



THE COMMONWEALTH HANSARD EDITORS ASSOCIATION AFRICA REGION (CHEA-AR)

STRATEGIC PLAN

2025-2029



Vision

A pillar of excellence in Hansard production in Africa

Mission

To promote accurate and impartial reporting of parliamentary debates through exchange of quality, technical and other related information

Core Values

Accuracy

Impartiality

Efficiency

Effectiveness

Accountability

Professionalism

Teamwork

Integrity

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ACRONYMS AND ABBREVIATIONS

CHEA	Commonwealth Hansard Editors Association
CHEA-AR	Commonwealth Hansard Editors Association-Africa Region
CHEA-I	Commonwealth Hansard Editors Association-International
EXCO	Executive Committee
ICT	Information, Communication and Technology
KPIs	Key Performance Indicators
KRAs	Key Result Areas
MP(s)	Member(s) of Parliament
PAP	Pan African Parliament
RSA	Republic of South Africa
SDGs	Sustainable Development Goals
UK	United Kingdom

FOREWORD BY THE CHEA-AR PRESIDENT

The Commonwealth Hansard Editors Association-Africa Region (CHEA-AR) is the professional association of Hansard Reporters and Editors in Africa. The Association provides a forum for networking and collaboration, professional development and promotion of excellence.

The Association is steered by a Strategic Plan, which embodies the collective vision and mission of various players. The 2025-2029 Strategic Plan provides a roadmap that will guide the Association as it steers towards building the Hansard profession.

The 2025-2029 Strategic Plan prioritises the following five key strategic objectives:

- (i) enhance the professional capacity of CHEA-AR members;
- (ii) raise the profile and visibility of CHEA-AR stakeholders;
- (iii) promote innovation in the Hansard production process;
- (iv) strengthen the governance and sustainability structure of CHE-AR; and
- (v) enhance sound financial and budgeting systems.

The 2025-2029 Strategic Plan reaffirms the important role played by the Association in building Hansard professionals in legislatures spread across Africa. In preparing this Strategic Plan, the CHEA-AR Executive Committee took stock of lessons learnt and opportunities presented to chart continued growth for the Association.

Mr. Steve Katawa Banda

CHEA-AR PRESIDENT

ACKNOWLEDGEMENTS

CHEA-AR Executive Committee Members

1.	Mr. Steve Katawa Banda (Malawi)	President
2.	Mr. Adam Iddrisu (Ghana)	Vice President
2.	Ms. Euphraat Hopane (Republic of South Africa)	Secretary/Treasurer
3.	Ms. Modester Sekeleza (Malawi)	Assistant Secretary
4.	Ms. Malala Mangala-Hamanyati (Zambia)	Member
5.	Mr. Moses Bwalatum (Uganda)	Member
6.	Ms. Marlene Chitra (Mauritius)	Member
7.	Mr. Samuel Songa (Sierra Leone)	Member
8.	Ms. Sibongile Khoza (Republic of South Africa - Mpumalanga Province)	Member
9.	Ms. Hortensiah Nyawira Kamau (Kenya)	Member
10.	Ms. Kedibonye Nyanga (Botswana)	Member

Members of Sub-Committee on Review of CHEA-AR Strategic Plan

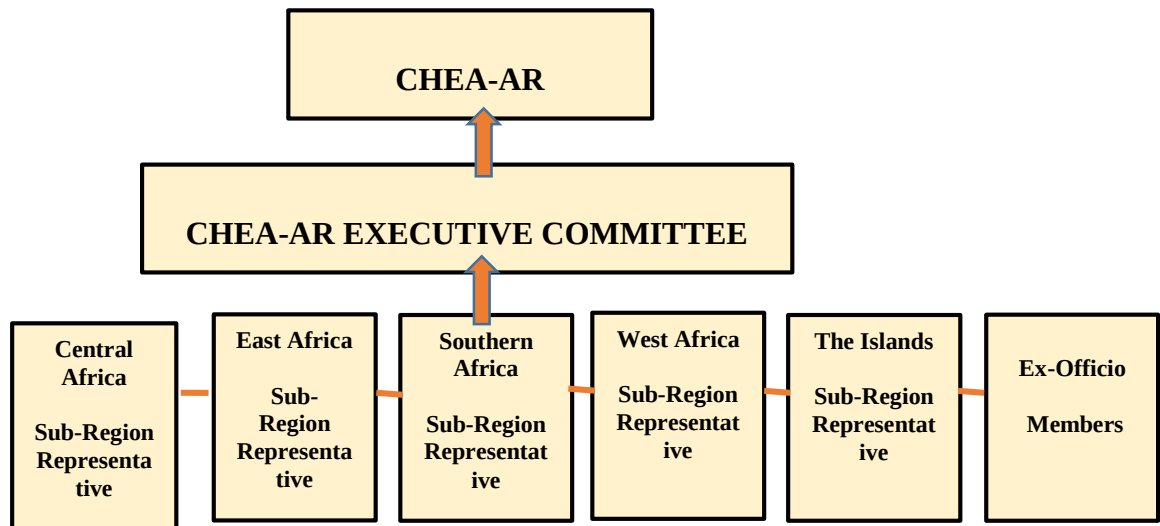
1.	Ms. Hortensiah Nyawira Kamau (Kenya)	Coordinator
2.	Ms. Modester Sekeleza (Malawi)	Member
3.	Ms. Ntfombiyancengwa Dlamini (Eswatini)	Member

1.0 BACKGROUND OF CHEA-AR

The Commonwealth Hansard Editors Association-Africa Region (CHEA-AR) is a subsidiary of CHEA-International. It was established in 1999 in Ulundi, KwaZulu Natal, Republic of South Africa. CHEA-AR is made up of the following five sub-regions: East, Central, West, Southern Africa and the Islands.

CHEA-AR is steered by an Executive Committee made up of regional representatives from member Parliaments. The Association is managed by an Executive Committee consisting the President, as the Chairperson, the Vice-President, Secretary/Treasurer, Assistant Secretary, five regional bloc representatives and two Ex-officio members. The Executive Committee reports and accounts to the Biennial Conference, which is its highest decision-making body. Administratively, CHEA-AR is supported by member Parliaments.

1.1 CHEA-AR STRUCTURE



1.2 PURPOSE OF CHEA-AR 2025-2029 STRATEGIC PLAN

The CHEA-AR Strategic Plan has three purposes as follows:

- (a) supporting and promoting quality Hansard production through regular exchange of technical information and personnel among Parliaments in the Commonwealth;
- (b) Helping CHEA-AR to:
 - (i) develop professional Hansard staff in member Parliaments;
 - (ii) build understanding and unity among member Parliaments;
 - (iii) promote the interests/perspectives of the Hansard profession in Africa; and
 - (iv) share information through enhancing communication and coordination of staff of Hansard Departments in the Africa Region; and
- (c) supporting members in keeping abreast of new technological trends in production of Hansard in member countries.

1.3 CHEA-AR'S OVERALL GOAL

The goal of the Association is to serve the interests of parliamentary democracy by enhancing the quality of parliamentary reporting and recording services through the exchange of technical information and personnel among member Parliaments.

CHAPTER TWO: STRATEGIC DIRECTION

This section highlights the Vision, Mission and Core Values that will guide the 2025-2029 Strategic Plan. Further, it speaks to a review of the Association's activities and the current situation analysis.

2.0 VISION, MISSION AND CORE VALUES

Vision

A pillar of excellence in Hansard production in Africa

Mission

To promote accurate and impartial reporting of parliamentary debates through exchange of quality, technical and other related information

Core Values

The Association is committed to the following core values:

(a) Accuracy

We shall ensure that Hansard and audio records are of the highest quality (free of error or distortion and produced according to the prescribed terms of reference of respective legislatures).

(b) Impartiality

The editorial decisions we make shall be objective and non-partisan.

(c) Efficiency

Production of Hansard reports and audio records shall be done within the timelines prescribed in respective legislatures.

(d) **Accountability**

We shall be responsible for the quality and integrity of Hansard reports and (audio records) produced in respective legislatures.

(e) **Professionalism**

We shall adhere to the prescribed code of conduct and ethical standards in the discharge of our duties.

(f) **Teamwork**

We shall work together in maintaining the spirit of cohesiveness by promoting open communication to achieve desired goals in respective legislatures.

(g) **Integrity**

We shall maintain the highest level of ethics, moral principles and character in the discharge of our duties.

2.1 ASSOCIATION’S REVIEW AND SITUATIONAL ANALYSIS

This section presents the current state of affairs of CHEA-AR by reviewing its activities in the past six years during which the 2018-2022 Strategic Plan was in place. The review takes stock of the achievements, challenges and lessons learnt in implementation of the Strategic Plan.

2.1.1 ACHIEVEMENTS

During the period under review, the Association achieved the following:

- (a) The CHEA-AR Executive Committee meeting held in Malawi from 19th to 21st October, 2022;

- (b) The 10th Biennial CHEA-AR Conference held in Malawi from 23rd to 29th October, 2022;
- (c) The CHEA-AR Executive Committee meeting held in Mpumulanga, South Africa from 21st to 27th May, 2023;
- (d) The CHEA-AR Executive Committee meeting held in Kampala, Uganda from 22nd to 26th May, 2024;
- (e) The review of the CHEA-AR Strategic Plan and Code of Ethics and Conduct facilitated by the CHEA-AR Executive Committee;
- (f) The development of the CHEA-AR website facilitated by the CHEA-AR Executive Committee.

The activities strengthened partnerships and engagements between CHEA-AR members and their respective legislatures. They also provided a platform to network on best industry practices in the Hansard profession.

2.1.2 CHALLENGES

The Association experienced the following setbacks in implementation of the 2018-2022 Strategic Plan:

- (a) interruption of programming by the onset of the COVID-19 pandemic that resulted in a delay in the hosting of the 10th Biennial Conference and other scheduled CHEA-AR Executive Committee meetings;
- (b) delayed remittance of subscription fees by member parliaments, yet subscription fees feed into the overall financing of the Strategic Plan;
- (c) diminishing resource base affecting legislatures, thus limiting support to the Association and its members; and
- (d) operational challenges in processing support to parliaments hosting the Executive Committee and the Biennial Conference.

2.1.3 LESSONS LEARNT

To effectively implement the 2025-2029 Strategic Plan, challenges experienced informed the following lessons:

- (a) that the Association embarks on utilising technology in order to increase engagement where it is not possible to do so because of circumstances such as an outbreak of pandemics such as COVID-19;
- (b) that CHEA-AR Executive Committee members engage respective legislatures on prompt payment of subscription and conference fees; and
- (c) that the CHEA-AR Executive Committee seeks funding and support from donors and foundations in addition to support from legislatures.

CHAPTER THREE: STRATEGIC OBJECTIVES AND ACTIVITIES

This chapter outlines the strategic direction of CHEA-AR by providing the strategic objectives, strategic mix and stakeholder analysis.

3.0 STRATEGIC OBJECTIVES

During implementation of the Strategic Plan, the Association will aim at achieving the following strategic objectives:

- (a) to enhance the professional capacity of CHEA-AR Members;
- (b) to raise the profile and visibility of CHEA-AR to stakeholders;
- (c) to promote innovation in the Hansard production process;
- (d) to strengthen governance and sustainability structures of CHEA-AR; and
- (e) to enhance sound financial and budgeting systems.

3.1 STRATEGIC OUTCOMES

CHEA-AR will focus on ensuring the following strategic deliverables for the next four years (2025-2029):

- (a) enhanced professional capacity of CHEA-AR members;
- (b) increased visibility of CHEA-AR through conferences, seminars, workshops, social media platforms and the website;
- (c) increased efficiency in production of Hansard and audio records through use of modern technologies;
- (d) enhanced CHEA-AR governance and management; and
- (e) improved financial management and informed decision-making.

3.2 STRATEGY MIX

	STRATEGIC OBJECTIVE	STRATEGY	ACTIVITY
1.	To enhance the professional capacity of CHEA-AR members	Improve professional competence	• Promote sharing of best practices and benchmarking through exchange and attachment programmes. • Develop standards and practice guidelines • Promote investment in emerging areas of Hansard production • Organise conferences, professional development seminars and virtual meetings
2.	To raise the profile of CHEA-AR	Enhance visibility of the Association	• Launch the Association's website • Enhance linkages with CHEA-International • Promote sustainable partnerships with member legislatures • Promote regional bloc activities • Communicate the Association's activities by also using social media platforms
3.	To promote innovation in the Hansard production process	Ensure innovation in Hansard production processes	• Promote investment in new Hansard production technologies • Promote piloting of Hansard Production innovations in member legislatures • Collaborate with experts, vendors and software developers in proposing Hansard production technologies

4.	To strengthen the governance and sustainability of CHEA-AR	Ensure effective and enhanced governance of the Association	• Promote accountability and transparency in the management of the Association • Strengthen and empower representatives of regional blocs • Monitor performance and opportunities for improvement of regional blocs
5.	To enhance sound financial and budgeting systems	Ensure sound budgeting	• Develop fund-raising strategies • Prepare bi-annual budget • Increase the Association's financial resources

3.3 KEY RESULT AREAS AND STRATEGIC OBJECTIVES

Strategic Objective One: To Enhance the Professional Capacity of CHEA-AR Members

This objective strives to strengthen the knowledge and capacity of members of CHEA-AR through strategic professional partnerships and engagements. This will be achieved through sharing of best practices, knowledge and experiences on matters of professional interest. This objective will cover the following initiatives:

- (a) sharing of best practices and benchmarking;
- (b) exchange and attachment programmes; and
- (c) conferences and professional development seminars.

The table below contains the planning statement and the corresponding performance indicator(s) that will be pursued in the next four (4) years for Strategic Objective One:

Strategy	Planning Statement(s)	Performance Indicator(s)
1. Professional Collaboration	Sharing of best practices and benchmarking	• Development of common professional publications • Progress reports on initiated and implemented programmes
	Exchange and attachment programmes	• Regional blocs to initiate initial exchange and attachment programmes • Subsequent programmes to be coordinated in inter-regional blocs • Development of centralised data on progress of the programmes
	Conferences and professional development seminars	• Regional blocs to hold regional conferences, at least, once annually • CHEA-AR to hold a bi-annual conference • CHEA-AR Exco to hold a meeting, at least, once annually • CHEA-AR members to participate in other regional and international conferences

Strategic Objective Two: To Raise the Profile of CHEA-AR

This objective strives to enhance the visibility and engagement of CHEA-AR with its stakeholders. This will be achieved through utilisation of various communication strategies in order to ensure that the Association builds a strong presence and reputation.

In order to strengthen the profile, visibility and relevance of CHEA-AR within the continent and globally, the Association will engage in the following activities:

- (a) build a strong professional brand identity;
- (b) increase social media activity; and
- (c) network and collaborate with partners and stakeholders.

The table below contains the planning statement and the corresponding performance indicator that will be pursued in the next four (4) years for Strategic Objective Two

Strategy	Planning Statement(s)	Performance Indicator(s)
1. Build a strong professional brand identity	• Create a standard professional visual identity – logo, color and typography (typeface) that will feature in all CHEA-AR communications • Develop a consistent brand voice for all communication on the website and social media platforms	• CHEA-AR Logo with standard color and typography • Consistent communication reflective of CHEA-AR
2. Increase social media activity	• Establish and maintain a professional website and social media sites • Continuously share valuable content on the website and social media sites	• CHEA-AR website • Active CHEA-AR social media platforms • Content updated on the website and all social media platforms
3. Network and collaborate with partners and stakeholders	• Build and maintain a relationship with member legislatures and other associations such as CHEA-International	• Partnerships with member legislatures and CHEA-International

	• CHEA-AR members to attend professional events • CHEA-AR, through the regional blocs, to organise short meetings/workshops	• Participation in professional events, meetings and workshops • Participation in regional bloc meetings and activities
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Strategic Objective Three: To Promote Innovation in the Hansard Production Process

The intention of this objective is to ensure that legislatures leverage on new technologies in the Hansard production process. The Association will promote, in member legislatures, investment in new technologies that are drivers of enhanced efficiency and effective production of Hansard reports. The Association will also collaborate with experts and vendors in the technological field to recommend suitable technological innovations to member legislatures.

In order to promote innovation in the Hansard production process, the Association will engage in the following activities:

1. invest in new Hansard production technologies within member legislatures; and
2. collaborate with experts, vendors and developers of Hansard production technologies.

Strategy	Planning Statement(s)	Performance Indicator(s).
1. Invest in new Hansard production technologies within member legislatures	CHEA-AR to promote investment in new Hansard production technologies within member legislatures	• New Hansard production technologies in use in member parliaments • Reliable technologies and support in member legislatures

2. Collaborate with experts, vendors and developers of Hansard production technologies	CHEA-AR to collaborate with experts, vendors and developers of Hansard production technologies	• Modern Hansard and Audio infrastructure in member legislatures • Increased collaboration and knowledge-sharing in ICT tools
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Strategic Objective Four: To Strengthen Governance and Sustainability of CHEA-AR

The intention of this objective is to ensure an effective leadership and overall performance of the Association. The Association will, from time to time, review and strengthen its structural arrangements, co-ordination, processes and procedures. Heads of Hansard Departments will spearhead planning, performance monitoring, reporting and evaluation.

In order to strengthen the governance and sustainability of CHEA-AR, the Association will engage in the following activities:

1. review and update the CHEA-AR Strategic Plan and Code of Conduct;
2. strengthen and empower representatives and members of regional blocs; and
3. monitor performance and opportunities for improvement of activities of regional blocs.

The table below contains the planning statement(s) and the corresponding performance indicator(s) that will be pursued in the next four (4) years for Strategic Objective No. 4.

Strategy	Planning Statement(s)	Performance Indicator(s)
1. Review and update CHEA-AR Strategic Plan and Code of Conduct	Update the CHEA-AR Strategic Plan and Code of Conduct with clear strategies	Strategic plan and Code of Conduct in place
2. Strengthen and empower representatives of regional blocs	Promote activities of regional blocs	Partnerships and activities in regional blocs
3. Monitor performance and opportunities for improvement of activities of regional blocs	Regional blocs to update all members on their activities during CHEA-AR conferences	Reports of regional blocs

Strategic Objective Five: To Enhance Sound Financial and Budgeting Systems

The intention of this objective is to ensure effective leadership and overall performance of the Association. The Association will, from time to time, review and strengthen its structural arrangements, coordination, processes and procedures. Heads of Hansard Departments will spearhead planning, performance monitoring and reporting.

In order to strengthen the governance and sustainability of CHEA-AR, the Association will engage in the following activities:

1. develop a fund-raising strategy through member legislatures;
2. prepare bi-annual budgets; and
3. increase the Association's financial base.

The table below contains the planning statement and the corresponding performance indicator that will be pursued in the next four (4) years for Strategic Objective Five.

Strategy	Planning Statement(s)	Performance Indicator(s)
1. Develop a fund-raising strategy through member legislatures	- Regularly engage member legislatures on payment of subscriptions and other financial obligations - Innovate fund-raising strategies	- Payment of subscriptions and other obligations done timeously - Increase in resources of the Association
2. Prepare bi-annual budgets	- Develop CHEA-AR bi-annual budgets by engaging the host legislature - CHEA-AR Secretariat to publish bi-annual financial statements	- CHEA-AR bi-annual budgets in place - CHEA-AR bi-annual financial statements
3. Increase the Association's financial base	- Diversify membership fees - Establish mechanisms to increase membership - Hold conferences, workshops and other events - Seek funding and support from donors and foundations	Increased financial resources from various sources

3.4 STAKEHOLDERS AND PARTNERS

CHEA-AR has a number of stakeholders at regional and international levels. The stakeholders are an integral part of the Association since they have varying expectations and play a role in influencing the Strategic Plan. The engagements with the stakeholders and partners are as follows:

CHEA-AR Stakeholders and Partners

Stakeholders	Contribution/Benefit
Member Parliaments	Participation, knowledge sharing, CHEA-AR work, capacity building, and programme exchange
Regional Blocs	Participation, knowledge sharing, CHEA-AR work, enhanced interactions, professional and welfare matters within the blocs
CHEA-International	Knowledge sharing, capacity building, programme exchange, conferences and attachments
Other CHEA regional bodies (Canada, Australia, UK, BIPRA, Hansard Association of Kenya)	Knowledge sharing, capacity building, conferences and attachments

CHAPTER FOUR: IMPLEMENTATION MATRIX

4.0 IMPLEMENTATION MATRIX

Implementation of this Strategic Plan is the responsibility of the CHEA-AR Executive Committee during the period 2025 to 2029.

Strategic Objective 1: To enhance the professional capacity of CHEA-AR Members				
Strategy	Planning Statement(s)	Performance Indicator(s)	Timeline	Actor(s)
Professional development	Sharing of best practices and benchmarking	- Development of common professional publications - Progress reports on initiated and implemented programmes	Continuous	- CHEA-AR Exco - Representatives of regional blocs
Collaboration activities and engagements	Exchange and Attachment programmes	- Regional blocs to initiate exchange and attachment programmes - Development of centralised data on progress of the programmes	Continuous	- CHEA-AR Exco - Regional blocs

Conferences and professional development seminars	Holding conferences and professional development seminars	- Regional blocs to hold regional conferences, at least, once annually - CHEA-AR to hold a bi-annual conference - CHEA-AR Exco to hold meetings at least once annually - CHEA-AR Members to participate in other regional and international conferences	Continuous	- Representatives of regional blocs - CHEA-AR Exco - CHEA-AR members - Member legislatures
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Strategic Objective Two: To raise the profile of CHEA-AR

Strategy	Planning Statement(s)	Performance Indicator(s)	Timeline	Actor(s)
Build a strong professional brand identity	- Create a standard professional visual identity – logo, color, typography (typeface) that will feature in all CHEA-AR communications - Develop a consistent brand voice for all communication	- CHEA-AR logo with standard color and typography - Consistent communication reflective	Continuous	- CHEA-AR Exco - CHEA-AR Secretariat

	n on the website and social media platforms	of CHEA-AR		
Increase social media activity	- Establish and maintain a professional website and social media sites - Continuously share valuable content on the website and social media sites	- CHEA-AR website in place and active CHEA-AR social media platforms - Content updated on the website and all social media platforms	Immediate Continuous	- CHEA-AR Exco - CHEA-AR Secretariat - CHEA-AR members
Network and collaborate with partners and stakeholders	- Build and maintain a relationship with member legislatures and other associations such as CHEA-International - CHEA-AR members to attend professional events	- Partnerships with member legislatures and CHEA-International - Participation in professional events, meetings and workshops	Continuous	- CHEA-AR Exco - CHEA-AR members

	CHEA-AR, through the regional blocs, to organise short meetings/workshops			Representatives of regional blocs
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Strategic Objective Three: To Promote Innovation in the Hansard Production Process

Strategy	Planning Statement(s)	Performance Indicator(s)	Timeline	Actor(s)
Invest in new Hansard production technologies within member legislatures	CHEA-AR to promote investment in new Hansard production technologies within member legislatures	New Hansard production technologies in use in member parliaments Reliable technologies and support in member legislatures	Continuous	CHEA-AR Exco CHEA-AR member legislatures
Collaborate with experts, vendors and developers of Hansard production technologies	CHEA-AR to collaborate with experts, vendors and developers of Hansard production technologies	- Modern Hansard and Audio infrastructure in member legislatures - Increased collaboration and knowledge-sharing in ICT tools	Continuous	CHEA-AR Exco CHEA-AR member legislatures

Strategic Objective Four: To strengthen Governance and Sustainability of CHEA-AR

Strategy	Planning Statement(s)	Performance Indicator(s)	Timeline	Actor(s)
Review and update CHEA-AR Strategic Plan and Code of Conduct	Update the CHEA-AR Strategic Plan and Code of Conduct with clear strategies	Strategic Plan and Code of Conduct in place	2028	CHEA-AR Exco
Strengthen and empower representatives of regional blocs	Promote activities of regional blocs	Partnerships and activities in regional blocs	Continuous	Representatives of regional blocs
Monitor performance and opportunities for improvement of activities of regional blocs	Regional blocs to update all members on their activities during CHEA-AR conferences	Reports of regional blocs	Continuous	Representatives of regional blocs

Strategic Objective Five: To enhance sound financial and budgeting systems

Strategy	Planning Statement(s)	Performance Indicator(s)	Timelines	Actor(s)
Develop a fund-raising strategy through member legislatures	Regularly engage member legislatures on payment of subscriptions and other financial obligations	Payment of subscriptions and other obligations done timeously	Continuous	CHEA-AR Secretariat

	• Innovate fund-raising strategies	• Increase in resources of the Association		• CHEA-AR ExCo
Prepare bi-annual budgets	• Develop CHEA-AR bi-annual budgets by engaging the host legislature • CHEA-AR Secretariat to publish bi-annual financial statements	• CHEA-AR bi-annual budgets in place • CHEA-AR bi-annual financial statements in place	Bi-annually	CHEA-AR Secretariat
Increase the Association's financial base	• Diversify membership fees • Establish mechanisms to increase membership • Hold conferences, workshops and other events • Seek funding and support from donors and foundations	• Increased financial resources from various sources	Continuous	CHEA-AR Exco

4.1 FINANCING OF THE STRATEGIC PLAN

The Strategic Plan will largely be financed by subscription fees of member legislatures. The Association may also solicit support from external stakeholders, such as donors and foundations, to implement the Strategic Plan.

AFRICA



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