

SADC Parliamentary Forum



Strategic Plan 2019 - 2023



**SOUTHERN AFRICAN DEVELOPMENT COMMUNITY PARLIAMENTARY FORUM
(SADC PF)**

**FOURTH STRATEGIC PLAN
2019-2023**

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Website: www.sadcpf.org

Email: info@sadcpf.org

**SADC Parliamentary Forum
Parliament Gardens | Erf 578 Love Street
Private Bag 13361 | Windhoek
Namibia**

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EXECUTIVE FOREWORD



This 5-year Strategic Plan covers the period the 1st January, 2019 to 31st December, 2023. It defines the strategic focus and direction of the SADC-

Parliamentary Forum and is based on a logic that is informed by the mission statement, clear strategic objectives, bottom-up action plans, SWOT analysis and its core values.

This Strategy comes into life as a result of extensive consultations that took place at country level, regional meetings that were held in 2018, including the Regional Meeting of Clerks / Secretaries General held on the 26th to 28th August 2018 in Johannesburg and a staff retreat that was held on the 15th and 16th September, 2018 in Swakopmund, Namibia where a thorough SWOT analysis was conducted, and the current and future needs of the Forum were debated through a collective process in view of defining a new structure for the Secretariat.

Taking into account the cumulative achievements, lessons learned and the momentum gained through the implementation of the previous strategy, this Strategic Plan has been designed to rise up to the various aspirations and expectations of Member Parliaments and other parliamentary stakeholders.

The success of this Strategy depends on meaningful collaboration with national Parliaments, close working relations with CSO partners and a diversified donor mix to help sustain the programs of the Forum.

Since June 2014, the Forum has endorsed an “Operating like a Parliament” Strategy which heralds the operational paradigm of the Forum as it embarks onto a progressively more ambitious phase of inter-Parliamentary integration. The transition from a deliberative body to a fully-fledged SADC Regional Parliament is recognised by the Strategic Paper and is considered as a logical step in the Forum’s initiatives towards regional integration made through its organs over the years.

This Strategic Plan consists of a Blueprint in its first part which provides for executive information on the main aspects of the Strategy.

It is my pleasure as President of the Forum to associate myself to this Strategy which will doubtlessly carry the SADC PF and the SADC region to unprecedented heights of parliamentary excellence, and thus make Southern Africa shine as an illustrious example for the whole world.

THE PRESIDENT OF SADC FORUM, HON FERNANDO DA PIEDADE DIAS DOS SANTOS.

ACRONYMS

<i>AU</i>	African Union
<i>CPA</i>	Commonwealth Parliamentary Association
<i>CSO</i>	Civil Society Organisation
<i>DGHR</i>	Democratisation, Governance and Human Rights
<i>DRC</i>	Democratic Republic of the Congo
<i>EALA</i>	East African Legislative Assembly
<i>ECOWAS</i>	Economic Community of West African States
<i>FANR</i>	Food, Agriculture and Natural Resources
<i>GEWAYD</i>	Gender Equality, Women Advancement and Youth Development
<i>HSDSP</i>	Human and Social Development and Special Programs
<i>ICT</i>	Information Communications Technologies
<i>M&E</i>	Monitoring and Evaluation
<i>MDGs</i>	Millennium Development Goals
<i>MOU</i>	Memorandum of Understanding
<i>MP</i>	Member of Parliament
<i>NGO</i>	Non-governmental organisation
<i>OM</i>	Outcomes Mapping
<i>PAP</i>	Pan African Parliament
<i>PCD</i>	Parliamentary Capacity Development
<i>RBM</i>	Results Based Management
<i>RIDMP</i>	SADC Regional Infrastructure Development Master Plan
<i>RWPC</i>	Regional Women's Parliamentary Caucus
<i>SDGs</i>	Sustainable Development Goals
<i>SRHR</i>	Sexual Reproductive Health and Rights
<i>SWOT</i>	Strengths, weaknesses, opportunities and threats
<i>TIFI</i>	Trade, Industry, Finance and Infrastructure
<i>UN</i>	United Nations
<i>YDP</i>	Youth Development Program

1.0 EXECUTIVE BLUEPRINT

1.1. INTRODUCTION

The SADC PF operates in accordance with a structured governance framework, anchored by its Constitution, Rules of Procedure, and Administrative Rules and Regulations. Under this governance framework, the Forum is guided by the rule of law in the administration of its affairs and is informed by the decisions of its institutional organs composed of representatives from Member Parliaments.

On the regional landscape, the Forum occupies the precinct of inter-parliamentary cooperation within the SADC region. In this respect, the Forum acts as a voice to represent the views of SADC Parliamentarians and at the same time confers a platform for discussions on issues of both parliamentary and administrative interest to Member Parliaments. Against this background, the Forum represents a lighthouse for the SADC region and acts as an enabler in guiding Member Parliaments to navigate towards enhanced democratic practices for the benefit of the SADC citizenry as a whole.

This Strategic Plan of the Forum is also informed by the regional and international parliamentary climate where there is an increasing appreciation around the world for the work conducted by national Parliaments and for enduring bonds created between sovereign parliamentary bodies within the scope of inter-parliamentary cooperation and diplomacy. The developments occurring at the level of other regional parliamentary systems have also inspired this Strategic Plan and has led the way for reflections on the means in which the Forum can heighten its processes to position itself as an emblem of parliamentary excellence for the SADC region.

In this respect, this Strategic Plan taps into the diverse opportunities which exist by uniting and associating parliamentary minds to perpetuate democratic principles and democratisation (the process of deepening democracy for all).

Down Memory Lane:

The SADC PF was established in 1996 and approved by the SADC Summit of Heads of State and Government on 8th September 1997, in Blantyre, Malawi. The Summit “approved the establishment of the SADC Parliamentary Forum as an institution of SADC, in accordance with Article 9(2) of the SADC Treaty”. The Summit further noted that the mandate of the Forum was “to constitute a Parliamentary Consultative Assembly, the ultimate goal being the establishment of a Regional Parliamentary Framework for dialogue on issues of regional interest and concern”.

The SADC PF is a Regional Inter-Parliamentary body comprising of National Parliaments of SADC Members States. Currently, the SADC Parliamentary Forum comprises fourteen Member Parliaments, representing over 3,000 Parliamentarians. The Member Parliaments are Angola, Botswana, DRC, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Eswatini, Tanzania, Zambia and Zimbabwe.

1.2 A GLIMPSE AT THE ORGANS OF THE FORUM AND THEIR LEGAL BASIS

The Plenary Assembly is the main policy-making body of the Forum and the Executive Committee embodies the management body that monitors the implementation of Plenary Assembly decisions and feeds information to the Plenary Assembly.

The other organs of the Forum, namely the Standing Committees, the Regional Women Parliamentary Caucus and the Regional Parliamentary Model Laws Oversight Committee, equally report to the Plenary Assembly, through reports on progress and developments made on specific thematic areas. The Secretariat, headed by the Secretary-General, implements the Resolutions of the Plenary Assembly and is overseen by the Executive Committee in its operations. Within this institutional context, all Forum staff fall under the administrative supervision of the Secretary-General.

Whilst the organs of the Forum are established under the Forum's Constitution, the Rules of Procedure of the Forum provide additional guidance on formalities and procedures to be observed by the organs.

1.3 GUIDING PRINCIPLES OF THE FORUM

In order to promote the rolling out of this Strategic Plan in accordance with its set Objectives, it is important to recognise and entrench the following 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 3 branches notably the Executive, the Judiciary and Parliament which is the exclusive and sole law-making 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 bring forward 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 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 organised by an independent electoral body.

The democratisation process refers to the ongoing developmental phase towards enhancing democracy in a Member State. Democratisation 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, labour or investment. The Forum is thus respectful both of democracy and democratisation which are the tenants of a thriving parliamentary environment.

3. *Respect for the Rule of Law*

Since national Parliaments are the exclusive legislative bodies of the State, the law-making functions of Parliaments lie at the centre stage of the Forum's considerations in the implementation of its activities. The Rule of Law guides the Forum's activities and at the same time, the Rule of Law supports parliamentary sovereignty and authority. The authority of Parliament lies in the respect for the Rule of laws which are developed by the Parliament for application in the territory of the Member State. 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 drafting process.

4. *Respect for human rights*

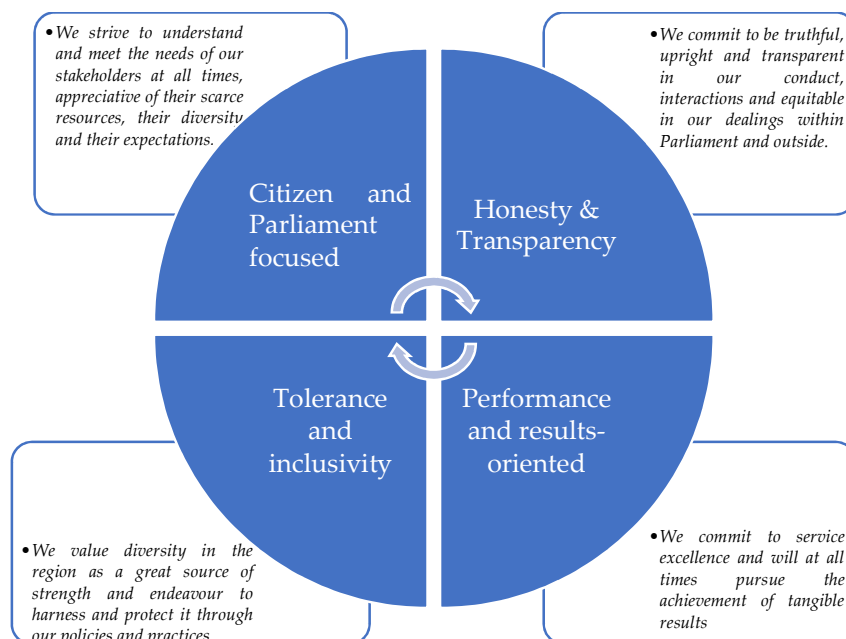
The Forum strives to promote a culture of human rights, including both civil and political human rights, and economic, social and cultural human rights which emanate from generally accepted international human rights law. The protection of human rights of SADC citizens lies at the heart of the Forum's activities and this theme cuts across all thematic areas of the Forum including SRHR and HIV/AIDS, democracy and elections, trade or extraction of mineral resources. In this respect, the African Charter for Human and Peoples' Rights and its Protocol relating to the protection of Women in Africa, are 2 main guiding documents, which are furthermore buttressed by the normative content of the 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 good 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.

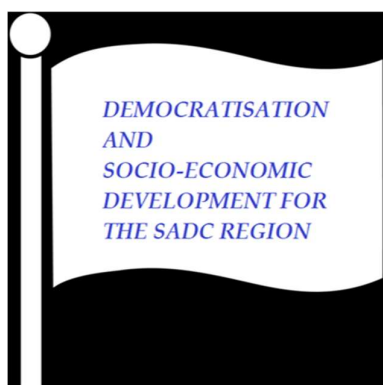
1.4 CORE VALUES

In addition to guiding principles which influence the spirit behind the activities of the Forum, both Members of Parliament and staff of the Forum are guided by the core values that ground this strategy as follows:



The core values of the Forum reinforce one another to ensure service delivery throughout the organs of the Forum, and with collaborating partners.

1.5 OUR VISION STATEMENT



During the 43rd Plenary Assembly of the Forum, held in Luanda, Angola from the 21st June to the 2nd July 2018, significant emphasis was placed on the need to sustain democratic processes as these are fundamental to ensuring effective oversight, the Rule of Law, the observance of human rights and the inclusive participation of all segments of society in decision-making processes. For Southern Africa to meet its developmental objectives and keep pace with its various commitments such as the Africa Agenda 2063 or the Sustainable Development Goals, 2 key terms come out clearly as being foundational to this endeavour: “Democratisation” and “Socio-Economic Development”. These 2 key terms clearly express the resolve of the Forum in grappling with development issues through parliamentary interventions for the SADC Region and in ensuring that no citizen of the SADC is left behind when the gains of progress are harvested. In this perspective, the Vision of the Forum has been coined as the Flag-Bearer of Democratisation and Socio-Economic Development for the SADC Region as Parliament is a flagship institution that exists

at the apex of the State to bring about social change through legislation. This brings into sharp focus the intent embodied in the mission statement as well.

1.6 OUR MISSION STATEMENT

In unrolling the Vision, the Mission Statement of the Forum is to promote and facilitate the parliamentary processes necessary to enhance the oversight, legislative, budgetary and representative roles of MPs, at both national and regional levels, by bridging the gaps between Parliaments and citizens in view of positioning the SADC region as a cradle of participatory democracy.

1.7 KEY STRATEGIC OBJECTIVES

In preparing this Strategic Plan, the Forum has defined seven (7) strategic objectives that capture its intent over the next five years. These Strategic Objectives are translated into key outcomes, each supported by a matrix that outlines output results, and key performance indicators (appearing in second part of the Strategic Plan).

The seven Strategic Objectives are as follows:

- | | |
|--------------------|--|
| Objective 1 | <i>To promote inter-parliamentary cooperation, diplomacy and dialogue on issues of regional interest in view of advancing democratisation and socio-economic development for SADC Member States.</i> |
| Objective 2 | <i>To align, harmonise and create operational and institutional linkages between SADC PF Standing Committees and Programmes, and SADC Organs and Sectors, in view of promoting integration of the region.</i> |
| Objective 3 | <i>To facilitate capacity development and other programs of support for Members and staff of Parliaments to augment skills, knowledge and competencies to face emerging challenges.</i> |
| Objective 4 | <i>To lobby and advocate equal and equitable representation of Women and youth in political and decision-making positions.</i> |
| Objective 5 | <i>To advocate and lobby for the establishment of SADC PF as a Regional Parliament through a phased transformation and with the approval of Member Parliaments, and the SADC Policy Organs.</i> |
| Objective 6 | <i>To formalise policy and operational relationships with the Pan African Parliament, the Inter-Parliamentary Union, the Commonwealth Parliamentary Association and other inter-parliamentary bodies.</i> |

Objective 7 *To ensure the financial and human resource sustainability of the SADC-PF through good governance and prudential planning*

1.8 ENHANCING THE INSTITUTIONAL BEDROCK OF THE FORUM

To deliver on the above Objectives, the Forum needs to be prepared institutionally and be supported by a robust organisational architecture.

Article 10 of the Constitution of the Forum established the following institutional organs:

- 1) The Plenary Assembly;
- 2) The Executive Committee;
- 3) The Standing Committees;
- 4) The Regional Women's Parliamentary Caucus;
- 5) The Regional Parliamentary Model Laws Oversight Committee; and
- 6) The Secretariat.

Under this institutional arrangement, the Plenary Assembly is the main policy-making and deliberative body of the Forum [Article 11(5) of the Constitution], with the Executive Committee functioning as the management body of the Forum, and gives directions to the Secretariat through Forum Resolutions.

1.8.1 LEVERAGING SUPPORT FROM STANDING COMMITTEES

Henceforth, the Forum will endeavour to ensure that its Standing Committees meet more frequently and for longer periods in order to ensure an optimisation of resources and address thematic areas in greater detail. As far as possible, cross-cutting issues such as trade, natural resources, governance, land, human rights and gender equality will be shared across all Standing Committees and the Regional Women's Parliamentary Caucus through information papers and Joint sessions. Moreover, the Secretariat will operate a dedicated desk where MPs from different Standing Committees will be encouraged to share views and provide parliamentary input on a year-round basis.

The thematic areas of the 5 different Standing Committees of the Forum, which are the engine rooms for Parliamentary Business, are indicated below:

- a. Democratisation, Governance and Human Rights** deals with democratisation and governance issues including open, transparent and accountable governance, democracy, political participation including elections, security, peace and stability on the basis of collective responsibility, rule of law, human rights, and conflict resolution;
- b. Trade, Industry, Finance and Development Integration** deals with matters related to economic cooperation, industry and trade, mining, finance and investment and regional integration and infrastructure development;
- c. Food, Agriculture Natural Resources and Infrastructure** deals with matters related to agriculture, fisheries, forestry and wildlife, water and environment, energy, transport, tourism, ICTs, meteorology, food security and natural resources;

- d. Human and Social Development and Special Programmes** deals with human and social development issues pertaining to health and combating illicit drug trafficking, HIV/AIDS, human resource development, education, professional training, employment and labour, culture and sport, science and technology and humanitarian issues as well as other issues to be determined accordingly; and
- e. Gender Equality, Women Advancement and Youth Development** deals with issues of gender equality, women advancement and empowerment as well as youth development and children.

1.8.2 BRIDGING THE GAPS BETWEEN THE RWPC AND NWPCS

Furthermore, the Forum will ensure that the Regional Women's Parliamentary Caucus (RWPC), which is the organ of the Forum that comprises Chairpersons of National Women Caucuses and all female MPs of the Forum, take a central place in advancing the identified Strategic Objectives, in particular those relating to women and youth participation in decision making processes. The RWPC will continue to be mandated to lobby and advocate for equal and equitable representation of women in positions of responsibility, and to promote the voice of women in gender debates and in the enforcement of sexual and reproductive health rights for all, without discrimination.

1.8.3 RALLYING STANDING COMMITTEES AROUND THE OVERSIGHT COMMITTEE

As from the 44th Plenary Assembly of the Forum to be held in Maputo, Mozambique from the 26th November to the 10th December 2018, Chairpersons of Standing Committees and the RWPC will also sit on a high-level Oversight Committee. This new Oversight Committee (in full the Regional Parliamentary Model Laws Oversight Committee or RPMLOC) has been constituted as a fully-fledged organ of the Forum by the 43rd Plenary Assembly and is enshrined under new Article 16 of the Forum's Constitution. In this perspective, the Oversight Committee will undeniably play a pivotal role in identifying the loopholes in policy and Model-law implementation at the national level. It is the first Committee of this nature in the Southern African region which will address the issue of domestication of both legal provisions contained in Model Laws and policies supported by the Forum. In this regard, the capacity of stakeholders of the Forum will be enhanced so that they can appropriately interact with the Oversight Committee. Standing Committees will thus have the opportunity to recommend thematic Resolutions to the Plenary Assembly and afterwards rally with the Oversight Committee to monitor the implementation at domestic level.

1.8.4 THE EXECUTIVE COMMITTEE AS THE CORPORATE BOARD

For its part, the Executive Committee will continue to act robustly in its management functions, akin to a corporate framework, and as guided by the Constitution and the Rules of Procedure of the Forum.

The Executive Committee is composed of seven Speakers and seven Members of Parliament over a two-year tenure of office, and is informed by the following Sub-Committees:

- a) Parliamentary Business Sub-committee which formulates and makes recommendations concerning the business of Plenary Assembly. It consists of the President, Deputy President, Plenary Assembly Host Speaker, Treasurer, Chairperson of the RWPC as ex-officio and the Secretary General;
- b) Legal Sub-Committee which advises on constitutional, legal and procedural matters relating to the operations and functions of the Forum;
- c) Finance Sub-Committee which advises on financial matters of the Forum;
- d) Human Resources and Capacity Development Sub-Committee which makes recommendations on the terms and conditions of service for staff of the Forum and considers reports by the Parliamentary Capacity Development (PCD) Steering Committee.

The Secretariat will endeavour to continue working closely with the Executive Committee and to submit high-level documentation thereto in order to enable the Executive Committee to make informed recommendations to the Plenary Assembly on the various aspects of the Forum's affairs. Under the strong leadership of the Plenary Assembly of the Forum, the Executive Committee will continue to be committed in working tirelessly towards the implementation of the vision statement and to bring the SADC Region to promised heights of parliamentary excellence.

1.8.5 TAPPING INTO THE ADMINISTRATIVE KNOWLEDGE OF THE COMMITTEE OF CLERKS-AT-THE-TABLE

Key to the success of the Secretariat will be the support and guidance offered by the Committee of Clerks-at-the-Table, especially on matters that pertain to administrative reform within the Forum. Clerks or Secretaries General of Parliament are administrative heads of their respective Parliaments, who are positioned at the vantage point that allow them to monitor all parliament-related activities that range from procurement processes, Hansard reporting, library archiving and appointment of support staff for all parliamentary committees. In most SADC Member States, the tabling of legislation in Parliament, and the subsequent publication of laws into the appropriate legal gazette pursuant to their enactment, are overseen by the Clerk's Office, thus indicating the significant responsibilities borne by the Clerk in the legislative process. This reflects the expertise and experience that the Clerks will bring to the Secretariat.

The Committee of Clerks-at-the-Table have validated Terms of Reference for engagement with the Forum under a structured approach during their meeting on the 25th-26th August 2018 in Johannesburg, South Africa. The overarching objective of the Committee of Clerks is to provide a structured framework for the Clerks of all SADC national Parliaments to support the objectives of the SADC-PF, through deliberations on targeted issues of an administrative nature, in view of assisting the Executive Committee and the Plenary Assembly in making informed decisions in the running of the Forum's affairs.

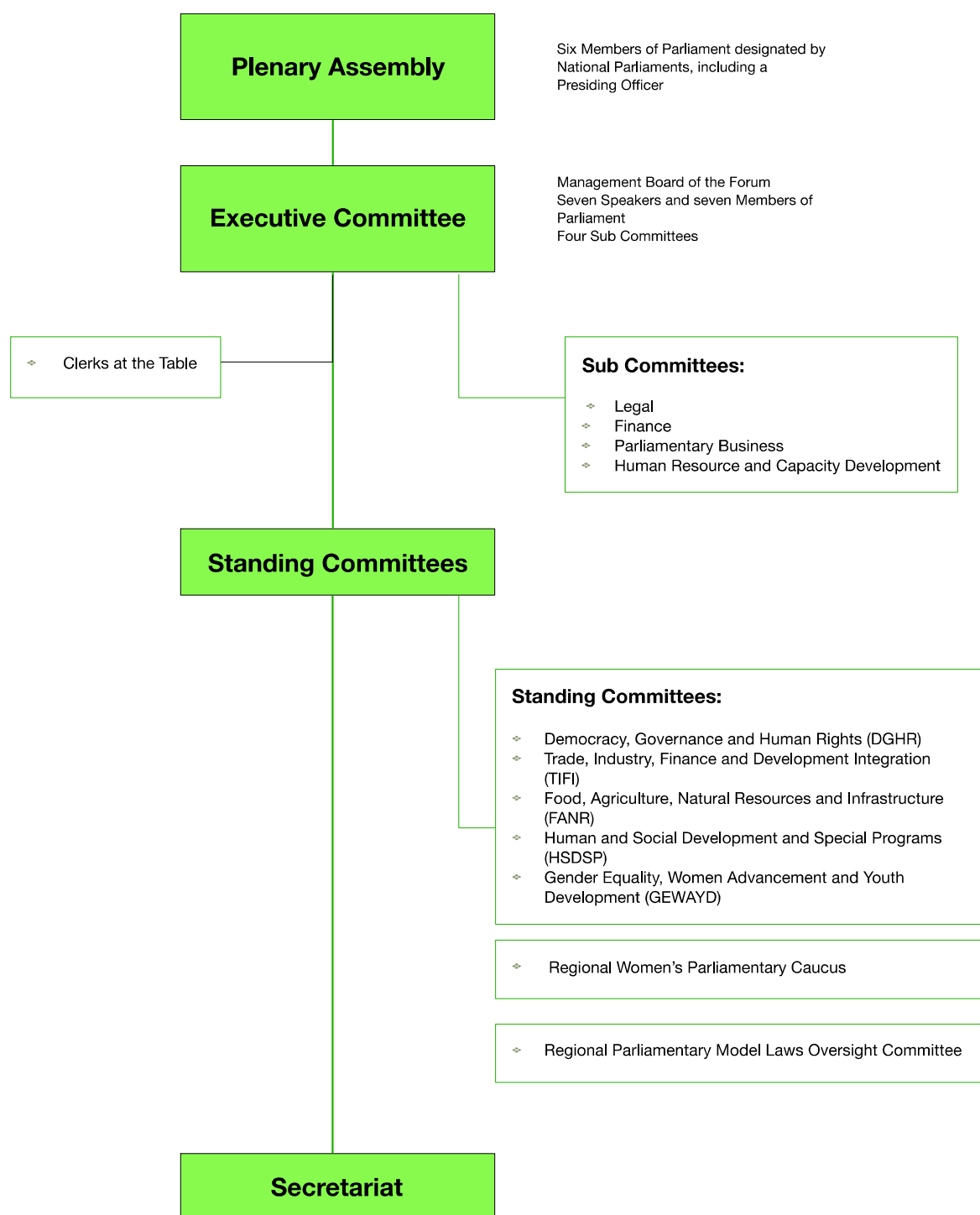
In this perspective, the main functions of the Committee of Clerks *inter alia* include:

- a) providing advice to the Executive Committee on matters submitted to it by the Secretariat pursuant to the instructions of the Executive Committee or the Plenary Assembly;
- b) providing administrative advice to the Secretariat in view of assisting in the benchmarking of national Parliaments in the SADC region;
- c) deliberating on issues which promote the implementation of Projects of the Forum in collaboration with national Parliaments, including monitoring and evaluation frameworks, strategic plans and capacity building of staff of Parliament.

Altogether, these functions will go a long way in consolidating the institutional framework of the Forum.

The Governance structure of the Forum is illustrated in the following diagram:

Governance Structure of SADC-PF



1.9 CONSOLIDATING THE PARTNERSHIP FRAMEWORK

In the achievement of the Strategic Objectives, the Forum will endeavour to reinforce the bonds of faith which exist between the organs of the Forum and the Member Parliaments. The partnership framework established by the Forum is the linchpin of the organisation and constitutes a foundation which should sustain ambitions of the Forum.

With the facilitation of national Parliaments, the Forum will accordingly work to consolidate and cement this partnership framework through sustained engagements with Line Ministries, Civil Society Organisations, parliamentary centric organisations and youth leaders. So as not to leave anyone behind, the partnership framework will operate from a top-to-down and bottom-to-up approach in order to assist in identifying bottlenecks both at grass roots and governance levels.

Within the partnership framework, it is expected that the Forum will forge closer linkages with national Parliaments and at the same time bring national Parliaments closer together in fulfilling the Forum's objective to enhancing inter-parliamentary cooperation in the region. The partnership framework will thus be the catalyst for cross-learning and cross-fertilisation of ideas under the umbrella of the Forum.

1.10 TRANSFORMATION INTO A SADC REGIONAL PARLIAMENT

More than ever, it is now crystal clear that there is a need for a higher inter-parliamentary body which can bring Member States closer together and engage them to enact laws and administer policies that are border-friendly and allow for political, social and economic integration whilst bearing in mind the common environmental concerns which plague the region. While similar regional inter-parliamentary systems exist in other regions of the world, the SADC region will not replicate but rather develop its Regional Parliament in its own context and given its unique specificities. Furthermore, the achievements of the Forum already lend credence to the fact that inter-parliamentary cooperation can indeed act as a game-changer in ridding the region of its challenges.

Looking beyond, the Forum must act as an inspiration to national Parliaments and Member States and lead them to a common destination of social and economic prosperity. More importantly, in leading the way, the Forum needs to ensure that no country or citizen is left behind and the fruits of prosperity are harvested by all. Walking along the path of regional parliamentary integration will not be an overnight process. It will involve incremental progress made through consultations and consensus with stakeholders, paying due regard to the sovereignty of Member States. It will thus entail a paradigm shift in terms of approach.

The transformation agenda of the Forum will thus be advanced in collaboration with other SADC organs and the support of national Parliaments, and will be achieved through a phased approach. The development of the Forum into a SADC Parliament will be an inclusive process which will support the work of other SADC institutions and facilitate progressive regional integration.

The Forum will thus continue to work on the transformation agenda which is identified as one specific Strategic Objective.

1.11 IMPLEMENTING THEMATIC PROGRAMMES WHICH ADVANCE THE STRATEGIC OBJECTIVES

Thematic programmes implemented by the Forum ensure that MPs and other stakeholders of the region are sufficiently capacitated to address the Strategic Objectives from a parliamentary perspective. Through thematic programmes, the competencies and knowledge of MPs are improved for furthering representative, budgetary, legislative and oversight interventions on a theme under consideration. As far as possible, the Forum will endeavour to implement thematic programmes in all SADC Member Parliaments in order to outreach a maximum number of MPs and stakeholders.

The nature of the themes that are covered by Programmes will continue to reflect live matters which are significant for the democratisation and socio-economic development of the SADC region. To mention but a few, gender equality, women and youth empowerment, human rights, sexual and reproductive health and SRHR, HIV/AIDS, protection of key populations, and observation of elections will continue to be substantive thematic themes which call for the Forum's attention.

Moreover, the Forum will pursue the implementation of Programmes which strengthen the participation of the citizenry in democratic processes, promote social accountability and transparency, and curb corruptive practices in public institutions. Furthermore, the domestication of relevant international treaties and conventions will remain as a recurrent theme which infuses across all focus areas. The implementation of thematic Programmes will also link with commitments taken by Member States of the region to achieve the Sustainable Development Goals and with political targets such as the Resolution 60/2, Agenda 2063, SADC Declaration on Regional Infrastructure Development, and SADC Declaration on Mining among others.

1.12 CONDUCTING RESOURCE MOBILISATION

Resource mobilisation to implement the above Strategic Objectives will be key to sustaining the work of the Forum as an inter-parliamentary hub of repute.

To this end, the Forum will continue to reach out to its developmental partners and to mobilise resources under predetermined Monitoring and Evaluation Frameworks which will be marked by regular reporting and best principles of accountability and transparency.

Furthermore, the Forum will encourage Member Parliaments to continue tapping into capacity development initiatives which could heighten the capacity of MPs and staff in national Parliaments through existing partnerships such as with the Inter-Parliamentary Union and Commonwealth Parliamentary Association and Civil Society Organisations. This could then assist to generate information on topics of mutual interest which could feed into the Forum's existing databases as the Forum embarks to implement related Programmes in the region.

1.13 CONSOLIDATING LINKAGES WITH THE SADC SECRETARIAT AND OTHER ENTITIES

(1) The Forum as an operationally independent but institutionally accountable institution of the SADC

Institutionally, the Forum implements its operations in accordance with the Constitution and the Rules of Procedure of the Forum. In this respect, it is operationally independent from the SADC Policy Organs (namely SADC Council and SADC Summit of Heads of States and Government) which operate in accordance with provisions in the SADC Treaty.

The finances of the Forum are also separate from the finances of the SADC Policy Organs. Forum revenue is derived from Annual Subscriptions of Member Parliaments (and not from SADC finance) and Forum expenditure does not therefore require the approval of the SADC Council or Summit. Within this framework, it can be said that the Forum is fairly independent from the SADC Secretariat. This independence is sacrosanct and necessary given that the Membership of national Parliaments is grounded on the principle of separation of powers between Parliament as an institution and the Executive. By extrapolation, the Forum as an inter-parliamentary organisation of currently 14 SADC Member Parliaments thus need to uphold its parliamentary independence with respect to actions of the SADC Policy Organs which are composed of the Executives of SADC Member States.

The independence of the Forum can thus be termed as a “qualified independence” where conceptually, there is a need to maintain parliamentary independence and adhere to parliamentary standards and decorum, and at the same time, the Forum is required to maintain a working relationship with the SADC Secretariat as part of SADC’s institutional framework in order to advance the regional economic integration agenda of the region.

The above being said, the Forum is accountable to the SADC Summit which established the Forum as an institution of the SADC, and the development of robust linkages with the SADC policy organs is thus necessary and is being pursued under the identified Strategic Objectives. It is expected that the transformation of the Forum into a Regional Parliament will also be achieved through a Joint Task Force comprised of representatives of the SADC-PF and the SADC Secretariat.

(2) Cooperation with Inter-Parliamentary bodies

As a driver of innovation, the Forum will work to position itself as a world-acclaimed inter-parliamentary organisation which leads in setting standards in the delivery of parliamentary initiatives for the region of the SADC.

In so doing, the Forum will not work in isolation and will consolidate its linkages with other inter-parliamentary bodies such as the Pan-African Parliament, European Parliament (EP), the East African Legislative Assembly (EALA), Economic

Community of West African States (ECOWAS), the Commonwealth Parliamentary Association (CPA) among others, and integrate its support to Agenda 2063 rooted in pan-africanism.

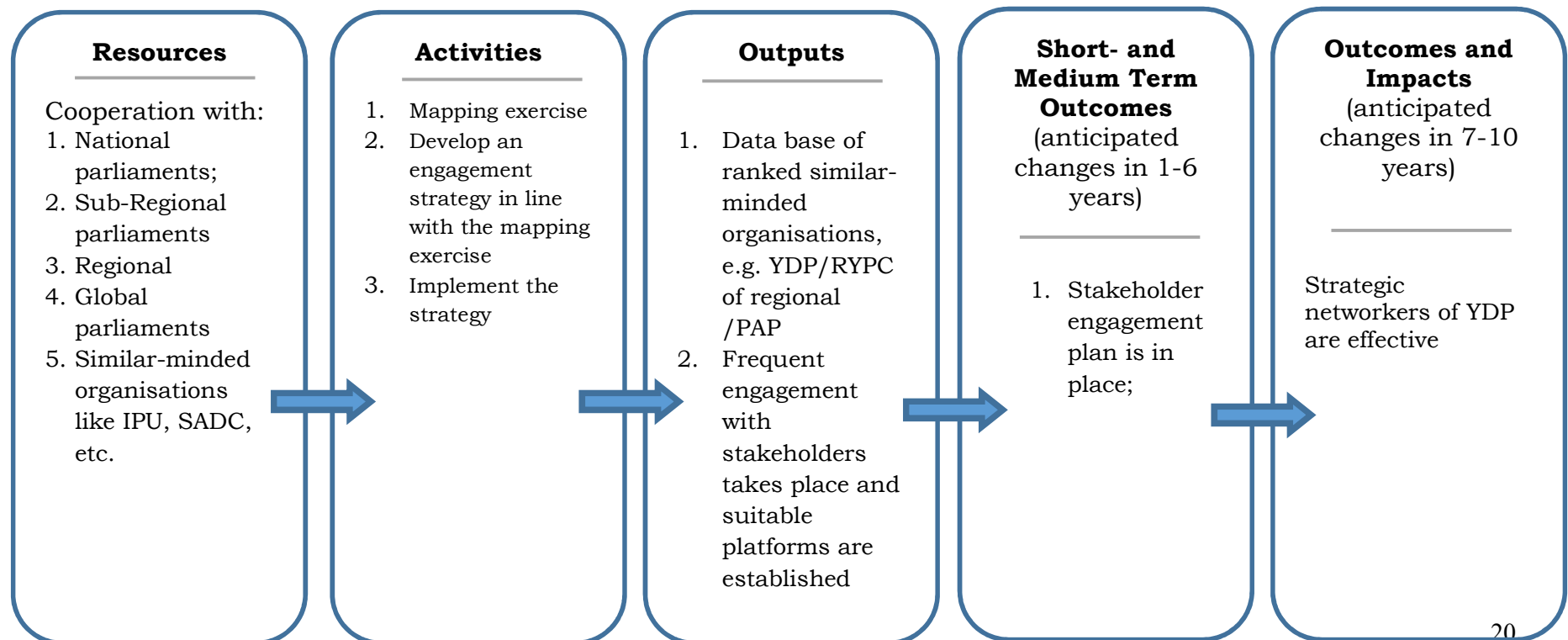
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Blueprint Ends

The implementation of the Strategic Objectives of the Forum will be conducted by Action Plans which will appear in accordance to themes under their respective matrixes as indicated below:

2.1 ACTION PLAN FOR THE GENDER EQUALITY, WOMEN ADVANCEMENT AND YOUTH DEVELOPMENT

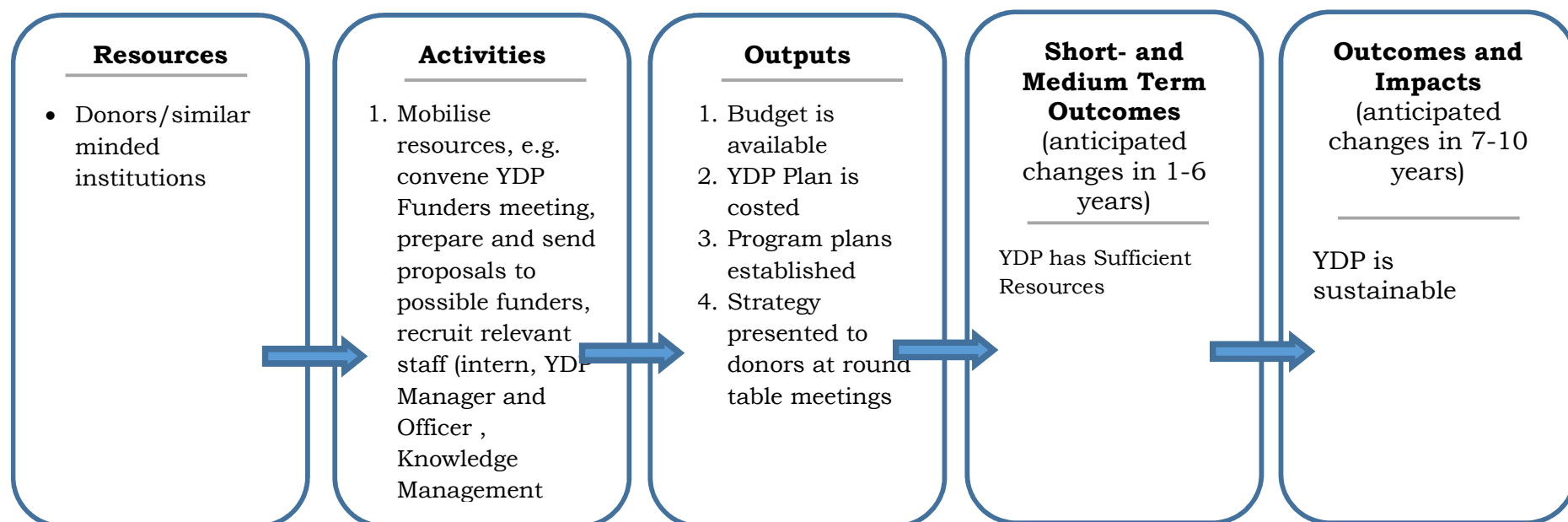
- a. **Gender Equality, Women Advancement and Youth Development** deals with issues of gender equality, women advancement and empowerment as well as youth development and children;

A. YOUTH

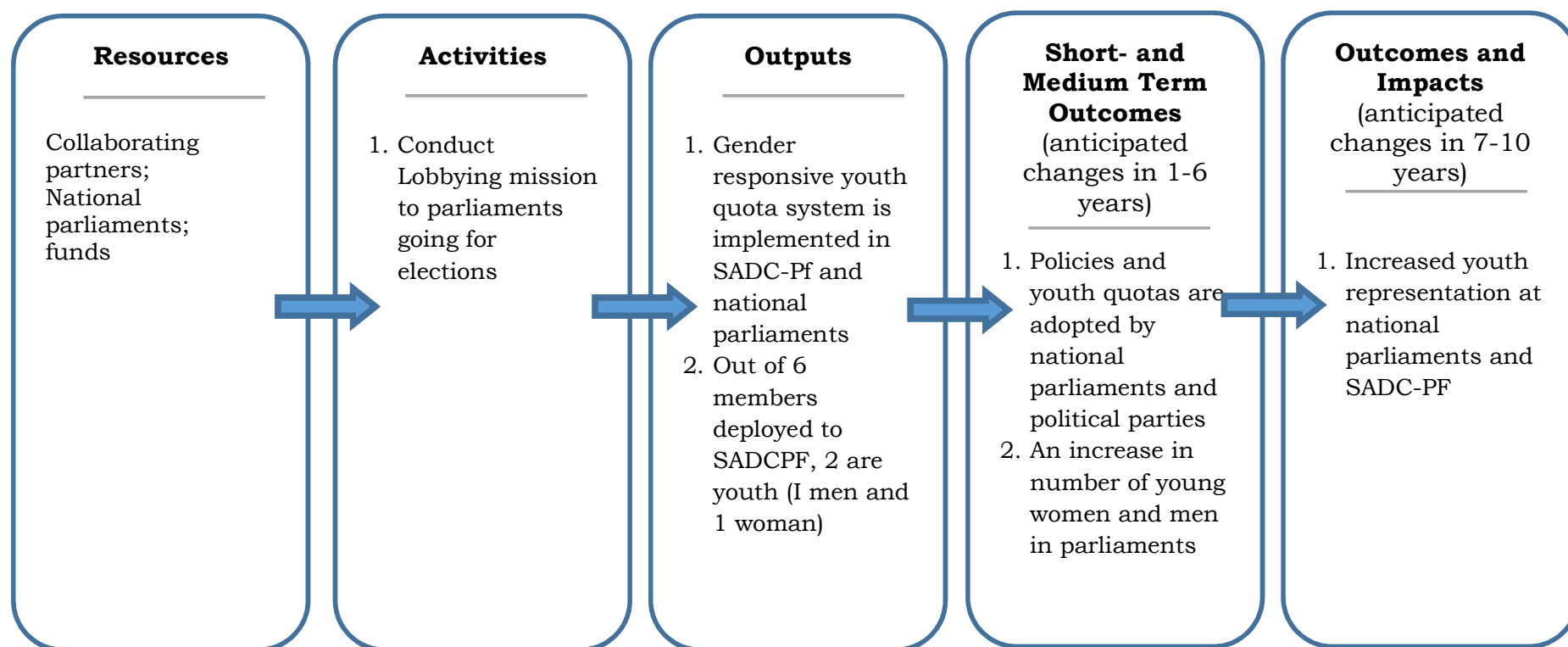


- a. **Gender Equality, Women Advancement and Youth Development** deals with issues of gender equality, women advancement and empowerment as well as youth development and children;

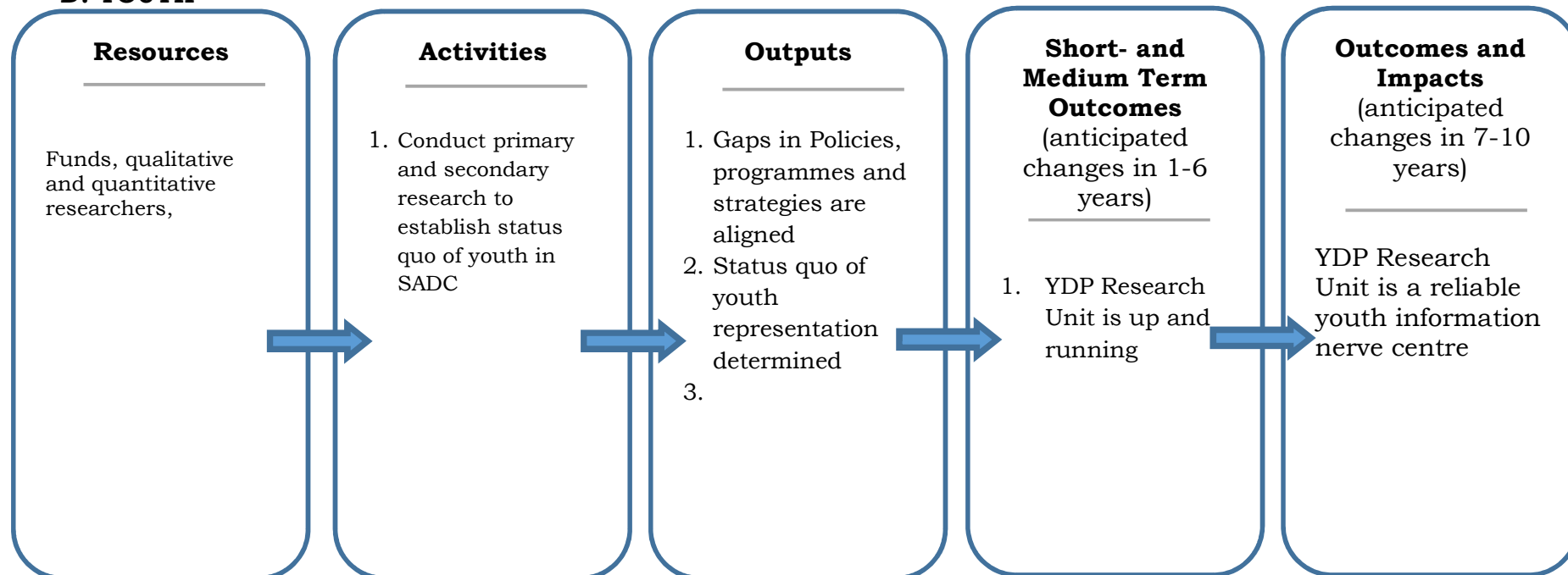
B. YOUTH



C. YOUTH

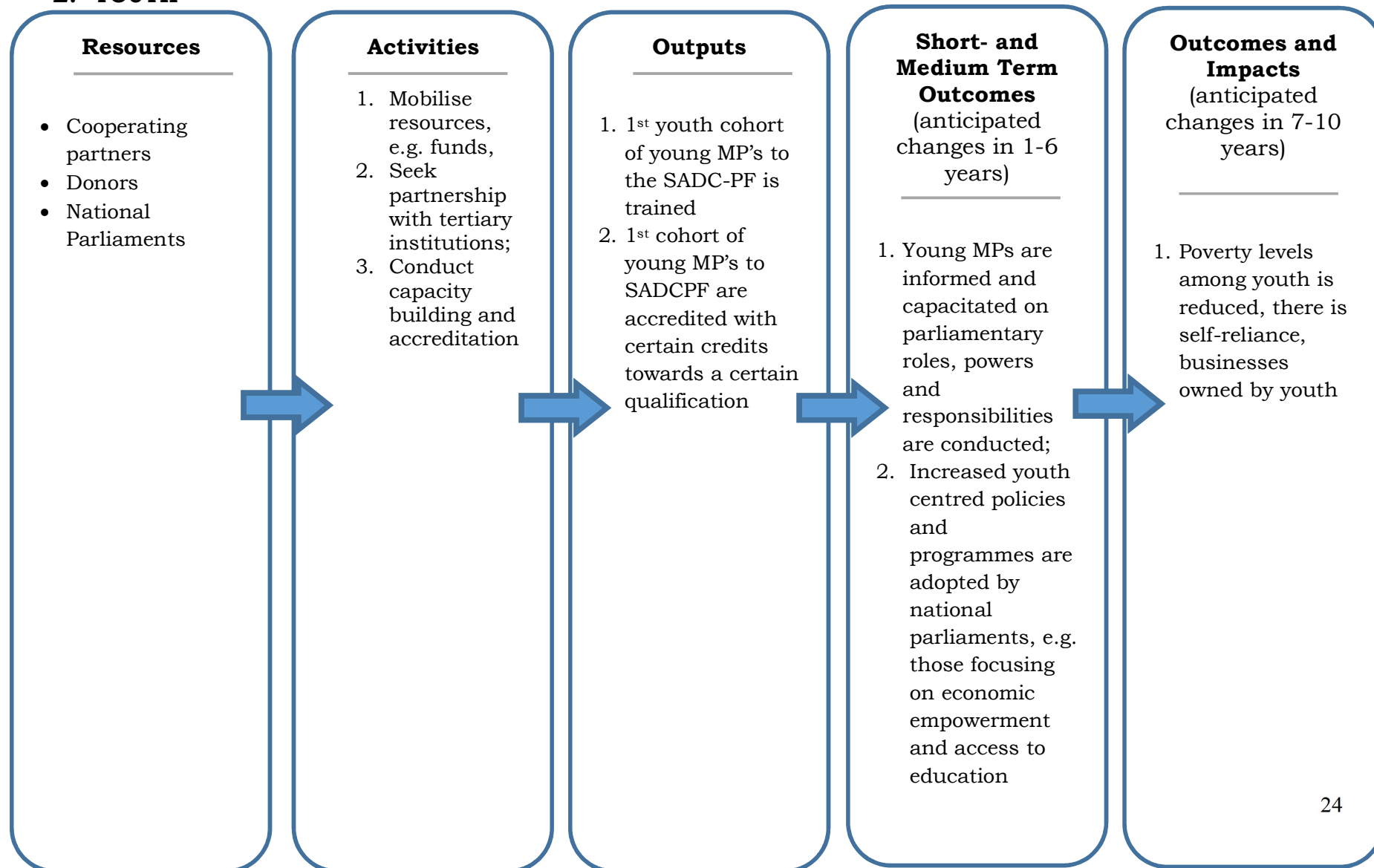


D. YOUTH



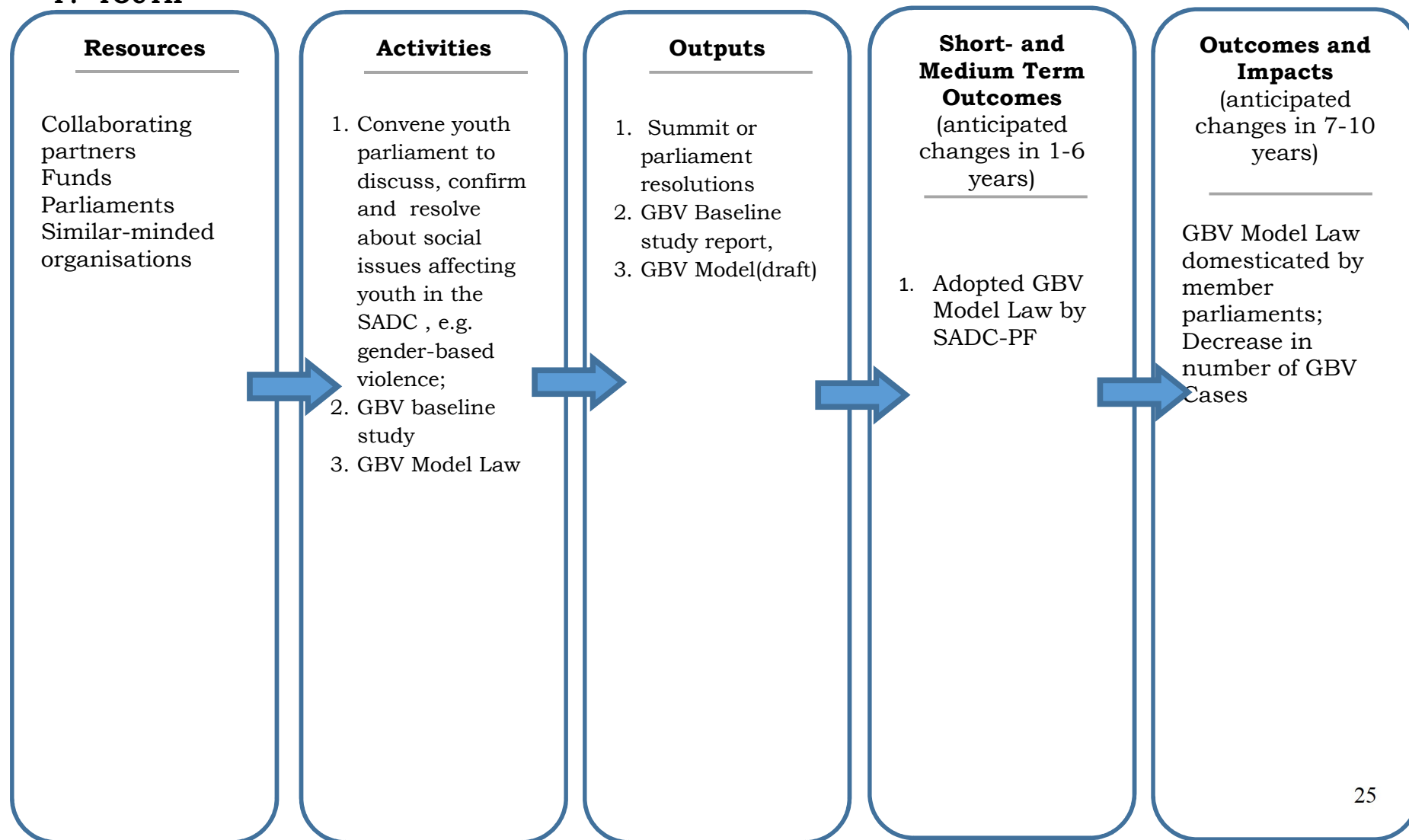
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E. YOUTH



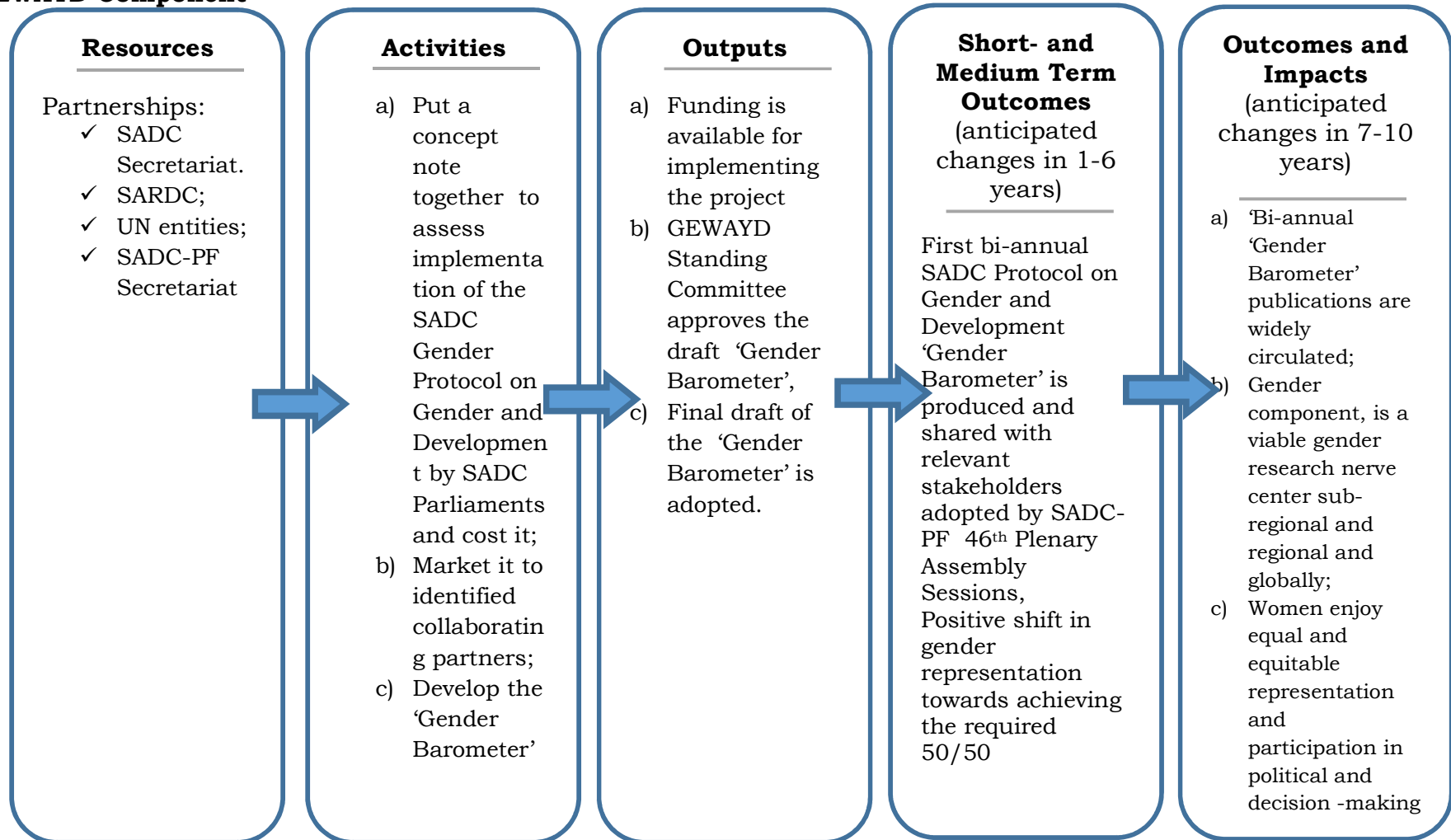
a. Continued;

F. YOUTH



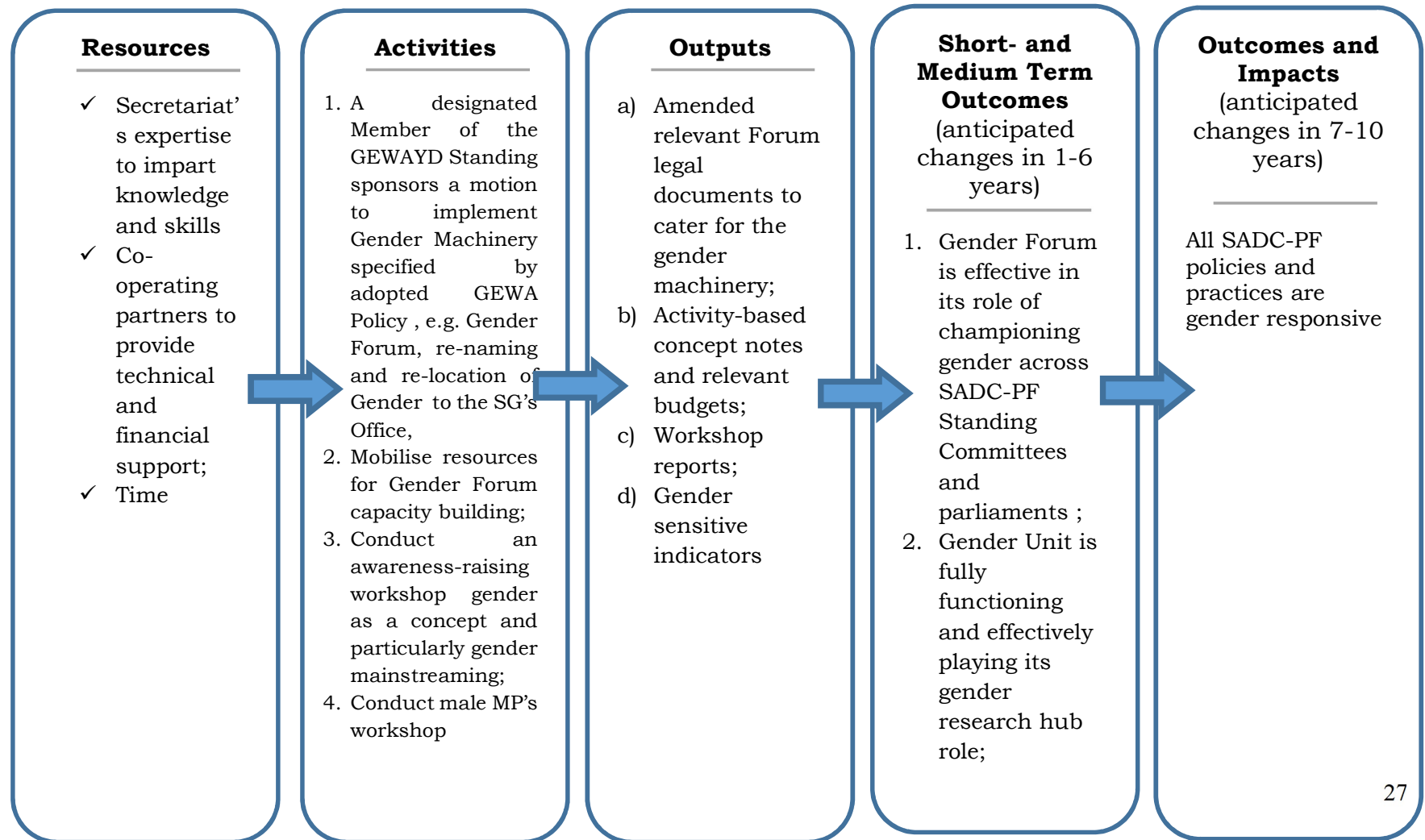
- a. COMMITTEES **Gender Equality, Women Advancement and Youth Development:** deals with issues of gender equality, women advancement and empowerment as well as youth development and children;

GEWAYD Component



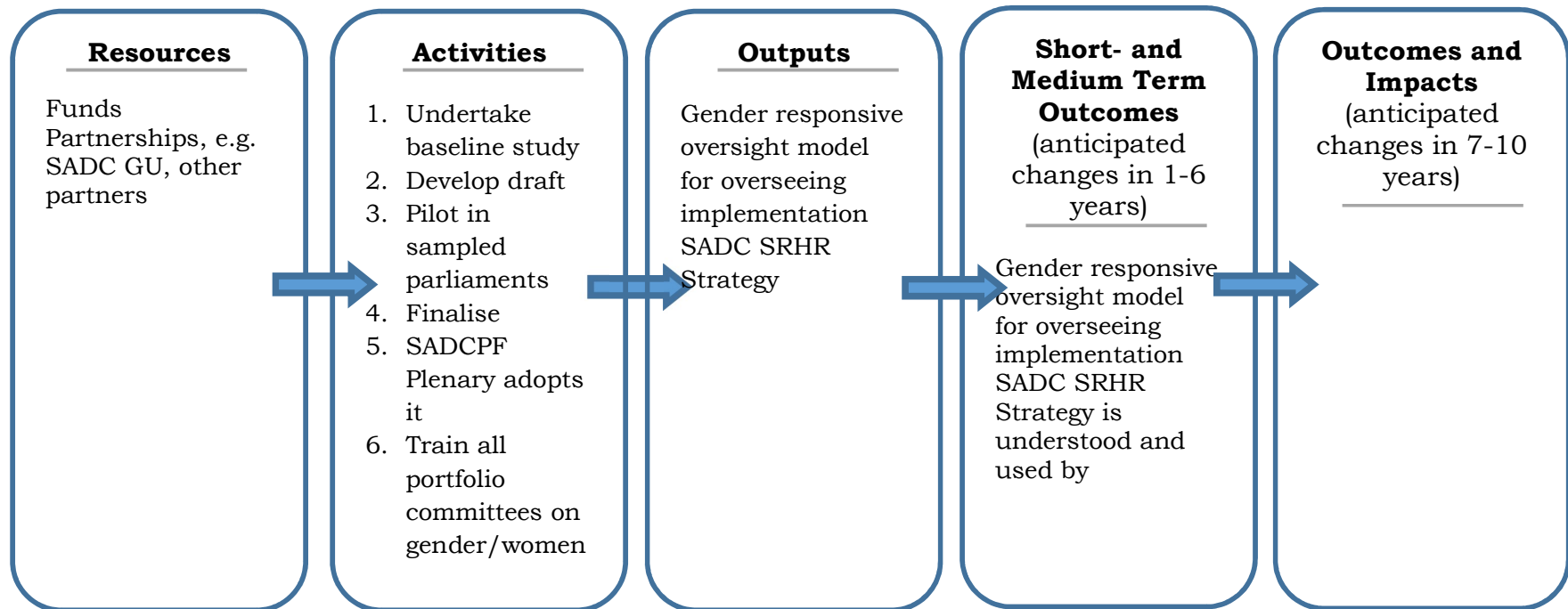
- b. **COMMITTEES Gender Equality, Women Advancement and Youth Development:** deals with issues of gender equality, women advancement and empowerment as well as youth development and children;

Gender component

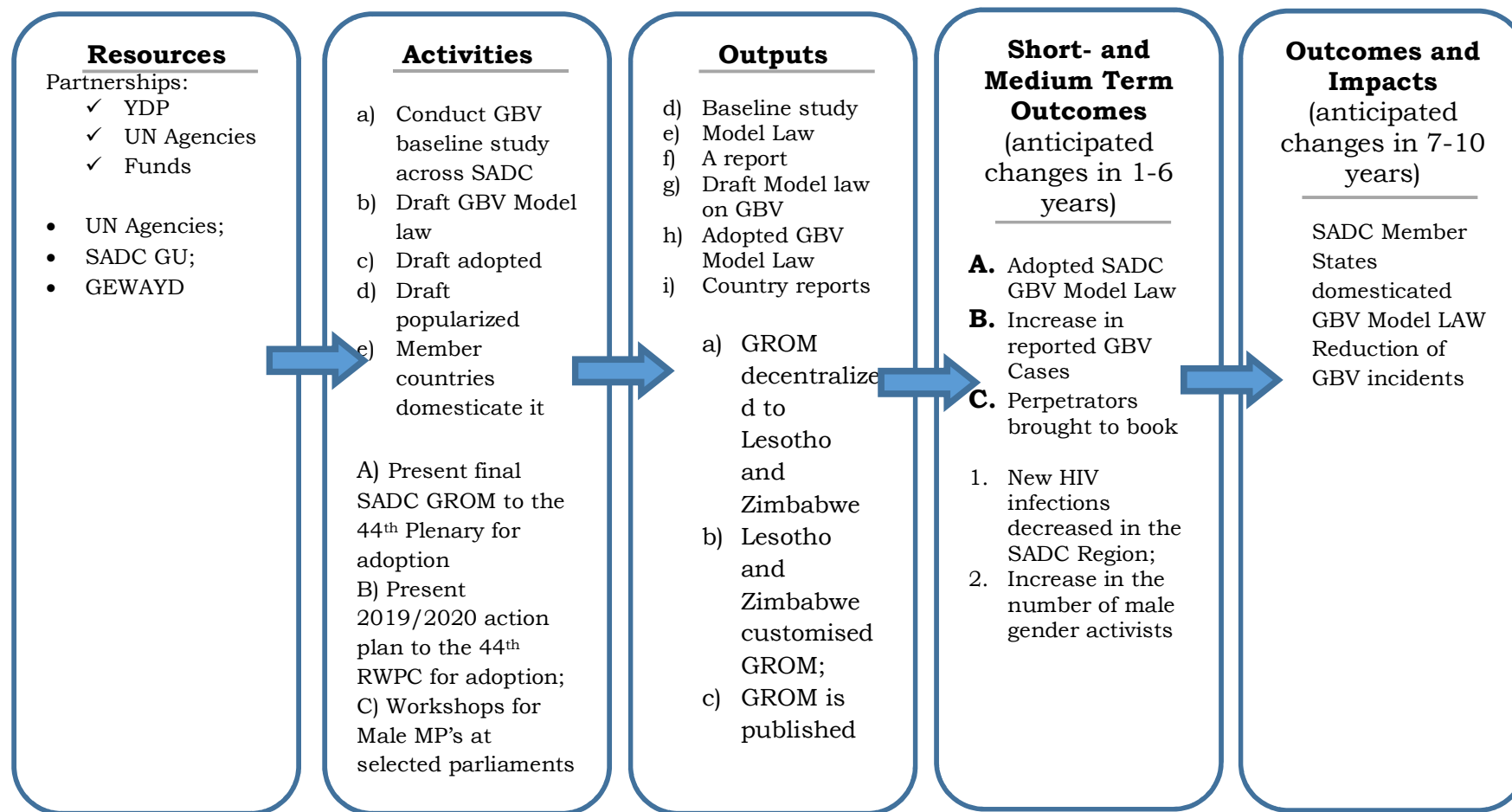


c. COMMITTEES **Gender Equality, Women Advancement and Youth Development:** deals with issues of gender equality, women advancement and empowerment as well as youth development and children;

Gender component

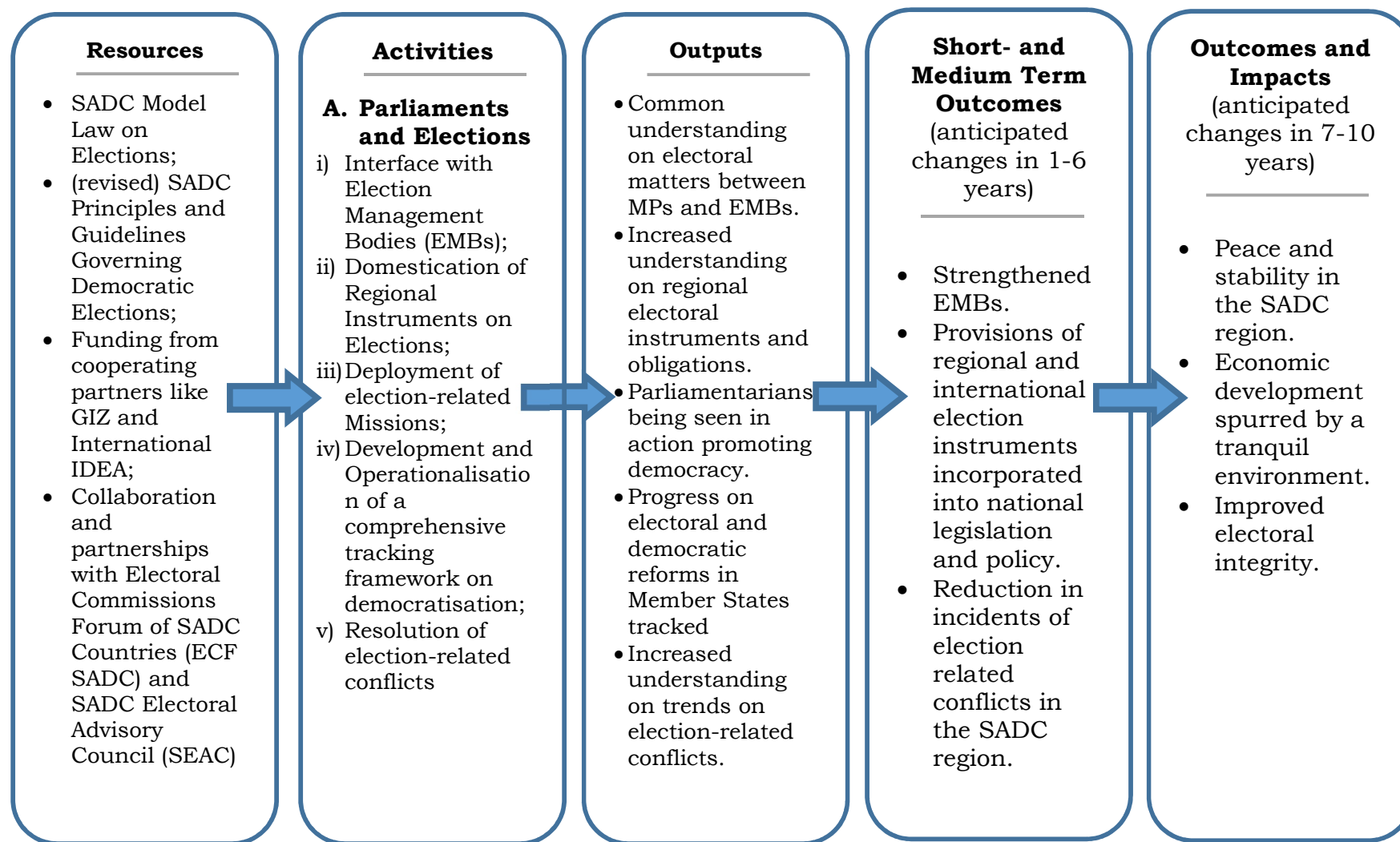


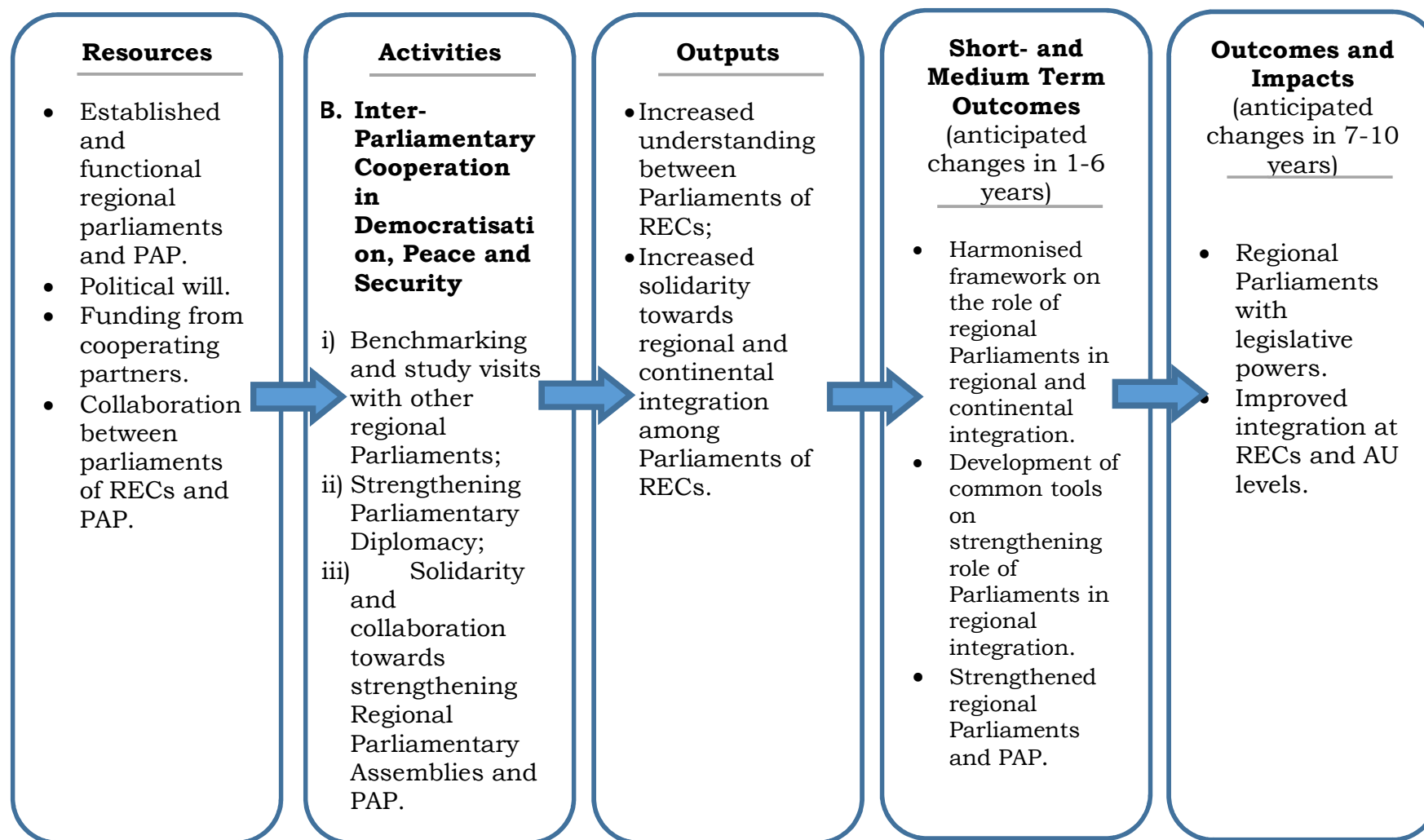
2.2 ACTION PLAN FOR REGIONAL WOMEN'S PARLIAMENTARY CAUCUS: LOBBYING AND ADVOCACY FOR THE RIGHTS OF WOMEN AND GIRLS

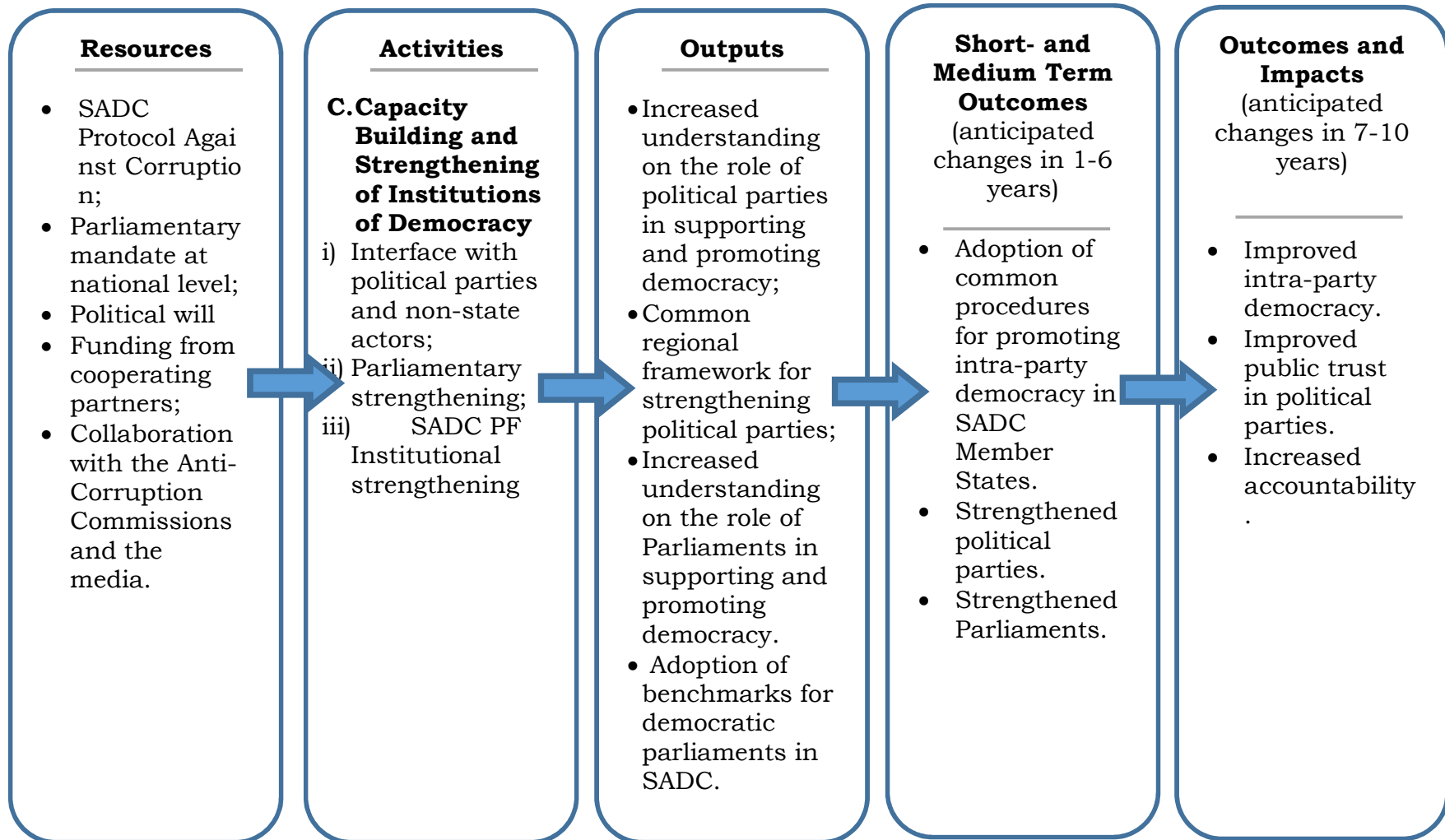


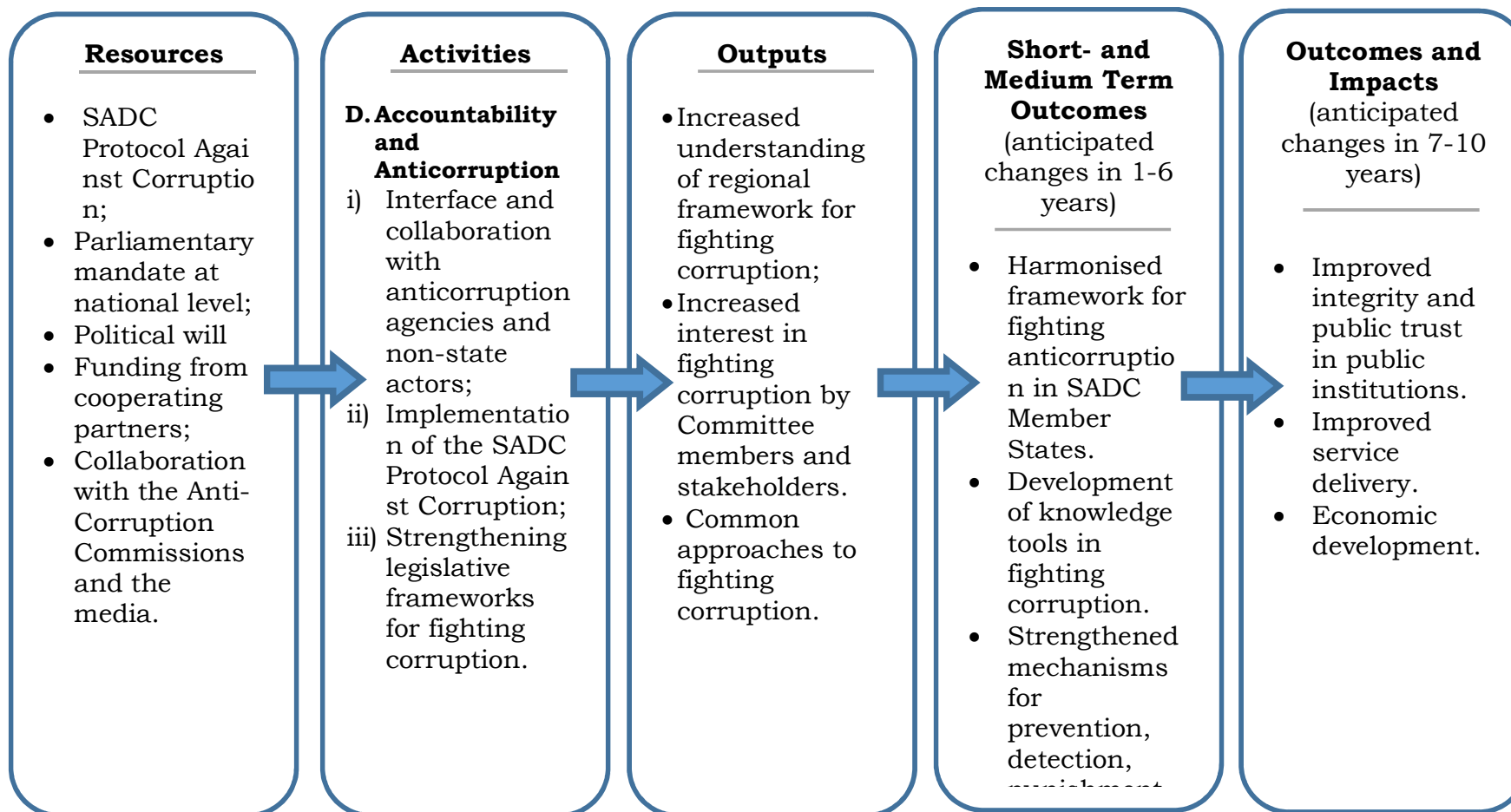
2.3 ACTION PLAN FOR DEMOCRATISATION, GOVERNANCE AND HUMAN RIGHTS

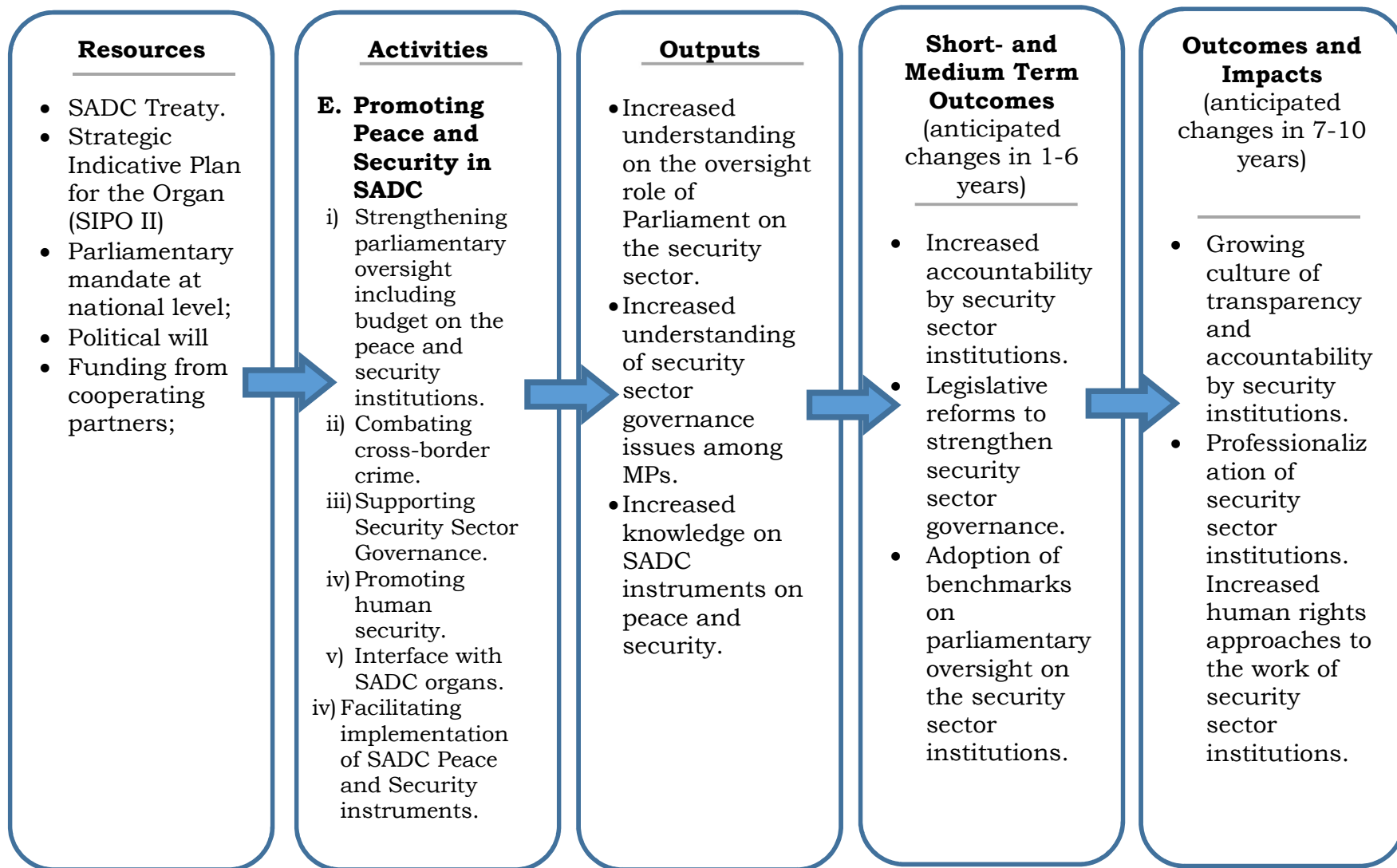
Democratisation, Governance and Human Rights deals with democratisation and governance issues including open, transparent and accountable governance, democracy, political participation including elections, security, peace and stability on the basis of collective responsibility, rule of law, human rights, and conflict resolution, among others.

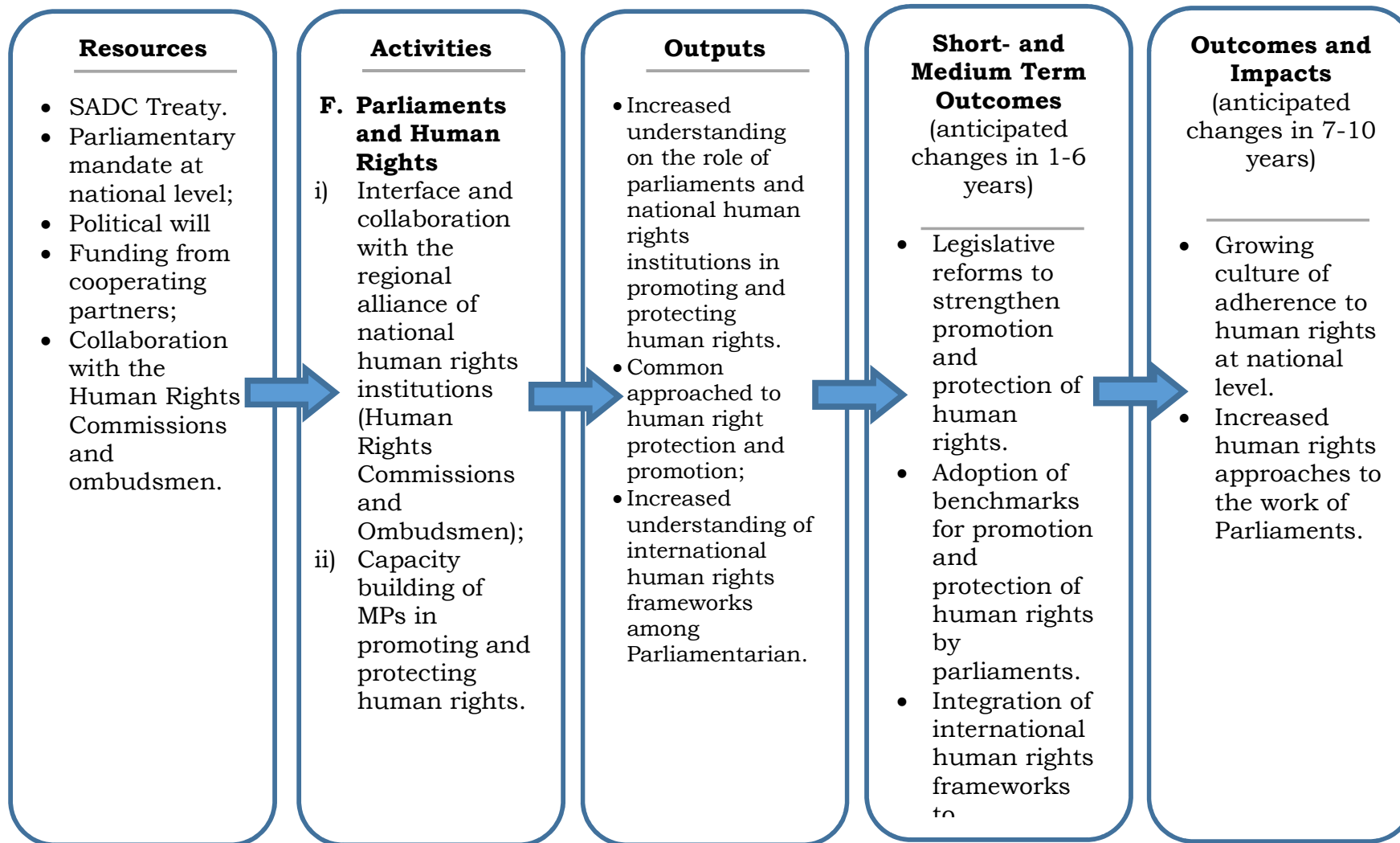




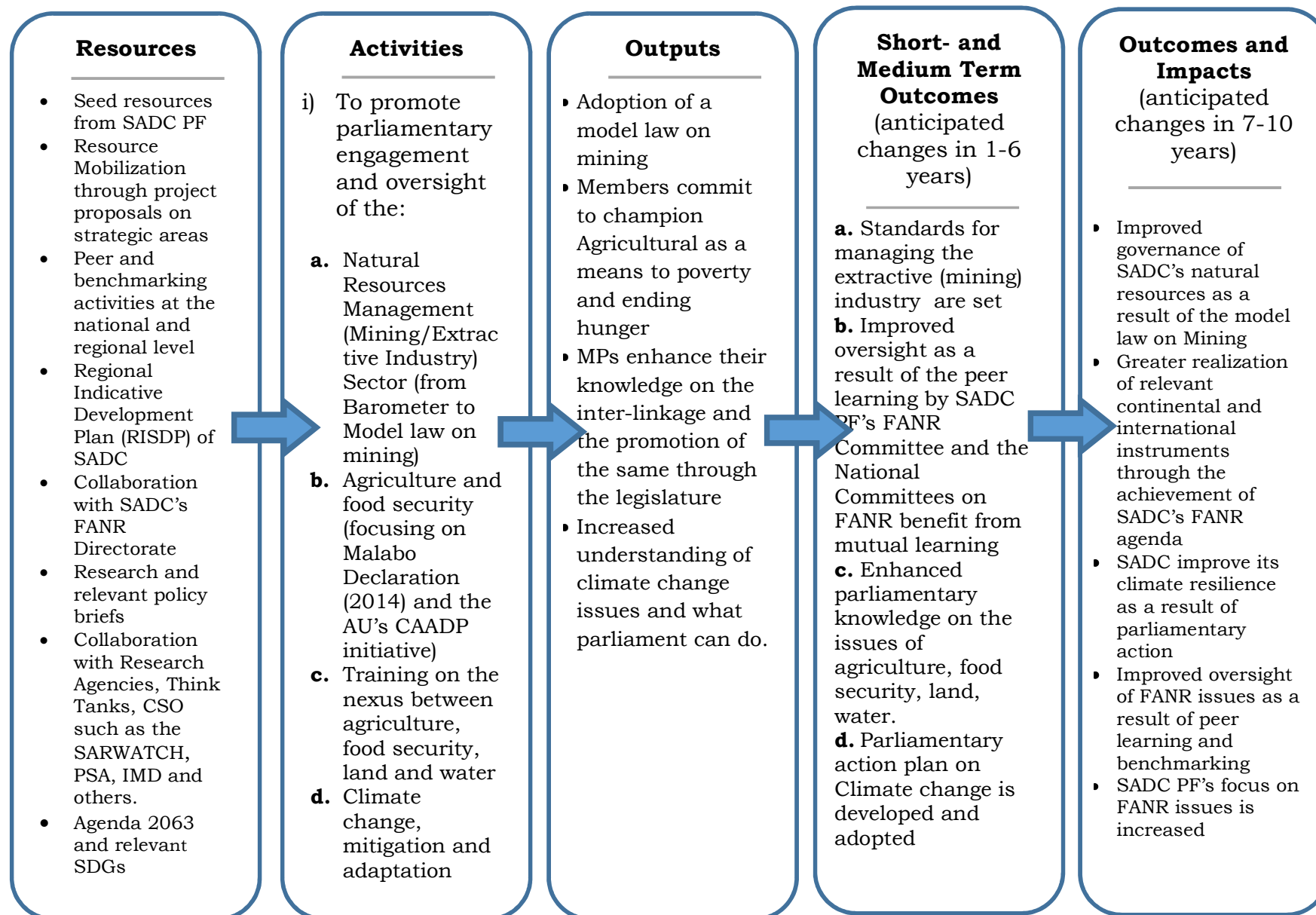




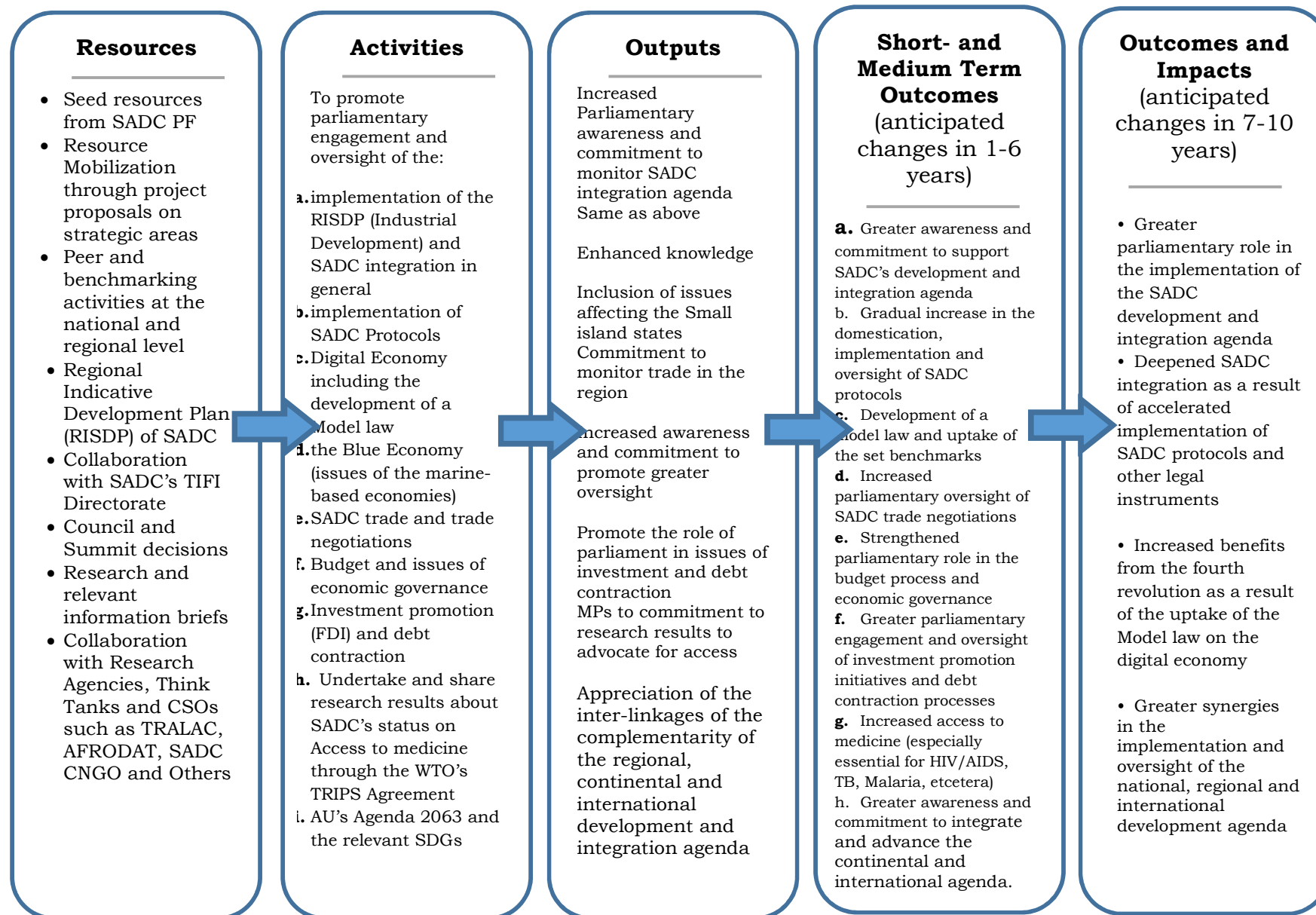




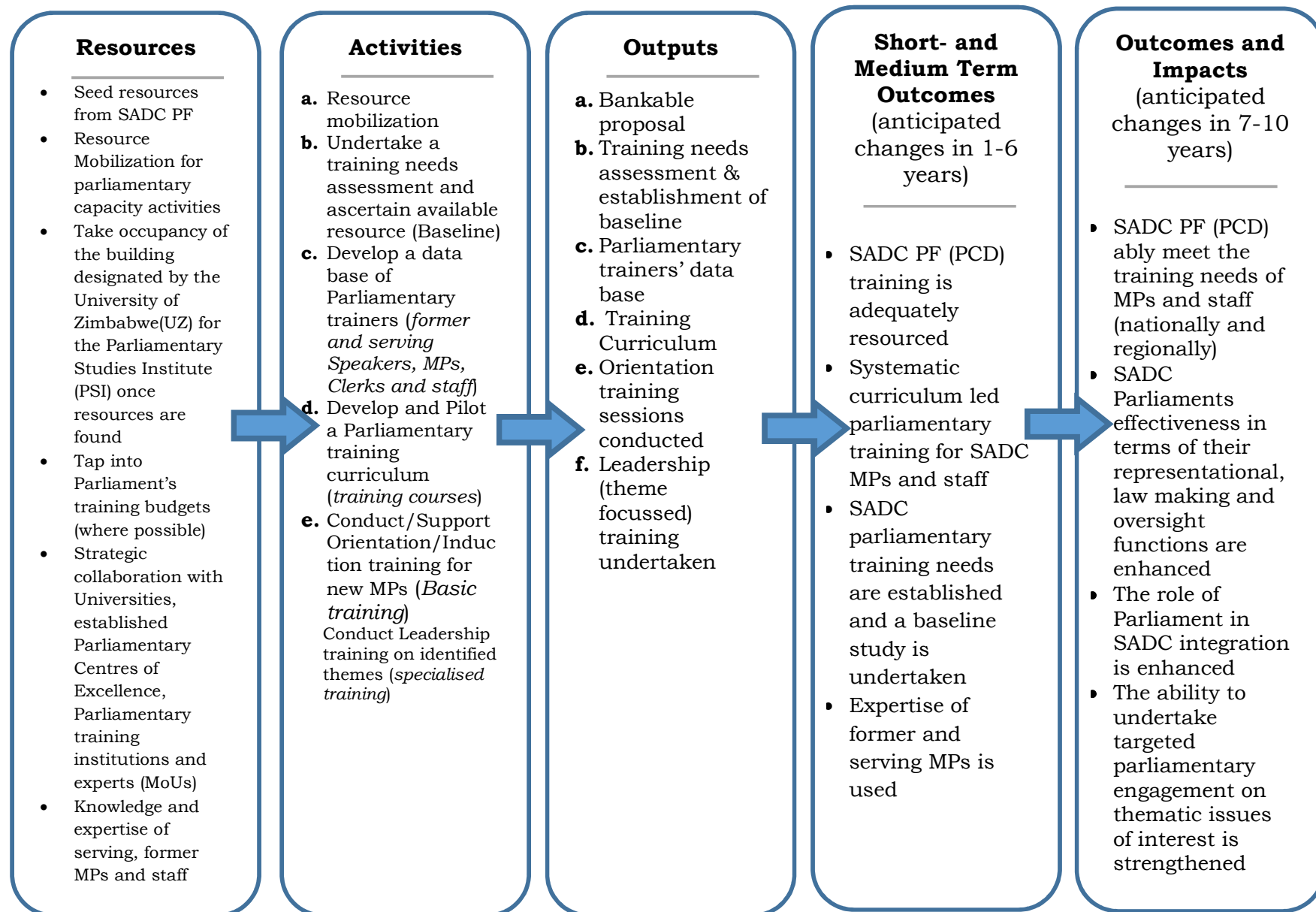
2.4 ACTION PLAN FOR FOOD, AGRICULTURE AND NATURAL RESOURCES (FANR)



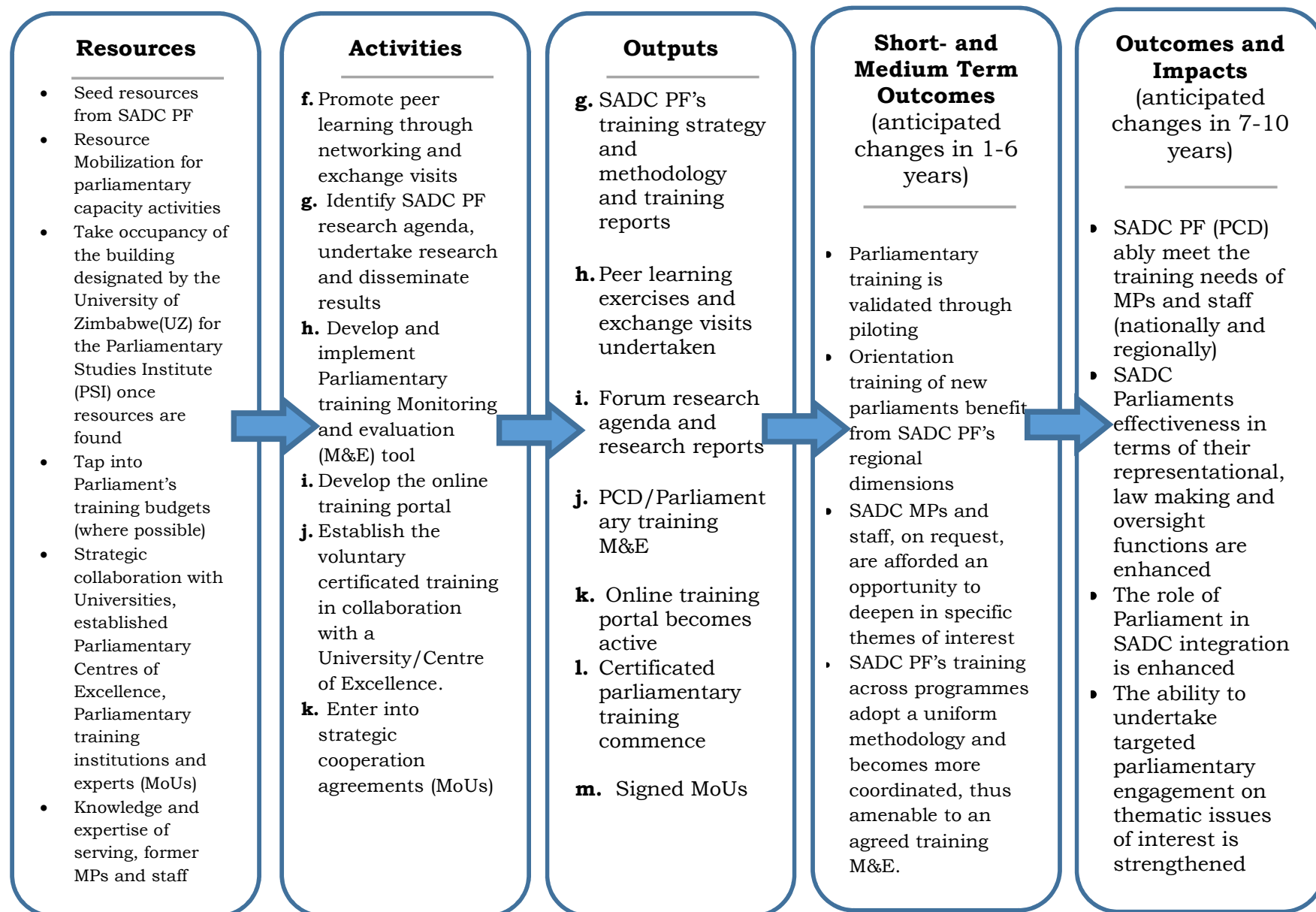
2.5 ACTION PLAN FOR TRADE, INDUSTRY, FINANCE AND INFRASTRUCTURE



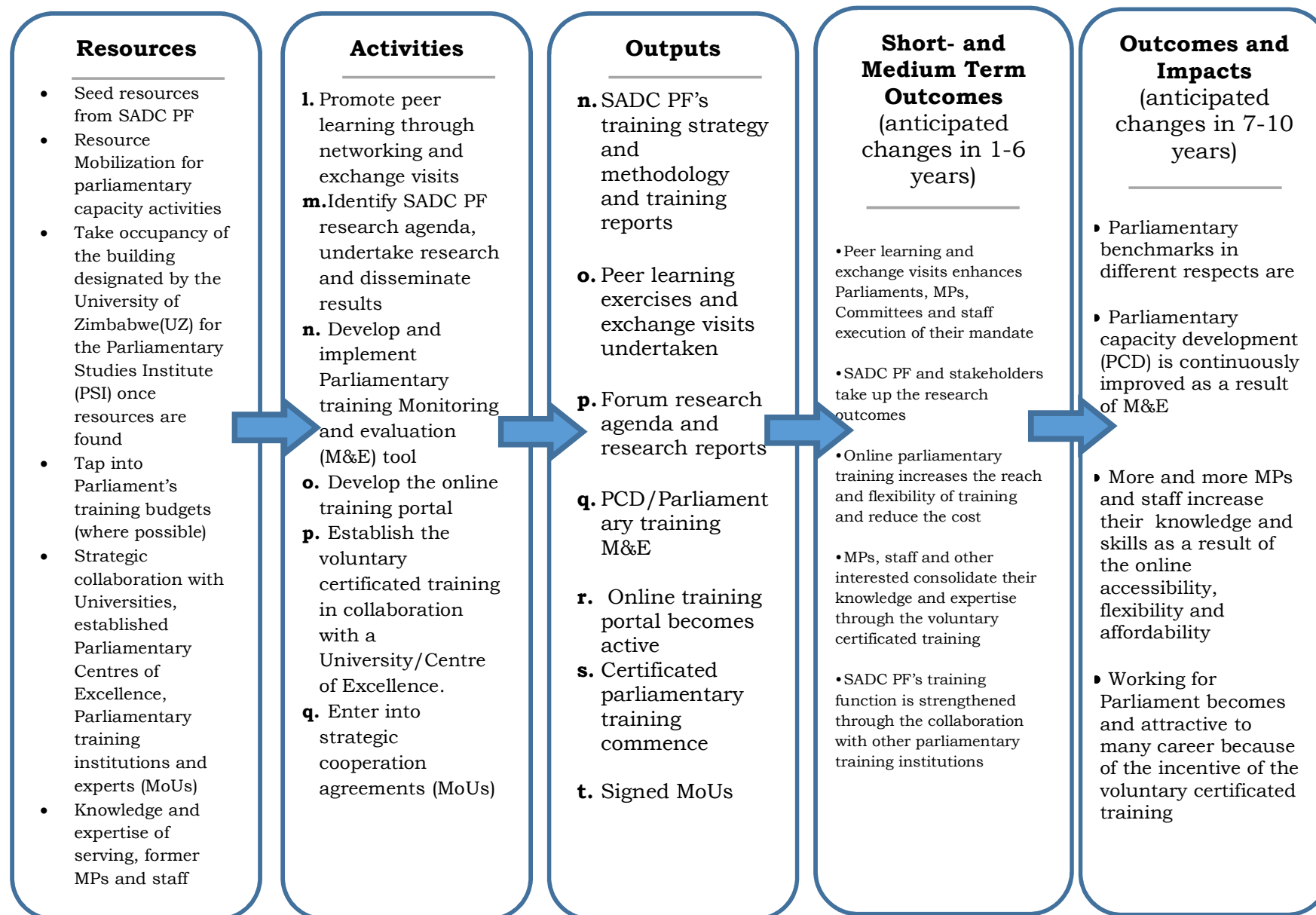
2.6 ACTION PLAN FOR PARLIAMENTARY CAPACITY DEVELOPMENT (PCD)



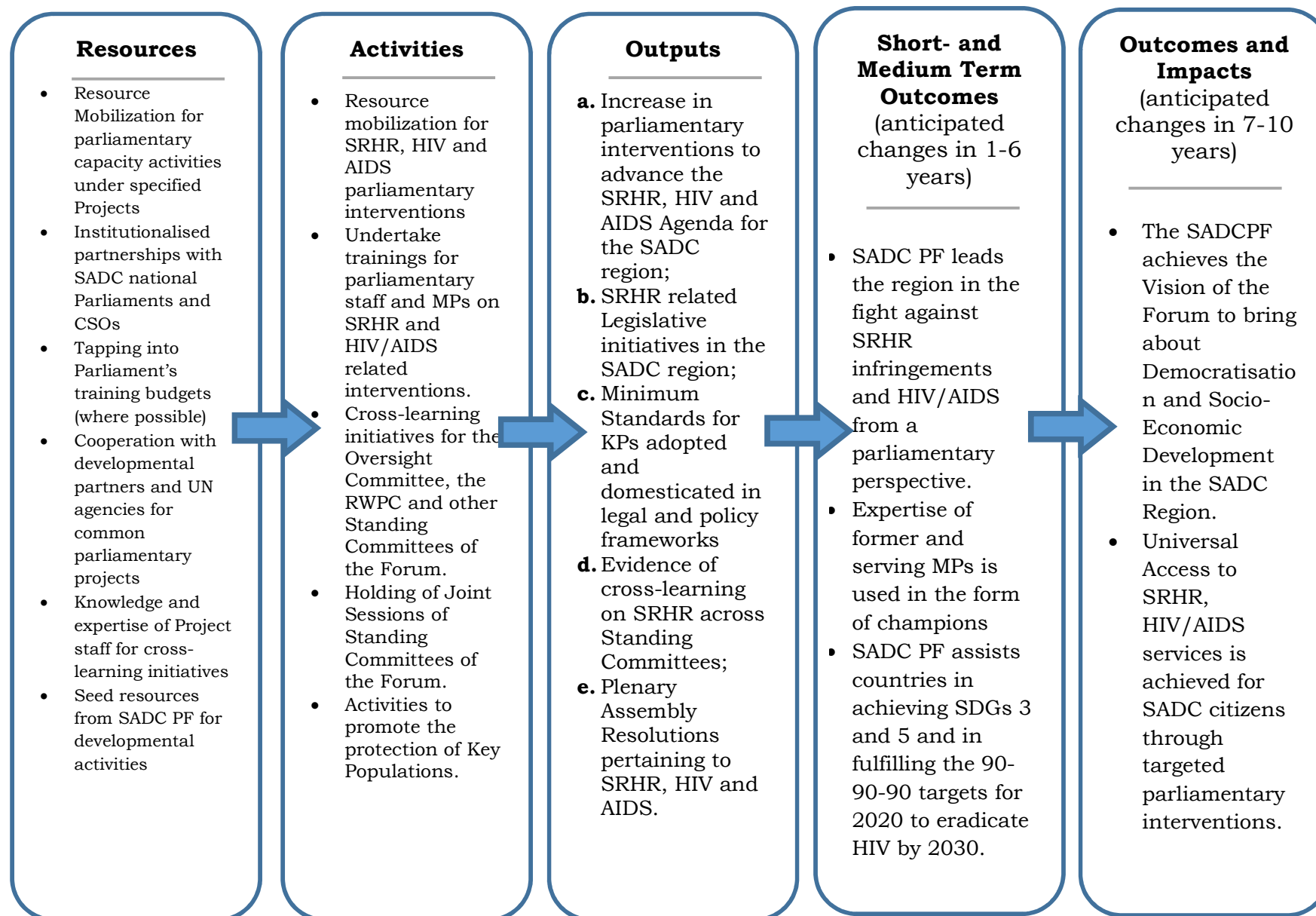
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2.7 ACTION PLAN FOR HUMAN AND SOCIAL DEVELOPMENT AND SPECIAL PROGRAMMES



2.8 ACTION PLAN FOR HUMAN RESOURCES, FINANCE AND ADMINISTRATION

This action plan is necessary given that it is linked to all Strategic Objectives of the Forum. Human Resources, Finance and Administration are essential to the organisation of the Secretariat and there is thus a need to strengthen these departments for better service delivery and to prepare them to meet nascent systemic challenges. Also of utmost strategic importance, therefore, is the need to ensure a qualified, multi-skilled and motivated human resource.

The Human Resources and Administration Department Strategic Operational Priorities for 2019-2023 are as follows:

INTERVENTION AREAS	STRATEGIES
Provide services and support for the organs of the SADC PF to function effectively and efficiently and thus ensure operational excellence. The organs are the Plenary Assembly, Executive Committee and its Sub-Committees, Standing Committees and Programmes, and the RWPC.	<ul style="list-style-type: none">• Plan, convene and effectively execute the meetings of the Organs;• Create linkages with regional, continental and global parliamentary institutions, other inter-parliamentary bodies, and co-operating partners and ensure collaboration;• Establish an efficient and effective system for interpretation and translation services; and• Enhance the efficiency, effectiveness and quality of ICT services, clerking, documentation and secretarial support.• Re-establish the SADC PF Resource Centre

<p>Ensure Parliaments are supported now and into the future, by mainstreaming of modern technology and information infrastructure.</p>	<ul style="list-style-type: none"> • Develop and operationalise remote access technologies linked to the website of the Forum, an electronic data centre that can be easily accessed by MPs and staff of Parliaments from remote locations; • Introduce a paperless operational system for all SADC PF meetings; • Develop/Enhance the capacity of the current staff complement in ICTs; and • Engage with ICT experts of Member Parliaments to assist in the design and implementation of the ICT infrastructure
<p>Enhance SADC PF's visibility to the Region and beyond</p>	<ul style="list-style-type: none"> • Develop and implement a Media and Communications Policy; • Improve the SADC PF website and ensure linkages with the websites of all the Member Parliaments and SADC are operational and effectively used; and • Establish an ICT Advisory Committee, which includes experts from Member

	Parliaments, to regularly review and advise on the SADC PF website.
Engaged, qualified and productive workforce in the work of Parliaments	<ul style="list-style-type: none"> • Review & operationalise Secretariat Organisational Structure; • Review the staff recruitment and retention policy and develop and implement an integrated Talent Management System; • Review Administrative and HR Policies to ensure adequacy, relevance and clarity of provisions, and that these balance the interests of both the employer and employees; • Ensure understanding of, and compliance to, HR policies in word and action, by both the employee and the employer; • Implement and communicate common frameworks for position evaluation and performance management; • Extend best HR practices to minimize financial and reputational risk, and foster efficiency and motivation of staff; • Develop a performance culture, among staff, that is

	<p>customer-focused and responsive; and</p> <ul style="list-style-type: none"> • Provide a conducive and secure work environment
Promote co-operation within and between departments	<ul style="list-style-type: none"> • Develop Service Level Agreements between departments to define the level of service and performance and ensure confidence and thus encourage a culture of greater accountability by departments; • Hold weekly meetings for Heads of Department; • Hold monthly meetings for Management; and • Hold staff meetings quarterly.
Promote co-operation with Member Parliaments	<ul style="list-style-type: none"> • Develop MOUs for co-operation between the SADC PF Secretariat and Member Parliaments; • Develop Terms of Reference for Desk Officers; • Encourage secondments and exchange programmes; and • Station programme staff at national Parliaments, where possible.
Develop the capacity of staff and provide training in Parliamentary Practices and Procedures, as well as ensure a multi-skilled staff	<ul style="list-style-type: none"> • Incorporate staff attachments to Member Parliaments in the MOUs;

	<ul style="list-style-type: none"> • Identify relevant short courses and ensure adequate budgetary provision for staff training; • Programme for staff training and capacity enhancement under donor support; and • Develop and implement staff rotation policy, within and among departments.
PROCUREMENT Provide advisory and operational support in areas of policy, procurement and contract management.	<ul style="list-style-type: none"> • Ensure compliance to the Procurement Policy; • Engage with the Finance Department to ensure that budgetary provisions are accurate and adequate; • Position compliance as an efficiency tool and integrate technology into compliance activities; • Streamline the function of Internal Audit in the procurement process

REVIEW OF THE ORGANISATIONAL STRUCTURE

A revamping of the organisational structure is also required in order to assist the Forum in heightening its performance delivery and honing in its human resources and an efficient administrative structure.

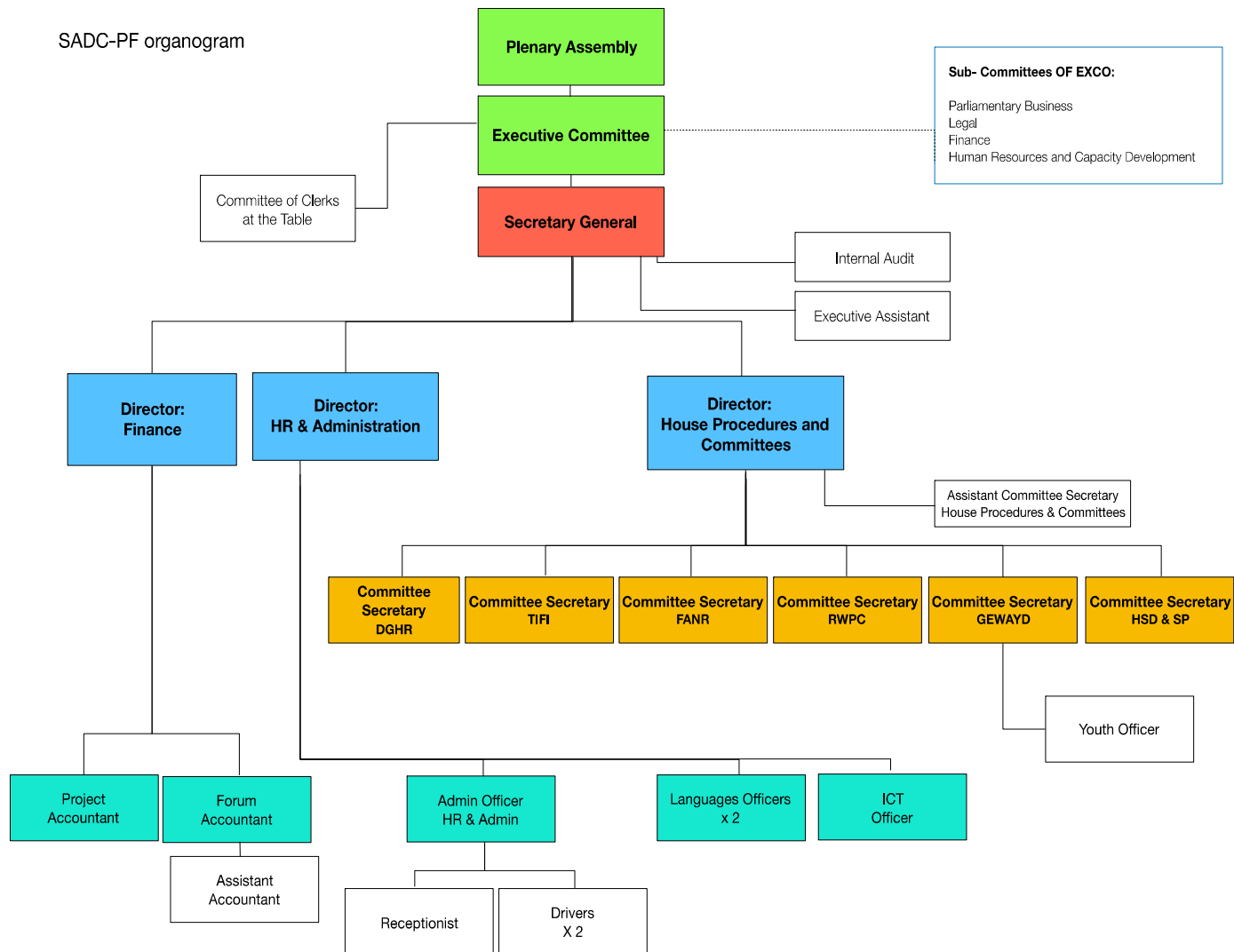
A new Organogram of the Forum has thus been developed with the following important features:

- a) At the Executive level we see the inclusion of the Committee of Clerks-at-the-Table that will not only advise the Executive Committee but also offer guidance to the Secretary General on matters pertaining to operations and strategy;
- b) The three directorates are retained but the Programs Directorate is redefined to better emulate the Forum as a Regional Parliament. The 'Finance Directorate' and the 'HR and Administration Directorate' remain the same as per the current organogram. The Programs Directorate is renamed the 'House Procedures and Committees Directorate', making it more appropriate to the core business of supporting the various Standing Committees;
- c) Many of the vacancies that formed part of the current Organogram of the Forum have been removed based on the difficulty in mobilising resources to cover these posts. This implies that the Organogram is as lean as it can be relative to the heavy workloads of the Forum but can grow when predictable and when sustained funding is secure;
- d) The posts that refer to the Program Areas of the Forum such as TIFI, FANR, RWPC, HSDSP etc are all Program Officer posts;
- e) Three persons have been seconded to the Forum. These include the Program Officer for the GEWAYD program (by the Parliament of South Africa) and the Youth Officer (by the Parliament of Namibia). The Forum will actively pursue secondments to boost its staff complement and capability profile in the future. The internal audit function is also being carried out by a staff seconded by the Parliament of Namibia;
- f) The cleaning function will be outsourced;
- g) Much support is expected by host Parliaments to supplement the human resource capacities of the Forum (See Table 2 below).

The organogram is illustrated in the below.

ORGANOGRAM OF THE FORUM

SADC-PF organogram



PROGRAMS AND PRACTICES

- (1) CAPACITY BUILDING OF STAFF TO ENSURE EFFECTIVE PERFORMANCE DELIVERY IN THE SERVICING OF COMMITTEES AND STATUTORY ORGANS OF THE FORUM
- (2) SAFE UPKEEPING OF RELEVANT AND UPDATED EMPLOYEE RECORDS AND FINANCIAL RECORDS
- (3) UPKEEPING OF MP DATABASE AND DATABASE OF COLLABORATING PARTNERS, AND OF AN ELECTRONIC REGISTRY AND FILING SYSTEM FOR INTERNAL AND EXTERNAL FORUM CORRESPONDENCE.

OUTCOMES

EFFICIENT STAFF
CONTRIBUTE TO WORK
PROCESSES

SAFE UPKEEPING OF ALL
RECORDS FOR
ACCOUNTABILITY

ENSURING PERMANENCE
OF FORUM INFORMATION

FLAT STRUCTURES

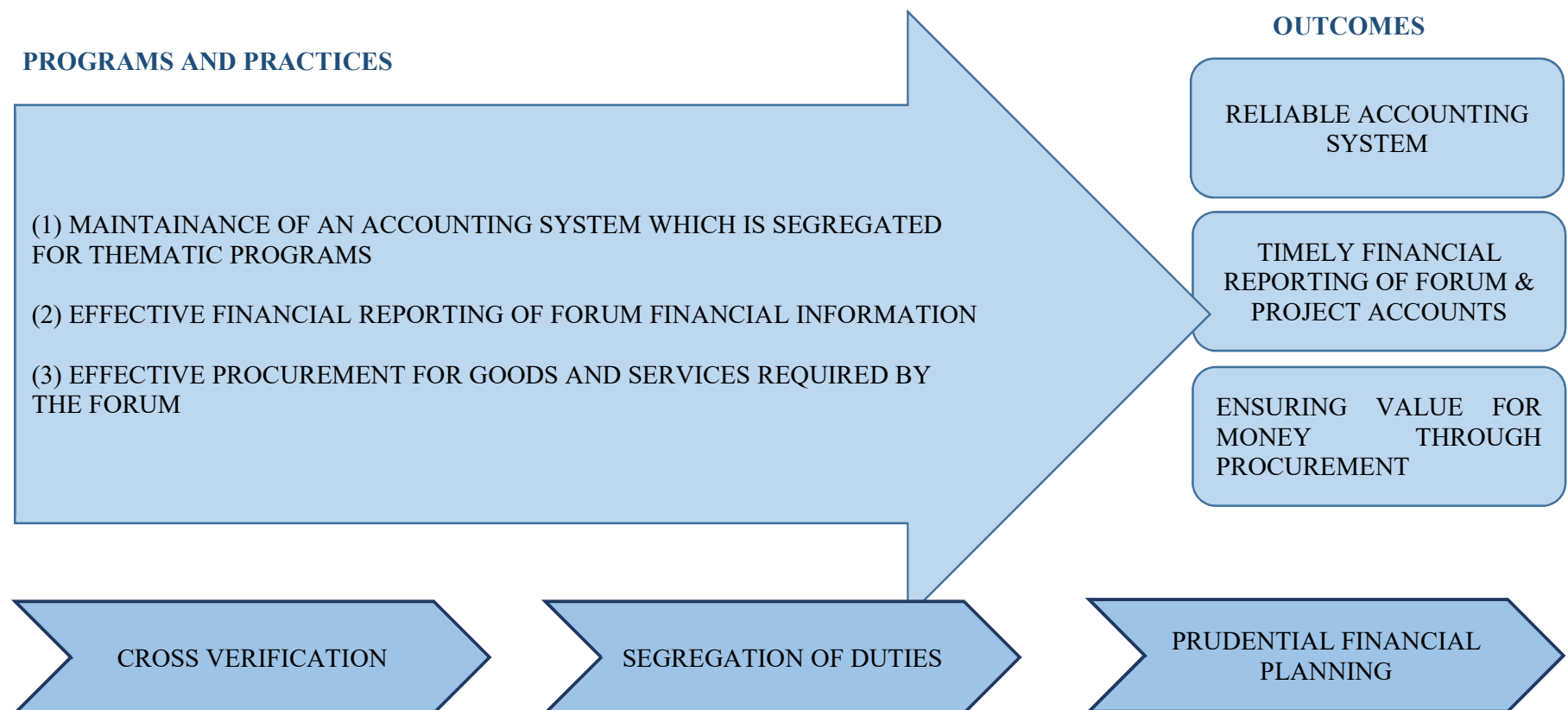
FAILSAFE MECHANISMS

CONDUCTIVE WORKING
ENVIRONMENT

2.9 ACTION PLAN FOR THE FINANCE DIRECTORATE

The Finance Directorate should be dedicated to the effective and efficient execution of the SADC PF's responsibilities by among others, establishing and maintaining a centralised and functional accounting system, that incorporates internal controls and generates reliable financial information that is in accord with established accounting principles, and develop, maintaining, and advocating for fiscally responsible and sustainable budgets.

The Strategic Operational priorities of the Finance Directorate for the period 2019-2023 will be as follows:



The Strategic Guiding Principles of the Finance Directorate will be as follows:

GUIDING PRINCIPLES OF THE FINANCE DIRECTORATE	
1.	Assisting the financial staff to achieve their departmental financial goals, including compliance and accountability, as a part of the Forum's overall goals.
2.	Protect the institution from fraud and the misuse of institutional assets through: <ul style="list-style-type: none"> (i) the dissemination of Internal Control Best Practices through the issuance and monitoring of formal financial procedures; (ii) work collaboratively with the Internal Auditor to prevent fraud, and institute policies and procedures for controlling procurements and payments, and also to resolve and reduce audit findings; (iii) Schedule timely external audits.
3.	Strategic Budgeting: In consultation with other departments, develop an accurate and adequate budget that will meet the objectives of the Strategic Plan. In this regard, set targets for revenue and ensure that all activities in the Strategic Plan are adequately provided for within the funds available. This entails prioritising of activities and other expenditures by the user departments and incorporating the Plenary Assembly's policy priorities.
4.	Instituting cost containment measures. This will entail: <ul style="list-style-type: none"> (i) Identifying areas where costs can be better controlled such as communication costs (phones and internet), travel costs, maintenance, stationery and other office supplies. (ii) Monitoring of expenditure through monthly or quarterly budget variance analyses to see if these are on track with the budgeted revenues and expenditure. (iii) Shopping for cheaper suppliers of goods and services, including outsourcing of some services.
5.	Cash Flow Management: Ensuring that the cashflow is properly managed. In this regard, introduce weekly cashflow statements for use in decision making by management.
6.	Debt Servicing through managing of debt by:

	<ul style="list-style-type: none"> (i) Ensuring that revenue from Member Contributions is received in time; (ii) Reducing procurement on credit to reduce interest charged to the institution, and schedule payments to ensure that debt is paid on time in order to maintain a good credit rating; (iii) Ensuring that all debts of the Forum are paid on time, including obligations relating to emoluments of employees which are to be paid before the end of the month of employment; (iv) Reporting outstanding Forum debts which could not be paid and the reasons thereof.
7.	Accurate and Timely Record Keeping by: <ul style="list-style-type: none"> (i) Reviewing staff compliment, qualifications and job descriptions; (ii) Reviewing and upgrading the current computerised accounting system; and (iii) Ensuring production of monthly financial statements.
8.	Production of Annual Financial Statements and reports
9.	Upkeeping of an Arrears Book and recovering the Arrears of the Forum through prompt recovery methods.
10.	At all times, ensuring adherence to the applicable Financial Rules, Accounting Standards, the financial review policy etc.

Ends.