

2024-2028

STRATEGIC PLAN

FOR SADC PF



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SADC PF PROPOSED 'VISION' STATEMENT

In contemporary management theory, a vision statement serves as a guiding beacon, outlining an organization's aspirations and long-term goals. It provides a clear and inspiring picture of the future, aligning stakeholders towards a common purpose and direction.

The options provided for the SADC PF Vision reflect the organization's commitment to parliamentary effectiveness, regional integration, sustainable development, and financial resilience. These options aim to inspire and guide the SADC PF towards a future where parliamentary engagement, cooperation, and advocacy contribute to a prosperous, inclusive, and peaceful SADC community.

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."
g2) "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".

SADC PF PROPOSED 'MISSION' STATEMENT

A mission statement serves as a clear and actionable declaration of an organization's purpose and objectives. The options provided for the SADC PF Mission align with this understanding by offering statements that articulate the organization's commitment to parliamentary engagement, regional cooperation, and advocacy for sustainable development, guiding its efforts towards impactful contributions to the SADC region.

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."

SADC PF PROPOSED SET OF 'VALUES'

In contemporary understanding, a set of organizational values serves as the guiding principles that shape an organization's culture, behaviours, and decision-making. These values define the organization's identity and guide its interactions with stakeholders.



The options provided for the SADC PF Values align with this understanding by offering a set of values that emphasize integrity, collaboration, inclusivity, excellence, empowerment, and resilience. These values aim to guide the SADC PF in fostering a culture of ethical conduct, partnership, diversity, quality, capacity building, and adaptability as it works towards its vision and mission.

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.



1. EXECUTIVE SUMMARY

The strategic plan for the Southern African Development Community Parliamentary Forum (SADC PF) presents a comprehensive roadmap for advancing the organization's objectives and fostering positive change within the region. The plan encompasses a range of strategic initiatives aimed at addressing critical areas such as social development and inclusivity, regional integration and collaboration, and enhanced legislative effectiveness. By leveraging Integrated Results-Based Management (IRBM) principles, the plan emphasizes the importance of tracking and evaluating long-term impacts to measure progress and drive sustainable change. Key measures include reducing social inequalities, promoting regional cooperation, and improving the efficiency and impact of legislative processes. The strategic plan underscores the organization's commitment to fostering inclusive, cohesive, and effective parliamentary institutions, ultimately contributing to the advancement and prosperity of the Southern African region. Through a focus on targeted initiatives and rigorous monitoring and evaluation, the plan sets the stage for meaningful and lasting transformation within the SADC PF and the broader region.

The Strategy Map below, summarises the SADC PF strategic plan 2024 to 2028:

Achieve a 40% improvement in parliamentary effectiveness and performance through sustainable capacity development programs for MPs, national parliaments, and staff, as measured by key performance indicators by 2028.			
Regional Parliament	Legislative Skills Enhancement	Governance Training	
Increase Member of Parliaments' satisfaction levels to 75% through targeted capacity-building programs and advocacy support tailored to their needs and priorities by 2028			
Tailored Capacity-Building	Advocacy Support	Needs-Based Training	
Achieve a 20% improvement in operational efficiency and transparency through enhanced planning, financial management, and governance, as measured by key performance indicators and audit reports by 2028.			
Enhanced Planning Processes	Strengthened Resource Management	Improved Governance Structures	
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,			
Establish a regional climate change task force:	Strengthen legislative frameworks	Promote renewable energy investments:	
Increase staff engagement to _% through professional development programs, a supportive work environment, and career growth opportunities within the Secretariat by 2028.			
Skills alignment	Aligning structure to strategy	Implementation of performance management	Reward alignment
Secure sustainable financial resources of up to US\$_____ cumulatively for operations of the SADC PF by 2028.			
Partnership Development	Comprehensive Fundraising Strategy	Review member subscription model	



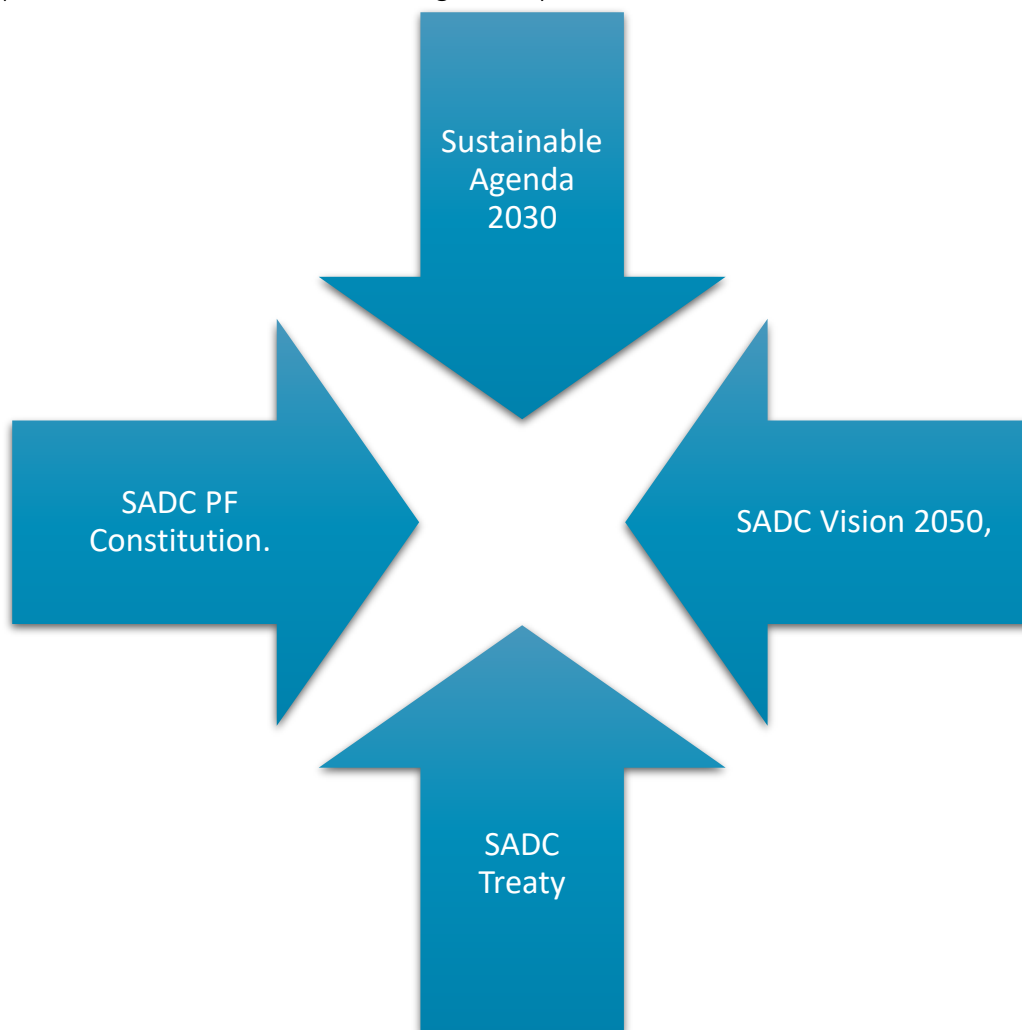
2. BACKGROUND

The Southern African Development Community Parliamentary Forum (SADC PF) was established in 1997 as an autonomous institution of SADC, in accordance with Article 9 (2) of the SADC Treaty. Comprising fifteen member parliaments representing over 3500 parliamentarians in the SADC region, the SADC PF aims to promote best practices in regional cooperation and integration as outlined in the SADC Treaty and the Forum Constitution. Its primary objective is to provide a platform for parliaments and parliamentarians to enhance regional integration in the SADC region through parliamentary involvement.

Operating on the foundation of its Constitution, Rules of Procedure, and Administrative Rules, the SADC PF pursues inter-parliamentary cooperation and diplomacy by discussing issues of regional interest. As the current 5-year Strategic Plan (2019-2023) is nearing its conclusion, the Plenary Assembly has recognized the need for a new Strategic Plan to guide the Forum's operations for the period 2024 to 2028. To achieve this, the Forum identified strategic areas for intervention in consultation with Forum representatives and prepared this detailed strategic plan with measurable indicators, time frames, and costed activities.

3. TERM OF REFERENCE

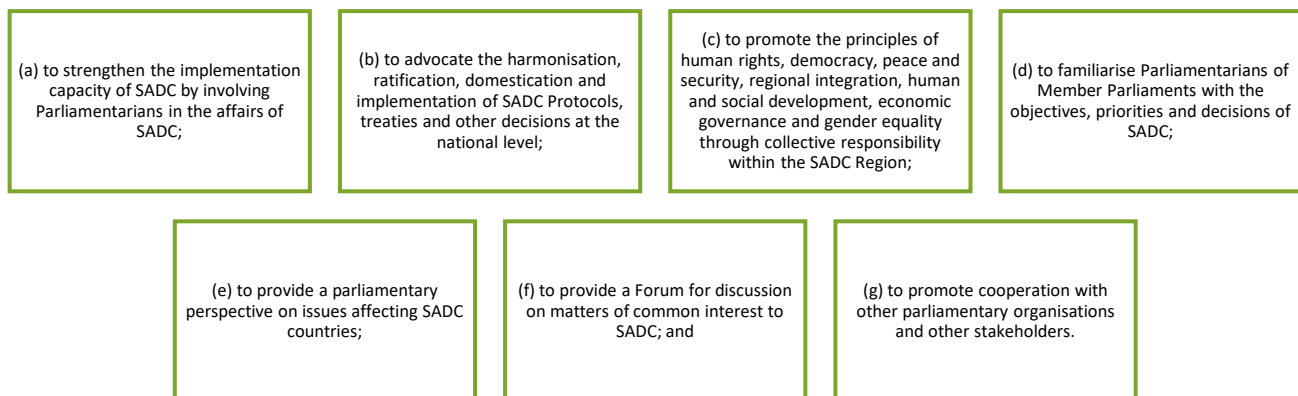
The scope and limitation of the SADC PF are guided by the:





4. THE OBJECTS OF THE SADC PF

The Objects of the SADC PF, as outlined in its constitution, define the organization's core mission and goals. These objects underscore the SADC PF's commitment to regional cooperation, parliamentary involvement in regional integration, and the advancement of democratic governance and socio-economic development in the Southern African region. This section provides an outline of these objects, elucidating their significance in shaping the strategic direction and initiatives of the SADC PF. The objectives of the Forum shall be:



5. KEY RESULT AREAS (KRAS)

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

The key result areas that the SADC PF 2024 to 2028 strategy must focus on can be grouped as follows:

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

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



6. ENVIRONMENTAL SCANNING.'

The Environmental Scanning section, derived from comprehensive PESTELG (Political, Economic, Social, Technological, Environmental, Legal and Governance), SWOT (Strengths, Weaknesses, Opportunities, Threats), and Stakeholder analyses, serves as a critical component in understanding the external and internal factors that impact the SADC PF's operations and strategic positioning. This section provides a holistic assessment of the macro-environmental forces, organizational strengths and weaknesses, as well as the interests and influences of key stakeholders. By integrating insights from these analyses, the Environmental Scanning section offers a nuanced understanding of the dynamic landscape within which the SADC PF operates, informing strategic decision-making and proactive responses to emerging challenges and opportunities.

5.1 PESTEL ANALYSIS

The PESTELG analysis section provides a comprehensive examination of the macro-environmental factors that can impact the operations and strategic direction of the SADC PF. By considering Political, Economic, Social, Technological, Environmental, Legal, and Governance factors, this analysis offers a holistic understanding of the external influences that may shape the organization's activities. The PESTELG section serves as a valuable tool for identifying potential opportunities and threats, as well as for informing strategic decision-making within the context of the broader regional and global landscape.



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	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.



		implementation of SADC PF initiatives.	
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
Social:	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.
Technological:	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.
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.
Governance:	Institutional governance and decision-making processes	Effective governance can enhance organizational efficiency and stakeholder trust.	Strengthen governance mechanisms and promote transparency in decision-making processes.
	Accountability and transparency in operations	Threat: Governance challenges may lead to inefficiencies and diminish stakeholder confidence.	Engage in stakeholder consultations and feedback mechanisms to address governance concerns and enhance participation.



5.2 SWOT ANALYSIS

The SWOT analysis is a critical tool for evaluating the strategic position of an organization, and in the context of the Southern African Development Community Parliamentary Forum (SADC PF), it provides valuable insights into the internal strengths and weaknesses as well as the external opportunities and threats. This section aims to conduct a comprehensive SWOT analysis for the SADC PF, examining its current standing in terms of parliamentary cooperation, regional integration, and advocacy efforts. By identifying key internal and external factors that impact the organization, this analysis will inform strategic decision-making and help leverage strengths, address weaknesses, capitalize on opportunities, and mitigate potential threats to further the SADC PF's mission and objectives.



Category	Factor	Impact	Possible Course of Action
Strengths:	1. Unique and strategic regional position to promote interparliamentary 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.
Weaknesses:	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.
Opportunities:	1. Growing regional momentum for parliamentary cooperation and integration.	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.	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 interparliamentary cooperation and integration.
	2. Emerging technological advancements for enhancing parliamentary engagement and communication.	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.	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.
	3. Increasing public demand for transparent and accountable governance in the region.	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.	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.
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 development.

5.3 STAKEHOLDER NEEDS AND PROBLEMS ANALYSIS

The "Stakeholder Needs and Problems Analysis" section of the strategic plan for the SADC PF 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.



6 POLICIES

The "Policies" section of the strategic plan for the SADC PF outlines the essential frameworks that the organization must advocate for and implement to facilitate the successful execution of its strategy. These policies encompass both internal guidelines that govern the organization's operations and external advocacy efforts aimed at influencing regional and international policies. By advocating for and establishing these policies, the SADC PF aims to create an enabling environment that supports its strategic objectives, fosters good governance, and promotes sustainable development within the Southern African Development Community (SADC) region.



Internal Policies:	External Policies:
<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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.



7 SADC PF GOALS

The introductory paragraph introduces the Section on the "SADC PF Strategic Goals to be achieved by 2028," highlighting the organization's ambitious goals and initiatives aimed at advancing the collective interests and development of its member states within the Southern African region.

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, KRA 2, 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, 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
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





8 STRATEGIES, RISKS, ASSUMPTIONS & MITIGATIONS

The strategies, assumptions, risks, mitigations, and responsibility section of the SADC PF strategic plan serves as a foundational framework for guiding the organization's approach to achieving its objectives. This section outlines the key strategies and tactics that the SADC PF will employ to realize its vision and mission, providing a roadmap for the organization's future endeavours. Additionally, it identifies the underlying assumptions that inform the strategic plan, acknowledging the external and internal factors that may impact its implementation. Moreover, the section comprehensively assesses potential risks and challenges that could hinder the plan's success, while also presenting mitigation measures to address and minimize these risks. Furthermore, it delineates the specific responsibilities and accountabilities of various stakeholders within the organization, ensuring clarity and alignment in the execution of the strategic plan. Overall, this section plays a crucial role in providing a structured and proactive approach to strategy implementation, risk management, and stakeholder engagement within the SADC PF.

Goal 1: Achieve a 25% improvement in parliamentary effectiveness and performance through sustainable capacity development programs for MPs, national parliaments, and staff, as measured by key performance indicators by 2028.					
Period	Strategies	Assumptions	Risks	Mitigation	Responsibility
Year 1	Develop tailored capacity development programs that address identified needs and align with the strategic objectives of parliamentary effectiveness and performance improvement.	There is a clear understanding of the specific needs and priorities of the MPs and parliamentary staff, and a commitment to align the capacity development programs with the strategic objectives.	There could be a lack of accurate needs assessment, leading to the development of programs that do not effectively address the actual needs of intended beneficiaries	Conduct a thorough needs assessments, engaging stakeholders, and continuously seeking feedback to ensure that the interventions are tailored to the actual needs and priorities.	
	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.	There is a willingness among MPs and parliamentary staff to engage with research and policy analysis support and a commitment to utilizing evidence-based approaches in legislative and policy development and oversight	There could be resistance or lack of interest in engaging with research and policy analysis, leading to underutilization of the support provided. Lack of motivated staff unwilling to embrace these approaches	Promote the value of evidence-based approaches, providing training on research methodologies, and demonstrating the practical benefits of utilizing research and policy analysis in legislative and policy development. Implement an appropriate incentive structure to enhance motivation.	



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.	There is a willingness among MPs and parliamentary staff to participate in specialized training and workshops and a recognition of the value of continuous skill enhancement.	The risk could be scheduling conflicts, lack of participation, or limited engagement in the training and workshops, leading to limited skill enhancement. Also limited resources a potential risk,	Schedule training at convenient times, providing incentives for participation, and ensuring that the content of the training is relevant and engaging for the participants. Mobilise adequate funding.	
Establish mentorship and coaching programs that pair experienced MPs and parliamentary staff with newer members to provide guidance, support, and knowledge transfer.	There is a willingness among experienced MPs and parliamentary staff to participate as mentors and a recognition of the value of knowledge transfer and support for newer members.	Lack of commitment from mentors or mentees, leading to ineffective knowledge transfer and support.	Provide training for mentors, setting clear expectations for the mentorship program, and facilitating regular check-ins to ensure the effectiveness of the mentorship relationships. Implement an incentive system for mentors.	
Implement a robust performance monitoring and evaluation framework to track the impact of capacity development programs on parliamentary effectiveness and performance.	There is a commitment to data collection, monitoring, and evaluation, and a recognition of the value of tracking the impact of capacity development programs.	Lack of resources or capacity to effectively implement the monitoring and evaluation framework, leading to limited insights into the impact of the programs.	Allocate resources for monitoring and evaluation, providing training on data collection and analysis, and integrating feedback mechanisms into the programs to gather real-time insights. Set up adequately resourced monitoring and evaluation unit.	
Provide technical assistance to align national policies and legislation with regional objectives.	There is a willingness among national policymakers to engage with technical assistance and a recognition of the value of aligning national policies with regional objectives.	Political resistance or conflicting priorities, leading to challenges in aligning national policies and legislation with regional objectives.	Engage in dialogue with national policymakers, building consensus around regional objectives, and demonstrating the mutual benefits of alignment for national and regional development. Identify champions in member countries to assist SADC PF push that agenda.	



Year 2 & 3	Implement social development programs to address inequalities and promote inclusivity.	There is a commitment to social development and a recognition of the importance of addressing inequalities and promoting inclusivity within the region.	Limited resources, competing priorities, or resistance to social development initiatives, leading to challenges in effectively addressing inequalities and promoting inclusivity.	Advocating for the value of social development, leveraging partnerships and resources, and engaging with stakeholders to build support for social development programs.	
	Engage in dialogue and mediation to address social tensions and promote cohesion.	there is a willingness among stakeholders to engage in dialogue and mediation, and a recognition of the value of addressing social tensions and promoting cohesion through peaceful means.	Entrenched conflicts, lack of trust, or resistance to dialogue and mediation efforts, leading to challenges in addressing social tensions and promoting cohesion.	Build trust through transparent and inclusive dialogue processes, leveraging neutral mediators, and promoting the benefits of peaceful conflict resolution for all parties involved.	
	Establish mechanisms for conflict resolution and legal compliance to address potential disputes and challenges.	There is a commitment to establishing fair and effective mechanisms for conflict resolution and legal compliance, and a recognition of the value of addressing disputes and challenges through established processes.	Lack of adherence to established mechanisms, limited legal compliance, or resistance to conflict resolution efforts, leading to ongoing disputes and challenges.	Promote awareness of the established mechanisms, providing training on conflict resolution and legal compliance, and ensuring that the processes are accessible, fair, and transparent.	
	Facilitate dialogue and collaboration among member parliaments, promoting joint initiatives, and serving as a platform for sharing best practices and fostering unity.	There is a willingness among member parliaments to engage in dialogue and collaboration, and a recognition of the value of joint initiatives, best practice sharing, and unity within the region.	Political tensions, diverging interests, or limited participation, leading to challenges in fostering effective dialogue, collaboration, and unity among member parliaments.	Promoting common interests, facilitating inclusive dialogue, and showcasing the tangible benefits of joint initiatives and best practice sharing for all member parliaments.	



Year 4 & 5	Advocating for greater parliamentary involvement in regional decision-making	There is a recognition of the value of parliamentary involvement in regional decision-making and a willingness to advocate for greater parliamentary participation.	Resistance from other regional decision-making bodies, limited influence, or competing priorities, leading to challenges in advocating for greater parliamentary involvement.	Build alliances, demonstrating the benefits of parliamentary involvement, and engaging in strategic advocacy efforts to promote greater participation in regional decision-making.	
	Promote initiatives that strengthen interparliamentary cooperation and integration.	There is a commitment to strengthening interparliamentary cooperation and integration, and a recognition of the value of collaborative initiatives for regional development.	Limited resources, diverging priorities, or resistance to integration efforts, leading to challenges in effectively promoting initiatives for interparliamentary cooperation and integration.	Leveraging partnerships, aligning initiatives with common goals, and advocating for the benefits of interparliamentary cooperation and integration to build support and momentum for collaborative efforts.	



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.					
Period	Strategies	Assumptions	Risks	Mitigation	Responsibility
Year 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.	There is a clear understanding of the specific needs and priorities of the MPs, and a commitment to align the capacity-building programs and advocacy support initiatives with the identified needs and priorities.	Lack of accurate needs assessment, leading to the development of programs that do not effectively address the identified needs and priorities of the MPs.	Conduct a thorough needs assessments, engaging stakeholders, and continuously seeking feedback to ensure that the programs are tailored to the actual needs and priorities of the MPs.	
	Advocate for policies that support regional integration and cooperation	There is a willingness among policymakers to support regional integration and cooperation, and a recognition of the value of advocating for policies that foster collaboration and unity within the region.	Political resistance, conflicting interests, or limited support for policies that promote regional integration and cooperation.	Build alliances, engaging in dialogue with policymakers and civil society, and demonstrating the benefits of regional integration and cooperation for all member states.	
	Provide targeted advocacy support and resources to assist MPs in effectively representing their constituents, engaging with stakeholders, and advancing legislative agendas.	There is a commitment to providing targeted advocacy support and resources, and a recognition of the value of empowering MPs to effectively represent their constituents and advance legislative agendas.	Limited resources, competing priorities, or resistance to advocacy efforts, leading to challenges in effectively supporting MPs in their representation and legislative roles.	Leveraging partnerships, allocating resources strategically, and providing training and capacity-building programs to enhance the advocacy skills of MPs.	



Offer specialized training and skill development programs focused on parliamentary procedures, legislative advocacy, public speaking, and negotiation skills to enhance the capabilities of MPs.	There is a willingness among MPs to participate in specialized training and skill development programs, and a recognition of the value of continuous skill enhancement for effective parliamentary performance.	Scheduling conflicts, lack of participation, or limited engagement in the training and skill development programs, leading to limited skill enhancement. Limited finance and specialised expertise.	Scheduling training at convenient times, providing incentives for participation, and ensuring that the content of the training is relevant and engaging for the participants. Mobilise additional resources. Leverage on resources of partners.	
Advocate for sustainable practices and environmental conservation efforts.	There is a commitment to advocating for sustainable practices and environmental conservation, and a recognition of the value of promoting policies and initiatives that contribute to environmental sustainability.	Resistance from stakeholders, conflicting interests, or limited support for sustainable practices and environmental conservation efforts.	Build awareness, engaging in dialogue with stakeholders, and demonstrating the long-term benefits of sustainable practices and environmental conservation for the region.	
Offer access to research, data analysis, and policy briefs to support evidence-based advocacy and decision-making by MPs.	There is a willingness among MPs to engage with research and data analysis, and a recognition of the value of evidence-based approaches in advocacy and decision-making.	Limited capacity to access and utilize research and data, leading to underutilization of the support provided.	Provide training on research methodologies, promoting the value of evidence-based approaches, and facilitating access to relevant research and data resources.	
Organise high-impact forums, conferences, and workshops to address regional issues, advocate for policy changes, and foster dialogue among stakeholders.	There is a willingness among stakeholders to participate in high-impact forums and conferences, and a recognition of the value of fostering dialogue and advocating for policy	Limited participation, conflicting interests, or logistical challenges in organizing high-impact events, leading to limited impact and engagement.	Engage stakeholders early in the planning process, promoting the value of participation, and ensuring that the content and format of the events are designed to	



		changes to address regional issues.		maximize impact and engagement.	
	Develop comprehensive knowledge-sharing platforms, organizing training programs, and facilitating the exchange of best practices and research to enhance parliamentary effectiveness and performance.	There is a commitment to knowledge sharing and capacity building, and a recognition of the value of exchanging best practices and research to enhance parliamentary effectiveness and performance.	Limited participation, lack of interest, or limited resources for knowledge-sharing platforms and training programs, leading to challenges in enhancing parliamentary effectiveness and performance.	Promote the value of knowledge sharing, providing incentives for participation, and leveraging partnerships to ensure the sustainability of knowledge-sharing platforms and training programs.	
Year 2 & 3	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.	There is a willingness among member states to engage in strategic engagement and collaboration, and a recognition of the value of building stronger partnerships to enhance regional influence.	Political tensions, conflicting interests, or limited support for strategic engagement and collaboration, leading to challenges in building stronger partnerships and enhancing regional influence.	Build trust through transparent and inclusive dialogue processes, showcasing the mutual benefits of collaboration, and advocating for the value of strategic engagement for all member states. Accelerate establishment of a SADC Parliament.	



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.	There is a commitment to embracing technological advancements, and a recognition of the value of leveraging digital tools for enhanced communication and information exchange.	Limited resources, technological barriers, or resistance to digital transformation, leading to challenges in effectively harnessing technological advancements for virtual engagement.	Provide training on digital tools, addressing technological barriers, and promoting the benefits of digital infrastructure for enhanced communication and collaboration among member parliaments. Assist member parliaments mobilise resources to establish e-parliaments.	
Promote initiatives that enhance parliamentary transparency, accountability, and citizen participation, fostering greater public trust and engagement in regional governance processes.	There is a commitment to promoting transparency, accountability, and citizen participation, and a recognition of the value of fostering public trust and engagement in regional governance processes.	Resistance to transparency and accountability measures, limited citizen engagement, or competing priorities, leading to challenges in promoting initiatives for enhanced governance processes. Restrictive legislation	Build awareness, engaging in public dialogue, and demonstrating the benefits of transparency, accountability, and citizen participation for regional development. Foster enactment of freedom of information and access legislation in member states.	
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.	There is a commitment to conflict resolution and mediation efforts, and a recognition of the value of promoting stability, cooperation, and resilience through dialogue and advocacy.	Entrenched conflicts, lack of trust, or resistance to dialogue and mediation efforts, leading to challenges in addressing regional challenges and fostering resilience.	Build trust through neutral mediation, promoting the benefits of stability and cooperation, and advocating for the value of dialogue in addressing regional challenges. Offer training to members of parliament on conflict prevention, resolution and peace building.	



	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.	There is a commitment to public awareness campaigns and education programs, and a recognition of the value of fostering public understanding of parliamentary cooperation in regional development.	Limited resources, competing priorities, or resistance to public awareness campaigns, leading to challenges in fostering greater public understanding of parliamentary cooperation.	Leverage on partnerships, allocating resources strategically, and promoting the benefits of parliamentary cooperation for regional development to build public support and understanding.	
Year 4 & 5	Implement a robust performance monitoring and feedback mechanism to track the impact of capacity-building programs and advocacy support on MPs' satisfaction levels.	There is a commitment to performance monitoring and feedback mechanisms, and a recognition of the value of tracking the impact of capacity-building programs and advocacy support on MPs' satisfaction levels.	Limited resources, capacity, or resistance to feedback mechanisms, leading to challenges in effectively tracking the impact on MPs' satisfaction levels.	Allocate resources for monitoring and evaluation, providing training on data collection and analysis, and integrating feedback mechanisms into the programs to gather real-time insights. Adequately resourced monitoring and evaluation unit.	
	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	There is a commitment to formal recognition programs, and a recognition of the value of acknowledging and appreciating the contributions and achievements of MPs.	Limited support, competing priorities, or resistance to formal recognition programs, leading to challenges in fostering a sense of value and appreciation within the parliamentary community.	Build awareness of the value of formal recognition, engaging stakeholders, and showcasing the tangible benefits of fostering a sense of value and appreciation within the parliamentary community.	
	Recognize exemplary advocacy efforts, legislative accomplishments, and community engagement initiatives to motivate and inspire MPs.	There is a commitment to recognizing exemplary efforts, and a recognition of the value of motivating and inspiring MPs through formal recognition.	Limited awareness, competing priorities, or resistance to recognition initiatives, leading to challenges in effectively motivating and inspiring MPs.	Promote the value of recognition, engaging stakeholders, and showcasing the tangible benefits of motivating and inspiring MPs through formal recognition.	



Period	Strategies	Assumptions	Risks	Mitigation	Responsibility
Year 1 & 2	Invest in technological infrastructure to enhance connectivity and collaboration.	There is a commitment to embracing technological advancements, and a recognition of the value of investing in technological infrastructure to enhance connectivity and collaboration among member parliaments.	Technological barriers, limited resources, or resistance to digital transformation, leading to challenges in effectively investing in technological infrastructure for enhanced connectivity and collaboration.	Conduct a thorough assessments of technological needs, providing training on digital tools, and addressing technological barriers to ensure the successful implementation of technological infrastructure. Needs assessments undertaken at SADC PF itself and member parliaments.	
	Develop contingency plans and resilience strategies to mitigate environmental risks and promote adaptation.	There is a commitment to environmental sustainability, and a recognition of the value of developing contingency plans and resilience strategies to mitigate environmental risks and promote adaptation to climate change.	Limited awareness of environmental risks, competing priorities, or resistance to adaptation strategies, leading to challenges in effectively developing and implementing resilience strategies.	Build awareness of environmental risks, engaging stakeholders in the planning process, and showcasing the tangible benefits of promoting adaptation and resilience strategies for the region.	
	Implement a risk management framework to identify and mitigate operational risks that may impact efficiency and transparency.	There is a commitment to operational efficiency and transparency, and a recognition of the value of implementing a risk management framework to identify and mitigate operational risks.	Limited capacity for risk management, lack of awareness of operational risks, or resistance to transparency measures, leading to challenges in effectively implementing the risk management framework.	Provide training on risk management, conducting risk assessments, and promoting the benefits of transparency and efficiency for the organization.	



Year 3 & 4	Develop a robust reporting framework to track progress, identify areas for improvement, and communicate achievements in enhancing planning, financial management, and governance.	There is a commitment to continuous improvement, and a recognition of the value of developing a robust reporting framework to track progress and communicate achievements in planning, financial management, and governance.	Limited resources for reporting, competing priorities, or resistance to accountability measures, leading to challenges in effectively developing and implementing the reporting framework.	Allocate resources for reporting, engaging stakeholders in the reporting process, and promoting the benefits of accountability and continuous improvement for the organization.	
	Foster collaboration with regional parliaments, international organizations, and donor agencies to leverage resources and expertise in enhancing operational efficiency and transparency.	There is a willingness among regional parliaments, international organizations, and donor agencies to collaborate, and a recognition of the value of leveraging resources and expertise to enhance operational efficiency and transparency.	Competing interests, limited support for collaboration, or resistance to external partnerships, leading to challenges in fostering effective collaboration and resource leveraging.	Build alliances, showcasing the mutual benefits of collaboration, and engaging in strategic advocacy efforts to promote greater participation in regional cooperation and resource leveraging.	



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,

Period	Strategies	Assumptions	Risks	Mitigation	Responsibility
Year 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.	Strong commitment from member countries to address climate change and promote eco-friendliness.	Political resistance or lack of consensus:	Engage in diplomatic negotiations, build alliances, and provide evidence-based arguments to address concerns and gain support from member countries.	
	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.	Availability of financial resources and technical expertise to support the implementation of initiatives.	Insufficient funding:	Seek financial support from international donors, explore innovative financing mechanisms, and prioritize resource allocation within the SADC PF budget to fund climate change initiatives.	
	Strengthen legislative frameworks: Advocate for the adoption and implementation of robust climate change legislation in member countries, ensuring alignment with international agreements and commitments.	Collaboration and cooperation among member countries in sharing best practices and lessons learned.	Limited technical capacity:	Provide technical assistance and training programs to member countries, collaborate with international organizations and experts, and facilitate knowledge exchange to enhance technical expertise.	



	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.	Access to reliable data and research on carbon emissions and climate change impacts within the region.	Socio-economic challenges:	Ensure that climate change initiatives are designed to address socio-economic concerns, such as job creation and poverty alleviation, to garner support and mitigate potential resistance.	
Year 2 & 3	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.	Strong regional cooperation: Assume that member countries within the SADC PF will actively collaborate and share resources, knowledge, and best practices to collectively address climate change and promote eco-friendliness.	Climate change impacts:	Develop adaptation strategies to address the potential impacts of climate change within the region, including extreme weather events and changing agricultural patterns, to build resilience and minimize risks.	
	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.	Supportive policy environment: Assume that member countries will create and maintain a favorable policy environment that encourages and incentivizes sustainable practices, renewable energy investments, and climate change mitigation efforts.	Policy gaps and inconsistencies:	Mitigate this risk by conducting policy reviews, providing technical assistance to member countries in policy development, and promoting harmonization of climate change policies within the region.	



Year 4 & 5	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.	Public awareness and engagement: Assume that there will be a high level of public awareness and engagement regarding climate change issues, leading to increased support for parliamentary initiatives and behavioral changes towards eco-friendly practices.	Limited public support:	Mitigate this risk by implementing comprehensive public awareness campaigns, engaging with civil society organizations, and involving local communities in the design and implementation of climate change initiatives.	
	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.	Technological advancements: Assume that there will be continuous advancements in clean energy technologies, sustainable land management practices, and data collection methods, enabling more effective implementation of parliamentary initiatives.	Technological barriers:	Mitigate this risk by investing in research and development, promoting technology transfer and capacity-building programs, and fostering partnerships with technology providers to overcome technological barriers and ensure access to innovative solutions.	



Goal 5: Increase staff engagement to _% through professional development programs, a supportive work environment, and career growth opportunities within the Secretariat by 2028					
Period	Strategies	Assumptions	Risks	Mitigation	Responsibility
Year 1	Align the SADC PF Organizational Structure to the strategy	The leadership and management team are committed to organizational change and are willing to support the restructuring efforts	Resistance to change from staff members who may be apprehensive about potential disruptions to their current roles and responsibilities.	Communicate the rationale behind the structural realignment and involve staff members in the decision-making process to address concerns and build buy-in.	
	Align the skills and competencies of staff members with the strategic endeavours of the SADC PF.	Staff members are receptive to skill development opportunities and are willing to engage in continuous learning and improvement.	Limited availability of resources for implementing comprehensive skills development programs.	Prioritize and allocate resources for targeted skills development initiatives based on the organization's strategic priorities and staff needs assessment.	
	Establishing a performance management system that provides clear expectations, regular feedback, and opportunities for recognition and growth and will ultimately drive strategy execution.	The leadership and management team are committed to implementing a performance management system that emphasizes continuous improvement and development.	Resistance from staff members who may perceive the performance management system as punitive rather than supportive.	Provide training and guidance to managers and supervisors on conducting effective performance evaluations and delivering constructive feedback to ensure consistency and fairness in the process.	
	Align the organization's reward and recognition mechanisms with staff engagement and performance	The organization has the capacity to implement and sustain a reward and recognition system that aligns with its financial resources and budget constraints.	Perceptions of favouritism or inequity in the distribution of rewards, leading to demotivation and disengagement among staff members.	Establish clear and transparent criteria for reward and recognition, ensuring that the process is fair, objective, and aligned with the organization's values and goals.	



Establish a comprehensive professional development program that includes training, workshops, and mentorship opportunities to enhance staff skills and knowledge.	It is assumed that there is a strong commitment to staff development and a recognition of the value of a comprehensive professional development program to enhance staff skills and knowledge.	There is a risk of limited resources, competing priorities, or resistance to change, which could impede the effective establishment and implementation of the professional development program.	To mitigate this risk, it is important to showcase the benefits of staff development, provide incentives for participation, and leverage partnerships to ensure the sustainability and impact of the program.	
Provide access to external training and certification programs relevant to the roles and responsibilities of the staff members.	It is assumed that staff members are willing to engage in external training and certification programs, and there is a recognition of the value of providing access to relevant external programs for skill enhancement.	There is a risk of limited awareness of external programs, scheduling conflicts, or resistance to external training, which could hinder the effective provision of access to relevant external programs.	To mitigate this risk, it is important to promote the value of external programs, provide support for participation, and facilitate access to relevant external training and certification programs.	
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.	It is assumed that there is a commitment to cultural transformation and a recognition of the value of fostering open communication, collaboration, and inclusivity to create a supportive and positive work environment.	There is a risk of resistance to cultural change, lack of awareness, or competing priorities, which could impede the effective implementation of the culture change program.	To mitigate this risk, it is important to engage stakeholders in the change process, provide training on cultural awareness, and showcase the tangible benefits of a supportive and positive work environment. Develop and implement a communication policy	
Implement employee assistance programs and wellness initiatives to support the physical, mental, and emotional well-being of staff members.	The assumption is that there is a commitment to staff well-being, and a recognition of the value of implementing assistance programs and wellness initiatives to support	The risk could be limited resources for wellness initiatives, stigma around mental health, or resistance to well-being programs, leading to challenges in effectively implementing employee	Mitigate this risk by building awareness of well-being programs, providing resources for mental health support, and promoting the benefits of holistic well-being for staff members.	



		the holistic well-being of staff members.	assistance and wellness initiatives.		
	Develop a clear career path framework with defined opportunities for advancement and progressionalism within the Secretariat.	The assumption is that there is a commitment to career development, and a recognition of the value of providing clear opportunities for advancement and progression within the Secretariat.	The risk could be limited career advancement opportunities, lack of clarity in career paths, or resistance to change, leading to challenges in effectively developing and implementing the career path framework.	Mitigate this risk by providing training on career planning, showcasing the benefits of career advancement, and facilitating opportunities for skill enhancement and progression within the Secretariat.	
	Implement a robust performance management system to drive strategy execution and create personalized development plans for staff members.	The assumption is that there is a commitment to performance management, and a recognition of the value of implementing a robust system to drive strategy execution and create personalized development plans for staff members.	The risk could be limited resources for performance management, lack of buy-in, or resistance to personalized development plans, leading to challenges in effectively implementing the performance management system.	Mitigate this risk by providing training on performance management, engaging stakeholders in the process, and promoting the benefits of personalized development plans for staff members.	
	Strengthen governance structures and promote adherence to legal standards and human rights principles.	The assumption is that there is a commitment to governance strengthening, and a recognition of the value of promoting adherence to legal standards and human rights principles within the Secretariat.	The risk could be resistance to governance changes, lack of awareness of legal standards, or competing priorities, leading to challenges in effectively strengthening governance structures and promoting adherence to legal standards and human rights principles.	Mitigate this risk by building awareness of legal standards and human rights principles, providing training on governance principles, and showcasing the benefits of adherence to legal standards for the organization. Training provided to SADC PF staff, the Executive Committee and members of SADC PF.	



	Strengthen governance mechanisms and promote transparency in decision-making processes.	The assumption is that there is a commitment to transparency and accountability, and a recognition of the value of strengthening governance mechanisms and promoting transparency in decision-making processes within the Secretariat.	The risk could be resistance to transparency measures, lack of awareness of governance mechanisms, or competing interests, leading to challenges in effectively promoting transparency in decision-making processes.	Mitigate this risk by providing training on transparency and governance, engaging stakeholders in the decision-making process, and promoting the benefits of transparency for organizational effectiveness.	
Year 2 & 3	Engage in stakeholder consultations and feedback mechanisms to address governance concerns and enhance participation.	The assumption is that there is a commitment to stakeholder engagement, and a recognition of the value of engaging in consultations and feedback mechanisms to address governance concerns and enhance participation within the Secretariat.	The risk could be limited stakeholder participation, lack of feedback mechanisms, or resistance to stakeholder engagement, leading to challenges in effectively addressing governance concerns and enhancing participation.	Mitigate this risk by building alliances with stakeholders, providing platforms for feedback, and showcasing the benefits of stakeholder engagement for organizational effectiveness.	
	Implement a formal recognition program to acknowledge and appreciate staff contributions, achievements, and milestones within the organization.	The assumption is that there is a commitment to staff appreciation, and a recognition of the value of implementing a formal recognition program to acknowledge staff contributions, achievements, and milestones within the organization.	The risk could be limited awareness of the recognition program, lack of resources, or resistance to formal recognition, leading to challenges in effectively implementing the program.	Mitigate this risk by building awareness of the program, providing resources for recognition, and showcasing the benefits of acknowledging staff contributions for organizational morale and motivation.	



	Offer competitive and performance-based rewards and incentives to motivate and retain talented staff members.	The assumption is that there is a commitment to talent retention, and a recognition of the value of offering competitive and performance-based rewards and incentives to motivate and retain talented staff members within the Secretariat.	The risk could be limited resources for rewards and incentives, lack of performance metrics, or resistance to incentive programs, leading to challenges in effectively motivating and retaining talented staff members.	Mitigate this risk by providing training on performance metrics, showcasing the benefits of incentive programs, and leveraging partnerships to ensure the sustainability and impact of the rewards and incentives.	
	Provide leadership training and coaching programs to nurture and develop future leaders within the Secretariat.	The assumption is that there is a commitment to leadership development, and a recognition of the value of providing training and coaching programs to nurture and develop future leaders within the Secretariat.	The risk could be limited awareness of leadership programs, lack of resources, or resistance to leadership development, leading to challenges in effectively nurturing and developing future leaders.	Mitigate this risk by building awareness of leadership programs, providing resources for leadership development, and showcasing the benefits of nurturing future leaders for organizational sustainability.	
	Encourage staff involvement in decision-making processes and provide opportunities for leadership roles in projects and initiatives.	The assumption is that there is a commitment to staff empowerment, and a recognition of the value of encouraging staff involvement in decision-making processes and providing opportunities for leadership roles within the Secretariat.	The risk could be resistance to staff involvement, lack of opportunities for leadership roles, or competing interests, leading to challenges in effectively empowering staff members.	Mitigate this risk by providing platforms for staff involvement, showcasing the benefits of staff empowerment, and promoting the value of leadership opportunities for organizational effectiveness.	



Year 4 & 5	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.	The assumption is that there is a commitment to staff feedback and engagement, and a recognition of the value of establishing and utilizing regular feedback mechanisms to gather staff input and take action on the feedback received.	The risk could be limited participation in feedback mechanisms, lack of action on feedback, or resistance to change, leading to challenges in effectively utilizing staff feedback for organizational improvement.	Mitigate this risk by providing incentives for feedback participation, showcasing the benefits of feedback mechanisms, and demonstrating a commitment to organizational improvement based on staff input.	
	Implement flexible work arrangements, remote work options, and policies that support a healthy work-life balance for staff members.	The assumption is that there is a commitment to work-life balance, and a recognition of the value of implementing flexible work arrangements and remote work options to support the well-being of staff members.	The risk could be resistance to flexible work arrangements, lack of policies for work-life balance, or competing interests, leading to challenges in effectively implementing supportive work arrangements.	Mitigate this risk by providing training on work-life balance, building awareness of flexible work options, and promoting the benefits of supportive work arrangements for staff well-being.	
	Provide resources and support for managing workload, stress, and personal commitments to promote overall well-being.	The assumption is that there is a commitment to staff well-being, and a recognition of the value of providing resources and support for managing workload, stress, and personal commitments to promote overall well-being.	The risk could be limited resources for well-being support, lack of awareness of stress management, or resistance to well-being programs, leading to challenges in effectively promoting staff well-being.	Mitigate this risk by providing resources for stress management, showcasing the benefits of well-being programs, and promoting a supportive work environment for staff members.	



Goal 6: Secure financial resources of up to US\$_____ cumulatively for operations of the SADC PF by 2028.					
Period	Strategies	Assumptions	Risks	Mitigation	Responsibility
Year 1	Diversify its funding sources, exploring innovative financing mechanisms	It is assumed that there is a willingness to explore and adopt innovative financing mechanisms, recognizing the importance of diversifying funding sources for sustainable financial support.	The risk could be resistance to change, lack of awareness of innovative financing mechanisms, or limited capacity for implementation, leading to challenges in effectively diversifying funding sources. The other risk pertains to donor fatigue,	To mitigate this risk, it is important to provide training on innovative financing, engage stakeholders in the exploration process, and showcase the benefits of diversifying funding sources for long-term sustainability. Emphasis on high impact of programme interventions.	
	Advocate for increased financial support from member states to ensure sustainable implementation of its programs and initiatives.	It is assumed that there is a commitment to advocating for increased financial support from member states, recognizing the critical role of sustainable funding in program implementation.	The risk could be limited support from member states, competing priorities, or resistance to increased financial commitments, leading to challenges in effectively advocating for sustainable financial support.	To mitigate this risk, it is important to build alliances with member states, provide evidence of program impact, and engage in strategic advocacy efforts to promote greater financial support for sustainable implementation.	
	Secure alternative revenue streams, and strengthening partnerships with regional stakeholders to reduce dependency on external funding sources.	It is assumed that there is a recognition of the need to reduce dependency on external funding sources and a willingness to secure alternative revenue streams through strengthened partnerships with regional stakeholders.	The risk could be limited partnership opportunities, resistance to collaboration, or challenges in identifying alternative revenue streams, leading to difficulties in reducing dependency on external funding sources.	To mitigate this risk, it is important to conduct thorough assessments of partnership opportunities, provide training on partnership development, and showcase the mutual benefits of reduced dependency on external funding sources. Explore possibilities of crowd funding.	



Identify and engage with a diverse range of potential funding sources, including government grants, international organizations, private sector partnerships, and individual donors.	It is assumed that there is a commitment to engaging with diverse funding sources and a recognition of the value of tapping into various avenues for financial support.	The risk could be limited awareness of potential funding sources, challenges in engagement, or resistance to diversifying funding sources, leading to difficulties in effectively identifying and engaging with diverse funding sources.	To mitigate this risk, it is important to provide resources for funding research, build capacity for engagement, and showcase the benefits of diversifying funding sources for organizational sustainability. Develop a Fund Raising Strategy and employ a high profile Fund Development Manager.	
Develop targeted fundraising strategies tailored to each funding source to maximize financial support for operations.	It is assumed that there is a commitment to developing targeted fundraising strategies and a recognition of the value of tailoring approaches to maximize financial support from each funding source.	The risk could be limited capacity for strategy development, challenges in tailoring approaches, or resistance to targeted fundraising, leading to difficulties in maximizing financial support for operations.	To mitigate this risk, it is important to provide training on fundraising strategies, engage stakeholders in the planning process, and showcase the benefits of tailored approaches for financial sustainability.	
Establish and maintain long-term relationships with existing donors and funding partners to secure sustained financial support over the years.	It is assumed that there is a commitment to relationship-building and a recognition of the value of securing sustained financial support through long-term partnerships with existing donors and funding partners.	The risk could be challenges in relationship maintenance, limited resources for partnership management, or resistance to long-term commitments, leading to difficulties in securing sustained financial support.	To mitigate this risk, it is important to allocate resources for partnership management, provide incentives for long-term commitments, and showcase the benefits of sustained financial support for program continuity.	



	Provide regular updates on the impact of funding and demonstrate accountability and transparency in financial management to build donor confidence.	It is assumed that there is a commitment to transparency and accountability, and a recognition of the value of providing regular updates on funding impact to build donor confidence.	The risk could be challenges in impact reporting, limited resources for transparency measures, or resistance to accountability, leading to difficulties in building donor confidence.	To mitigate this risk, it is important to invest in impact reporting systems, provide training on transparency measures, and showcase the benefits of accountability for donor confidence and trust.	
	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.	It is assumed that there is a commitment to investing in grant and proposal development, recognizing the importance of pursuing funding opportunities from grant-making organizations and institutions.	The risk could be limited resources for team investment, challenges in proposal development, or resistance to grant pursuit, leading to difficulties in effectively pursuing funding opportunities.	The risk could be limited resources for team investment, challenges in proposal development, or resistance to grant pursuit, leading to difficulties in effectively pursuing funding opportunities.	
Year 2 & 3	Develop compelling grant proposals and funding applications that align with the strategic priorities and objectives of potential donors.	It is assumed that there is a commitment to developing compelling proposals and a recognition of the value of aligning funding applications with the strategic priorities and objectives of potential donors.	The risk could be challenges in proposal alignment, limited capacity for application development, or resistance to strategic alignment, leading to difficulties in securing funding support.	To mitigate this risk, it is important to provide training on proposal alignment, engage stakeholders in the development process, and showcase the benefits of strategic alignment for successful funding applications.	
	Develop a comprehensive financial sustainability plan that outlines strategies for revenue generation, cost management, and long-term financial stability.	It is assumed that there is a recognition of the need for financial sustainability and a commitment to developing a comprehensive plan outlining strategies for revenue generation and long-term stability.	The risk could be challenges in plan development, limited resources for sustainability strategies, or resistance to long-term planning, leading to difficulties in achieving financial stability.	To mitigate this risk, it is important to provide resources for plan development, build capacity for sustainability strategies, and showcase the benefits of long-term financial planning for organizational stability.	



	Conduct regular financial assessments and forecasting to ensure the organization's financial health and sustainability.	It is assumed that there is a commitment to financial assessment and forecasting, recognizing the importance of ensuring the organization's financial health and sustainability.	The risk could be challenges in assessment and forecasting, limited resources for financial analysis, or resistance to financial planning, leading to difficulties in ensuring financial sustainability.	To mitigate this risk, it is important to invest in financial analysis tools, provide training on forecasting, and showcase the benefits of financial planning for organizational health and sustainability.	
	Explore opportunities for public-private partnerships to secure sustainable financial resources, leveraging the expertise and resources of private sector partners for mutual benefit.	It is assumed that there is a willingness to explore public-private partnerships and a recognition of the value of leveraging private sector expertise and resources for sustainable financial support.	The risk could be limited partnership opportunities, challenges in mutual benefit identification, or resistance to collaboration, leading to difficulties in securing sustainable financial resources.	To mitigate this risk, it is important to conduct thorough assessments of partnership opportunities, provide training on mutual benefit identification, and showcase the advantages of public-private partnerships for sustainable financial support.	
	Develop collaborative initiatives and projects that align with the interests and corporate social responsibility goals of potential private sector partners.	It is assumed that there is a commitment to developing collaborative initiatives and a recognition of the value of aligning projects with the interests and corporate social responsibility goals of potential private sector partners.	The risk could be challenges in project alignment, limited resources for collaboration, or resistance to corporate social responsibility, leading to difficulties in securing private sector partnerships.	To mitigate this risk, it is important to provide resources for project alignment, build capacity for collaboration, and showcase the benefits of corporate social responsibility for successful partnerships.	
Year 4 & 5	Provide training and capacity-building programs for staff members involved in resource mobilization, fundraising, and donor engagement to enhance their skills and effectiveness	It is assumed that there is a commitment to staff development and a recognition of the value of providing training and capacity-building programs to enhance staff skills in securing financial resources.	The risk could be challenges in capacity building, limited resources for training, or resistance to skill enhancement, leading to difficulties in effectively securing financial resources.	To mitigate this risk, it is important to invest in staff development resources, provide incentives for training, and showcase the benefits of skill enhancement for successful resource mobilization.	



in securing financial resources.				
Develop and implement a robust impact reporting framework to demonstrate the tangible outcomes and value of financial support to potential and existing donors.	It is assumed that there is a commitment to impact reporting and a recognition of the value of demonstrating the tangible outcomes of financial support to potential and existing donors.	The risk could be challenges in impact measurement, limited resources for reporting, or resistance to reporting, leading to difficulties in effectively demonstrating the value of financial support.	To mitigate this risk, it is important to invest in impact measurement tools, provide training on reporting, and showcase the benefits of impact reporting for donor confidence and trust.	
Enhance communication and engagement with stakeholders, showcasing the organization's achievements and the impact of financial resources on its operations and initiatives.	It is assumed that there is a commitment to stakeholder engagement and a recognition of the value of showcasing achievements and financial impact to build stakeholder confidence and support.	The risk could be challenges in communication, limited resources for engagement, or resistance to transparency, leading to difficulties in effectively showcasing achievements and financial impact.	The risk could be challenges in communication, limited resources for engagement, or resistance to transparency, leading to difficulties in effectively showcasing achievements and financial impact.	





9. MONITORING AND EVALUATION FRAMEWORK FOR SADC PF EXECUTION HORIZON

The Monitoring and Evaluation framework for the SADC PF strategy serves as a critical component in assessing the strategy's effectiveness and impact. This framework encompasses the systematic tracking and assessment of outputs, outcomes, and impacts, providing a comprehensive understanding of the strategy's progress and the extent of its influence on stakeholders. Outputs represent the immediate, short-term results of strategic initiatives, while outcomes signify the broader, medium-term changes resulting from these outputs. The impacts plan delves into the long-term effects and transformative changes brought about by the strategy. By evaluating these elements, the framework enables a thorough examination of strategy execution, offering insights into the strategy's success in achieving its intended goals and its implications for stakeholders. This section plays a pivotal role in ensuring accountability, learning, and continuous improvement, ultimately guiding the SADC PF in making informed decisions and adjustments to optimize its long-term impact and value for stakeholders.

9.1 OUTPUTS PLAN

Outputs are the immediate, short-term results of implementing strategic initiatives, particularly within the year of implementation. This section emphasizes the importance of these outputs in assessing the initial impact of strategic endeavours and highlights their role in informing decision-making and potential adjustments to ensure alignment with the strategy's objectives. This definition is specifically related to the SADC PF strategy, providing a framework for evaluating the early outcomes of its strategic actions.

Goal Ref	Outputs	Measure	Output Targets					Budget						Responsibility
			2024	2025	2026	2027	2028	US\$000'	US\$000'	US\$000'	US\$000'	US\$000'	US\$000'	
								2024	2025	2026	2027	2028	5yr Total	
G1	Capacity development programs developed.	No of programs												
G1	Research reports submitted to MPs	No of Reports												
G1	Training and Workshops on Parliamentary Business Conducted	No of workshops												
G1	Mentorships and Coaching programs launched	No of MPs paired under the mentorships & coaching programs												
G1	Monitoring and evaluation framework implemented	Percentage implementation												



G1	National policies aligned to regional objectives	No of member states whose policies align to regional objectives												
G1	Social development programs implemented	Percentage implementation												
G1	Conflict resolution mechanisms produced	Percentage completion												
G1	Joint initiatives conducted	No of joint initiatives												
G1	Parliamentary involvement in decision making increased	Percentage increase												
G2	Capacity-building programs and advocacy support initiatives developed	No of programs & support initiatives												
G2	Policies that support regional integration and cooperation developed.	Percentage of all policies developed												
G2	Sustainable practices and environmental programs advocated for.	No of papers submitted												
G2	Access to Research and Policy Support Provided	Number of MPs utilizing research, data analysis, and policy briefs for advocacy and decision-making.												
G2	High-Impact Forums and Workshops Organized	Number of workshops and conferences organised												
G2	Knowledge-Sharing Platforms Established	Percentage of parliamentary staff utilising the knowledge sharing platform												



G2	Enhanced Partnerships and Influence on Regional Policies	Number of formal recognitions received											
G2	Digital Infrastructure and Platforms Implemented	Percentage utilisation of online platforms											
G2	Enhanced Parliamentary Transparency and Citizen Participation	Stakeholder engagement surveys carried out											
G2	Conflict Resolution and Mediation Efforts Undertaken	Percentage success in the resolution of conflicts among member states.											
G2	Public Awareness Campaigns Launched	Number of awareness campaigns launched											
G2	Performance Monitoring and Feedback Mechanism Implemented	Percentage implementation											
G2	Formal Recognition Programs Established	Number of recognition ceremonies conducted											
G3	Contingency Plans and Resilience Strategies Developed	Percentage success in mitigation of environmental risks and adaptation measures implemented.											
G3	Risk Management Framework Implemented	Percentage implementation											
G3	Reporting Framework Established	Percentage implementation											
G3	Collaborative Partnerships Established	Memoranda of agreements signed											
G4	Organizational Structure Aligned with Strategic Goals	Percentage completion											



G4	Enhanced Staff Skills and Competencies	Percentage completion of the exercise.												
G4	Performance Management System Implemented	Percentage implementation												
G4	Enhanced Reward and Recognition Mechanisms	Staff retention rates												
		Staff engagement index												
G4	Professional Development Program Launched	Average staff performance level achieved.												
G4	Access to External Training and Certification Programs	Percentage of staff participation in external training and certification programs												
G4	Culture Change Program Implemented	Percentage of current culture alignment to preferred culture												
G4	Employee Assistance Programs and Wellness Initiatives Established	Percentage utilization of assistance programs and feedback on well-being initiatives.												
G4	Defined Career Path Framework	Average percentage succession cover achieved												
G4	Strengthened Governance Structures	Percentage adherence to legal standards and human rights principles.												
G4	Stakeholder Consultations and Feedback Mechanisms Implemented	Number of stakeholder consultation exercises conducted												
G4	Future Leaders Nurtured and Developed	Percentage participation in leadership training and coaching programs												



G4	Flexible Work Arrangements and Work-Life Balance Policies	Percentage utilization of flexible work arrangements												
G4	Resources and Support for Well-Being Provided	Positive staff feedback on the effectiveness of resources												
G5	Diversified Funding Sources	Funding source 1 in US\$000												
		Funding source 2 in US\$000												
		Funding source 3 in US\$00												
G5	Total diversified funding raised	Total funding in US\$000												
G5	Increased Financial Support Advocated	Total funding increase in financial support from member states in US\$000												
G5	Dedicated Team for Grant and Proposal Development	Percentage conversion of funding proposal submitted												
G5	Compelling Grant Proposals Developed	Number of proposals developed.												
G5	Public-Private Partnerships entered into.	MOU signed												
Total Cost														

9.2 OUTCOMES PLAN

In the context of Integrated Results-Based Management (IRBM), outcomes refer to the specific, measurable, and intermediate results that SADC PF aims to achieve as a result of implementing its strategic plan. These outcomes serve as key indicators of progress, providing a clear understanding of the advancements made in critical areas such as parliamentary effectiveness, capacity building of MPs and parliamentary staff, alignment of national policies with regional objectives, evidence-based legislation and policy development, as well as governance and transparency. By tracking these outcomes, the organization can assess the effectiveness of its strategies and make informed decisions to drive the plan towards its intended goals.



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 (%)						
	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.						
	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						



9.3 IMPACTS PLAN

Tracking the long-term impacts of executing the strategic plan involves evaluating the sustained progress and overall success of initiatives related to regional integration and collaboration, and enhanced legislative effectiveness. Specific indicators and metrics are used to measure the reduction of social inequalities, increased regional cooperation, and the efficiency and impact of legislative processes. These measures provide valuable insights into the lasting effects of the strategic plan, guiding decision-making and resource allocation to drive positive and sustainable change within the SADC PF and the broader region.

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 (%)					