



# INCEPTION REPORT

FOR CONSULTANCY TO DEVELOPE THE FIVE YEAR STRATEGIC  
PLAN FOR THE PAN -AFRICAN PARLIAMENT  
( 2025-2029).

**2025-2029**

**SUBMITTED TO**

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**2025-2029**

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# LIST OF ACRONYMS

**AfCFTA** African Continental Free Trade Area

**AU** African Union

**CSOs** Civil Society Organisations

**ECOWAS** Economic Community

**EU** European Union

**FGDs** Focus Group Discussions

**IR** Inception Report

**KIIs** Key Informants Interviews

**KPI** Key Performance Indicators

**M & E** Monitoring and Evaluation

**OAU** Organisation of African Unity

**PAP** Pan African Parliament

**PEST** Political, Economic, Social and Technological factors

**RECs** Regional Economic Communities

**SP** Strategic Plan

**SWOT** Strengths, Weakness, Opportunities and Threats

**UN** United Nations



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# 1. Introduction

This Inception Report (IR) is submitted by the consultant as the initial deliverable for undertaking the consultancy assignment of assisting in the process of developing the Strategic Plan for the Pan-African Parliament (PAP). The inception report outlines the initial steps and approach for the consultancy engagement. Primarily, the objectives of this report are: -

- To outline the purpose, goals, and scope of the strategic planning process so as to ensure that all parties have a shared understanding of the intended objectives, expected outcomes, and deliverables.
- To present the proposed methodology for developing the strategic plan, including the tools, techniques, and processes to be used for data collection, stakeholder engagement, analysis processes, and the actual drafting of the strategy.
- To provide a work plan with key activities, milestones, and timelines to help the client visualize the sequence of tasks, resource allocation, and the timing of critical deliverables, ensuring the consultancy project stays on track.
- To outline the key stakeholders to be consulted during the development of the strategic plan and proposed methods for engaging them.
- To identify potential risks that could affect the assignment and propose mitigation strategies to address these risks proactively.
- To act as a reference document to confirm that the consultant and client agree on the objectives, processes, and scope before moving into the full execution phase.
- To serve as a tool for collecting initial feedback from the client on the proposed approach and allowing for refinements to be made early in the process. This feedback loop helps ensure the strategic planning process is participatory and inclusive.

The Pan-African Parliament, as the legislative body of the African Union (AU), plays a crucial role in ensuring that the voice of African citizens is heard in continental decision-making processes. The **African Union (AU)** currently has **55 member states** as the countries representing the entire African continent. Each of the **AU's 55 member states** is entitled to send **five representatives** to PAP, resulting in a maximum of **275 members**. Members to PAP are nominated by their respective national parliaments or legislative bodies and the composition of these members must include **at least one woman** to ensure gender balance. PAP members are elected or nominated for a **five-year term** and are expected to represent the interests of their national parliaments and citizens in deliberations.

The Pan-African Parliament operates in a dynamic global context that presents both opportunities and challenges. By understanding and strategically engaging with global political, economic, social, technological, environmental, and legal factors, the PAP can enhance its effectiveness and impact. This global perspective is essential for the PAP as it seeks to fulfill its mandate of promoting democratic governance, human rights, and sustainable development across Africa.

The Strategic Plan (SP) for 2024-2028 is expected to position the Pan-African Parliament as a key driver of democratic governance, human rights, and development in Africa. By achieving the goals and objectives to be outlined in this plan, the PAP is expected to enhance its legislative effectiveness, oversight capabilities, and representational role, thereby contributing to the realization of the African Union's vision of an integrated, prosperous, and peaceful Africa.

The **Pan African Parliament (PAP)** is currently undergoing strategic planning processes in line with **Agenda 2063**, which aims to transform Africa into a global powerhouse. At present, the Pan-African Parliament predominantly plays an advisory and consultative role within the African Union's institutional architecture and monitors the implementation of African Union programs and initiatives. Given the unique position of the Pan-African Parliament, it serves as a platform for raising awareness and advocating for key issues affecting Africa, including peace and security, trade, infrastructure development, democracy, human rights, good governance and the rights of women and children. The African Parliament's vision is to evolve from an advisory and consultative body to a legislative institution with full powers, including the election of members through universal adult suffrage. The institution wishes to develop its strategic plan to guide its direction in the next five years.

## 2. Background and Context

PAP was established under the **Protocol to the Treaty Establishing the African Economic Community Relating to the Pan-African Parliament**, which was adopted in 2001 and entered into force in 2003. Its headquarters are in **Midrand, South Africa**. The Pan-African Parliament (PAP) as the continental quasi-legislative body serves as one of the principal organs of the African Union (AU). It was established in March 2004, by Article 17 of the Constitutive Act of the African Union, as one of the Organs provided for in the Treaty Establishing the African Economic Community signed in Abuja, Nigeria, in 1991. The establishment of the Pan-African Parliament was informed by a vision to provide a common platform for African citizens, particularly those at the grassroots level, with an institutionalized platform for systematic engagement, discussions and decision-making on matters affecting the continent.

The Pan-African Parliament adopts its own rules and procedures to govern its functions, powers, voting, organs, committees and caucuses. PAP Members are elected by the legislatures of their Member States, rather than being elected directly by the people. These constitute the Plenary. In addition to the Plenary and Bureau, the PAP is supported by 11 Permanent Committees and two caucuses of diverse thematic, technical and legal orientations. The PAP meets at least twice in ordinary sessions within a one-year period. Parliamentary sessions can last for up to one month and can also meet in extraordinary non-statutory sessions. In order to achieve the comprehensive and democratic integration of Africa, the Pan-African Parliament can work with, and conduct continental and regional business directly with National and Regional Parliaments given its strategic overarching position to influence continental/regional action on issues related to legislation, policy regulations and administrative procedures, e.g. harmonization and convergence.

The SP 2014-2017 was too ambitious and came with many and diverse Strategic Objectives and Outcomes (e.g. filling positions, improving poor IT infrastructure, remuneration of the PAP staff). Although this created a funding gap, the PAP sustainability remained considered as being solid and reliable. It was later discovered that the Strategic Objectives of the SP 2014-2017 were too many and overlapping, with very high expectations on the deliverables. During the evaluation of its performance, it was found that the implementation of this SP did not enhance the visibility of the Pan-African Parliament. A new SP covering the period 2019 to 2023 was formulated and implemented. It is worth to note that there was a gap of almost 2 years between the expiry of the SP 2014-2017 and the development of a new **PAP Strategic Plan (2019-2023)** which was designed to align PAP’s objectives with key African Union (AU) initiatives, focusing on promoting democratic governance, human rights, and legislative harmonization across the continent. This strategic plan emphasized the following priorities:

The **PAP Strategic Plan (2019-2023)** outlined several **strategic objectives** aimed at aligning the institution with the goals of the **African Union’s Agenda 2063** and improving its operational and legislative functions. Here are the main **strategic objectives** of the plan:

Strategic objectives	Focus
<b>Strengthen Legislative and Oversight Roles</b>	<ul style="list-style-type: none"> <li>• PAP aimed to enhance its capacity to draft, review, and harmonize model laws across the African Union (AU) member states. This objective focused on legislative harmonization to support the integration efforts under <b>Agenda 2063</b>.</li> <li>• <b>Oversight:</b> Strengthening PAP’s oversight capabilities over the AU’s activities and decisions was another core objective, ensuring transparency and accountability in AU policies.</li> </ul>
<b>Promote Democratic Governance and Human Rights</b>	<ul style="list-style-type: none"> <li>• PAP aimed to advance human rights, gender equality, and the consolidation of democratic institutions across Africa.</li> <li>• Activities under this objective included initiatives to strengthen electoral processes and promote political stability and democratic governance.</li> </ul>
<b>Foster Regional Integration and Economic Development</b>	<ul style="list-style-type: none"> <li>• Supporting Africa’s economic integration efforts, especially the <b>African Continental Free Trade Area (AfCFTA)</b>, was a key focus. PAP aimed to contribute to the harmonization of trade laws and policies to support cross-border trade and regional development.</li> </ul>
<b>Capacity Building and Institutional Strengthening</b>	Strengthening PAP’s institutional capacity through training, digital transformation, and administrative reforms was a major objective.



	This included improving the capacity of PAP members and staff to execute their roles effectively.
<b>Increase Engagement with African Citizens and Civil Society</b>	PAP sought to enhance its engagement with African citizens, youth, and civil society organizations. This was aimed at increasing public participation in PAP's legislative and oversight activities and promoting transparency.
<b>Enhance Communication and Visibility</b>	The plan also prioritized improving PAP's communication strategies to raise awareness about its role and activities among African citizens and global partners. This included the use of digital platforms and media outreach.

The consultant will review the extent to which the above objectives were realised by the end of the SP in 2023. It is also worth noting that almost the new SP is to be developed close to 1 year since the previous SP ended. While it is undisputed that the Pan African Parliament continues to work toward becoming a more empowered legislative body as Africa progresses toward deeper continental integration and governance under the **AU's Agenda 2063**, the need to undertake early interventions in evaluating the plan and developing a new one is a good governance gesture that PAP should always exhibit. The development of a new strategic plan is always essential for the PAP to align its objectives with the evolving needs of the continent and to enhance its effectiveness in promoting democratic governance, human rights, and development across Africa.

The Pan-African Parliament (PAP) will hold the Sitting of its Permanent Committees and other Organs from the 13th to the 20th of September 2024. This Sitting will convene under the African Union (AU) theme for 2024: ***Educate and Skill Africa for the 21st Century***. Additionally, the 12th Conference of Speakers of Regional and National Parliaments, along with a Meeting of Clerks of National and Regional Parliaments, will take place on the margins of the upcoming Sitting. This will be used by the consultant to engage the relevant stakeholders and collect useful information for the strategic plan. The consultant will attend some of the sessions 'as a friend' to listen to the discussions for informing the strategic plan.

### 3. Understanding the objectives of the Assignment

From the TORs, the primary objectives of this consultancy are:

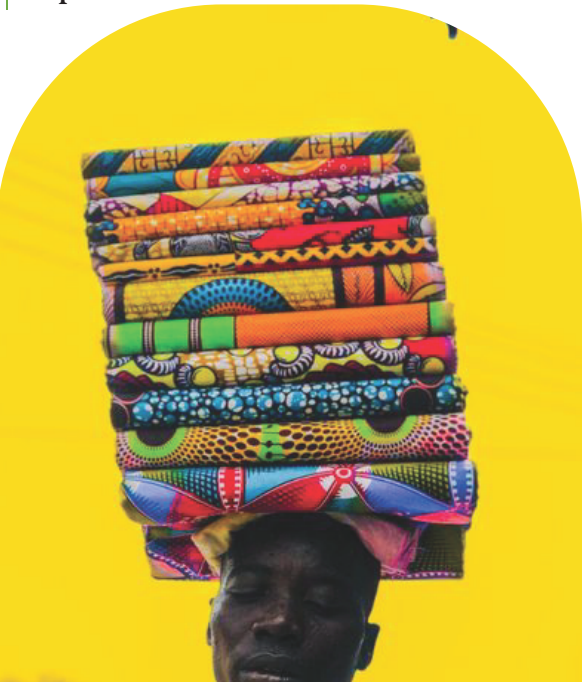
1. To assess the current strategic direction of the PAP and identify areas requiring realignment or enhancement.
2. To engage key stakeholders in the strategic planning process to ensure broad-based ownership and input.
3. To develop a comprehensive and actionable strategic plan that will guide the operations of the PAP for the next 5 years.
4. To outline a monitoring and evaluation framework to track the implementation and impact of the strategic plan.

**Table 1 : Mapping the objectives to the Consultant’s understanding of the assignment**

Objective as per the Terms of Reference	Proposal on how to meet the objective
<p>Assessing the progress attained towards realization of PAP Strategic Plan 2019-2023, through the strategic objectives, program results and delivery of key outputs and outcomes.</p>	<p>The consultant will conduct an evaluation of the performance of PAP on different performance targets for the strategic plan period of 2019-2023. This task will be achieved through the following strategies:</p> <ul style="list-style-type: none"> <li>• Understanding the operating model of ‘PAP’. ‘The first task will be to understand the legal and institutional operations of PAP. This is to provide a background context of the assessment of the previous plan.</li> <li>• Review of the PAP’s strategic plan 2019-2023. This is intended to understand the key performance targets which were set in 2019 and assess their achievement in 2023. The performance will be based on the core strategic objectives which were developed to guide the implementation<sup>1</sup>.</li> <li>• Review documents to identify key achievements and challenges. The consultant will identify the key achievements and bottlenecks that were registered in the implementation of the strategic plan. The information will be obtained through PAP generally submitted to AU and reports of performance or outputs for each of the 10-Committees of PAP. There will also be technical reports reviewed from the secretariat.</li> <li>• Review the M &amp; E systems of PAP. The consultant will review the performance of monitoring and evaluation systems which had been put in place to monitor the implementation of the strategic plan and how the M &amp; E framework and system has performed.</li> <li>• Environmental analysis. The consultant will undertake internal and external environment scanning of the PAP operating environment. This is to identify any emerging trends and the information will be used to forge the new strategic direction.</li> <li>• Engagement of key stakeholders. The consultant will engage the key stakeholders like the Bureau</li> </ul>



<sup>1</sup> PAP had identified four strategic areas of attention for the period 2019-2023. The four strategic objectives were .....

Objective as per the Terms of Reference	Proposal on how to meet the objective
	<p>and committee chairpersons as well as key secretariat staff to gauge their view on the extent to which the objectives of the SP were achieved or not achieved.</p> <ul style="list-style-type: none"> <li>● Attend PAP sessions. The consultant will attend some sessions of PAP to listen to the debates with a view of identifying some of the accomplishments that would be reported to have been achieved during the previous strategic plan and to pick the thinking of PAP on the direction they seek to take in the next five years.</li> </ul>
<p>Developing a comprehensive inception report and engage key stakeholders in the strategic planning process to ensure broad-based ownership and input.</p> 	<p>The consultant will engage the stakeholders to collect information on this objective. Some of the tasks that will be performed include: -</p> <ul style="list-style-type: none"> <li>● <b>Stakeholder mapping</b> . Develop a stakeholder mapping matrix of key stakeholders who need to be engaged in the review and using this information, we shall develop a corresponding data collection method for each stakeholder. The stakeholders and methods are described in table 2 below. <ul style="list-style-type: none"> <li>● Data collection plan. Collect primary data from selected stakeholders using an interview guide with specific sections targeting particular stakeholders.</li> <li>● Develop data collection tools.</li> </ul> </li> <li>• Undertake stakeholder consultations<sup>2</sup></li> <li>• Review secondary documents.</li> <li>• Analyse the emerging findings from the different processes</li> </ul>

Objective as per the Terms of Reference	Proposal on how to meet the objectives
<p>Developing, validating, and finalizing the 2024-2028 strategic plan with operationalization frameworks in monitoring and evaluation, resource mobilization and communication.</p>	<p>The consultant shall undertake the SWOT analysis and develop strategic direction. <sup>3</sup> The consultant will undertake some of the following activities: _</p> <ol style="list-style-type: none"> <li>1. Context Review. The consultant will review and develop a background literature on the changing context of PAP's operation. The context will be useful for providing the background information to buttress the SP strategic direction.</li> <li>2. Situational analysis. The consultant will develop a situational analysis of the PAP</li> <li>3. Strategic Direction. The consultant will propose a high-level strategic direction for PAP to be used for engagement of the stakeholders in the upcoming session.</li> <li>4. Drafting of SP. The consultant will draft the strategic plan in preparation for the session of PAP anticipated in October 2024</li> <li>5. Validation. The consultant shall present the developed SP first to the technical and administrative staff of PAP. Their feedback will be incorporated and a second draft prepared for validation by the plenary in October 2024.</li> <li>6. Performance metrics. The consultant upon validation will address all comments and develop a final SP. It is upon this that the performance metrics-particularly the tracker indicator will be developed.</li> <li>7. Supporting policies. The consultant will develop the other supporting policy documents of the SP as outlined in the deliverables.</li> </ol>



<sup>3</sup> To effectively use the upcoming session, the consultant has proposed some tentative areas of consultation which can be useful for the strategic direction. These will be modified as the engagement proceeds. The synthesis from the anticipated session and findings from the review of documents and engagement with political and technical staff will help provide actionable areas to formulate under each of the strategic objectives.

## Table 2: Mapping of the stakeholders and Data collection

Stakeholder	Description and Relevance to the MTR	Numbers	Sample size	Method of data collection
<b>Plenary Assembly</b>	This is the highest decision-making body of PAP, composed of all its members. The assembly meets in plenary sessions twice a year. Deliberates on reports, recommendations, and proposals submitted by the various committees and takes final decisions.	275 <sup>4</sup>	50%	Survey
<b>Bureau</b>	The Bureau consists of the <b>President</b> and <b>four Vice Presidents</b> , each representing one of the five regions of Africa (Northern, Western, Central, Eastern, and Southern Africa). The Bureau directs all activities of PAP between sessions, oversees administrative matters, and ensures the smooth functioning of the Parliament.	5	5	KII/FGD
<b>Committees</b>	<p>PAP has various <b>permanent committees</b><sup>5</sup> that focus on specific thematic areas, including:</p> <ul style="list-style-type: none"> <li>• Committee on Cooperation, International Relations, and Conflict Resolution.</li> <li>• Committee on Justice and Human Rights.</li> <li>• Committee on Transport, Industry, Communications, Energy, Science, and Technology.</li> <li>• Committee on Health, Labour, and Social Affairs, among others.</li> </ul> <p>These committees conduct research, examine policies, and make recommendations in their areas of focus to the plenary.</p>	11	11	KIIs & FGD

<sup>4</sup> The Parliament has up to 275 members representing the 55 AU Member States that have ratified the Protocol establishing it (~five members per Member State, including at least one woman and representing the diversity of political opinions in their own national parliament or deliberative organ).

<sup>5</sup> There are currently 11 committees in the PAP

<b>Caucuses<sup>6</sup></b>	PAP has two caucuses of diverse thematic, technical and legal orientations. <sup>7</sup>	2	2	FGD
<b>President</b>	The President is the vision bearer of the Institution and his/her current outlook of the five-year trajectory shapes the likely planned activities	1	1	Interview
<b>PAP Bureau (Vice Presidents)</b>	The Bureau has administrative roles of PAP and their positioning puts them as useful actors whose views are critical to shape the desired direction.	4	4	Interview
<b>Chairs of Committees</b>	These drive the agenda of PAP and the activities for the specialised committees guide the expected direction	10	10	Interview
<b>Secretariat</b>	The Secretariat is the administrative and technical arm of the Parliament, responsible for providing support to the plenary and the committees. It is headed by a <b>Clerk</b> and supported by staff responsible for the day-to-day operations of PAP.	4 <sup>8</sup>	4	KII
				Interview
<b>Deputy Clerks</b>		3	3	
<b>Other technical staff</b>	The Secretariat is the administrative, financial and technical implementation hub for the Pan-African Parliament and is composed of the Clerk, two Deputy Clerks and other management and support staff			<b>KII and Survey</b>
<b>Development Partners</b>	These fund some of the core activities critical for the implementation of the SP			
<b>Other stakeholders</b>	There are other stakeholders like CSOs that work with PAP whose views will be critical for the SP			<b>KII/Survey</b>

<sup>6</sup> In addition to the Plenary, Bureau, the PAP is supported by 11 Permanent Committees and two caucuses of diverse thematic, technical and legal orientations. The PAP meets at least twice in ordinary sessions within a one-year period

<sup>7</sup> The numbers of each caucus will be determined during the inception phase of the assignment during the upcoming session

<sup>8</sup> This number is only covering the clerk and 3 deputy Clerks and excludes other technical and support staff

## Table 3 : Mapping of stakeholders and data collection method

### 4. Strategic Plan Development Guiding questions

Developing a five-year strategic plan for the Pan African Parliament (PAP) requires a comprehensive approach that addresses its legislative, oversight, and advisory functions in line with its mission to promote democracy, governance, and human rights across Africa. Some of the following questions will broadly drive the development of the new strategic plan: -

### Table 4 :Guiding questions for new SP

Strategic area	Questions
<b>Vision, Mission, and Core Values</b>	<ol style="list-style-type: none"> <li>1. What is the long-term vision for the Pan African Parliament over the next five years?</li> <li>2. How does PAP's mission align with the broader goals of the African Union (AU), such as Agenda 2063?</li> <li>3. What core values will guide PAP's operations, and how can these values be integrated into all aspects of the strategic plan?</li> </ol>
<b>Stakeholder Engagement and Representation</b>	<ol style="list-style-type: none"> <li>1. Who are PAP's key stakeholders (e.g., AU member states, African citizens, regional economic communities, civil society organizations, and international partners)?</li> <li>2. How will PAP engage with stakeholders to ensure their concerns and inputs are reflected in the strategic plan?</li> <li>3. How can PAP strengthen its role as a voice for African citizens, ensuring representation across all regions and demographics?</li> </ol>
<b>Legislative and Oversight Functions</b>	<ol style="list-style-type: none"> <li>1. What specific legislative priorities should PAP focus on to promote regional integration, governance, human rights, and socio-economic development?</li> <li>2. How can PAP enhance its legislative processes to better influence policy-making at the AU and member state levels?</li> <li>3. What mechanisms should PAP develop to improve its oversight role in monitoring the implementation of AU policies and decisions?</li> </ol>
<b>Institutional Capacity and Organizational Development</b>	<ol style="list-style-type: none"> <li>1. What institutional reforms are needed to strengthen PAP's operational efficiency and effectiveness over the next five years?</li> <li>2. How can PAP improve the capacity of its members, committees, and staff to deliver on its mandate?</li> </ol>

	<ol style="list-style-type: none"> <li>3. What internal governance structures need improvement to ensure transparency, accountability, and high performance within PAP?</li> </ol>
<b>Collaboration and Partnerships</b>	<ul style="list-style-type: none"> <li>• What partnerships should PAP build or strengthen with regional economic communities (RECs), national parliaments, and civil society organizations?</li> <li>• How can PAP leverage its relationships with international organizations (e.g., the UN, EU) to advance its objectives?</li> <li>• What role can PAP play in fostering cooperation among African countries to achieve shared goals in areas such as peace and security, economic development, and climate change?</li> </ul>
<b>Advocacy, Communication, and Public Awareness</b>	<ol style="list-style-type: none"> <li>1. How can PAP enhance its communication and advocacy strategies to raise awareness about its role and activities among African citizens and global audiences?</li> <li>2. What tools and platforms should PAP use to improve its visibility and influence in both traditional and digital media?</li> <li>3. How can PAP better engage with African youth, women, and marginalized communities to promote inclusivity and civic participation?</li> </ol>
<b>Resource Mobilization and Financial Sustainability</b>	<ol style="list-style-type: none"> <li>1. What strategies can PAP implement to ensure long-term financial sustainability and reduce reliance on external donors?</li> <li>2. How can PAP optimize its budgeting and financial management processes to ensure efficient use of resources?</li> <li>3. What innovative funding mechanisms or partnerships could PAP explore to support its programs and initiatives?</li> </ol>
<b>Monitoring, Evaluation, and Accountability</b>	<ol style="list-style-type: none"> <li>1. What key performance indicators (KPIs) should PAP use to measure the success of its strategic plan?</li> <li>2. How can PAP establish a robust monitoring and evaluation (M&amp;E) framework to track progress toward its goals and objectives?</li> <li>3. What accountability mechanisms should be in place to ensure that PAP's actions align with its strategic priorities?</li> </ol>
<b>Legislative Harmonization and Regional Integration</b>	<ol style="list-style-type: none"> <li>1. How can PAP support the harmonization of legislation across member states to facilitate regional integration and promote common standards in governance, trade, and security?</li> </ol>



	<ol style="list-style-type: none"> <li>2. What role should PAP play in advancing the African Continental Free Trade Area (AfCFTA) and other AU initiatives?</li> <li>3. How can PAP’s legislative actions support conflict resolution and peacebuilding efforts across the continent?</li> </ol>
<b>Capacity Building for Member States</b>	<ol style="list-style-type: none"> <li>1. How can PAP assist national parliaments in strengthening their capacity for legislation, oversight, and representation?</li> <li>2. What initiatives can PAP develop to promote knowledge-sharing and best practices among African parliamentarians?</li> <li>3. How can PAP encourage member states to align their national policies with AU decisions and commitments?</li> </ol>
<b>Addressing Key Continental Challenges</b>	<ol style="list-style-type: none"> <li>1. How can PAP play a more active role in addressing Africa’s pressing challenges, such as climate change, food security, youth unemployment, and gender inequality?</li> <li>2. What specific initiatives can PAP undertake to support AU Agenda 2063’s goals of a peaceful, prosperous, and integrated Africa?</li> <li>3. How can PAP contribute to the achievement of the UN Sustainable Development Goals (SDGs) within the African context?</li> </ol>
<b>Inclusivity and Diversity in Governance</b>	<ol style="list-style-type: none"> <li>1. How can PAP promote greater inclusivity in its processes, ensuring the representation of women, youth, and marginalized groups in its governance structures?</li> <li>2. What steps can PAP take to promote gender equality and women’s leadership in both its membership and activities?</li> <li>3. How can PAP advocate for more inclusive governance practices across AU member states?</li> </ol>
<b>Technological Integration and Digital Transformation</b>	<ol style="list-style-type: none"> <li>1. How can PAP leverage technology to improve its legislative processes, data management, and communication with stakeholders?</li> <li>2. What role can digital platforms play in increasing citizen engagement and participation in PAP’s activities?</li> <li>3. How can PAP incorporate technology to enhance transparency, reduce bureaucracy, and streamline decision-making processes?</li> </ol>
<b>Crisis Management and Adaptability</b>	<ol style="list-style-type: none"> <li>1. How can PAP develop a strategic approach to responding to crises, such as pandemics, conflicts, and economic shocks, that affect the continent?</li> </ol>

	<ol style="list-style-type: none"> <li>2. What contingency plans or adaptive strategies should PAP put in place to maintain its operations and support member states during periods of instability?</li> <li>3. How can PAP contribute to building continental resilience in the face of future global challenges?</li> </ol>
<b>Impact on AU Agenda 2063 and Global Goals</b>	<ol style="list-style-type: none"> <li>1. How can PAP ensure that its strategic plan is aligned with the AU's Agenda 2063 and contributes to the continent's long-term socio-economic and political development?</li> <li>2. What role should PAP play in ensuring that Africa's voice is represented in global governance, climate change, and international trade discussions?</li> <li>3. How can PAP work toward the realization of its goals within the framework of the UN's Sustainable Development Goals (SDGs)?</li> </ol>

## 5. Approach and Methodology

The process of reviewing the performance of the SP (2019-2023) and developing new SP (2024-2028) will involve some key tasks, the model for assessment, methods of collecting and analysing data and the procedural steps. These are described in this section.

### 5.1. Key tasks

The consultant will undertake the following key tasks to execute the objectives of the consultancy assignment relating to the development of a new SP:

#### 1. Situational Analysis:

- Review existing strategic documents, policies, and reports.
- Conduct a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the PAP.
- Assess the external environment, including political, economic, social, and technological factors (PESTLE) affecting the PAP.

#### 2. Stakeholder Engagement:

- Identify and map key stakeholders, including PAP members, AU bodies, representatives of member states, civil society organisations, and development partners of PAP.
- Conduct interviews, focus groups, and workshops with stakeholders to gather input and feedback.
- Facilitate a stakeholder consultation meeting to validate findings and gather additional insights.

#### 3. Development of Strategic Plan:

- Formulate strategic goals, objectives, and key performance indicators (KPIs).
- Develop strategies and action plans to achieve the identified goals.

- Draft the strategic plan document, including an implementation timeline and resource allocation framework.

#### 4. Monitoring and Evaluation Framework:

- Design a framework to monitor and evaluate the implementation of the strategic plan.
- Identify key indicators and metrics for tracking progress and impact.
- Propose mechanisms for regular reporting and review.

## 5.2. Data collection methods.

The consultant will employ a participatory and inclusive approach to ensure that the strategic plan reflects the needs and aspirations of all stakeholders. The methods of collecting the required information will include:

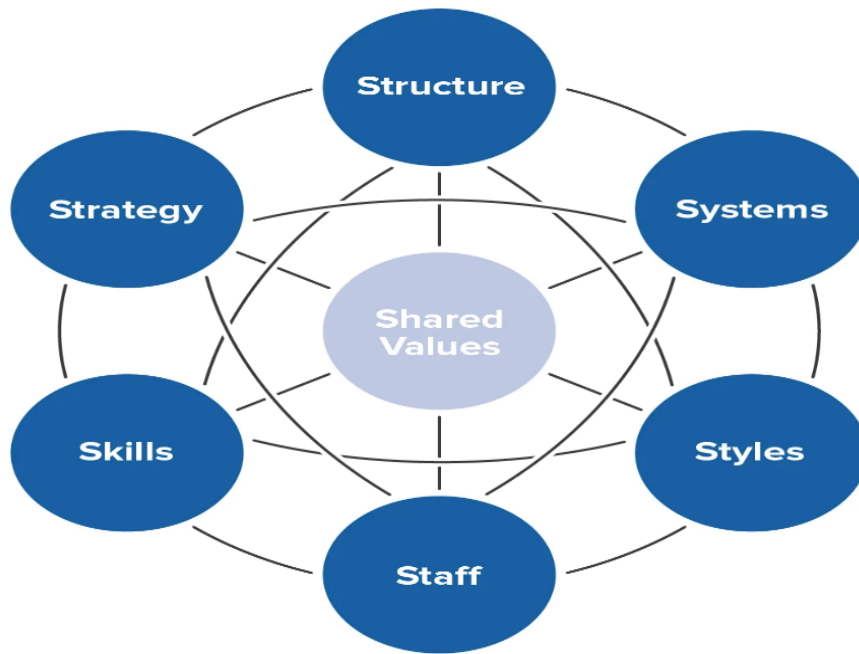
- **Document Review:** Analysis of existing PAP documents, AU strategic frameworks, and relevant literature.
- **Interviews and Focus Groups:** Qualitative data collection through structured and semi-structured interviews with key stakeholders.
- **Workshops:** Attendance of facilitated workshops with PAP members like the Results based workshop to be facilitated by the AU director of Planning and stakeholders to discuss strategic priorities and validate findings.
- **Surveys:** Distribution of surveys to gather quantitative data from a broader range of stakeholders e.g the Parliamentarians, the CSOs working with PAP and other technical and administrative staff of PAP beyond the Clerk and deputy Clerks.
- **SWOT Analysis:** Systematic evaluation of the PAP's internal strengths and weaknesses and the external opportunities and threats.

## 5.3. SP development Model

In both the review of performance of the old SP and developments of the SP, the two tasks shall be guided by McKinsey 7-S framework. The model identifies seven internal elements of an organization that need to align for it to be successful. The 7 elements are as follows: -

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The consultant will follow the program developed for the upcoming session of PAP and ensure all relevant committees and other sessions are attended. Where attendance is not possible, the consultant will seek key strategic actions considered in any session for review to guide the SP development.



## Figure 1: 7-S framework elements

The purpose is to ensure all the strategic objectives and performance targets are aligned to the 7 elements of PAP.

### 5.4. Procedural steps.

The process/procedures shall progress as follows: \_

Activity/step	Description of what is involved
<p><b>1. Entry meeting</b></p>	<p>Upon the receipt of the contract award communication from the client, the consultant shall have an inception entry meeting whose primary purpose is to seek any further clarification on any unclear issues pertaining to the assignment and to obtain needed inception phase documents. The consultant did have an initial meeting with the Clerk on 23<sup>rd</sup> August 2024 where the expectations of the consultant were clarified. The Clerk clarified that the Plenary will be sitting from 13<sup>th</sup>-20<sup>th</sup> September 2024 and again in October 2024. The consultant again had an online engagement with PAP team on 29<sup>th</sup> August 2024 where further clarity was made. These engagements given the timelines for the activity constitute sufficient entry clarifications.</p>
<p><b>2. Preliminary Review of Documents</b></p>	<p>The consultant has so far undertaken a preliminary review of selected key documents including the strategic plan itself (2019-2023), Legal Constitutive Documents of PAP and other reports which are available on PAP website. This review has informed the</p>

	context which has led to the development of the inception report.
<b>3. Inception Report</b>	Based on the outcomes of the entry meeting and the initial document analysis, the consultant as a best practice develops an inception report which will give detailed description of the methodological steps that will further be followed to execute the assignment from the beginning up to the end. This draft Inception Report is being submitted for this purpose.
<b>4. Stakeholder mapping</b>	The consultant has undertaken the mapping of the key stakeholders whose views will be necessary for the evaluation of the previous plan and the development of the new SP. The details of this mapping and the data collection method to be used for each stakeholder is contained in table 2 of this inception report.
<b>5. Planning and Design of the assignment</b>	The consultant shall develop an appropriate plan and design modalities of how the assignment will be undertaken from the beginning up to the end.
<b>6. Desk review.</b>	The consultant will undertake a comprehensive review of key secondary documents which mainly shall entail the performance reports of PAP in the period 2019-2024. The review will also ensure focus on the AU results and Outcomes framework. In effect, the consultant will review the AU agenda (2063) and the AU strategy for the planning period (2024-2028) to ensure there is alignment of PAP plan to AU results framework.
<b>7. Key Informant Interviews</b>	Interviews with key technical and administrative stakeholders of PAP will be undertaken during the period of 10 <sup>th</sup> -24 <sup>th</sup> September 2024. The engagement will include the Bureau, the committees, and the secretariat.
<b>8. Focus Group Discussions</b>	Focus group discussions (FGDs) will be held with the staff and other selected participants to further investigate the performance analysis and generate insights into the development of the New Strategic Plan. The FGDs will be held with selected support and administrative staff of PAP.
<b>9. Survey</b>	The consultant will undertake a survey of the members of the plenary with a view of getting their thoughts on the proposed strategic direction. The survey will be based on the instrument whose structure and content are attached to this inception report as <b>annexture A</b> . The instrument will be automated and linked shared to members through the clerk for them to respond to the survey instruments.

<b>10. Budget analysis</b>	The consultant will receive financial performance reports of PAP which will be used to analyze the budget performance and trends. This information will be useful in developing the financing strategy of the SP and in developing the Resource Mobilization strategy. This analysis will aim at pointing out the revenue areas that were critical for the performance of the strategic plan and the areas of expenditure.
<b>11. Best practice mapping</b>	The consultant will identify through document review and engagement with stakeholders the best practices for transitioning the PAP into the next five years. These best practices will be based on lessons on what has so far worked well and what has not worked so well in the two previous SP of PAP (2014-2017) and 2019-2023.
<b>12. AU engagement.</b>	The consultant shall attend the two-day session of the results-based session for the members of PAP. The session will be facilitated by the Director of Planning of the African Union.
<b>13. Environmental scanning</b>	The consultant will undertake a SWOT analysis of PAP's current operating context. The consultant will undertake the Political, Economic, Social, Technological and Environment analysis as part of the environmental scanning of the client's operating context. The consultant will also assess the Strengths, Weaknesses, Opportunities and Threats (SWOT).
<b>14. Visioning and strategic direction</b>	The consultant will undertake a visioning exercise which shall involve reviewing the vision and mission statements of PAP where necessary and then suggest the strategic objectives that will underpin the new strategic plan. The consultant will formulate the strategic actions for each objective and visualize the Theory of Change and guiding philosophy of the SP. The objectives and actions will be subjected to initial review to the Standing Committees of PAP during the plenary sitting of 13 <sup>th</sup> -20 <sup>th</sup> September 2024.
<b>15. Draft the strategic plan</b>	The consultant will develop a new strategic plan based on the findings of the evaluation of the existing strategic plan and the findings from the stakeholders. The Plan will be aligned to the results-based actions emphasized by the African Union. The proposed structure of the plan is attached as <b>annexture B</b> .

<b>16. Quality assurance procedures</b>	The consultant will ensure the developed strategic plan to internal quality assurance procedures from the secretariat. This will involve a virtual presentation of the draft plan.
<b>17. Plenary validation</b>	The consultant shall present the draft complete strategic plan to the plenary in October 2024 during the sitting planned in South Africa. The purpose will be to ensure a consensus among all the members on the planned direction.
<b>18. Final Strategic Plan</b>	Upon incorporation of comments from validation meetings, the consultant will develop the final strategic plan. This will be after subjected to formatting and graphic design by the consultant before submission.
<b>19. Monitoring and evaluation plan</b>	The consultant will develop the M and E indicator tracker matrix and framework to guide the subsequent monitoring and evaluation of the strategic plan.
<b>20. Resource mobilization strategy</b>	The consultant will assist the client in developing a resource mobilization strategy which will be needed as a core supporting document for the implementation of the proposed strategic plan.
<b>21. Exit meeting</b>	Finally, we shall conduct an end of assignment exit meeting where we shall share with the client our experiences, the lessons learnt and what could be done differently for similar future assignments.

## 6. List of Key Documents Required.

The consultant shall need some key documents from the client to undertake the assignment successfully. Some of the key documents to be provided shall include: -

### Table 5 ; Sample documents

Document name	Relevance
<b>1. Strategic Plan (2019-2023) and the baseline study report for the plan</b>	These will be useful for assessing the performance of PAP on all previous planned activities. The information from these documents will provide the context of the required direction in the next five years.

<b>2. Annual Monitoring and Evaluation reports of the strategic plan for 2020,2021, 2022 and 2023</b>	These will be helpful in evaluating the performance of PAP on the strategic objectives and actions of the previous strategic plan. Some of these will provide baseline information for the new planned strategic plan.
<b>3. African Union Strategic Plan and Results Framework</b>	This will be necessary to ensure that the PAP strategic plan is aligned to the actions and results of AU
<b>4. End of Strategic Plan Performance Report (2023)</b>	This will be useful for providing performance metrics relevant for the proposed strategic plan. The report will also be a sound basis for the development of the M and E framework.
<b>5. Annual PAP reports to AU</b>	These will provide information on the nature of key outputs which have informed PAP in the last five years. The developed plan will ensure alignment to some of the outputs.
<b>6. List of Policies and Laws passes by PAP (2019-2024)</b>	This will be a basis for ensuring the consultant gets a broader picture of the legislative and law-making mandate of PAP
<b>7. Organisational structure of PAP</b>	This will be relevant to ensure that the PAP Strategic direction speaks to the structures and systems necessary for its implementation.
<b>8. Key secretariat policy documents like Human Resource Manual, Governance Charter for the Bureau, Financial Manual, Resource Mobilisation strategy</b>	These will help the consultant understand the nature of efficiency and effectiveness, the governance systems which are critical elements for operationalising any strategic plan.
<b>9. List of partnerships between PAP and its partners</b>	These will give insights into the likely partners to be consulted in the process of developing a strategic plan or the resource mobilisation strategy
<b>10. List of development partners and areas of the support.</b>	These will be critical to guide the development of the resource mobilisation strategy and in guiding the analysis of the financial performance of PAP.
<b>11. Other documents</b>	The client will provide all other important documents relevant for the review and development of PAP's strategic plan.



## 7. Work Plan and Timeline

The consultancy will be conducted over a period of [insert duration, e.g., 3 months], with the following key milestones:

1. **Inception Phase (Weeks 1-2):**
  - Submission and approval of the inception report.
  - Initial stakeholder consultations and document review.
2. **Data Collection and Analysis (Weeks 3-5):**
  - Conduct interviews, focus groups, and workshops.
  - Perform SWOT analysis and situational assessment.
3. **Drafting of Strategic Plan (Weeks 6-8):**
  - Develop the draft strategic plan, including goals, objectives, and KPIs.
  - Present the draft to PAP leadership and stakeholders for feedback.
4. **Finalization of Strategic Plan (Weeks 9-10):**
  - Incorporate feedback and finalize the strategic plan document.
  - Develop the monitoring and evaluation framework.
5. **Presentation and Handover (Week 11):**
  - Present the final strategic plan to the PAP for approval.
  - Submit all final deliverables, including the strategic plan and M&E framework.

## 8. Expected Deliverables

The consultancy will deliver the following outputs:

1. **Inception Report:** Outlining the approach, methodology, and work plan.
2. **Stakeholder Engagement Report:** Summarizing the findings from interviews, focus groups, and workshops.
3. **Situational Analysis Report:** Including SWOT analysis and external environment assessment.
4. **Draft Strategic Plan:** A comprehensive draft for review and feedback.
5. **Final Strategic Plan:** The finalized strategic plan document, incorporating stakeholder input.
6. **Monitoring and Evaluation Framework:** A detailed framework for tracking the implementation of the strategic plan.

## 9. Risks and Mitigation Strategies

Potential risks associated with this consultancy include:

# APPENDICES

## ANNEXTURE A:

### Questionnaire Survey on the Pan-African Parliament Strategic Plan (2024-2028)

#### Purpose:

The Pan-African Parliament is developing its strategic plan for the period 2024-2028. We are seeking input from key stakeholders to ensure that the plan addresses the continent's most pressing governance, legislative, and human rights challenges. Your responses will help shape PAP's priorities and actions for the next five years. **Fill, Tick or Circle the response that best fits your choice on the questions below: -**

#### Section 1: General Information

1. Name (Optional):

○ \_\_\_\_\_

2. Organization/Affiliation:

- Government
- Civil Society Organization
- Private Sector
- Academia
- General Public
- Other (Please specify): \_\_\_\_\_

3. Country of Residence:

\_\_\_\_\_

4. Have you engaged with the Pan-African Parliament before?

- Yes
- No

#### Section 2: Stakeholder Perception of PAP's Role and Impact

5. How familiar are you with the role and activities of the Pan-African Parliament?

- Very familiar
- Somewhat familiar
- Not familiar

6. In your opinion, how effectively does PAP fulfill its mandate to promote democracy, good governance, and human rights in Africa?

- Very effectively
- Somewhat effectively
- Not effectively
- Don't know

1. **Stakeholder Engagement Challenges:** Limited availability or willingness of key stakeholders to participate. *Mitigation:* Early engagement and scheduling, flexible methods of data collection (e.g., online surveys, virtual interviews).
  2. **Data Access Issues:** Difficulty in obtaining relevant documents or data. *Mitigation:* Establish clear communication channels with the PAP and relevant AU bodies early in the process.
  3. **Delays in Approval Processes:** Possible delays in obtaining feedback or approvals from PAP leadership. *Mitigation:* Build in contingency time into the work plan and maintain regular communication with decision-makers.
7. **What areas do you think PAP should prioritize in its 2024-2028 strategic plan?** (Select up to 3)
- Legislative harmonization across member states
  - Promoting democratic governance and human rights
  - Gender equality and youth empowerment
  - Conflict resolution and peace-building
  - Economic integration and development
  - Climate change and environmental sustainability
  - Strengthening AU member states' governance capacity
  - Other (Please specify): \_\_\_\_\_

## Section 3: Strategic Priorities

8. **How important is the legislative role of PAP in harmonizing laws across Africa to promote regional integration?**
- Very important
  - Important
  - Not important
  - Don't know
9. **Which specific sectors should PAP focus on when developing model laws?**
- Trade and economic integration
  - Health and social protection
  - Environmental conservation
  - Security and conflict resolution
  - Digital transformation and technology
  - Education and skills development
  - Other (Please specify): \_\_\_\_\_

**10. How well do you think PAP has been able to represent the voices of African citizens at the continental level?**

- Very well
- Moderately well
- Not well
- Don't know

## **Section 4: Institutional Capacity and Engagement**

**11. What should PAP prioritize to improve its institutional capacity?**

- Strengthening member training and research capabilities
- Enhancing administrative efficiency and resource management
- Expanding partnerships with international organizations
- Strengthening its monitoring and evaluation systems

**12. How can PAP increase its engagement with civil society and the African public?**

- Hosting more public consultations and forums
- Leveraging digital platforms for outreach
- Collaborating more with national parliaments
- Enhancing media presence and public awareness campaigns

## **Section 5: Monitoring and Evaluation**

**13. What performance indicators should be used to measure the success of PAP's strategic plan?**

- Number of model laws adopted by member states
- Improved democratic governance indicators in member states
- Increased public engagement and awareness of PAP's role
- Progress in conflict resolution and peace-building initiatives

**14. How often do you think PAP should publicly report on the progress of its strategic plan implementation?**

- Annually
- Biannually
- Every five years
- Other (Please specify): \_\_\_\_\_

## Section 6: Additional Comments

### 15. Please provide any additional comments or suggestions for PAP's 2024 strategic plan.

- Thank you for your participation! Your feedback is crucial for the development of a strategic plan that reflects the needs and aspirations of all Africans.
- This questionnaire is designed to gather comprehensive stakeholder views on the strategic direction of PAP and ensure that the upcoming strategic plan is inclusive, effective, and aligned with continental goals like Agenda 2063

Bottom of Form

## ANNEXTURE B:

### Questionnaire for Pan-African Parliament Members on the Strategic Plan (2024-2028)

#### Purpose:

The Pan-African Parliament is preparing its Strategic Plan for 2024-2028. As a key member of PAP, your insights and recommendations are vital in shaping the direction and focus areas of the institution over the next five years. Please take a few moments to complete this questionnaire.

## Section 1: Member Information

### 1. Name (Optional):

 \_\_\_\_\_

### 2. Country Represented:

 \_\_\_\_\_

### 3. How long have you been a member of the Pan-African Parliament?

- Less than 1 year
- 1-3 years
- 4-5 years
- More than 5 years

## Section 2: Strategic Vision and Priorities

### 4. What do you believe should be the core vision of the Pan-African Parliament for the period 2024-2028?

- Strengthening legislative oversight and harmonization across member states
- Promoting democracy and human rights
- Enhancing regional integration and economic development
- Other (Please specify):

**5. Which of the following areas should be PAP's top priority in the next five years?**

(Select up to three)

- Conflict resolution and peace-building
- Economic integration and free trade
- Environmental sustainability and climate action
- Gender equality and youth empowerment
- Human rights and democratic governance
- Legislative harmonization
- Digital transformation and technology
- Education and skills development

**6. How should PAP contribute to achieving the goals of the AU's Agenda 2063?**

- By developing model laws that align with Agenda 2063's pillars
- By facilitating dialogue on regional integration
- By supporting initiatives on governance and peace-building
- Other (Please specify): \_\_\_\_\_

## Section 3: Legislative and Oversight Role

**7. How effective has PAP been in its legislative role in the past five years?**

- Very effective
- Moderately effective
- Not effective
- Don't know

**8. Which sectors should PAP focus on when proposing model laws?**

- Trade and economic development
- Security and conflict resolution
- Environmental conservation and climate change
- Social protection and health
- Technology and innovation
- Other (Please specify): \_\_\_\_\_

**9. How can PAP strengthen its oversight role over the implementation of AU decisions?**

- By improving reporting mechanisms between PAP and member states
- By enhancing partnerships with national parliaments
- By increasing the frequency of review sessions
- Other (Please specify): \_\_\_\_\_

## Section 4: Institutional Capacity and Governance

### 10. What improvements are needed to strengthen PAP's institutional capacity?

- Increased training and capacity building for members
- Streamlining internal governance processes
- Strengthening collaboration with AU institutions and regional bodies
- Other (Please specify): \_\_\_\_\_

### 11. How can PAP ensure better coordination and communication between the Parliament and AU organs?

- More frequent inter-institutional meetings
- Creation of a formal liaison office between PAP and the AU
- Regular joint initiatives and programs with AU institutions

### 12. What steps can PAP take to improve transparency and accountability within the institution?

- Improved monitoring and evaluation of PAP activities
- Public reporting of legislative and financial outcomes
- Independent audits of PAP's finances and operations
- Other (Please specify): \_\_\_\_\_

## Section 5: Stakeholder Engagement

### 13. How can PAP improve its engagement with African citizens and civil society?

- By hosting more public forums and consultations
- Expanding the use of digital platforms for communication and outreach
- Strengthening partnerships with regional civil society organizations
- Other (Please specify): \_\_\_\_\_

#### 14. What role should national parliaments play in helping PAP achieve its strategic goals?

- Strengthening coordination between national parliaments and PAP
- Aligning national legislation with PAP model laws
- Increasing member state representation in PAP discussions

### Section 6: Monitoring and Evaluation

#### 15. What performance indicators should be used to assess the success of PAP's strategic plan?

- Number of model laws passed and adopted by member states
- Progress on peace-building and conflict resolution efforts
- Enhanced cooperation between PAP and national parliaments
- Improved democratic governance and human rights across Africa
- Increased public engagement and awareness of PAP's activities

#### 16. How frequently should PAP review the progress of its strategic plan?

- Annually
- Every two years
- At the end of the five year period
- Other (Please specify): \_\_\_\_\_

### Section 7: Additional Comments

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## Thank you for your participation!

Your insights are valuable in ensuring that PAP's strategic plan aligns with the needs of Africa and supports the continent's sustainable development goals. This questionnaire will help the Pan-African Parliament gather meaningful input from its members on the development of the strategic plan and ensure it addresses key areas such as legislative action, governance, and public engagement.



# ANNEXTURE C:

## TENTATIVE FRAMEWORK FOR MEMBER CONSULTATION

### Goal 1: Strengthen Legislative Functions

**Objective 1.1:** Enhance the legislative capacity of the PAP to draft, review, and harmonize laws across member states.

- **Initiative 1.1.1:** Establish a legislative drafting unit within the PAP.
- **Initiative 1.1.2:** Organize capacity-building workshops for members on legislative processes and best practices.
- **Initiative 1.1.3:** Facilitate consultations with national parliaments to align legislation with continental priorities.

**Objective 1.2:** Improve the quality and impact of PAP's legislative recommendations.

- **Initiative 1.2.1:** Develop a monitoring mechanism to track the implementation of PAP recommendations.
- **Initiative 1.2.2:** Increase collaboration with AU bodies and regional economic communities (RECs) for the adoption of PAP proposals.
- **Initiative 1.2.3:** Introduce a strong research unit to guide evidence that will guide PAP decision making
- 

### Goal 2: Enhance Oversight and Accountability

**Objective 2.1:** Strengthen PAP's oversight role over AU institutions and member states.

- **Initiative 2.1.1:** Develop an oversight framework for monitoring AU program implementation.
- **Initiative 2.1.2:** Conduct regular assessments and public hearings on AU policies and programs.

**Objective 2.2:** Promote accountability and transparency within the AU and member states.

- **Initiative 2.2.1:** Establish a PAP oversight committee on governance and corruption.
- **Initiative 2.2.2:** Publish annual reports on the status of governance and corruption across member states.

### Goal 3: Promote Human Rights and Social Justice

**Objective 3.1:** Advocate for the protection and promotion of human rights across Africa.

- **Initiative 3.1.1:** Launch a continent-wide campaign on human rights awareness and education.
- **Initiative 3.1.2:** Collaborate with the African Commission on Human and Peoples' Rights to address human rights violations.

**Objective 3.2:** Address issues of social justice, including gender equality and youth empowerment.

- **Initiative 3.2.1:** Develop policies and programs aimed at empowering women and youth in Africa.
- **Initiative 3.2.2:** Create a PAP task force on gender equality and youth inclusion.

## **Goal 4: Foster Continental Integration and Development**

**Objective 4.1:** Support the economic integration and sustainable development of Africa.

- **Initiative 4.1.1:** Promote the African Continental Free Trade Area (AfCFTA) through legislative support and advocacy.
- **Initiative 4.1.2:** Engage with regional bodies to harmonize economic policies and regulations.

**Objective 4.2:** Facilitate the implementation of AU's Agenda 2063.

- **Initiative 4.2.1:** Align PAP's activities with the goals and objectives of Agenda 2063.
- **Initiative 4.2.2:** Monitor and evaluate the progress of Agenda 2063 implementation in member states.

## **Goal 5: Strengthen Institutional Capacity and Collaboration**

**Objective 5.1:** Enhance the operational efficiency of the PAP.

- **Initiative 5.1.1:** Implement a capacity-building program for PAP staff and members.
- **Initiative 5.1.2:** Upgrade PAP's technological infrastructure to support digital legislative processes.

**Objective 5.2:** Foster partnerships and collaboration with stakeholders.

- **Initiative 5.2.1:** Establish formal partnerships with national parliaments, civil society, and international organizations.
- **Initiative 5.2.2:** Host annual forums for dialogue and collaboration with key stakeholders.

## PROPOSED OUTLINE OF THE STRATEGIC PLAN

### Proposed Outline of the Strategic Plan for the Pan-African Parliament (2024-2028)

#### Executive Summary

Overview of PAP's mandate, vision, and mission.

Key strategic priorities for the next five years.

Summary of expected outcomes and impact.

## 1. Background and Context

**Institutional Overview:** Brief history of PAP and its evolution since its establishment.

**Current Challenges and Opportunities:** Key issues facing Africa in governance, democracy, regional integration, and legislative harmonization.

**Alignment with Agenda 2063:** Ensuring that PAP's strategic plan supports the AU's long-term goals under Agenda 2063.

## 2. Situation Analysis

### 1. Internal Analysis:

#### a. Institutional Capacity

**Structure and Operations:** Review the current organizational structure, including the roles of the plenary, committees, and the secretariat. Analyze the efficiency of decision-making processes and the ability of PAP to meet its legislative, advisory, and oversight functions.

**Human Resources:** Assess the skills, expertise, and number of PAP members and staff. Identify gaps in capacities that may hinder effective legislative work and oversight.

**Budget and Financial Management:** Examine the financial resources available to PAP and how effectively they are being utilized. Look for potential funding challenges and sustainability issues.

**Technological Capabilities:** Evaluate PAP's use of digital tools and technologies, including its capacity for virtual engagement and internal data management systems.

#### b. Governance and Leadership

**Leadership Effectiveness:** Analyze the leadership structures within PAP, including the Bureau, committee chairs, and the role of the president. Assess leadership efficiency and the delegation of responsibilities.

Internal Governance Mechanisms: Review PAP's adherence to internal rules of procedure and governance principles, ensuring transparency, accountability, and democratic processes within its operations.

## 2. External Analysis:

### a. Political Environment

Continental and Regional Governance: Analyze the relationship between PAP and the African Union (AU) as well as other regional bodies, such as the Regional Economic Communities (RECs). Assess how effectively PAP coordinates with these institutions on legislative and governance matters.

Member States' Engagement: Review the level of engagement and commitment of AU member states to PAP, including participation in plenary sessions and the implementation of PAP's recommendations.

Conflict and Security: Assess how political instability, security challenges, and conflicts across Africa impact PAP's role in promoting peace, security, and democratic governance.

### b. Economic Factors

Economic Integration: Analyze PAP's role in promoting economic integration, particularly in supporting the implementation of the African Continental Free Trade Area (AfCFTA). Look at how economic disparities between member states affect legislative harmonization and integration.

Resource Availability: Review the economic environment in Africa, particularly in terms of funding for PAP and its ability to execute its legislative and oversight roles in a continent facing financial constraints.

### c. Social Factors

Public Awareness and Engagement: Assess the level of awareness and understanding of PAP's role among African citizens. Identify gaps in public engagement and communication strategies.

Gender and Youth Inclusion: Evaluate how well PAP promotes gender equality and youth empowerment in its legislative agenda and how effectively it engages these groups in its decision-making processes.

## 3. SWOT Analysis:

Conduct a SWOT Analysis to identify PAP's internal Strengths and Weaknesses, as well as external Opportunities and Threats.

Strengths: Institutional strengths like legislative capacity, pan-African reach, and alignment with the AU.

**Weaknesses:** Areas where PAP falls short, such as limited legislative powers, inadequate funding, or lack of effective public communication.

**Opportunities:** External factors that could positively impact PAP's operations, like increased AU cooperation, Agenda 2063 initiatives, or continental economic growth.

**Threats:** External challenges, including political instability, low member state participation, or economic constraints that may hinder PAP's progress.

## 4. Alignment with Agenda 2063

**AU Strategic Priorities:** Ensure that PAP's situational analysis aligns with the broader goals of Agenda 2063, the AU's blueprint for Africa's development. This includes examining PAP's role in promoting democratic governance, human rights, and regional integration under Agenda 2063's aspirations.

## 5. Legislative and Oversight Effectiveness

**Legislative Impact:** Assess PAP's track record in drafting and recommending model laws, and its influence on national parliaments across the continent. Evaluate the extent to which PAP's legislative efforts are adopted and implemented by member states.

**Oversight Function:** Review PAP's role in overseeing the implementation of AU policies and decisions, including its effectiveness in monitoring compliance by AU member states.

## 6. Stakeholders Analysis

**Internal Stakeholders:** Review the role and expectations of PAP members, committees, and AU institutions in the strategic planning process.

**External Stakeholders:** Identify key external stakeholders, including member states, RECs, civil society organizations, the private sector, and international partners, and assess their influence on PAP's operations and strategic direction.

## Strategic Direction: Vision, Mission, and Core Values

**Vision:** Define PAP's long-term aspirations (e.g., "To be a transformative Pan-African legislative body that promotes inclusive governance, peace, and prosperity across Africa").

**Mission:** Outline the purpose of PAP, focusing on strengthening democratic institutions, harmonizing legislation, and promoting human rights across Africa.

**Core Values:** Articulate the values that guide PAP's work (e.g., inclusivity, accountability, transparency, equity, and Pan-Africanism).

## 5 Strategic Objectives

### Objective 1: Strengthen Legislative Functions

Promote harmonization of laws across AU member states.

Draft and propose model laws in key sectors (e.g., trade, security, climate change).

### **Objective 2: Enhance Governance and Oversight**

Strengthen PAP's oversight role in monitoring the implementation of AU policies and decisions.

Advocate for transparency and accountability in governance across member states.

### **Objective 3: Promote Human Rights and Democracy**

Advance the protection of human rights, gender equality, and democratic values across Africa.

Engage in conflict resolution and peace-building initiatives in partnership with the AU.

### **Objective 4: Increase Stakeholder Engagement**

Enhance communication and engagement with African citizens, civil society, and regional bodies.

Foster partnerships with national parliaments, regional economic communities (RECs), and international organizations.

### **Objective 5: Strengthen Institutional Capacity**

Build the capacity of PAP members and staff through training, research, and resource mobilization.

Enhance operational efficiency through digital transformation and infrastructure development.

## **6. Key Pillars of the Strategy**

**Legislative Excellence:** Focus on building PAP's capacity as a legislative body capable of influencing continental laws and policies.

**Institutional Development:** Strengthen PAP's internal governance structures and administrative processes.

**Public Awareness and Advocacy:** Raise awareness about PAP's role and activities among African citizens and other stakeholders.

**Monitoring and Evaluation:** Establish systems to monitor progress and evaluate the impact of PAP's strategic initiatives.

## **7. Implementation Framework**

**Key Actors and Stakeholders:** Define the roles of PAP members, AU organs, national parliaments, civil society, and other partners.

Resource Mobilization: Develop strategies for securing funding and technical support from AU, member states, donors, and international partners.

Timeline: Outline key milestones and deliverables for the next five years.

## 8. Monitoring, Evaluation, and Accountability

KPIs and Metrics: Define performance indicators to track progress on legislative output, governance reforms, and human rights advancements.

Periodic Reviews: Set up regular reviews to assess progress against the strategic objectives.

Reporting and Accountability: Ensure transparency in reporting on the implementation of the strategic plan.

## 9. Conclusion

Summarize the long-term benefits of the strategic plan for the African continent.

Reaffirm PAP's commitment to advancing Africa's integration and governance.





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