



# STRATEGIC PLAN

PREPARED FOR SADC PF

# EXECUTIVE SUMMARY

## TERMS OF REFERENCES

- Sustainable Agenda 2030
- SADC Vision 2050,
- SADC Treaty
- SADC PF Constitution.

## Function of the SADC PF

- (a) to strengthen the implementation capacity of SADC by involving Parliamentarians in the affairs of SADC;
- (b) to advocate the harmonization, ratification, domestication and implementation of SADC Protocols, treaties and other decisions at the national level;
- (c) to promote the principles 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;
- (d) to familiarize Parliamentarians of Member Parliaments with the objectives, priorities and decisions of SADC;
- (e) to provide a parliamentary perspective on issues affecting SADC countries;
- (f) to provide a Forum for discussion on matters of common interest to SADC; and
- (g) to promote cooperation with other parliamentary organizations and other stakeholders.

## KRAs (x4)

**KRA 1) Strengthened SADC Implementation Capacity and Advocacy (SDG 16: Peace, Justice, and Strong Institutions):**

**KRA2) Promotion of Principles and Collective Responsibility (SDG 16: Peace, Justice, and Strong Institutions):**

**KRA 3) Enhanced Parliamentary Engagement and Cooperation (SDG 16: Peace, Justice, and Strong Institutions):**

**KRA 4) Sustainable operations (SDG 12: Responsible Consumption and Production)**

## Goals (x6)

- Achieve a 40% improvement in parliamentary effectiveness and democratic governance through sustainable capacity development programs for MPs, national parliaments, and staff, as measured by key performance indicators.
- By 2028, enhance Member of Parliaments' satisfaction levels to a target of 75% through customized capacity-building programs and advocacy support that address their specific needs and priorities, including gender equality and the promotion of universal human rights.
- 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.
- 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,
- Increase staff engagement to \_% through professional development programs, a supportive work environment, and career growth opportunities within the Secretariat.
- Secure sustainable financial resources of up to US\$ \_\_\_\_\_ cumulatively for operations of the SADC PF by 2028.

## Strategies (x76)

Outputs (x47)

Outcomes (x5)


Impacts (x3)

Vision, Mission, Values



**TO WHAT EXTENT DO YOU BELIEVE THAT  
THE SADC PF HAS BEEN EFFECTIVE IN  
DISCHARGING ITS MANDATE,  
PARTICULARLY I'N PROMOTING INTER-  
PARLIAMENTARY COOPERATION,  
DIPLOMACY, AND DIALOGUE ON ISSUES  
OF REGIONAL INTERESTS?**






**HOW WOULD YOU RATE THE OUTCOMES  
OF THE STRATEGIC PLAN IMPLEMENTED  
FROM 2019 TO 2023 AND CAN YOU  
PROVIDE SPECIFIC REASONS FOR YOUR  
RATING?**

**WHAT ARE THE TOP THREE NEEDS THAT YOU ANTICIPATE THE SADC PF SHOULD FULFILL THROUGH THE IMPLEMENTATION OF ITS STRATEGIC PLAN FOR THE PERIOD 2024 TO 2028?**





**WHAT RECOMMENDATIONS WOULD YOU PROPOSE FOR THE SADC PF TO BETTER FULFILL ITS MANDATE AND ADDRESS THE CHALLENGES YOU ENCOUNTER AS A STAKEHOLDER OF SADC PF ?**



# PROPOSED “VISION” STATEMENT



## Possible Vision Statements:

- 1) "By 2028, SADC PF aims to be the leading advocate for parliamentary effectiveness and regional integration, fostering peace, justice, and strong institutions across the SADC region."
- 2) "SADC PF envisions a future where parliamentary engagement and cooperation drive sustainable development, human rights, and gender equality, ensuring a prosperous and inclusive SADC community by 2028."
- 3) "SADC PF strives to be the trusted partner for sustainable financial resources and operational excellence, promoting transparency, accountability, and resilience within the SADC region by 2028."
- 4) To be “The Proponent for robust democracies that propitiously delivers human rights, climate justice and socio-economic prosperity for Southern Africa”.

# PROPOSED “MISSION” STATEMENT

## Possible Mission Statements:

- 1) "SADC PF is dedicated to strengthening the implementation capacity of SADC by involving Parliamentarians, advocating for harmonization, and promoting the principles of human rights, democracy, peace, and security, while providing a parliamentary perspective on issues affecting SADC countries."
- 2) "SADC PF is committed to promoting the principles 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, while providing a Forum for discussion on matters of common interest to SADC."
- 3) "SADC PF's mission is to provide a parliamentary perspective on issues affecting SADC countries, promote cooperation with other parliamentary organizations and stakeholders, and advocate for the harmonization, ratification, domestication, and implementation of SADC Protocols, treaties, and decisions at the national level."
- 4) "Empower parliamentary democracies 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 Sustainable Development Goals (SDGs), in particular SDG3 relating to health and well-being, and SDG 5 relating to gender equality."



# PROPOSED “SET OF VALUES”

## Possible Set of Values:

| Value             | Explanation   |
|-------------------|---|
| 1) Integrity:     | Upholding the highest ethical standards in all engagements and promoting transparency and accountability.                     |
| 2) Collaboration: | Fostering partnerships and cooperation with stakeholders to achieve common goals and promote regional integration.            |
| 3) Inclusivity:   | Embracing diversity, promoting gender equality, and ensuring the participation of all voices in decision-making processes.    |
| 4) Excellence:    | Striving for continuous improvement, professionalism, and quality in all endeavours.  |
| 5) Empowerment:   | Supporting capacity development, mentorship, and knowledge transfer to empower MPs, parliamentary staff, and the Secretariat. |
| 6) Resilience:    | Promoting adaptability, risk management, and sustainability to address challenges and ensure long-term impact.                |

# KEY RESULT AREA

## 1) Strengthened SADC Implementation Capacity and Advocacy (SDG 16: Peace, Justice, and Strong Institutions):

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

## 2) Promotion of Principles and Collective Responsibility (SDG 16: Peace, Justice, and Strong Institutions):

- (c) to promote the principles 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 (SDG 16: Peace, Justice, and Strong Institutions):

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

## 4) Sustainable operations (SDG 12: Responsible Consumption and Production):

- To ensure financial sustainability of the operations of the SADC PF
- To promote social and environmentally responsible practices by parliaments of member states



# OVERALL FUNCTIONS OF SADC PF



(a) to strengthen the implementation capacity of SADC by involving Parliamentarians in the affairs of SADC;

(b) to advocate the harmonisation, ratification, domestication and implementation of SADC Protocols, treaties and other decisions at the national level;

(c) to promote the principles 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;

(d) to familiarise Parliamentarians of Member Parliaments with the objectives, priorities and decisions of SADC;

(e) to provide a parliamentary perspective on issues affecting SADC countries;

(f) to provide a Forum for discussion on matters of common interest to SADC; and

(g) to promote cooperation with other parliamentary organisations and other stakeholders.



# POLICIES

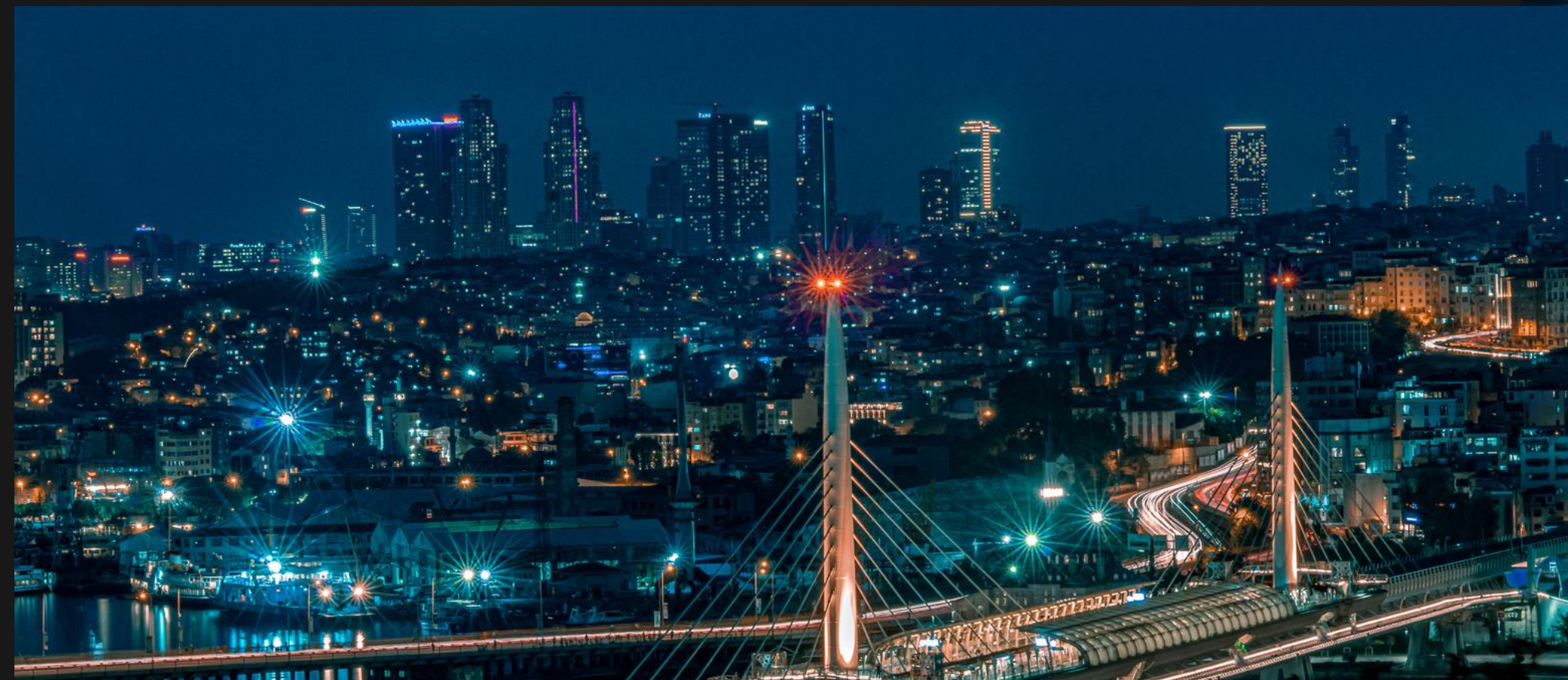
## Internal Policies:

1. Governance and Ethics Policy: Outlining principles for ethical conduct, transparency, and accountability within the organization.
2. Human Resources Policy: Addressing recruitment, training, performance management, and employee relations.
3. Financial Management Policy: Detailing budgeting, financial controls, and reporting procedures.
4. Information Security Policy: Ensuring the protection of sensitive data and information assets.
5. Diversity and Inclusion Policy: Promoting a diverse and inclusive work environment.
6. Health and Safety Policy: Establishing guidelines for workplace safety and employee well-being.

## External Policies:

1. Advocacy and Engagement Policy: Guiding the organization's approach to engaging with external stakeholders and advocating for its mission.
2. Partnership and Collaboration Policy: Defining criteria for establishing and maintaining partnerships with external organizations.
3. Legislative and Regulatory Compliance Policy: Ensuring adherence to relevant laws and regulations in the regions where the organization operates.
4. Environmental Sustainability Policy: Outlining the organization's commitment to sustainable practices and environmental responsibility.
5. Public Relations and Communication Policy: Detailing the organization's approach to external communication and public relations efforts.
6. International Relations Policy: Guiding the organization's interactions with international entities and diplomatic relations.

# SADC PF GOALS & STRATEGIES



# SADC GOALS

| Goal # | 2028 Goals   | KRA Ref                   |
|--------|--|---------------------------|
| 1      | Achieve a 40% improvement in parliamentary effectiveness and democratic governance through sustainable capacity development programs for MPs, national parliaments, and staff, as measured by key performance indicators.  | KRA 1,<br>KRA 2,<br>KRA 3 |
| 2      | By 2028, enhance Member of Parliaments' satisfaction levels to a target of 75% through customized capacity-building programs and advocacy support that address their specific needs and priorities, including gender equality and the promotion of universal human rights. | KRA 1,<br>KRA 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.   | KRA 4                     |

# SADC GOALS

| Goal # | 2028 Goals   | KRA Ref |
|--------|--|---------|
| 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, | KRA 4   |
| 5      | Increase staff engagement to _% through professional development programs, a supportive work environment, and career growth opportunities within the Secretariat.  | KRA 4   |
| 6      | Secure sustainable financial resources of up to US\$_____ cumulatively for operations of the SADC PF by 2028.  | KRA 4   |

# STRATEGIES

**KEY RESULT AREA 1, 2, & 3 ARE INCORPORATED IN THIS STRATEGY.**

**Goal 1: Achieve a 25% improvement in parliamentary effectiveness and performance**

1. Develop tailored capacity development programs that address identified needs and align with the strategic objectives of parliamentary effectiveness and performance improvement.
2. Provide research and policy analysis support to MPs and parliamentary staff to enhance their capacity to develop evidence-based legislation and enhance their oversight of policy implementation.
3. Offer specialized training and workshops on parliamentary procedures, legislative drafting, oversight functions, and other relevant areas to enhance the skills and knowledge of MPs and parliamentary staff.
4. Establish mentorship and coaching programs that pair experienced MPs and parliamentary staff with newer members to provide guidance, support, and knowledge transfer.
5. Implement a robust performance monitoring and evaluation framework to track the impact of capacity development programs on parliamentary effectiveness and performance.
6. Provide technical assistance to align national policies and legislation with regional objectives.
7. Implement social development programs to address inequalities and promote inclusivity.
8. Engage in dialogue and mediation to address social tensions and promote cohesion.
9. Establish mechanisms for conflict resolution and legal compliance to address potential disputes and challenges.
10. Facilitate dialogue and collaboration among member parliaments, promoting joint initiatives, and serving as a platform for sharing best practices and fostering unity.
11. Advocating for greater parliamentary involvement in regional decision-making
12. Promote initiatives that strengthen inter parliamentary cooperation and integration.



# STRATEGIES

**KEY RESULT AREA 1, & 3 ARE INCORPORATED IN THIS STRATEGY.**

**Goal 2: Increase Member of Parliaments' satisfaction levels to \_\_% through targeted capacity-building programs and advocacy support tailored to their needs and priorities by 2028.**

1. Develop tailored capacity-building programs and advocacy support initiatives that address the identified needs and align with the individual and collective priorities of MPs.
2. Advocate for policies that support regional integration and cooperation
3. Provide targeted advocacy support and resources to assist MPs in effectively representing their constituents, engaging with stakeholders, and advancing legislative agendas.
4. Offer specialized training and skill development programs focused on parliamentary procedures, legislative advocacy, public speaking, and negotiation skills to enhance the capabilities of MPs.
5. Advocate for sustainable practices and environmental conservation efforts.
6. Offer access to research, data analysis, and policy briefs to support evidence-based advocacy and decision-making by MPs.
7. Organise high-impact forums, conferences, and workshops to address regional issues, advocate for policy changes, and foster dialogue among stakeholders.
8. Develop comprehensive knowledge-sharing platforms, organizing training programs, and facilitating the exchange of best practices and research to enhance parliamentary effectiveness and performance.
9. Build stronger partnerships with member states, advocating for the formal recognition of its recommendations, and exploring avenues to enhance its influence on regional policies through strategic engagement and collaboration.
10. Harness technological advancements by investing in digital infrastructure, developing online platforms for virtual engagement, and leveraging digital tools to facilitate information exchange and communication among member parliaments.
11. Promote initiatives that enhance parliamentary transparency, accountability, and citizen participation, fostering greater public trust and engagement in regional governance processes
12. Actively engage in conflict resolution and mediation efforts, advocating for stability and cooperation, and promoting dialogue among member states to address regional challenges and foster resilience

# STRATEGIES CONT'D

KEY RESULT AREA 1, & 3 ARE INCORPORATED IN THIS STRATEGY.

**Goal 2: Increase Member of Parliaments' satisfaction levels to \_\_% through targeted capacity-building programs and advocacy support tailored to their needs and priorities by 2028.**

13 Implement public awareness campaigns, engaging in outreach and education programs, and fostering greater public understanding of the role and impact of parliamentary cooperation in regional development.

14. Implement a robust performance monitoring and feedback mechanism to track the impact of capacity-building programs and advocacy support on MPs' satisfaction levels.

15. Establish formal recognition programs to acknowledge and appreciate the contributions and achievements of MPs, fostering a sense of value and appreciation within the parliamentary community

# STRATEGIES

**KEY RESULT AREA 4 IS INCORPORATED IN THIS STRATEGY.**

**Goal 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.**

**1. Invest in technological infrastructure to enhance connectivity and collaboration.**

**2. Develop contingency plans and resilience strategies to mitigate environmental risks and promote adaptation.**

**3. Implement a risk management framework to identify and mitigate operational risks that may impact efficiency and transparency.**

**4. Develop a robust reporting framework to track progress, identify areas for improvement, and communicate achievements in enhancing planning, financial management, and governance.**

**5. Foster collaboration with regional parliaments, international organizations, and donor agencies to leverage resources and expertise in enhancing operational efficiency and transparency.**

# STRATEGIES

**KEY RESULT AREA 4 IS INCORPORATED IN THIS STRATEGY.**

**Goal 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,**

**1. Establish a regional climate change task force: Create a dedicated task force within the SADC PF to coordinate and drive regional parliamentary initiatives on climate change, fostering collaboration and knowledge sharing among member countries.**

**2. Develop a regional climate change policy framework: Formulate a comprehensive policy framework that outlines the region's commitment to addressing climate change, setting targets, and providing guidelines for member countries to develop their own climate action plans.**

**3. Strengthen legislative frameworks: Advocate for the adoption and implementation of robust climate change legislation in member countries, ensuring alignment with international agreements and commitments.**

**4. Promote renewable energy investments: Encourage member countries to attract investments in renewable energy projects, providing incentives and creating an enabling environment for the development and deployment of clean energy technologies.**

**5. Enhance capacity-building programs: Establish training programs and knowledge-sharing platforms to build the capacity of parliamentarians and parliamentary staff on climate change issues, equipping them with the necessary skills and knowledge to drive effective initiatives.**

**6. Foster public-private partnerships: Facilitate partnerships between the public and private sectors to leverage resources, expertise, and innovation in implementing climate change initiatives, promoting sustainable practices, and supporting green technologies.**

**7. Encourage sustainable land and water management: Advocate for sustainable land use practices, including afforestation, reforestation, and sustainable agriculture, as well as the protection and conservation of water resources within the region.**

**8. Monitor and evaluate progress: Develop a robust monitoring and evaluation framework to track the implementation and impact of parliamentary initiatives, ensuring accountability and identifying areas for improvement.**

# STRATEGIES

**KEY RESULT AREA 4 IS INCORPORATED IN THIS STRATEGY.**

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

1. Align the SADC PF Organizational Structure to the strategy

2. Align the skills and competencies of staff members with the strategic endeavours of the SADC PF.

3. Establishing a performance management system that provides clear expectations, regular feedback, and opportunities for recognition and growth and will ultimately drive strategy execution.

4. Align the organization's reward and recognition mechanisms with staff engagement and performance

5. Establish a comprehensive professional development program that includes training, workshops, and mentorship opportunities to enhance staff skills and knowledge.

6. Provide access to external training and certification programs relevant to the roles and responsibilities of the staff members.

7. Implement a culture change program to foster a culture of open communication, collaboration, and inclusivity within the Secretariat to create a supportive and positive work environment.

8. Implement employee assistance programs and wellness initiatives to support the physical, mental, and emotional well-being of staff members.

9. Develop a clear career path framework with defined opportunities for advancement and progression within the Secretariat.

10. Implement a robust performance management system to drive strategy execution and create personalized development plans for staff members.

11. Strengthen governance structures and promote adherence to legal standards and human rights principles.

12. Strengthen governance mechanisms and promote transparency in decision-making processes.

# STRATEGIES CONT'D

**KEY RESULT AREA 4 IS INCORPORATED IN THIS STRATEGY.**

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

13. Engage in stakeholder consultations and feedback mechanisms to address governance concerns and enhance participation.

14. Implement a formal recognition program to acknowledge and appreciate staff contributions, achievements, and milestones within the organization.

15. Offer competitive and performance-based rewards and incentives to motivate and retain talented staff members.

16. Provide leadership training and coaching programs to nurture and develop future leaders within the Secretariate

17. Encourage staff involvement in decision-making processes and provide opportunities for leadership roles in projects and initiatives.

18. Establish and utilize regular feedback mechanisms, including surveys and focus groups, to gather staff input on work-related issues, organizational culture, and professional development needs, and take action on the feedback received to address concerns, make improvements, and demonstrate a commitment to staff engagement and development.

19. Implement flexible work arrangements, remote work options, and policies that support a healthy work-life balance for staff members.

20. Provide resources and support for managing workload, stress, and personal commitments to promote overall well-being.

# STRATEGIES

**KEY RESULT AREA 4 IS INCORPORATED IN THIS STRATEGY.**

**Goal 6: Secure financial resources of up to US\$\_\_\_\_\_ cumulatively for operations of the SADC PF by 2028.**

2. Advocate for increased financial support from member states to ensure sustainable implementation of its programs and initiatives.
3. Secure alternative revenue streams, and strengthening partnerships with regional stakeholders to reduce dependency on external funding sources.
4. Identify and engage with a diverse range of potential funding sources, including government grants, international organizations, private sector partnerships, and individual donors.
5. Develop targeted fundraising strategies tailored to each funding source to maximize financial support for operations.
6. Establish and maintain long-term relationships with existing donors and funding partners to secure sustained financial support over the years.
7. Provide regular updates on the impact of funding and demonstrate accountability and transparency in financial management to build donor confidence.
8. Invest in a dedicated team for grant and proposal development to pursue funding opportunities from various grant-making organizations and institutions. The team to be headed by a Fund Development Manager.
9. Develop compelling grant proposals and funding applications that align with the strategic priorities and objectives of potential donors.
10. Develop a comprehensive financial sustainability plan that outlines strategies for revenue generation, cost management, and long-term financial stability.
11. Conduct regular financial assessments and forecasting to ensure the organization's financial health and sustainability.
12. Explore opportunities for public-private partnerships to secure sustainable financial resources, leveraging the expertise and resources of private sector partners for mutual benefit.

# STRATEGIES CONT'D

**KEY RESULT AREA 4 IS INCORPORATED IN THIS STRATEGY.**

**Goal 6: Secure financial resources of up to US\$\_\_\_\_\_ cumulatively for operations of the SADC PF by 2028**

**13. Develop collaborative initiatives and projects that align with the interests and corporate social responsibility goals of potential private sector partners.**

**14. Provide training and capacity-building programs for staff members involved in resource mobilization, fundraising, and donor engagement to enhance their skills and effectiveness in securing financial resources.**

**15. Develop and implement a robust impact reporting framework to demonstrate the tangible outcomes and value of financial support to potential and existing donors.**

**16. Enhance communication and engagement with stakeholders, showcasing the organization's achievements and the impact of financial resources on its operations and initiatives.**





# MONITORING AND EVALUATION FRAMEWORK FOR SADC PF EXECUTION HORIZON





























# OUTCOMES

| Output Ref | Outcome indicator | Outcome   | Measure  | Unit of measure                       | Outcome Targets |      |      |      |      | Impact Reference |
|------------|-------------------|---|--|---------------------------------------|-----------------|------|------|------|------|------------------|
|            |                   |   |  |                                       | 2024            | 2025 | 2026 | 2027 | 2028 |                  |
|            | 1                 | Enhanced Parliamentary Effectiveness                  | Average number of successful legislative initiatives passed per member state           | Ave Number of legislative initiatives |                 |      |      |      |      |                  |
|            |                   |   | Improvement in public perception and trust in parliamentary institutions               | Stakeholder Satisfaction index        |                 |      |      |      |      |                  |
|            | 2                 | Strengthened Capacity of MPs and Parliamentary Staff: | Percentage improvement in the application of learned skills in parliamentary functions | Percentage (%)                        |                 |      |      |      |      |                  |

| Output Ref | Outcome Indicator | Outcome  | Measure   | Unit of measure                                    | Outcome Targets |      |      |      |      | Impact Reference |
|------------|-------------------|--|---|--|-----------------|------|------|------|------|------------------|
|            |                   |  |   |  | 2024            | 2025 | 2026 | 2027 | 2028 |                  |
|            | 3                 | Alignment of National Policies with Regional Objectives: | Number of national policies aligned with regional objectives          | No of Policies                                     |                 |      |      |      |      |                  |
|            |                   |  | Compliance scores with regional policy recommendations                | Compliance Scores                                  |                 |      |      |      |      |                  |
|            | 4                 | Evidence-Based Legislation and Policy Development        | Adoption rate of evidence-based recommendations in policy development | Percentage Adoption per year (%/yr)                |                 |      |      |      |      |                  |
|            |                   |  | Number of evidence-based policy briefs and research reports produced  | No of policy briefs and research reports per year. |                 |      |      |      |      |                  |



# OUTCOMES

| Output Ref | Outcome indicator | Outcome                     | Measure   | Unit of measure                          | Outcome Targets |      |      |      |      |  |
|------------|-------------------|-----------------------------|---|--|-----------------|------|------|------|------|--|
|            |                   |                             |   |  | 2024            | 2025 | 2026 | 2027 | 2028 |  |
|            | 5                 | Governance and Transparency | Scores on governance and transparency indices   | Transparency score as a percentage       |                 |      |      |      |      |  |
|            |                   |                             | Number of transparency measures implemented (e.g., open data initiatives, public disclosure requirements) | Number of measures implemented per year. |                 |      |      |      |      |  |
|            |                   |                             | Feedback from stakeholder surveys on perceived levels of governance and transparency                      | Stakeholder engagement index             |                 |      |      |      |      |  |

# IMPACT

| Outcome Ref | Impact indicator | Impact                                 | Measure  | Unit of measure  | Impact Target |      |      |      |      |
|-------------|------------------|--|--|--|---------------|------|------|------|------|
|             |                  |  |  |  | 2024          | 2025 | 2026 | 2027 | 2028 |
| 2           | 1                | Social Development and Inclusivity     | Increased participation and representation of marginalized groups in decision-making processes                                 | Percentage increase in Participation and representation (%)          |               |      |      |      |      |
| 2, 3        | 2                | Regional Integration and Collaboration | Quantum of alignment of national policies with regional objectives   | Percentage adoption of adoption of common standards and regulations. |               |      |      |      |      |
|             |                  |  | Quantum of collaboration in areas such as security, infrastructure development, and environmental conservation across borders. | Percentage of Cross-border cooperation                               |               |      |      |      |      |
| 1, 2, 4     | 3                | Enhanced Legislative Effectiveness     | Efficiency of legislative processes  | Time taken to review and approve legislation in weeks,               |               |      |      |      |      |
|             |                  |  | Improved Public perception and trust   | Confidence index as a percentage (%)                                 |               |      |      |      |      |



# ENVIRONMENTAL SCANNING

PESTEL & SWOT ANALYSIS

# PESTEL ANALYSIS

| Category  | Factor  | Impact   | Strategic Response   |
|-----------|---|--|--|
| Political | Political stability in member countries       | Opportunity: Strong political stability can foster a conducive environment for regional integration and collaboration.   | Foster partnerships with stable governments to promote their active participation in SADC PF initiatives.  |
|           | Regional cooperation and diplomatic relations | Threat: Political instability in member countries may hinder the implementation of SADC PF initiatives.  | Support members of parliaments to play a more effective role in conflict prevention, resolution and peace building.  |
|           | Government policies and regulations           | Government policies and regulations can both be a threat and an opportunity for the SADC PF. Supportive policies can create an enabling environment for regional cooperation and development, while restrictive or conflicting regulations may hinder the implementation of SADC PF initiatives. | The SADC PF can engage in dialogue with member states to advocate for policies that support regional integration and cooperation. Additionally, the organization can provide technical assistance to align national policies with regional objectives. |

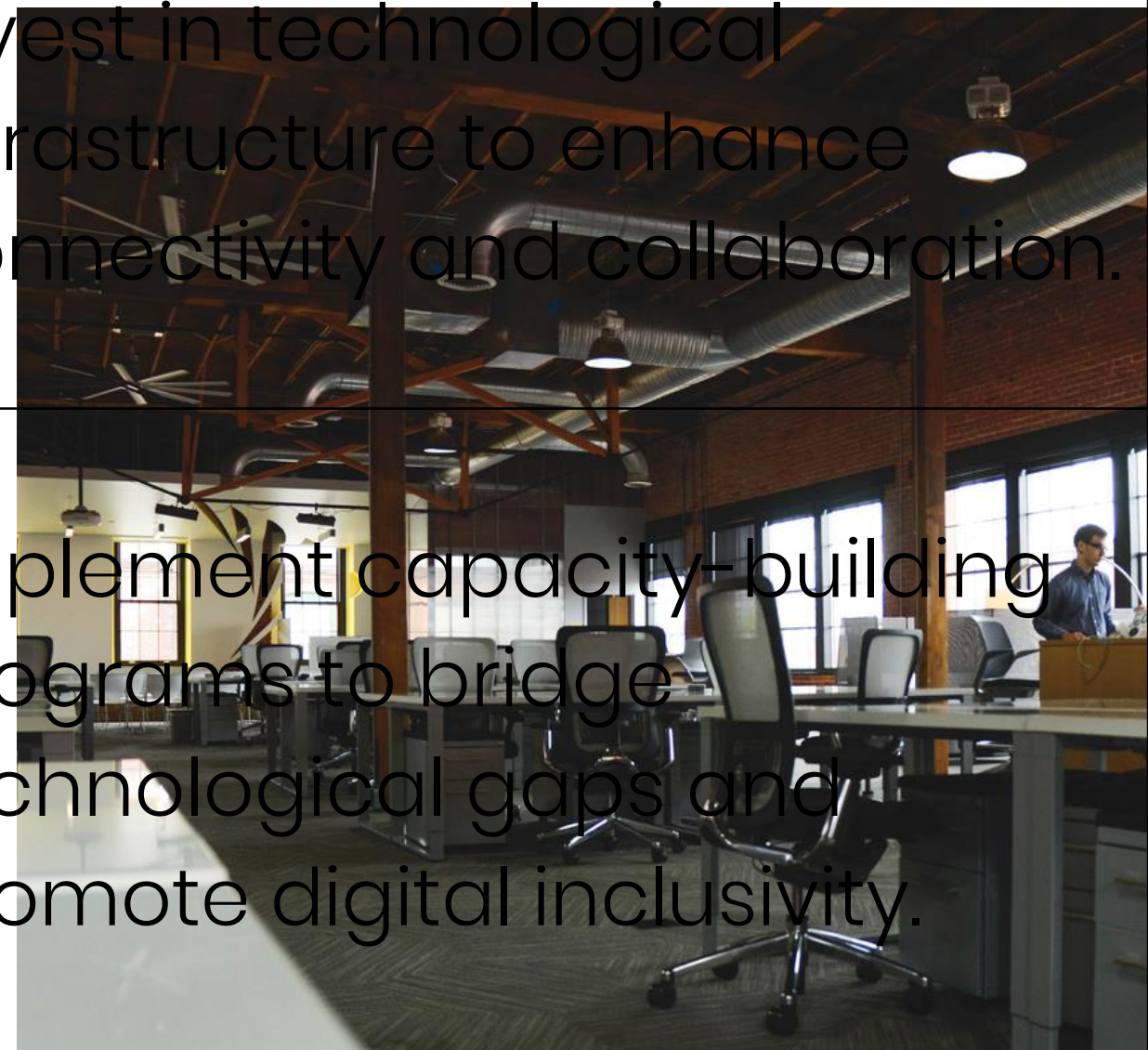
# PESTEL ANALYSIS

| Category  | Factor  | Impact  | Strategic Response  |
|-----------|---|---|---|
| Economic: | Economic growth and development in member states    | Opportunity: Economic growth and trade agreements can create opportunities for cross-border cooperation and development.  | Facilitate economic forums to promote trade and investment within the region.   |
|           | Trade agreements and economic policies              | Threat: Economic downturns or trade disputes may impact funding and resources for SADC PF programs.   | Diversify funding sources and establish contingency plans for economic uncertainties.   |
|           | - Foreign direct investment and financial stability | Opportunity: Foreign direct investment and financial stability present opportunities for resource mobilization and economic development within the SADC region. | The SADC PF can work to attract and facilitate foreign direct investment through the enactment of relevant legislation in member states and provision of strong oversight in the implementation of the policies and legislation |



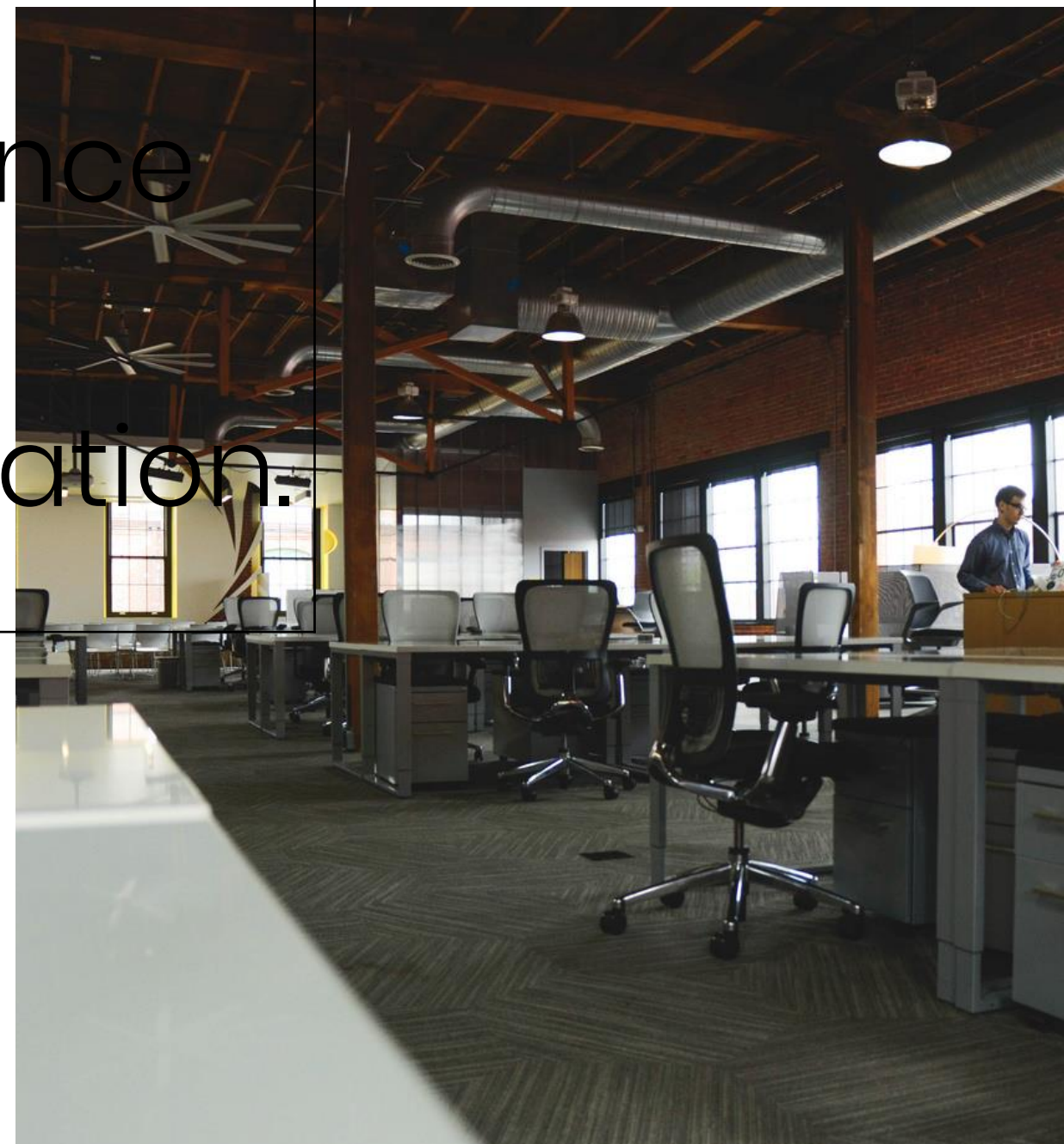
**P  
E  
S  
T  
E  
L**

| Category              | Factor  | Impact  | Strategic Response   |
|-----------------------|---|---|--|
| <b>Social:</b>        | Demographic trends and population dynamics            | Opportunity: Addressing social inequalities and promoting human development can enhance regional stability and inclusivity.   | Engage member states to implement social development programs to address inequalities and promote inclusivity. |
|                       | Social inequalities and human development indices     | Threat: Social unrest or disparities may impede the attainment of collective regional goals.                                  | Engage in dialogue and mediation to address social tensions and promote cohesion.                              |
| <b>Technological:</b> | Technological infrastructure and digital connectivity | Opportunity: Technological advancements can facilitate efficient communication and knowledge sharing within the organization. | Invest in technological infrastructure to enhance connectivity and collaboration.                              |
|                       | Innovation and technological advancements             | Threat: Technological disparities may create digital divides and hinder access to critical information and resources.         | Implement capacity-building programs to bridge technological gaps and promote digital inclusivity.             |



| Category      | Factor  | Impact  | Strategic Response  |
|---------------|---|---|---|
| Environmental | Climate change and environmental sustainability             | Opportunity: Embracing environmental sustainability can lead to long-term benefits for the region and its inhabitants.            | Legislate and advocate for sustainable practices and environmental conservation efforts.                                    |
|               | Natural resource management and conservation                | Threat: Environmental degradation and natural disasters may pose risks to the region's stability and development.                 | Engage member states on contingency plans and resilience strategies to mitigate environmental risks and promote adaptation. |
| Legal:        | Compliance with regional and international legal frameworks | Opportunity: Adherence to legal frameworks can enhance accountability and transparency within the organization and member states. | Strengthen governance structures and promote adherence to legal standards and human rights principles.                      |
|               | Legal reforms and governance structures                     | Threat: Legal disputes or non-compliance may undermine the credibility and effectiveness of SADC PF initiatives.                  | Establish mechanisms for conflict resolution and legal compliance to address potential disputes and challenges.             |

| Category                  | Factor  | Impact   | Strategic Response   |
|---------------------------|---|--|--|
| <p><b>Governance:</b></p> | <p>Institutional governance and decision-making processes</p> | <p>Effective governance can enhance organizational efficiency and stakeholder trust.</p>             | <p>Strengthen governance mechanisms and promote transparency in decision-making processes.</p>                               |
|                           | <p>Accountability and transparency in operations</p>          | <p>Threat: Governance challenges may lead to inefficiencies and diminish stakeholder confidence.</p> | <p>Engage in stakeholder consultations and feedback mechanisms to address governance concerns and enhance participation.</p> |





# = S.W.O.T ANALYSIS



| Category   | Factor  | Impact  | Possible Course of Action   |
|------------|---|---|---|
| Strengths: | 1. Unique and strategic regional position to promote inter parliamentary cooperation and fostering unity and collaboration.                               | This strategic position allows the SADC PF to play a pivotal role in promoting regional cooperation and unity among member parliaments, fostering a sense of collective responsibility and solidarity.                  | The SADC PF can leverage this strength by actively facilitating dialogue and collaboration among member parliaments, promoting joint initiatives, and serving as a platform for sharing best practices and fostering unity.   |
|            | 2. Unique convening power for parliaments and stakeholders for legislative and policy advocacy on regional issues.  | The convening power of the SADC PF provides a unique opportunity to bring together key stakeholders for legislative and policy advocacy, enabling the organization to influence regional agendas and policies.          | The SADC PF can capitalize on this strength by organizing high-impact forums, conferences, and workshops to address regional issues, advocate for policy changes, and foster dialogue among stakeholders. Champions should be identified in member parliaments and supported to become the leading voices in different thematic areas |
|            | 3. Knowledge hub on parliamentary excellency by facilitating the exchange of best practices, research, and information among Parliaments, MPs, and staff. | Serving as a knowledge hub allows the SADC PF to enhance parliamentary excellence and capacity building, fostering a culture of continuous learning and improvement among member parliaments and their representatives. | The SADC PF can further strengthen this aspect by developing comprehensive knowledge-sharing platforms, organizing training programs, and facilitating the exchange of best practices and research to enhance parliamentary effectiveness and performance.  |



# = S.W.O.T ANALYSIS



| Category           | Factor   | Impact   | Possible Course of Action  |
|--------------------|--|--|--|
| <b>Weaknesses:</b> | 1. Lack of enforcement mechanisms and formal influence on Member States' policies and actions as a deliberative and advisory body. | The lack of formal influence and enforcement mechanisms limits the SADC PF's ability to directly impact member states' policies and actions, potentially hindering the effectiveness of its advisory role. | The SADC PF can work towards building stronger partnerships with member states, advocating for the formal recognition of its recommendations, and exploring avenues to enhance its influence on regional policies through strategic engagement and collaboration. Transformation of SADC PF into a SADC Parliament will also strengthen enforcement mechanisms |
|                    | 2. Severe budgetary constraints which impact its ability to implement projects and initiatives effectively.                        | Budgetary constraints pose a significant challenge to the SADC PF's operational capacity, potentially limiting its ability to implement projects, initiatives, and capacity-building programs effectively. | The SADC PF can address this weakness by diversifying its funding sources, exploring innovative financing mechanisms, and advocating for increased financial support from member states to ensure sustainable implementation of its programs and initiatives. Demonstrate high impact of programmes interventions and actions to attract increased funding.    |
|                    | 3. Total reliance on donor funding for programme activities.   | Overreliance on donor funding exposes the SADC PF to potential funding uncertainties and external influence, impacting its autonomy and long-term sustainability.  | The SADC PF can mitigate this weakness by developing a sustainable funding strategy, exploring alternative revenue streams, and strengthening partnerships with regional stakeholders to reduce dependency on external funding sources.  |

# S.W.O.T ANALYSIS

| Category              | Factor  | Impact  | Possible Course of Action   |
|-----------------------|---|---|---|
| <b>Opportunities:</b> | <p>1. Growing regional momentum for parliamentary cooperation and integration.</p>                      | <p>The increasing momentum for parliamentary cooperation and integration presents an opportunity for the SADC PF to play a more influential role in shaping regional agendas and policies, fostering greater collaboration among member parliaments.</p>    | <p>The SADC PF can capitalize on this opportunity by actively engaging with regional momentum, advocating for greater parliamentary involvement in regional decision-making, and promoting initiatives that strengthen inter parliamentary cooperation and integration.</p> |
|                       | <p>2. Emerging technological advancements for enhancing parliamentary engagement and communication.</p> | <p>Technological advancements offer new avenues for enhancing parliamentary engagement, communication, and knowledge sharing, providing the SADC PF with opportunities to leverage digital platforms for greater outreach and collaboration.</p>            | <p>The SADC PF can harness these technological advancements by investing in digital infrastructure, developing online platforms for virtual engagement, and leveraging digital tools to facilitate information exchange and communication among member parliaments.</p>     |
|                       | <p>3. Increasing public demand for transparent and accountable governance in the region.</p>            | <p>The growing public demand for transparent and accountable governance creates an opportunity for the SADC PF to advocate for greater parliamentary transparency, accountability, and citizen engagement, aligning with public expectations and needs.</p> | <p>The SADC PF can seize this opportunity by promoting initiatives that enhance parliamentary transparency, accountability, and citizen participation, fostering greater public trust and engagement in regional governance processes.</p>                                  |

# S.W.O.T ANALYSIS

| Category | Factor   | Impact  | Possible Course of Action   |
|----------|--|---|---|
| THREATS  | 1. Political and economic instability in member states impacting regional cooperation and integration efforts.             | Political and economic instability in member states can pose a threat to regional cooperation and integration, potentially hindering the SADC PF's efforts to foster unity and collaboration among parliaments.                   | The SADC PF can mitigate this threat by actively engaging in conflict resolution and mediation efforts, advocating for stability and cooperation, and promoting dialogue among member states to address regional challenges and foster resilience.  |
|          | 2. Shifting donor priorities and funding dynamics affecting external support for regional parliamentary initiatives.       | Shifting donor priorities and funding dynamics can pose a threat to the SADC PF's external support, potentially impacting its ability to implement regional parliamentary initiatives and capacity-building programs effectively. | The SADC PF can address this threat by diversifying its funding sources, engaging in strategic advocacy for sustained donor support, and exploring partnerships with non-traditional donors to ensure continued funding for its initiatives. Implement well-thought-out and high impact initiatives to attract new funding. |
|          | 3. Limited public awareness and understanding of the role and impact of parliamentary cooperation in regional development. | Limited public awareness and understanding of parliamentary cooperation can pose a threat to the SADC PF's advocacy efforts, potentially hindering its ability to garner public support and engagement for regional initiatives.  | The SADC PF can address this threat by implementing public awareness campaigns, engaging in outreach and education programs, and fostering greater public understanding of the role and impact of parliamentary cooperation in regional   |

# STAKEHOLDER NEEDS & PROBLEMS ANALYSIS



This section provides a comprehensive overview of the insights and perspectives gathered directly from the organization's stakeholders.

This information serves as the cornerstone that guides the strategic direction of the SADC PF, as it reflects the real needs, challenges, and aspirations of the diverse stakeholders within the Southern African Development Community (SADC) region.

By incorporating the voices and concerns of stakeholders, the SADC PF aims to ensure that its strategic initiatives are aligned with the actual needs of the communities it serves, fostering a more impactful and sustainable approach to regional development and cooperation.