint, I am pleased to acknowledge that staff of Member Parliaments, headed by Clerks/Secretaries General, have also abundantly contributed to the Strategic Plan through questionnaires and other input methods. They have ensured that this Strategic Plan remains grounded in core values which give credence to the institutional memory and perpetual succession of Parliaments within the context of separation of powers and parliamentary sovereignty.

I wish to also express gratitude to the pool of multi-stakeholders, including representatives of Civil Society Organisations, NGOs, Line Ministries and independent entities, who have contributed toward the framing of the Strategic Plan under the aupices of widespread and inclusive consultations. We owe our gratitude also to the citizens of SADC who have interacted with Standing Committees and Joint Sessions through virtual public hearings and underpinned by socio-economic issues which have been integrated to this Strategic Plan. I wish to end by thanking Head-hunters International, the Consultant for the Strategic Plan, whose representatives have demonstrated zeal and enthusiasm in wrapping up this project and delivering a Strategic Plan which befittingly encompasses the various issues raised. As I table this Strategic Plan, I wish to applaud inter-parliamentary democracy which today has given us an opportunity to think across countries over common issues which are to be resolved while collaborating in the region.



MS. BOEMO M. SEKGOMA
Secretary General

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“Strategy is a pattern in a stream of decisions.”

Henry Mintzberg

Foreword



Strategic planning constitutes an inherent part of an entity's corporate governance framework and is necessary to establish the clear parameters within which an organisation will perform over the medium term.

As the main inter-parliamentary entity of Southern Africa, the SADC Parliamentary Forum (SADC PF) is an active proponent of democracy in the region. In this regard, it is fundamental that the Forum builds the capacity of its Member Parliaments and partners around critical recurrent and emerging issues which are likely to influence the socio-economic landscape in the next 5 years, including democracy and governance, gender equality, universal health coverage, climate justice and sound public financial management, to cite but a few issues.

It is thus with immense pleasure that I present this Strategic Plan (2024-2028) which speaks to the current and foreseeable realities and challenges faced by the SADC region. This Strategic Plan constitutes a navigation chart for the Forum to steer its way towards the entrenchment of democratic values and principles through parliamentary initiatives.

May democracy continue to prevail!

HON. ROGER A. MANCIENNE
President

Acronyms

ADA	Austrian Development Agency
AIDS	Acquired Immunodeficiency Syndrome
AU	African Union
CPA	Commonwealth Parliamentary Association
CSOs	Civil Society Organisations
DGHR	Democratisation, Governance and Human Rights
DRC	Democratic Republic of the Congo
EALA	East African Legislative Assembly
EFP	European Forum for Parliamentarians
ECOWAS	Economic Community of West African States
FANR	Food, Agriculture and Natural Resources
GBV	Gender-Based Violence
GEWAYD	Gender Equality, Women Advancement and Youth Development
GIZ	German Agency for International Cooperation
HIV	Human Immunodeficiency Virus
HSDSP	Human and Social Development and Special Programmes
ICT	Information Communications Technologies
IPU	Inter-Parliamentary Union
KRAs	Key Result Areas
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
MPs	Members of Parliament
NDCs	Nationally Determined Contributions
NGO	Non-Governmental Organisation
OM	Outcomes Mapping
PESTE	Political, Economic, Sociological, Technological, Environmental, and Legal
PAP	Pan African Parliament
PCD	Parliamentary Capacity Development
IRBM	Integrated Results-Based Management
RIDMP	SADC Regional Infrastructure Development Master Plan
RPMLOC	Regional Parliamentary Model Laws Oversight Committee
RWPC	Regional Women's Parliamentary Caucus
SIDA	Swedish International Development Cooperation Agency
SADC	Southern African Development Community
SADC PF	Southern African Development Community Parliamentary Forum
SDGs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
SWOT	Strengths, weaknesses, opportunities and threats
SADC RISDP	Regional Indicative Strategic Development Plan
TIFI	Trade, Industry, Finance and Investment
UHC	Universal Health Coverage
UN	United Nations
YDP	Youth Development Programme

Executive summary



In the 21st century, parliamentary democracy is not an option but a basic necessity for citizens to enjoy sound governance and accountability from state institutions and government agencies.

It is with this realisation in mind that the Forum has proceeded with wide and inclusive consultations to come forward with its new 5-year Strategic Plan for the period 1st January 2024 - 31st December 2028. This Strategic Plan marks a continuation with the previous Strategic Plan of the organisation which ended in 2023. The new Plan heralds a new era of strategic initiatives by the Forum with a focus on making Parliaments stronger and more resilient to the pernicious challenges faced by the region. The Plan has also been designed to bolster the impetus of countries to achieve the Sustainable Development Goals (SDGs) and it will undeniably contribute its fair share to other forward-looking regional initiatives such as the SADC Vision 2050 and Africa Agenda 2063.

This Strategic Plan positions the Forum as an enabler of purposeful and sustainable socio-economic development through parliamentary initiatives that are mindful of the universal respect for human rights, including the need to swiftly address climate change which constitutes an existential threat to the most vulnerable and marginalised groups within society. The precepts of this Strategic Plan have been duly approved by the 54th Plenary Assembly of the Forum which took place at Sir Harilal Vaghjee Hall, Port Louis, Mauritius, from the 22nd to 26th November 2023.

In this regard, I wish to thank the Membership of the Forum and all partners who have abundantly contributed to the Strategic Plan such that it is a product to which we can all relate and build upon for constructive action in the forthcoming 5 years.



MS. BOEMO M. SEKGOMA
Secretary General

Parliamentary democracy is a driving force for socio-economic development of the SADC region. It is also the founding pillar for peace, justice and the protection of rights for all, including marginalised communities.

Introduction

In the new Strategic Plan (2024-2028), the Forum has revamped its conceptualisation of parliamentary engagement by building on the four (4) parliamentary functions of Parliament to promote its vision of enhancing democratisation and socio-economic development. In this regard, this Strategic Plan acknowledges that there is a compelling demand from citizens for bringing Parliament to the People through public hearings in view of advancing participatory democracy.

In addition, the Plan ensures that the Forum develops enduring ties with other inter-parliamentary entities in Africa and on the international landscape in view of promoting benchmarking and leadership on normative standards, such as Model Laws and Minimum Standards.

The Forum's policy on leveraging parliamentary functions to advance the state of democracy in Southern Africa is indicated opposite.

The Forum firmly believes that democracy should not be a vain word and that Parliaments should remain at the centrestage of socio-economic empowerment, especially as Parliaments are considered as the last rampart for representation of minorities who may not form part of Government. In the 21st century, parliamentary leadership and involvement is necessary to protect vulnerable and marginalised groups, key populations as well as victims of climate change devastations which are current in the SADC region.

The parliamentary functions demonstrate the need for Parliamentarians to respond to contemporary challenges and seek accountability on issues of interest to citizens. Moreover, domestication of SADC Protocols, multilateral human rights treaties and Model Laws should remain a priority for Parliaments in view of ensuring that the region progressively attains the SADC RISDP 2020-2030 and Sustainable Agenda 2030. The parliamentary functions demonstrated opposite are intertwined with the Results Framework, Mission Statement and Vision of the organisation.

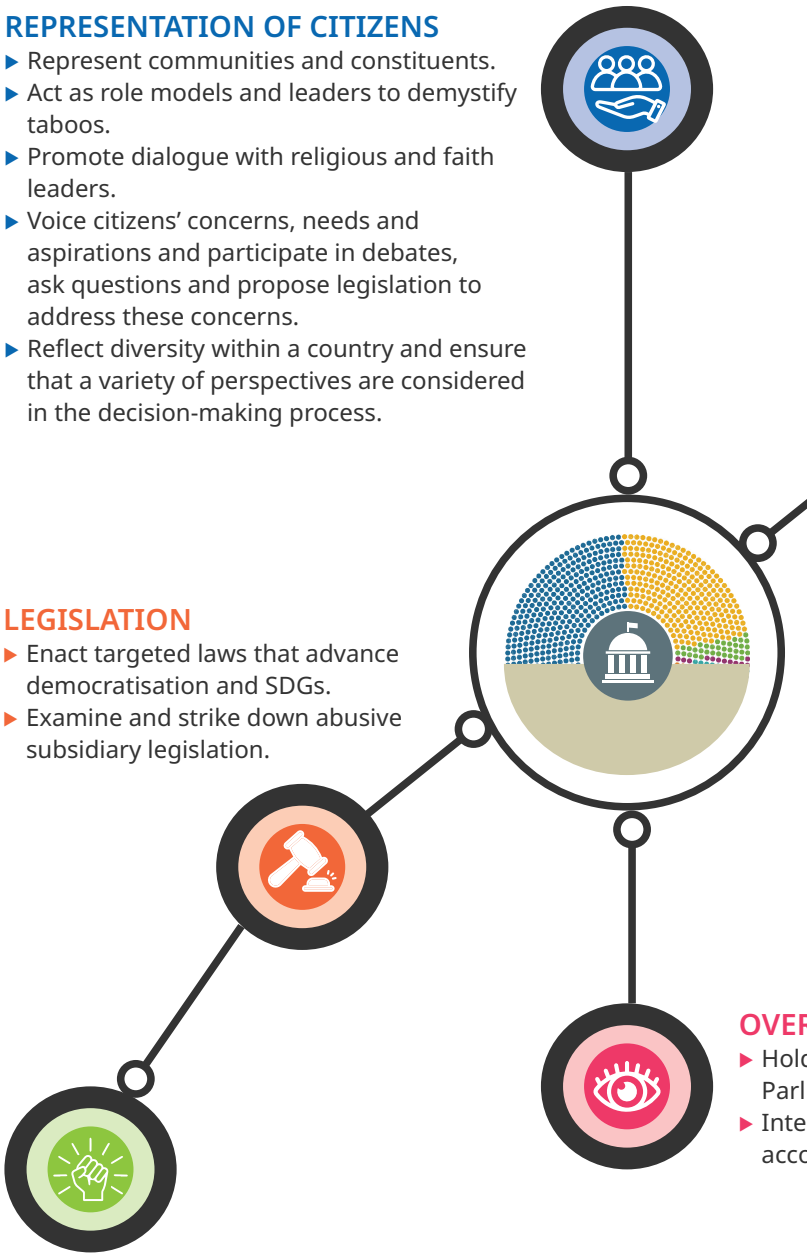
Parliamentary functions

REPRESENTATION OF CITIZENS

- Represent communities and constituents.
- Act as role models and leaders to demystify taboos.
- Promote dialogue with religious and faith leaders.
- Voice citizens' concerns, needs and aspirations and participate in debates, ask questions and propose legislation to address these concerns.
- Reflect diversity within a country and ensure that a variety of perspectives are considered in the decision-making process.

ALIGNMENT WITH THE SDGS

- Promote alignment of the budget with the SDGs in line with the SADC Model Law on Public Financial Management.



BUDGET

- Ensure the Appropriation Act responds to the needs of citizens and consolidates democracy.
- Ensure the Finance Act introduces legal amendments to give effect to the budget.

LEGISLATION

- Enact targeted laws that advance democratisation and SDGs.
- Examine and strike down abusive subsidiary legislation.

OVERSIGHT

- Hold the Executive to account through Parliamentary oversight.
- Interrogate issues of governance, accountability, SRHR, gender inequality etc.

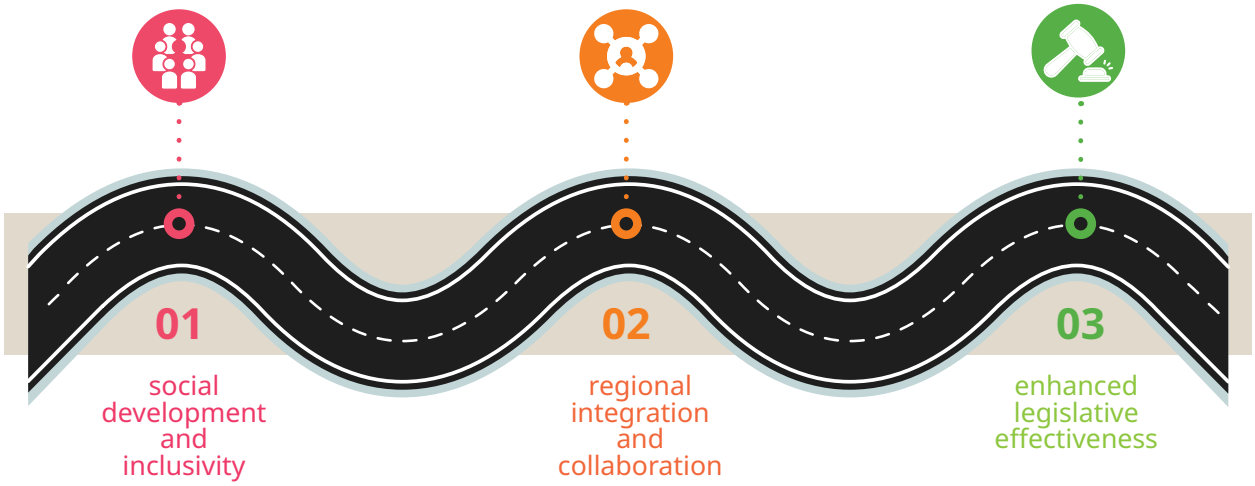
ALIGNMENT WITH MODEL LAWS AND HUMAN RIGHTS TREATIES

- Promote alignment with Model Laws including the SADC Model Law on GBV, Child Marriage, and Elections.
- Pursue domestication of human rights treaties through legislation.

Methodology

The Strategic Plan for the Southern African Development Community Parliamentary Forum (SADC PF) presents a comprehensive roadmap for advancing the organization's objectives and fostering positive change within the region.

The plan encompasses a range of strategic initiatives aimed at addressing critical areas:



By leveraging Integrated Results-Based Management (IRBM) principles, the plan emphasizes the criticality of tracking and evaluating long-term impacts to measure progress and drive sustainable change. Key measures include reducing social inequalities, promoting regional cooperation and improving the efficiency and impact of legislative processes. The Strategic Plan underscores the organization's commitment to fostering inclusive, cohesive and effective parliamentary institutions, ultimately contributing to the advancement and prosperity of the Southern African region. Through a focus on targeted initiatives and rigorous monitoring and evaluation, the plan sets the stage for meaningful and lasting transformation within the SADC PF and the broader region.

This strategy has been arrived at pursuant to PESTEL and SWOT Analysis which have taken into consideration comprehensive variables and risks which the organisation is exposed to, as well as the strengths and opportunities of the organisation in pursuing inter-parliamentary cooperation.

An Extended Version of this Strategic Plan with the Results Framework is available for Monitoring and Evaluation purposes.

Vision & mission statement

vision



▸ to be the proponent for robust democracy that propitiously deliver human rights, climate justice and socio-economic prosperity for Southern Africa.

mission statement



▸ to empower Parliamentary Democracy of the region to implement human rights regimes to their optimum extent, protect the environment by reducing the carbon footprint, and promote socio-economic measures which implement the SDGs, in particular SDG 3 relating to health and wellbeing, and SDG 5 relating to gender equality.





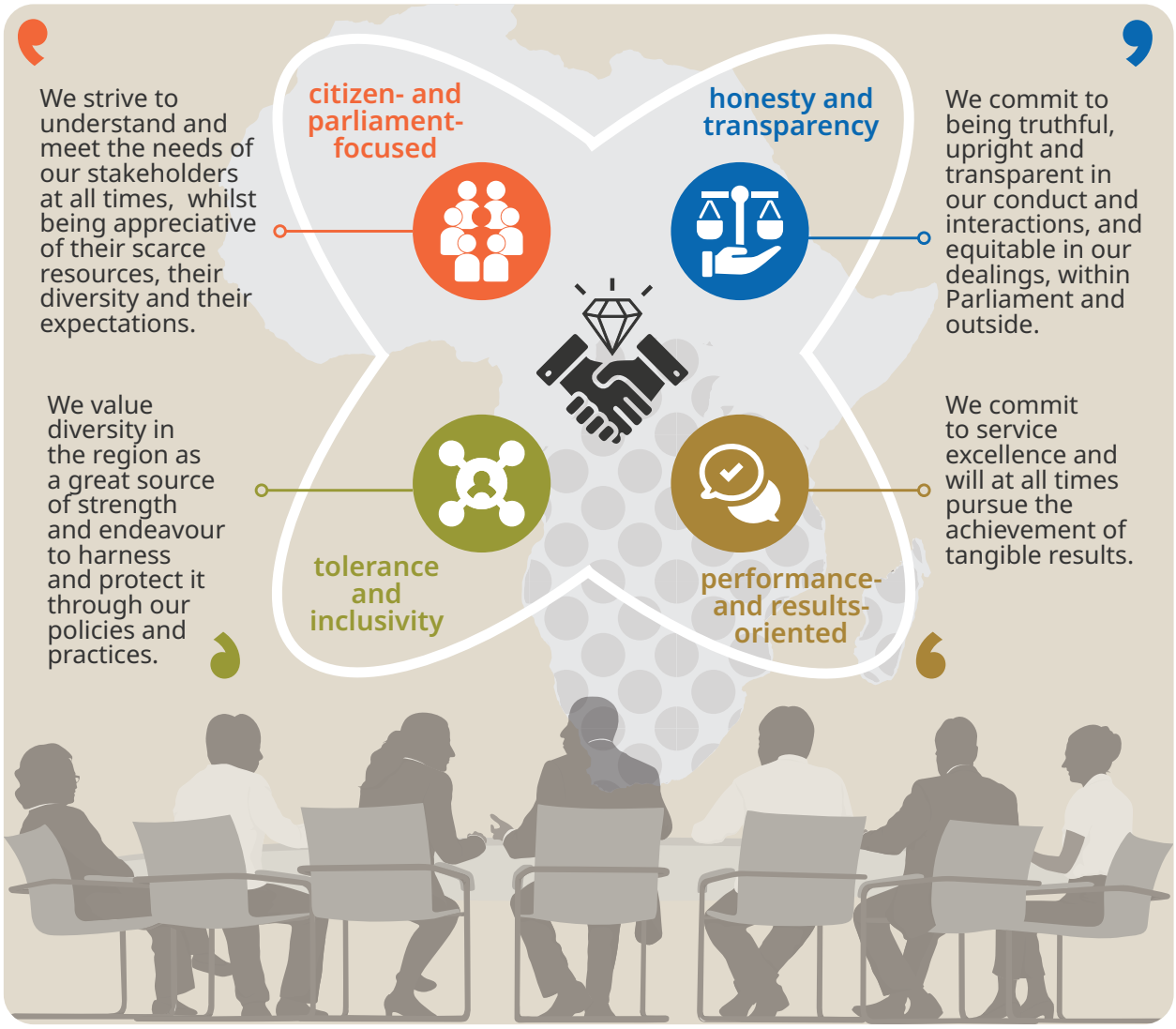
motto



▸ to stand for strong Parliaments and Democracy.

Core values

The core values of the Forum, which are shared by both staff and Parliamentarians in implementing Forum initiatives and the objectives set out under this Strategic Plan, are development- and people-centered. They constitute an ethical guarantee that the representatives of the people and its institution adhere to a prescribed set of values that are adhered to within the Institution of Parliament, and between the Institution and third parties. The core values and guiding principles of the Forum form part of the oath, or Affirmation of Adherence, by Members of Parliament when they join the Forum.



Guiding principles

1 RESPECT FOR THE INSTITUTION OF PARLIAMENT

This entails the recognition of the sacrosanct principle of separation of powers in which the State operates through three branches, notably the Executive, the Judiciary and Parliament - which is the exclusive and sole lawmaking body of the State. Respect for the institution of Parliament also involves an unreserved acknowledgement of the sovereignty of national Parliaments which means that it is only elected representatives of a Member State who can enact laws within Parliament for application in the territory of the Member State.

2 RESPECT FOR DEMOCRACY AND DEMOCRATISATION

This guiding principle reinforces the respect for the institution of Parliament which necessarily flows from the state of democracy, and which allows the citizenry to directly elect representatives in the Parliament's chamber through the One Person, One Vote principle, exercised without discrimination of any kind, in free and fair elections that are organized by an independent electoral management body.

The democratization process refers to the ongoing developmental phase towards enhancing democracy in Member States. Democratization is also closely linked to the notion of equality and the granting of sufficient access to opportunities, resources and services to all citizens so that they can take part in the socio-economic development of the state through skill, labor or investment. The Forum is thus respectful of both democracy and democratization which are the tenants of a thriving parliamentary ecosystem.

3 RESPECT FOR THE RULE OF LAW

Since national Parliaments are the exclusive legislative bodies of the state, the law-making functions of Parliaments are the epicentre of the Forum's considerations in the implementation of their activities. The Rule of Law guides the Forum's activities while at the same time, supporting parliamentary sovereignty and authority. The authority of Parliament lies in the respect for the Rule of Law which is developed by the Parliament for application in the Member States.

Additionally, the Rule of Law prevailing in Member States encourages the Forum to develop Model Laws which act as evidence-based yardsticks for member Parliaments and facilitate their domestication into municipal laws.

4 RESPECT FOR HUMAN RIGHTS

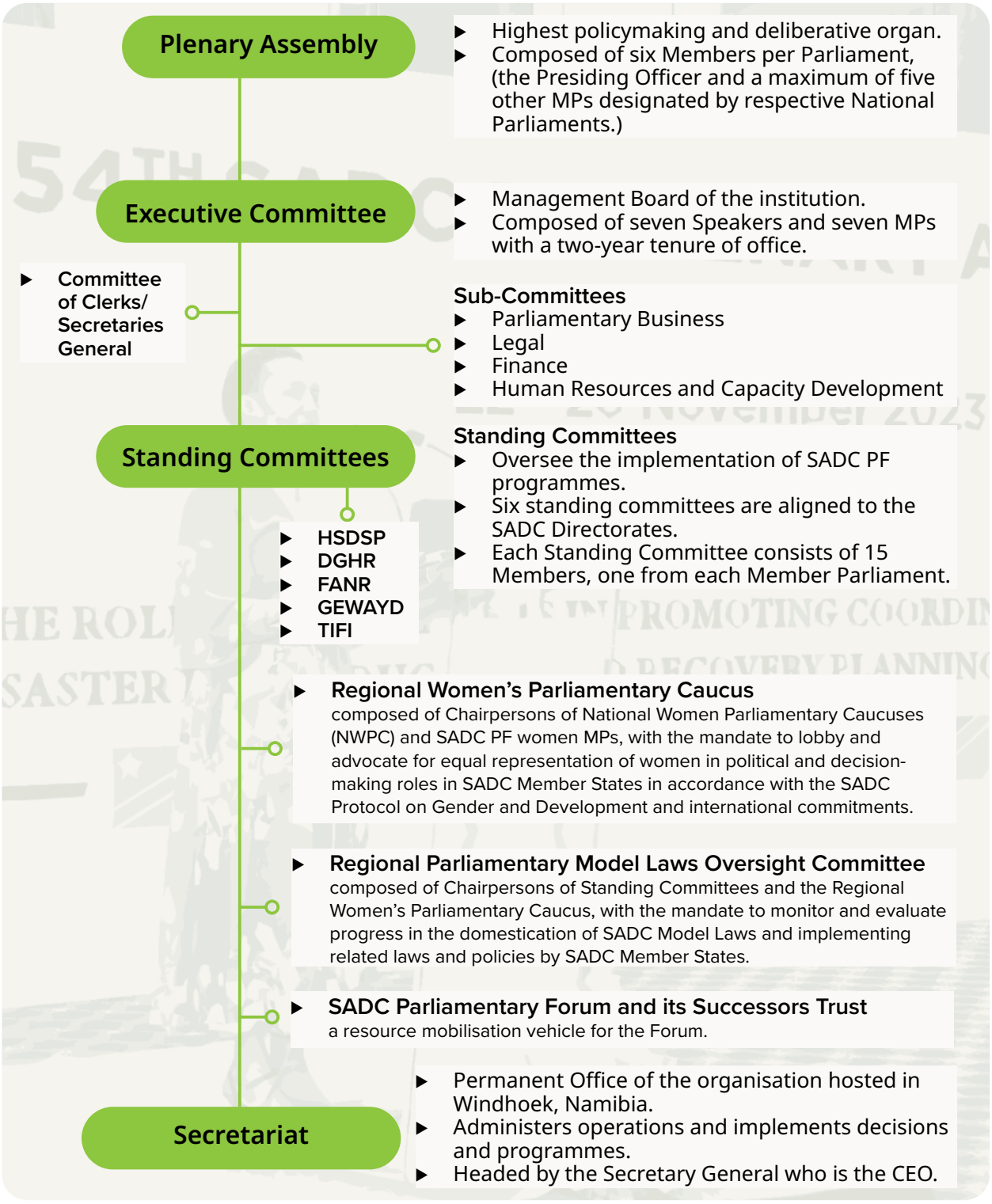
The Forum strives to promote a culture of respecting human rights, inclusive of civil, political, economic, social and cultural rights which are anchored on international human rights law. The protection of human rights of SADC citizens lies at the heart of the Forum's activities and crosscuts all thematic areas of the Forum including SHR and HIV/AIDS, democracy and elections, trade and extractive industries. In this respect, the African Charter for Human and Peoples' Rights and its Protocol relating to the protection of Women in Africa, are two main guiding documents which are furthermore buttressed by the normative content of the relevant Model Laws of the Forum.

5 RESPECT FOR FINANCIAL ACCOUNTABILITY AND TRANSPARENCY

The Forum prides itself in its robust financial accountability framework which adheres to the highest standard of sound governance, integrity and transparency. The financial accountability of the Forum is moreover ensured by its internal control processes and the oversight exercised by its organs, including the Finance Sub-Committee and the Plenary Assembly.

Structure of PF

The following is the Governance Structure as provided for in the SADC-PF Constitution.



Strategy map



01

Achieve a **40%** improvement in parliamentary effectiveness and performance through sustainable capacity development programs for MPs, national Parliaments, and staff, as measured by key performance indicators by 2028.

- Legislative skills enhancement
- Regional Parliament
- Governance training



03

Achieve a **20%** improvement in operational efficiency and transparency through enhanced planning, financial management, and governance, as measured by key performance indicators and audit reports by 2028.

- Enhanced planning processes
- Strengthened resource management
- Improved governance structures



05

Increase staff engagement to **80%** through professional development programs, a supportive work environment, and career growth opportunities within the Secretariat by 2028.

- Skills alignment
- Aligning structure to strategy
- Implementation of performance management
- Reward alignment



Increase Members of Parliament satisfaction levels to **75%** through targeted capacity-building programs and advocacy support tailored to their needs and priorities by 2028.

02

- Advocacy support
- Needs-based training
- Tailored capacity-building



Successfully implement parliamentary initiatives that contribute to addressing climate change and promoting eco-friendliness, resulting in a measurable reduction of carbon emissions by at least **30%** compared to the baseline year by 2028.

04

- Establish a regional climate change task force
- Strengthen legislative frameworks
- Promote renewable energy investments

Secure sustainable financial resources as determined by the Membership for operation of the SADC PF by 2028.

06

- Partnership Development
- Comprehensive Fundraising Strategy
- Review member subscription model

Key result areas

The Key Result Areas (KRAs) of the SADC PF, derived from analysing the Forum's Constitution, represent the strategic priorities and focus areas for the organization. These areas reflect the commitment to strengthening SADC's implementation capacity, promoting principles of human rights, democracy and regional integration, as well as enhancing parliamentary engagement and cooperation within the SADC region. This section identifies these key result areas, highlighting their significance in guiding the strategic direction and initiatives of the SADC PF for 2024 to 2028.

These KRAs align with the strategic focus areas that the SADC PF 2024 to 2028 strategy should prioritize to effectively fulfil its mandate and contribute to the advancement of the SADC region.

SDG 16: PEACE, JUSTICE AND STRONG INSTITUTIONS



1. Strengthened SADC implementation capacity and advocacy

- to strengthen the implementation capacity of SADC by involving Parliamentarians in the affairs of SADC;
- to advocate the harmonisation, ratification, domestication, and implementation of SADC Protocols, treaties, and other decisions at the national level.

2. Promotion of human rights tenets and collective responsibility

- to promote the tenets of human rights, democracy, peace and security, regional integration, human and social development, economic governance, and gender equality through collective responsibility within the SADC Region.

3. Enhanced parliamentary engagement and cooperation

- to familiarize Parliamentarians of Member Parliaments with the objectives, priorities and decisions of SADC;
- to provide a parliamentary perspective on issues affecting SADC countries;
- to provide a Forum for discussion on matters of common interest to SADC;
- to promote cooperation with other parliamentary organizations and other stakeholders.



SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

1. Sustainable operations

- to ensure financial sustainability of the operations of the SADC PF;
- to promote social and environmentally responsible practices by Parliaments of Member States.

Policies

The policies section of the SADC-PF Plan (2024 - 2028) outlines the essential frameworks that the organization must advocate for and implement, in order to facilitate the successful execution of its Plan. These policies encompass both internal guidelines that govern the organization's operations and external advocacy efforts aimed at influencing regional and international policies. By advocating for and establishing these policies, the SADC-PF, aims at creating an enabling environment that supports its strategic objectives, fosters sound governance and promotes sustainable development within the region.

Internal	External
▸ **Governance and Ethics Policy** Outlining principles for ethical conduct, transparency, and accountability within the organization.	▸ **Advocacy and Engagement Policy** Guiding the organization's approach to engaging with external stakeholders and advocating for its mission.
▸ **Human Resources Policy** Addressing recruitment, training, performance management, and employee relations.	▸ **Partnership and Collaboration Policy** Defining criteria for establishing and maintaining partnerships with external organizations.
▸ **Financial Management Policy** Detailing budgeting, financial controls, and reporting procedures.	▸ **Legislative and Regulatory Compliance Policy** Ensuring adherence to relevant laws and regulations in the region where the organization operates.
▸ **Information Security Policy** Ensuring the protection of sensitive data and information assets.	▸ **Environmental Sustainability Policy** Outlining the organization's commitment to sustainable practices and environmental responsibility.
▸ **Diversity and Inclusion Policy** Promoting a diverse and inclusive work environment.	▸ **Public Relations and Communication Policy** Detailing the organization's approach to external communication and public relations efforts.
▸ **Health and Safety Policy** Establishing guidelines for workplace safety and employee wellbeing.	▸ **International Relations Policy** Guiding the organization's interactions with international entities and diplomatic relations.

Strategic goals 2024 - 2028

The SADC-PF strategic goals to be achieved by 31st December 2028 reveal the organization's ambitious goals and initiatives aimed at advancing the collective interests and development of its Member Parliaments within the Southern African region.

The strategic goals are adumbrated as follows:

1. Achieve a **40%** improvement in parliamentary effectiveness and performance through sustainable capacity development programs for MPs, national Parliaments, and staff, as measured by key performance indicators by 2028. — **KRA 1,2 & 3**

2. Increase Members of Parliament satisfaction levels to **75%** through targeted capacity-building programs and advocacy support tailored to their needs and priorities by 2028. — **KRA 1 & 3**

3. Achieve a **20%** improvement in operational efficiency and transparency through enhanced planning, financial management, and governance, as measured by key performance indicators and audit reports by 2028.

4. Successfully implement parliamentary initiatives that contribute to addressing climate change and promoting eco-friendliness, resulting in a measurable reduction of carbon emissions by at least **30%** compared to the baseline year by 2028.

5. Increase staff engagement to **80%** through professional development programs, a supportive work environment, and career growth opportunities within the Secretariat by 2028.

6. Secure sustainable financial resources as determined by the Membership for operation of the SADC PF by 2028.

— **KRA 4**

NOTE: the output plan and indicators for Year 1 to 5 along with the Results Framework are included in the Extended Version of the Strategic Plan.

GOAL 1
Improvement in parliamentary effectiveness and democratic governance.

1

SADC-PF should work towards transforming itself into a full-fledged Parliament by fulfilling the requisite legal and administrative steps.

transform.

2

The Forum should offer specialised training and workshops on parliamentary procedures, legislative drafting and oversight functions to augment skills and knowledge in Sexual and Reproductive Health and Rights (SRHR) and other areas.

3

Promote research and policy analysis to enable legislative harmonisation and assist countries to update laws and regulations in relation to SRHR, the SDGs, the Africa Agenda 2063 and others.

research.

lobby.

4

SADC PF should lobby for increased oversight on the domestication of resolutions and Model Laws, including in relation to SRHR, Universal Health Care (UHC) and public health.

5

SADC-PF should enhance visibility of the Forum's activities through media campaigns and publications to popularise democratic values.

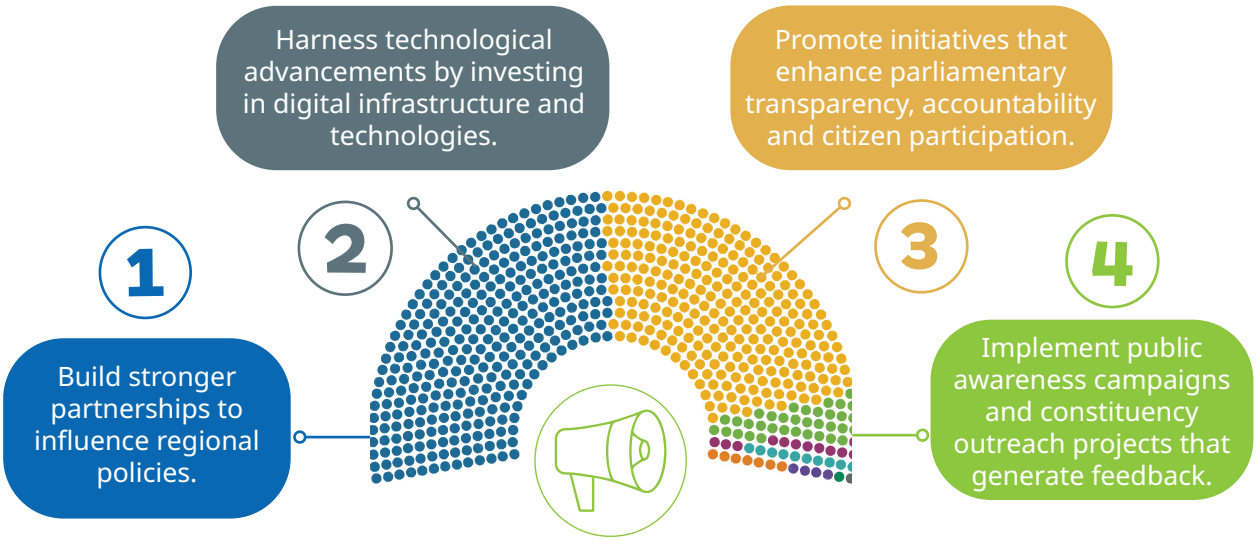
6

Implement robust monitoring and evaluation to track progress of initiatives.

monitor.

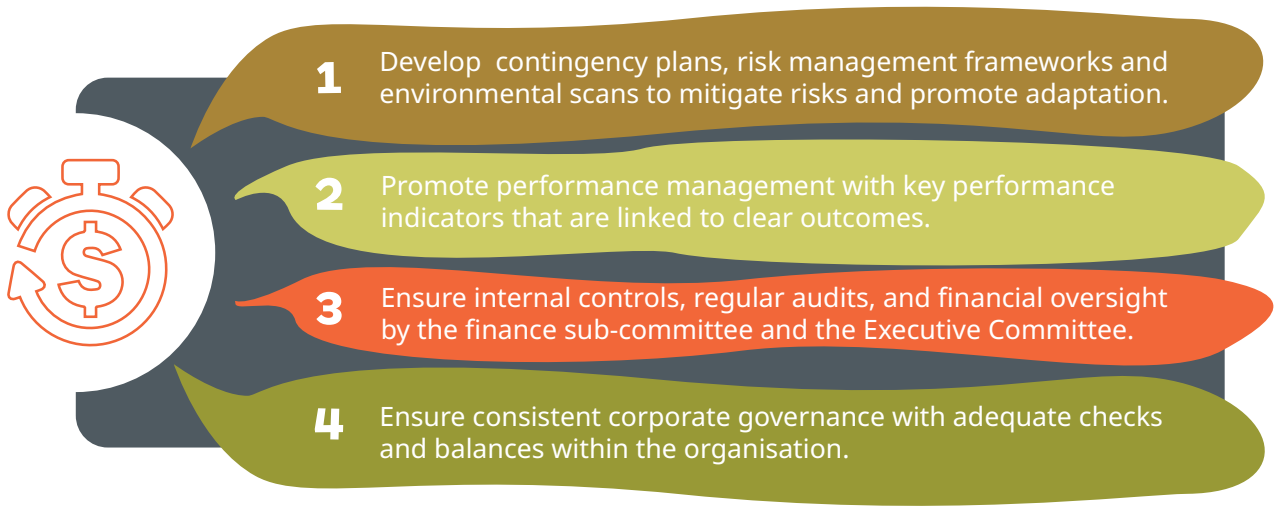
GOAL 2

Heighten satisfaction of member Parliaments through customised capacity building programs & advocacy support.



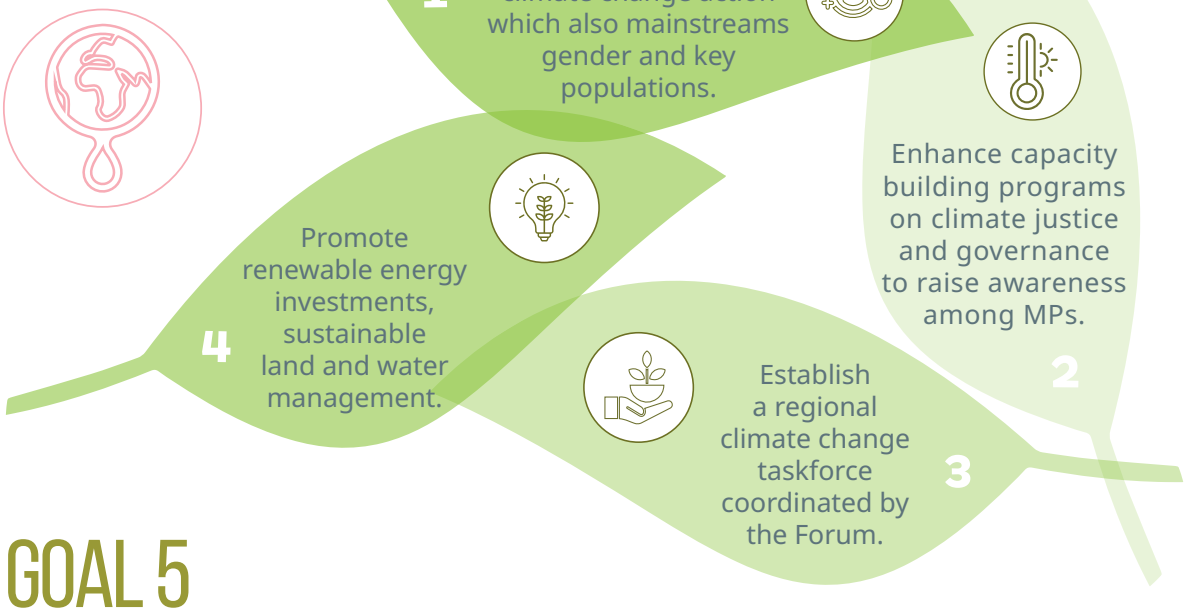
GOAL 3

Improvement in operational efficiency and transparency through planning, financial management and sound governance.



GOAL 4

Implement parliamentary initiatives that contribute to climate justice and governance.



GOAL 5

Increase staff engagement through professional development programs and a supportive work environment.



GOAL 6
Secure financial resources to ensure sustainability.

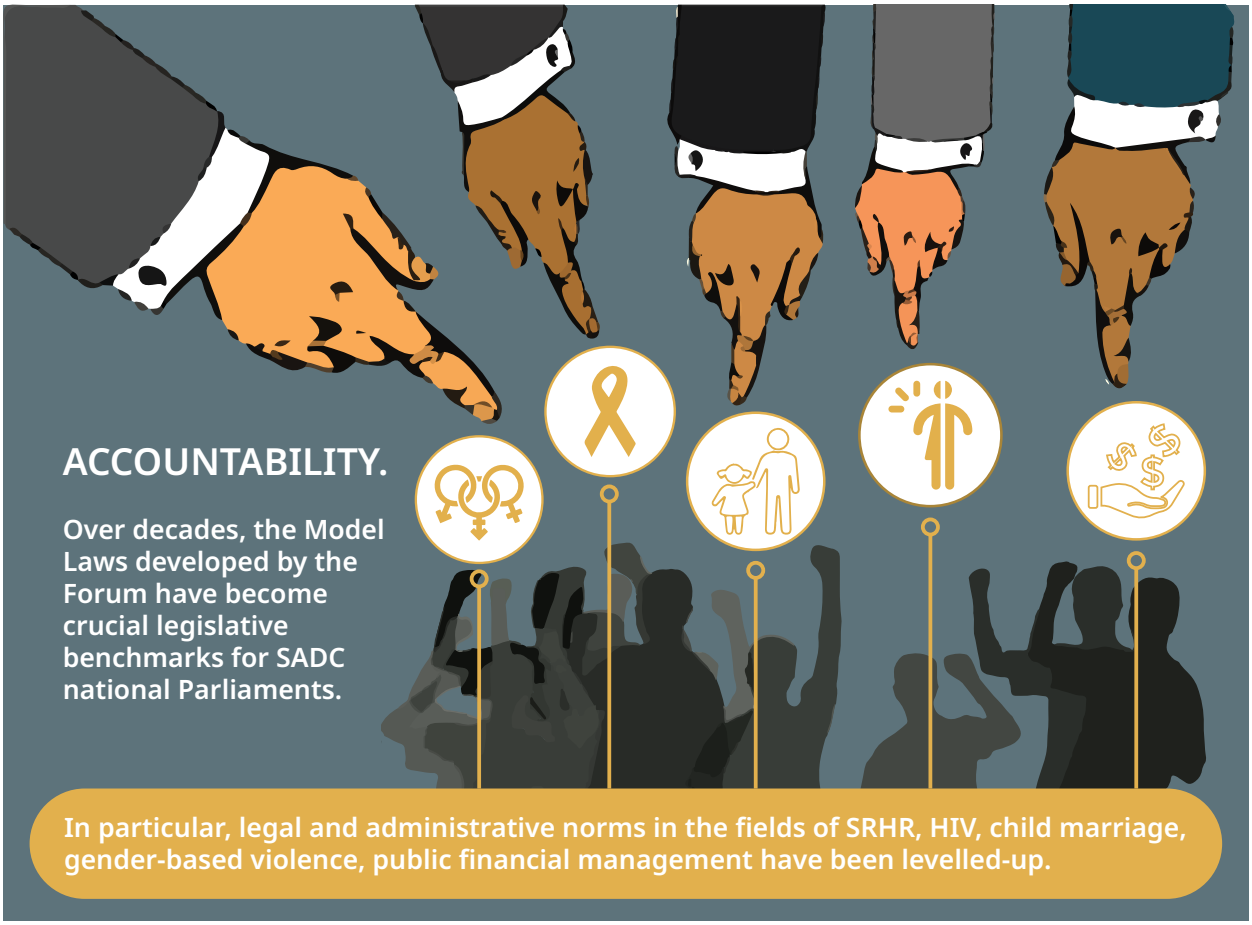


1. Diversify funding sources and explore innovative funding mechanisms.
2. Promote resource mobilisation initiatives through the development of bankable proposals to donors who are aligned to the Forum's strategy.
3. Advocate for increased financial support from Member Parliaments, including through mandatory contributions which account for inflation, rise in cost of living and strategic objectives.
4. Explore opportunites for public and private partnerships to secure sustainable financial resources and raise capital through the SADC PF and its Sucessors Trust.

Model Laws

A catalyst for democratic accountability and SRHR

The strategic goals of the Forum depend substantively on the adoption and domestication of Model Laws on thematic focus areas. The SADC Parliamentary Forum is mandated by its Plenary Assembly to develop and monitor the domestication of Model Laws, Minimum Standards and other related normative instruments.

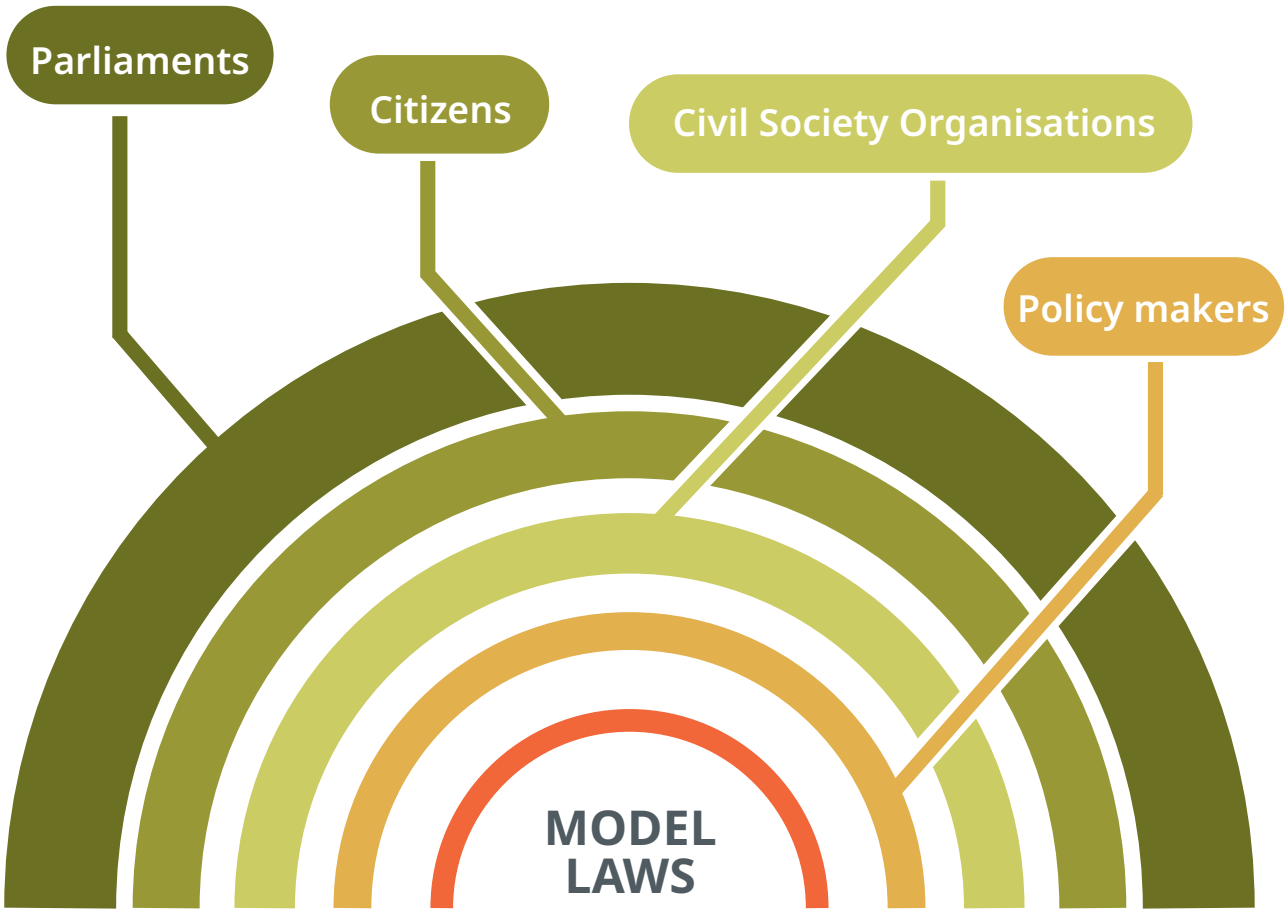


Model Laws are inspired from the relevant United Nations (UN) and African Union (AU) human rights treaties and are additionally adapted and contextualised to fit the Southern African context. For the sake of inclusiveness, each Model Law developed by the Forum has been arrived at pursuant to widespread consultations with stakeholders and interest groups emanating from the three arms of the State (Executive, Legislature, and the Judiciary). The Model Laws which are envisaged for adoption in the next 3 to 5 years include the Model Laws on Prison Oversight, Safe Abortion and the Rule of Law and Constitutionalism.

Sphere of influence for Model Laws

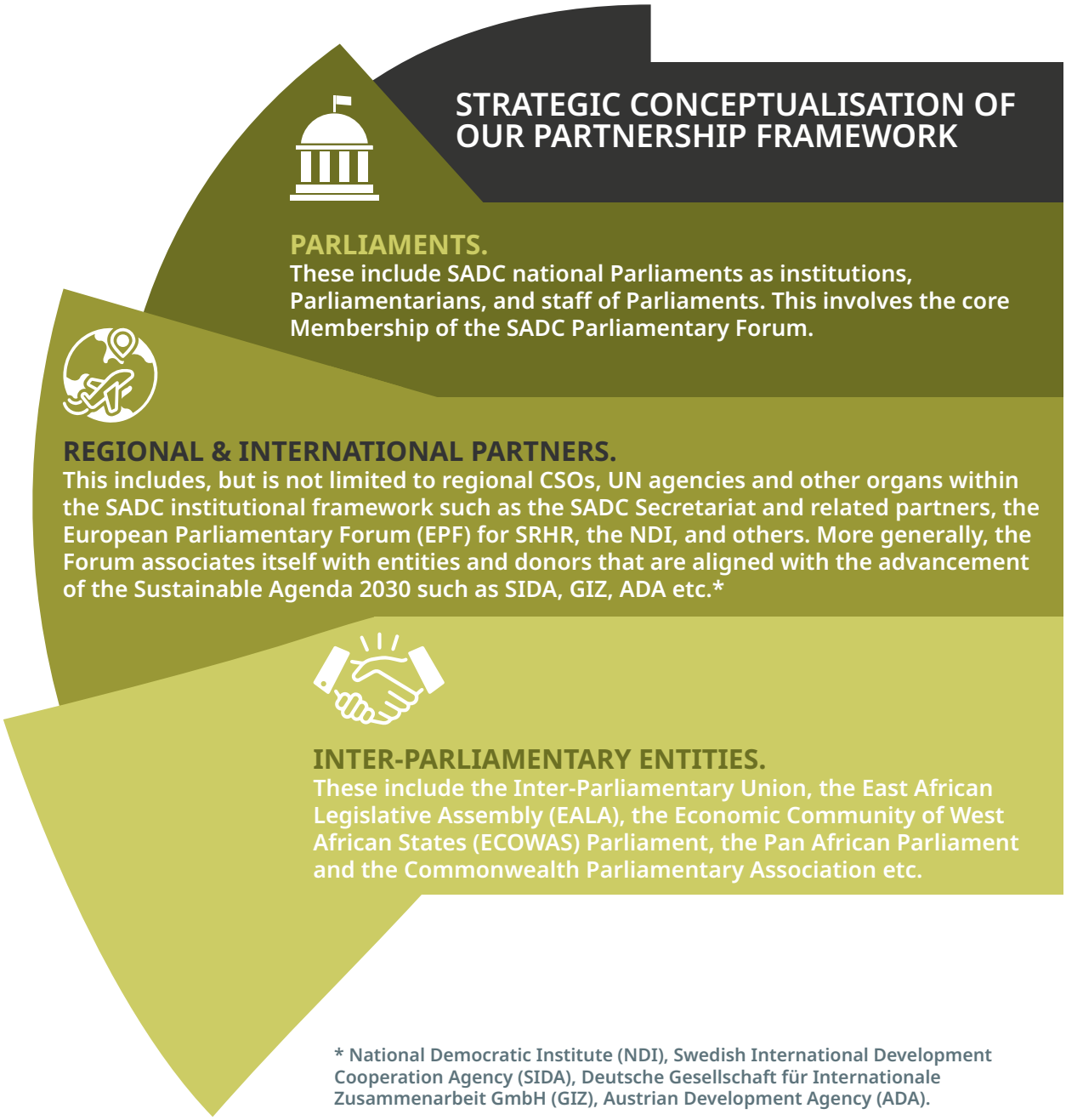
This Strategic Plan emphasizes the need for the Forum to pursue advocacy on the domestication of Model Laws in collaboration with Member Parliaments and the Forum's dedicated organ, the Regional Parliamentary Model Laws Oversight Committee (RPMLOC).

Domestication of Model Laws is thus an initiative of this Strategic Plan which relies significantly on consolidating the Forum's existing partnership with multi-stakeholders who have similar like-minded objectives in pursuing democracy, advancing human rights and addressing climate justice.



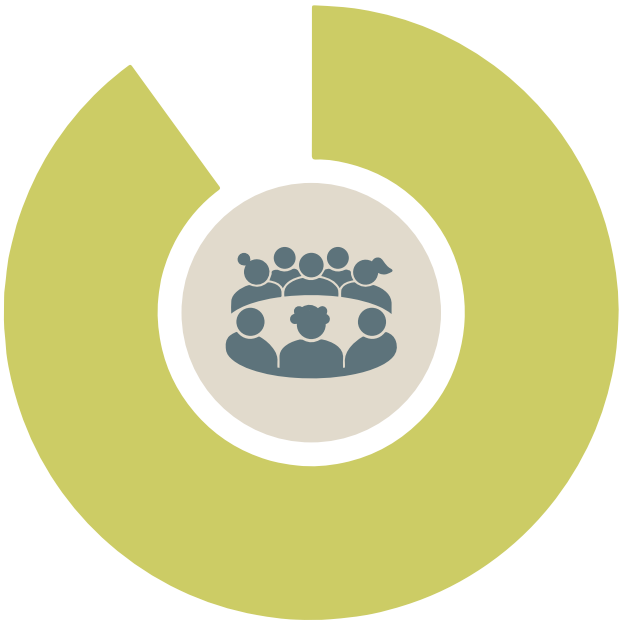
Partnership framework

The Forum's partnership framework as well as the results of past partnership initiatives will act as a guiding benchmark for the next 5 years.



* National Democratic Institute (NDI), Swedish International Development Cooperation Agency (SIDA), Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), Austrian Development Agency (ADA).

Results of past partnership initiatives which set the benchmark for future engagement



90% **of activities**
implemented by the Forum **involved partners under its partnership matrix** during the previous strategic phase.



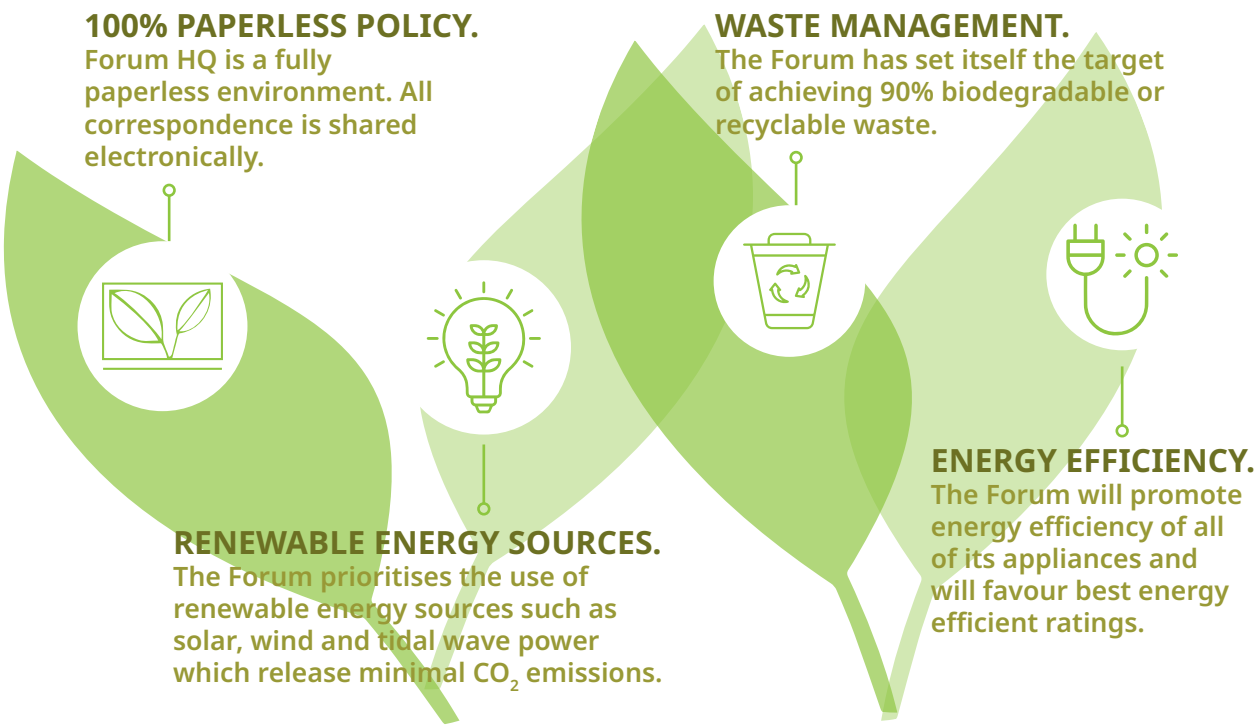
75% **of activities**
implemented within the partnership matrix **pertained directly to democratisation and socio-economic development** of the SADC region during the previous strategic phase.

Advancing environmental protection

Promoting climate justice

The SADC Parliamentary Forum has set itself the green objective of ensuring that it is an organisation that is environment-friendly, with a minimum carbon footprint. It also aims to bring its contribution to the planet by ensuring that parliamentary initiatives are geared toward progressively implementing the Paris Agreement (2015) on climate change and improving Nationally Determined Contributions (NDCs). In addition, the Forum is committed to assisting countries implement gender responsive Disaster Risk Reduction and Recovery plans to address the consequences of extreme weather events across SADC.

The Forum is convinced that climate action cannot be conducted without the contributions of Parliaments and that Parliaments may act as a catalyst to reduce Greenhouse gas emissions that cause global warming. In this respect, a multi-pronged approach is envisaged to protect the environment in a sustainable manner.

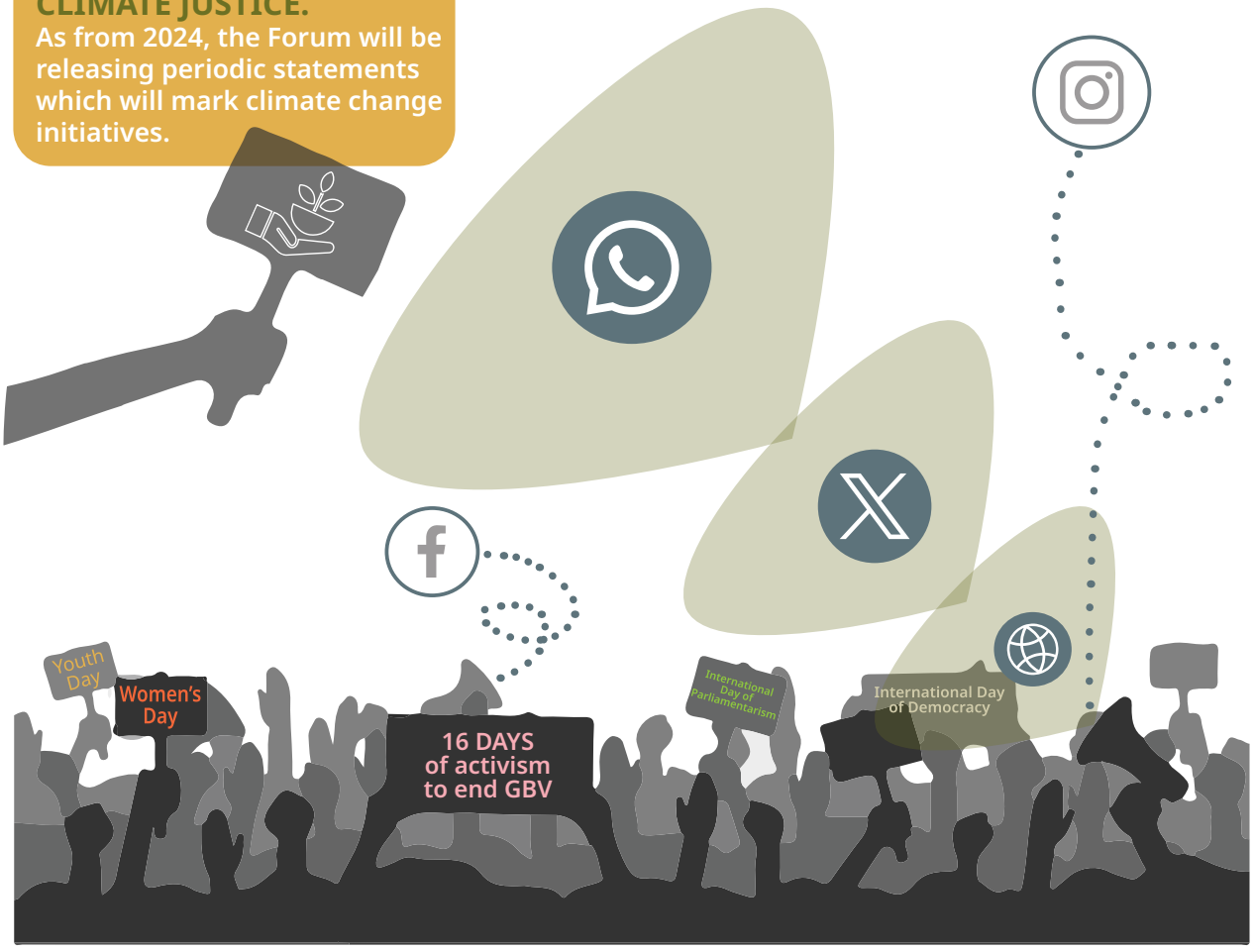


Media strategy

The Forum's media strategy is hinged on an outreach initiative that covers the maximum number of Parliamentarians and other parliamentary representatives, as well as multi-stakeholders in Southern Africa and beyond. While the website of the Forum is a vast source of Forum information and publications, the SADC-PF will also release statements on social media platforms such as X and through WhatsApp.

Statements of the Forum are issued on several UN Observer Days including the International Day of Parliamentarism, the International Day of Democracy, Women's Day, Youth Day as well as the 16 days of activism to end gender-based violence, to cite but a few.

CLIMATE JUSTICE.
As from 2024, the Forum will be releasing periodic statements which will mark climate change initiatives.

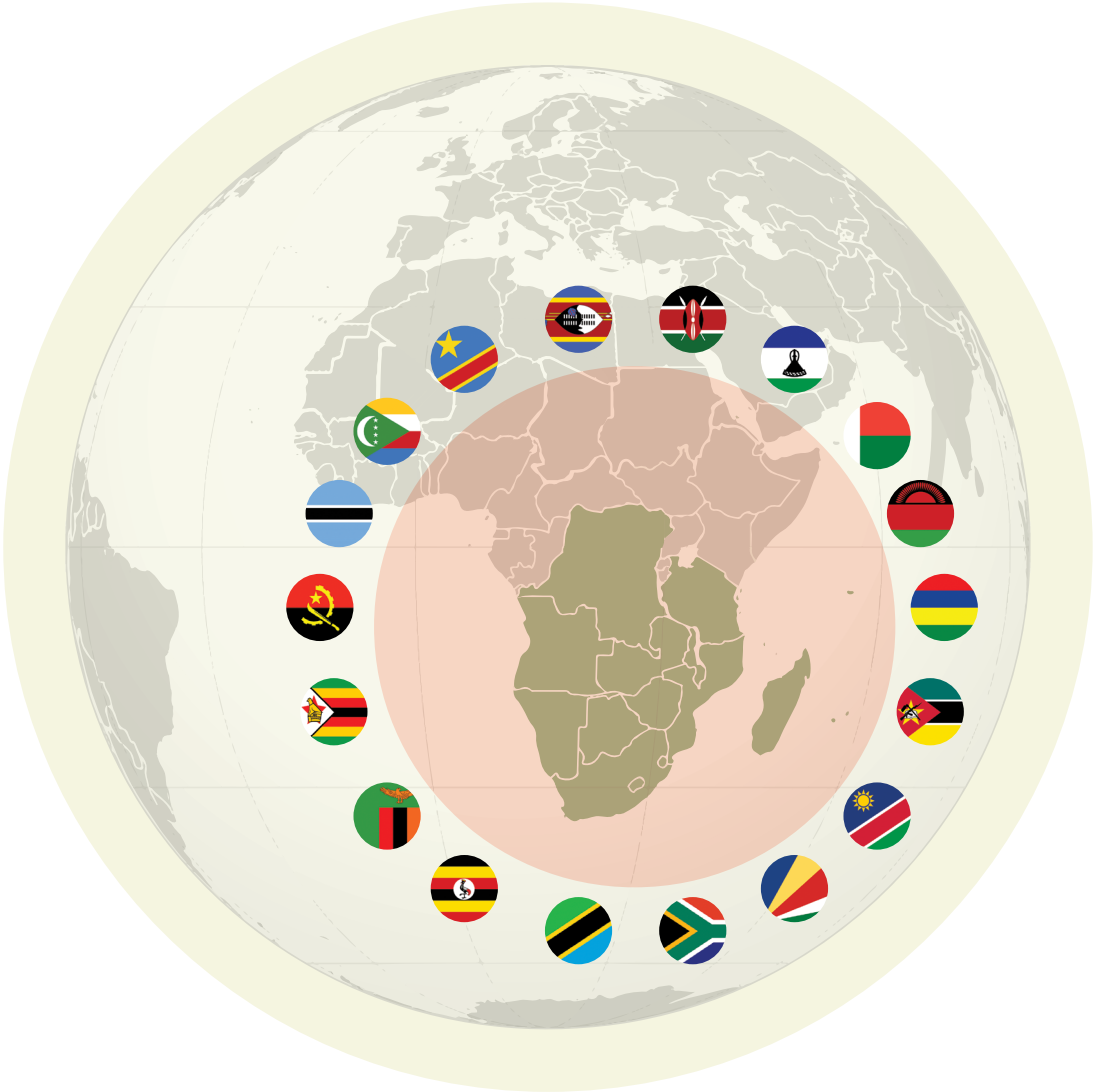


Conclusion

The Strategic Plan of the Forum has been concluded from an output-driven perspective with objectives being linked to Key Performance Areas that are tied to clear deliverables.

As usual, the Forum depends on the esteemed participation of its membership, the SADC citizenry and of all partners concerned to implement its Strategic Plan over the next 5 years.

The SADC-PF thanks its membership and its valued partners for their contributions to this Strategic Plan. The Forum firmly believes that by concerted action, the SADC region can become a true beacon for parliamentary democracy to thrive within its geographical borders and around the world.



Notes to the Budget

The SADC PF is committed to fostering regional integration and cooperation through effective resource allocation and financial management. The SADC PF Budget for the strategic period 2024 to 2028 serves as a financial blueprint that outlines our planned expenditures. It is designed to support the strategic objectives of SADC PF, ensuring that our financial resources are optimally allocated to drive our mission and vision.

Below is a summary of notes that seeks to explain the assumptions behind the budget on page 34.

STATUTORY ACTIVITIES	QUANTITY	MEETINGS/ ACTIVITIES p.a
Standing committee meetings	5	2
RWPC	1	2
RPMLOC	1	2
Youth	1	2
Joint session of comm.	1	2
Committee of clerks	1	2
Speakers' colloquim	1	2
Plenary assembly	1	2

PROGRAMME ACTIVITIES	QUANTITY	NO OF MEETINGS
Regional meetings face to face	5	2
Regional meetings virtual	5	4
National level (incl RWPC)	6	2
Public hearings (inlc RWPC)	6	2
Trainings	6	2
Staffing (Mngr, assistant & acc)	6 X 3	
Development of Model Laws & other reference material	6	1

PRODUCT DEVELOPMENT	NO OF PRODUCTS	DESIGN & LAYOUT EXPERTS
MULTIMEDIA PRODUCTS		
NEWSLETTER	10	10
ANNUAL REPORT	1	1
FLYERS	10	10
MEMORABILIA	3	3

CORPORATE SERVICES
Capital expenditure
Furniture & fittings
Computer equipment
Office maintenance & services
Property maintenance & services (residence, mv)
Staffing (recruitment & retention, incl salaries): 2 STAFF: (HR & ADMIN)
Salaries & allowances
Computerised hr & accounting systems software
Risk management software
Translation services: website, general

Budget
SADC-PF 2024 – 2028

	Year 1 US$ 01 January 2024 to 31 December 2024	Year 2 US$ 01 January 2025 to 31 December 2025	Year 3 US$ 01 January 2026 to 31 December 2026	Year 4 US$ 01 January 2027 to 31 December 2027	Year 5 US$ 01 January 2028 to 31 December 2028	Total Budget
TOTAL BUDGET COSTS (USD)	**7 061 025**	**6 826 997**	**7 304 187**	**7 814 780**	**8 401 114**	**37 408 103**
Standing Committees Sessions of SADC-PF	418 090,00	447 356,30	478 671,24	512 178,23	548 030,70	**2 404 326,47**
RWPC Committees Sessions of SADC-PF	87 516,00	93 642,12	100 197,07	107 210,86	114 715,62	**503 281,68**
RPMLOC Committees Sessions of SADC-PF	41 366,00	44 261,62	47 359,93	50 675,13	54 222,39	**237 885,07**
Youth Committees Sessions of SADC-PF	49 666,00	53 142,62	56 862,60	60 842,99	65 101,99	**285 616,20**
Joint Committees Sessions of SADC-PF	157 020,00	168 011,40	179 772,20	192 356,25	205 821,19	**902 981,04**
Committees of Clerks	82 360,00	88 125,20	94 293,96	100 894,54	107 957,16	**473 630,86**
Speakers' Colloquim	82 360,00	88 125,20	94 293,96	100 894,54	107 957,16	**473 630,86**
Plenary Assembly	187 910,00	201 063,70	215 138,16	230 197,83	246 311,68	**1 080 621,37**
EXCO & SUB-COMMITTEE MEETINGS	143 135,14	153 154,59	163 875,42	175 346,70	187 620,96	**823 132,81**
Regional Meetings of SADC-PF Programmes	418 090,00	447 356,30	478 671,24	512 178,23	548 030,70	**2 404 326,47**
Regional Meetings of SADC-PF Programmes (Virtual)	152 000,00	162 640,00	174 024,80	186 206,54	199 240,99	**874 112,33**
National Meetings of SADC-PF Programmes	343 200,00	367 224,00	392 929,68	420 434,76	449 865,19	**1 973 653,63**
Public Hearings with citizens (Virtual)	98 400,00	105 288,00	112 658,16	120 544,23	128 982,33	**565 872,72**
Trainings (Virtual)	98 400,00	105 288,00	112 658,16	120 544,23	128 982,33	**565 872,72**
Staffing (Projects/programmes)	1 854 000,00	1 309 680,00	1 401 357,60	1 499 452,63	1 604 414,32	**7 668 904,55**
Development of Model Laws and Other Reference Material	486 000,00	520 020,00	556 421,40	595 370,90	637 046,86	**2 794 859,16**
Regional Meetings of SADC-PF Parliamentary Staff	200 900,00	214 963,00	230 010,41	246 111,14	263 338,92	**1 155 323,47**
SADC-PF Secretariat Capacity Building/ Training	78 280,00	83 759,60	89 622,77	95 896,37	102 609,11	**450 167,85**
Attachments to Regional/International Institutions	25 956,00	27 772,92	29 717,02	31 797,22	34 023,02	**149 266,18**
Finance Staff Training	5 000,00	5 350,00	5 724,50	6 125,22	6 553,98	**28 753,70**
Internship	10 000,00	10 700,00	11 449,00	12 250,43	13 107,96	**57 507,39**
ICT Regional Training (Virtual)	32 800,00	35 096,00	37 552,72	40 181,41	42 994,11	**188 624,24**
ICT National Training (Virtual)	32 800,00	35 096,00	37 552,72	40 181,41	42 994,11	**188 624,24**
Website Content Management	36 000,00	38 520,00	41 216,40	44 101,55	47 188,66	**207 026,60**
Promotional Activities	20 000,00	21 400,00	22 898,00	24 500,86	26 215,92	**115 014,78**
Transformation: Task Force Team Meetings	28 116,00	30 084,12	32 190,01	34 443,31	36 854,34	**161 687,78**
Transformation: Lobbying Missions	9 052,00	9 685,64	10 363,63	11 089,09	11 865,33	**52 055,69**
Transformation: Product Development	10 000,00	10 000,00	10 000,00	10 000,00	10 000,00	**50 000,00**
International/Regional conferences	226 608,00	242 470,56	259 443,50	277 604,54	297 036,86	**1 303 163,47**
Multimedia Products	262 000,00	280 340,00	299 963,80	320 961,27	343 428,55	**1 506 693,62**
Capital Expenditure	30 000,00	32 100,00	34 347,00	36 751,29	39 323,88	**172 522,17**
Maintenance & Services	70 000,00	74 900,00	80 143,00	85 753,01	91 755,72	**402 551,73**
Staffing (Current and Corporate Services)	1 166 000,00	1 194 120,00	1 277 708,40	1 367 147,99	1 502 848,35	**6 507 824,74**
Computer Software	83 000,00	88 810,00	95 026,70	101 678,57	108 796,07	**477 311,34**
Translation Services	35 000,00	37 450,00	40 071,50	42 876,51	45 877,86	**201 275,87**

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