# SOUTHERN AFRICAN DEVELOPMENT COMMUNITY

# Draft

# REVISED REGIONAL INDICATIVE STRATEGIC DEVELOPMENT PLAN 2015-2020

# SADC Secretariat

# March 2015

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**Executive Summary**

**1. Background**

The Regional Indicative Strategic Development Plan (RISDP) was developed and approved by Summit in 2003 for a 15-year period, but was effectively implemented from 2005, thus giving an implementation time-frame of 2005-2020. As the main blueprint for the SADC programme of action, the RISDP was to complement the restructuring of SADC institutions that took place in 2001 and to provide a clear direction for SADC policies and programmes over the long term. The RISDP is built on the premise that good political, economic and corporate governance are prerequisites for sustainable socio-economic development, and that SADC's objectives for poverty eradication and deeper levels of integration will not be realised if these are not in place.

Since its approval in 2003, the RISDP has guided SADC and its partners in planning the implementation of the cooperation and integration agenda. Two assessments of the RISDP were carried out in 2011 and 2012/13; based on their findings and the recommendation of Council in 2013, a Revised RISDP has been produced for the remaining duration of the Plan.

**2. Scope and Purpose of the Revised RISDP**

The Revised RISDP provides a guiding framework for the last phase of the RISDP, i.e. 2015-2020. The scope and purpose of the Revised RISDP remain unchanged from those of the original document, except that emphasis has been placed on re-aligning existing priorities with resources allocation in terms of their relative importance and greater impact on regional integration. It defines specific results and timeframes in the various areas of cooperation and integration in order to facilitate monitoring and evaluation. The purpose of the Revised RISDP is to deepen regional integration in SADC and it provides SADC Member States with a consistent and comprehensive programme of medium-term economic and social policies. It also provides the Secretariat and other SADC institutions with a clear view of SADC's approved economic and social policies and priorities.

**3. Methodology**

The Revised RISDP was produced by a Task Force which comprised the SADC Secretariat, all Member States and other relevant key stakeholders. In preparation for this exercise, the Task Force reviewed the recommendations of the Desk Assessment of the Regional Indicative Strategic development Plan 2005-2010 and the Summary Report of the Independent Mid-Term Review of the Regional Indicative Strategic Development Plan 2005-2012. Other key regional, continental and global instruments were also consulted in order to take into account relevant parameters to determine new priorities and the corresponding results that would contribute towards regional integration in the remaining period of the RISDP.

**4. Assessment of Current Contextual Factors**

An assessment of the political situation and major socio-economic developments in SADC since 2003 confirms, within the context of the implementation of the Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO), that the political and security situation within the region has been, in general, conducive to the process of regional cooperation and integration. The overview on macroeconomic performance indicates that since the early 2000s, the region has witnessed improvement in real GDP and inflation, despite the global financial crisis in 2009. This was largely due to the solid macroeconomic foundation laid through sound macroeconomic management by Member States in the years preceding the crisis. However, increased pace in implementing reforms is needed to improve the business climate and competitiveness environment of the region. In spite of some observed improvements in social and human development indicators,

there are continuing challenges, in particular, low participation in secondary and tertiary education, high prevalence of communicable diseases and high levels of unemployment. These challenges could, among others, hinder the region in attaining the MDGs targets in 2015 in areas of education, health and employment. An analysis of the Strengths, Weaknesses, Opportunities and Threats of SADC is also done after examining the context of continental integration and prospects for Africa's accelerated transformation in line with the African Union Agenda 2063 as well as the proposal for a SADC Vision 2050.

## 5. Highlights of sector implementation of the RISDP 2005-2013

An overview of the implementation of the RISDP for the period 2005-2012/13 for all the areas of intervention, especially the achievements made and challenges encountered, reveals that the implementation of the RISDP has progressed well despite the many challenges faced, and that SADC's role as a facilitator of development in the region has been successful at many levels and across a wide range of areas relating to regional cooperation and integration. In addition to providing guidance for the formulation of revised priorities for 2015-2020, this overview concludes that targeted research would need to be done to confirm the level of impact, and benefits accrued, as a result of RISDP-based interventions.

## 6. Main Elements of the Revised Priorities, Areas of Focus and Strategies

The SADC priorities for regional cooperation and integration, as streamlined by Council in Lusaka, Zambia, in 2007 are: Trade/Economic Liberalization and Development; Infrastructure in support of regional integration; Peace and security cooperation; and Special programmes of regional dimension. Taking into account lessons learned in the implementation of the RISDP as well as new developments that have occurred, these priorities remain relevant and have been re-organised in the draft Revised RISDP 2015-2020, as follows: Priority A – Industrial Development and Market Integration; Priority B – Infrastructure in support of regional integration; Priority C – Peace and security cooperation; and Priority D – Special programmes of regional dimension under Education and Human Resource Development, Health, HIV and AIDS and other diseases of public health importance, Employment and Labour, Food Security and Trans-boundary Natural Resources, Environment, Statistics, Private Sector, Gender Equality, and Science, Technology and Innovation and Research and Development.

The interrelationships between the four Priorities are illustrated through a **results chain**, showing the causal links between inputs, activities, outputs, outcomes and impact. Selected targeted outputs and their time frames are presented in Chapter 4 and further elaborated in a **results framework** in Annex 2. The priority intervention areas, their goals, areas of focus, and strategies are briefly summarized in the following paragraphs. The overall goal of the intervention areas remain more or less the same as described in the original RISDP. Pertinent changes apply to their main areas of focus and strategies.

The overall goal of **Poverty Reduction,** as a key cross-cutting issue, is to contribute to the ultimate objective of poverty eradication. It is expected that the areas of focus for poverty reduction such as the analysis of development trends and their impact on poverty and strategies such as the harmonisation of poverty indicators will also be included in all the other priority intervention areas.

For the **HIV and AIDS** intervention area, the overall goal remains to decrease the number of HIV and AIDS infected and affected individuals and families in the SADC region so that HIV and AIDS is no longer a threat to public health and to the socio-economic development of Member States. The areas of focus, in line with the Maseru Declaration on HIV and AIDS, are on HIV prevention, HIV treatment, HIV mainstreaming, sustainable financing and monitoring and evaluation. One of the

main strategies is to build capacity for effective programming, planning and management of HIV and AIDS integrated responses.

The overall goal of the **Gender Equality and Development** intervention area is to facilitate the attainment of women's empowerment and gender equality, and the promotion of gender-responsive, human-centred development and poverty alleviation towards inclusion and social justice. Key areas of focus include policy development and harmonisation of regional and national frameworks, women's economic empowerment, and gender-based violence. Strategies include the continued domestication and implementation of regional and international policy frameworks such as the SADC Protocol on Gender and Development, and the SADC Gender Policy, and the development of a regional multi-dimensional programme on women's economic empowerment.

The **Science, Technology and Innovation (STI)** intervention area has as its goal the creation of an enabling environment to harness STI as a tool to address socio-economic challenges for sustainable development in the region. The areas of focus include promotion of Public Private Partnerships (PPP) investment in STI and Research and Development Infrastructure, promotion of women and youth participation in science, engineering and technology and developing and strengthening regional STI capacities. Strategies for achieving these and other areas of focus are the establishment of collaborative regional Research, Development and Innovation (R&DI) programmes in priority areas, and setting-up and strengthening regional centres of excellence as well as networks in priority areas of STI.

The Revised RISDP considers **Environment and Sustainable Development** as a vehicle to ensure equitable and sustainable use of the environment and natural resources for the benefit of present and future generations. As a cross-cutting intervention area, Environment and Sustainable Development will also support global strategies on the Green and Blue Economy.

For the **Private Sector** intervention area, the overall objective is to improve the environment for doing business in the region as well as to ensure effective policy and institutional mechanisms for Public Private Dialogue. The focus will be on policy and institutional framework for private sector involvement, and competitiveness, and Business Climate Surveys. The relevant strategies include development of a SADC policy framework for Public Private Dialogue (PPD) as well as an institutional mechanism for engagement with the private sector.

The overall goal of **Statistics** intervention area is to facilitate the compilation and dissemination of quality disaggregated regional statistics. This is to be achieved by undertaking capacity building and training programmes, harmonisation of statistics and use of state of the art technological innovations and advancement through the implementation of a Regional Strategy for the Development of Statistics. The main strategies will include the establishment of effective mechanisms and tools for data collection and compilation of regional statistics, and development and implementation of a Statistics Protocol for the coordination of regional statistics.

The overall goal of the intervention area on **Industrial Development and Market Integration** is to facilitate competitive and diversified industrial development, trade and financial liberalization and integration, macroeconomic stability and convergence, as well as increased investment for deeper regional integration and poverty eradication. In order to attain this objective, the focus will be on enhancing industrial development, regional value chains (industrial cooperation) and value addition, consolidating the SADC Free Trade Area (FTA), enhancing the Tripartite FTA (TFTA), and improving financial market integration and cooperation and regional investments. The main strategies include the development and implementation of regional value chains and promoting value addition in selected priority sectors, including the development and implementation of the Regional Agricultural

Policy, implementation of the SADC Action Plan Matrix on the Consolidation of the SADC FTA, and concluding and implementing the TFTA.

The **Infrastructure Support for Regional Integration** has as its overall goal to achieve efficient, seamless, integrated and cost-effective cross-boundary infrastructure networks and services that will enable economic development, regional integration and poverty alleviation. The main areas of focus include development, construction, maintenance and rehabilitation of regional infrastructure networks through the implementation of Short Term Action Plan of the Regional Infrastructure Development Plan (RIDMP), and establishment of regional institutions and frameworks in areas such as river basins, transport corridors, power pools, transfrontier tourism areas, meteorology, and regional regulatory oversight organization; and project preparation to ensure availability of bankable projects. Strategies include implementation of the RIDMP Short Term Action Plan 2012-2017 and promoting and strengthening PPPs for infrastructure development, funding and operations.

The coordination and harmonization of the RISDP and SIPO depends on reaching consensus regarding political values, the interconnections of human security and state security, and the need for a holistic approach to improving human security in Southern Africa. In view of this, the specific objectives, as well as targeted outputs for **Peace and Security Cooperation** are not included in this document since they already appear in the Revised SIPO (2010).

The overall goal of the intervention area on **Agriculture, Food Security and Natural Resources** is to develop, promote, coordinate and facilitate harmonisation of policies and programmes aimed at increasing agricultural and natural resources production and productivity, in order to ensure food security and sustainable economic development in the region. The areas of focus comprise production, productivity and competitiveness of agricultural products (crops, livestock, fisheries, forestry, and wildlife) on a sustainable basis, food and nutrition security, sustainable management of natural resources, and conservation and utilisation of plant and animal genetic resources. The main strategies include Developing and implementing the RAP Investment Plan, domesticating the Protocols on Forestry, Fisheries and Wildlife and Law enforcement, and strengthening regional and national capacities on the conservation and utilization of plant genetic resources.

For the **Social and Human Development** intervention area, the overall goal is to enhance human capabilities, utilisation and reduce vulnerability, eradicate human poverty and to attain the well-being of SADC citizens. This is to be achieved through, among others, the establishment and strengthening of Centres of Specialisation and Centres of Excellence, development and implementation of the Regional Qualification Framework, implementation of the Protocol on Employment and Labour, prevention and control diseases of public health importance, coordination of pooled procurement and regional production of essential medicines, and development and implementation of regional youth empowerment strategy.

## 7. Institutional Framework for Implementation

The **institutional framework** which was put in place for the effective implementation of the RISDP is confirmed. At the political level, the Council of Ministers through the now defunct Integrated Committee of Ministers (replaced by Sector and Cluster Ministerial Committees) was to provide policy direction and oversight to implementation. At the operational level, management and coordination of the RISDP was to be primarily the responsibility of the Secretariat. The implementation of relevant programmes was to involve some or all of the following structures: participating Member States, SADC National Committees, the Secretariat, Technical Advisory Committees and Sub-committees and Programme Steering Committees. The major challenges faced in the implementation of the RISDP based on the initial arrangements are highlighted. Strategies for improving the implementation of the Revised RISDP, where the central focus will be institutional

strengthening through coordination, role clarification, capacity building, and improved resource management, are also proposed.

## 8. Financing the Revised RISDP

The strategic sources of funding that were put in place for the implementation of the RISDP, namely Member States statutory contributions, Official Development Assistance (ODA), attraction of more direct local and foreign investment, and Public-Private Partnerships (PPPs) are presented. In order to build on existing initiatives as well as to establish innovative approaches for **resource mobilization**, a number of strategies are proposed. These are: operationalisation of the SADC Regional Development Fund, operationalisation of Blending Mechanisms, institutionalisation of self-financing mechanisms, promotion of non-traditional Development Partners such as the BRICS in the context of South-South Cooperation, promotion of the use of PPP in the development and financing of infrastructure, and institutionalising and operationalizing policies and instruments that minimise the problem of high level capital flight, including illicit financial flows,  from the region.

## 9. Monitoring and Evaluation

The mechanism for **monitoring and evaluating** the Revised RISDP has been designed in line with the SADC Policy on Strategy Development, Planning, Monitoring and Evaluation which was approved by Council in March 2012. At the political and policy levels, the Summit, the Council of Ministers and Sector and Clusters Ministers will exercise continuous oversight using progress reports from the Secretariat. At the technical level, the Secretariat will coordinate and monitor implementation through an integrated monitoring system; and SADC National Committees will coordinate and monitor implementation at the national level with regular feedback from the Secretariat. Progress reports prepared by the Secretariat will be shared with stakeholders and implementing partners to promote transparency and accountability. It is envisaged that the Summit, the Council, the Secretariat, SADC National Committees and key Stakeholders will all be involved in periodic **evaluation**. By 2019 an internal desk assessment will be carried out to inform the conduct of the final independent in-depth evaluation of RISDP in 2020.

**C H A P T E R 1: The Policy Framework for the Revised RISDP 2015-2020**

## 1.1    Introduction

The RISDP was developed and approved by Summit in Arusha, United Republic of Tanzania in 2003 as the main blueprint for the implementation of SADC programme of action following the review of SADC operations and institutions that took place in 2001. Based on the strategic priorities of SADC and its Common Agenda, the RISDP aligns the strategic objectives and priorities with the policies and strategies to be pursued towards a delivery of those goals over a period of fifteen years. It is designed to provide strategic direction with respect to SADC programmes, projects and activities.[1]

The RISDP is indicative and outlines both the necessary conditions that need to be realised towards attainment of SADC regional integration and development goals. It sets targets, strategies and a framework for monitoring progress and achievements.

Since its approval in 2003, the RISDP has guided the Member States, the Secretariat, key regional stakeholders and international development cooperation partners in planning the implementation of the cooperation and integration agenda.

The SADC Secretariat undertook a Desk Assessment of the Regional Indicative Strategic development Plan covering the period 2005-2010. In addition, an Independent Mid-Term Review of the Regional Indicative Strategic Development Plan covering the period 2005-2012 was also undertaken. Both assessments provided the basis for a situational analysis for the revision of the RISDP.

The Mid-Term Review of the RISDP concluded that whilst some important targets were successfully realised in the first 10 years of the implementation of the RISDP, there were some areas where challenges and difficulties were encountered, and as a result, some of the original targets were not met within the agreed time-frames.

Following the outcomes and recommendations of the above-mentioned assessments, the Council of Ministers in their meeting held in Lilongwe, Malawi in August 2013, established a Task Force to come up with a revised RISDP. The role of the Task Force was to lead, facilitate and coordinate a process leading to the production of the Final Revised RISDP (2015-2020) to Council for further guidance at its meeting in August 2014.

The Revised RISDP-2015-2020 is intended to provide new targets and time-frames and, where necessary, introduce new strategies in the light of new developments in the region, continental and global environments.

The Revised RISDP 2015-2020 is based on the strategic direction enshrined in the RISDP which emphasises the need for deepening regional integration through pursuing and achieving key milestones, including Free Trade Area, Customs Union, Common Market, Monetary Union, Single Currency and Economic Union.  Achieving these milestones remains relevant to the SADC economic integration agenda in the long term and may require re-setting of timelines. The timelines will be informed by further work and review of progress made in consolidating the SADC FTA.

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[1] SADC, 2003, Regional Indicative Strategic Development Plan, p.6

**1.2    Vision, Mission and Common Agenda of the Southern African Development Community**

The RISDP is premised upon the realisation of the **SADC vision** "of a common future, a future in a regional community that will ensure economic wellbeing, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the peoples of Southern Africa. This shared vision is anchored on the common values and principles and the historical and cultural affinities that exist between the peoples of Southern Africa".[2]

The RISDP is also underpinned by the **mission of SADC** which is  "To promote sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance, and durable peace and security, so that the region emerges as a competitive and effective player in international relations and the world economy".[3]

In pursuit of this mission, the RISDP continues to be guided by the following principles which are stated in Article 4 of the SADC Treaty:

a) Sovereign equality of all Member States;
b) Solidarity, peace and security;
c) Human rights, democracy, and the rule of law; and
d) Peaceful settlement of disputes.

The SADC Treaty in Article 5 defines the SADC **objectives** as to:

i) Promote sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication, enhance the standard and quality of life of the people of Southern Africa and support the socially disadvantaged through regional integration
ii) Promote common political values, systems and other shared values which are transmitted through institutions which are democratic, legitimate, and effective
iii) Consolidate, defend and maintain democracy, peace, security and stability
iv) Promote self-sustaining development on the basis of collective self-reliance, and the interdependence of member states
v) Achieve complementarity between national and regional strategies and programmes
vi) Promote and maximise productive employment and utilisation of the resources of the region
vii) Achieve sustainable utilisation of natural resources and effective protection of the environment
viii) Strengthen and consolidate the long-standing historical, social and cultural affinities and links among the people of the region
ix) Combat HIV and AIDS and other deadly or communicable diseases
x) Ensure that poverty eradication is addressed in all SADC activities and programmes
xi) Mainstream gender in the process of community building.

The RISDP outlines the broad **strategies** of SADC as derived from the Treaty. These strategies are to:

i)   Harmonise political and socio-economic policies and plans of Member States

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[2] SADC, 2003. *SADC Regional Indicative Strategic Development Plan* (RISDP)
[3] SADC, 2003. *SADC Regional Indicative Strategic Development Plan* (RISDP)

ii)  Encourage the peoples of the Region and their institutions to take initiatives to develop economic, social and cultural ties across the region, and to participate fully in the implementation of the programmes and projects of SADC

iii)  Create appropriate institutions and mechanisms for the mobilisation of requisite resources for the Implementation of programmes and operations of SADC and its institutions

iv)  Develop policies aimed at the progressive elimination of obstacles to the free movement of capital and labour, goods and services, and of the peoples of the region generally, among Member States

v)  Promote the development of human resources

vi)  Promote the development, transfer and mastery of technology

vii)  Improve economic management and performance through regional cooperation

viii)  Promote the coordination and harmonisation of the international relations of Member States

ix)  Secure international understanding, cooperation, and support, and mobilise the inflow of public and private resources into the region

x)  Develop such other activities as Member States may decide.[4]

## 1.3  The RISDP main Areas of Regional Cooperation and Integration

The RISDP identified the following priority areas of regional cooperation and integration as listed below:

- Trade and Economic Liberalization
- Regional Infrastructure and Services Development for Regional Integration
- Sustainable Food Security
- Social and Human Development
- Cross-cutting Issues, including Gender and Development, HIV and AIDS, Science and Technology, Environment and Sustainable Development, Private Sector, and Statistics.

In 2007, following the realisation that the RISDP priorities were in excess of Member States' capacity to fund regional cooperation and integration programmes with an escalating budget for the SADC Secretariat, Council approved a re-prioritisation of SADC programmes. The review resulted in the adoption of a framework for re-allocation of resources in order to comply with Summit's decision on the review of SADC operations and institutions aimed at improving efficiency and increasing effectiveness. The revised priorities and resource allocation were as below:

i)  Trade/Economic liberalization and development ⌐
ii)  Infrastructure in support of regional integration ⌐ 50%

iii)  Peace and security cooperation (as a pre-requisite for achieving the Regional Integration Agenda) – 15%

iv)  Special programmes of regional dimension under Education and Human Resource Development, Health, HIV and AIDS and other Communicable Diseases, Food Security and Trans-boundary Natural Resources, Statistics, Gender and Development, and Science, Technology and Innovation and Research and Development.[5] – 35%

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[4] SADC, 2003. *SADC Regional Indicative Strategic Development Plan* (RISDP).
[5] SADC, 2007. Record of the meeting of SADC Council of Ministers held in Lusaka, Zambia, 14-15 August 2007. Minute 7.3.6.

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The Revised RISDP provides a guiding framework for the implementation of SADC's regional integration agenda and programmes in the last phase of the RISDP, i.e. 2015-2020[6]. It is a product of an iterative, collective evaluation and consultative processes involving key stakeholders from Member States, including the civil society, the private sector, research institutions and international cooperating partners.

**1.4    Outline of the Revised RISDP**

Chapter 1 presents SADC's framework for integration, including its vision and mission. It notes the salient changes that have occurred since the adoption of the RISDP. The historical context of its formation and its evolution overtime can be read in the original RISDP.

Chapter 2 outlines the political situation; major socio-economic developments in SADC since 2003; and continental integration and prospects for Africa's accelerated transformation. The chapter concludes by presenting a Strengths, Weaknesses, Opportunities and Threats analysis of SADC.

Chapter 3 presents highlights of key achievements in the implementation of the RISDP and challenges encountered, based on the findings of the Internal Desk Assessment and Independent Mid-Term Review Reports.

Chapter 4 describes the broad priorities for 2015-2020 based on the pillars of integration and the approach to deliver on specific results in line with these priorities. The modality to operationalize the initiative for a SADC Vision 2050 is also outlined.

Chapter 5 defines the roles and responsibilities of all stakeholders for the effective implementation of identified priorities for the remaining period of the RISDP.

Chapter 6 highlights strategies for sustainable financing of the Revised RISDP based on lessons learned on the mechanisms which were put in place for the implementation of the RISDP.

Chapter 7 puts emphasis on the importance of monitoring and evaluation to deliver on specific results, in line with the SADC Policy on Strategy Development, Planning, Monitoring and Evaluation.

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[6] The RISDP was approved in 2003 for a 15-year period, but was effectively implemented from 2005, thus giving an implementation time-frame of 2005-2020.

**C H A P T E R 2: Socio-Economic Developments in the SADC Region, Continental and Global Contexts**

## 2.1    Political Situation in SADC

The regional political situation, as described in the Revised Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO 2010), is characterised by the acceptance of political pluralism. SADC Member States hold regular democratic elections and conduct consultations aimed at enhancing and deepening a democratic culture. Good political cooperation has ushered in peace and created an enabling environment for socio-economic development.

As a result, the prevailing peace and the deepening of democratic practices have contributed to the emergence and growth of civil society organisations (CSOs). Various CSOs are involved in different development initiatives that directly impact on the lives of the people.

As acknowledged in the original SIPO (2003), it is an enabling instrument for the implementation of the SADC developmental agenda embodied in the Regional Indicative Strategic Development Plan. The core objective of SIPO is to create a peaceful and stable political and security environment through which the region will endeavour to realise its socio-economic objectives. The SIPO and RISDP are distinct yet complementary. Thus, it is imperative that in the implementation process, special attention is paid to the maximisation of their synergies and the rationalisation of the cross-cutting issues.

Since the approval of the RISDP in 2003, to date SADC has continued to consolidate democratic values and institutions, peace and security in the region. The community has also benefitted from the relative absence of major inter-state conflicts. In other words, the political and security situation within the region has been, in general, conducive to the process of regional cooperation and integration in the SADC region.

However, despite the above positive developments, the region still faces a number of political challenges. These include:

- Inter and intra state conflict;
- Consolidation of democracy and good governance; and
- Refugees, irregular movers, illegal migrants and internally displaced persons.

## 2.2    Overview of Recent Economic Developments

The period immediately following the approval of the RISDP witnessed encouraging economic performance in the region. Real GDP increased by an average of 5.9 per cent between 2005 and 2007. Inflation decelerated averaging 9 per cent over the same period. This performance was supported by a strong global economic performance including high commodity prices. Improved macroeconomic management by Member States supported by the write-down of unsustainable debt of some Member States through the Highly Indebted Poor Countries (HIPC) initiative.

The start of 2008 was a difficult period for the SADC economies as the impact of the global economic crisis with falling international trade volumes led to shrinking export volumes, decline in cross-border financial flows and foreign direct investment in the region. SADC economies experienced a wide range of adverse economic developments, including reduced export earnings notably the

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countries dependent on mineral exports (Angola, Botswana, DRC, Mozambique, Namibia and Zambia), wider current account deficits, slower growth, deteriorating fiscal positions and reduced donor aid flows.

Nonetheless, the region weathered the global financial crisis in 2009 largely due to the solid macroeconomic foundation laid through sound macroeconomic management and fiscal discipline by Member States in the years preceding the crisis. The performance of all Member States (except Malawi, Zimbabwe, DRC) was good with regard to the fiscal balance and public debt targets of 3 and 60% of GDP, respectively. However, real GDP for the region slowed down (Figure 1), but remained positive, averaging 2.5% in 2009. Inflation also remained a problem due to upward pressure of rising food and oil prices. Only five Member States achieved single digit inflation whilst for the region inflation averaged 12.4% in 2009.

**Figure 1: SADC - Developments in Real GDP and Inflation**
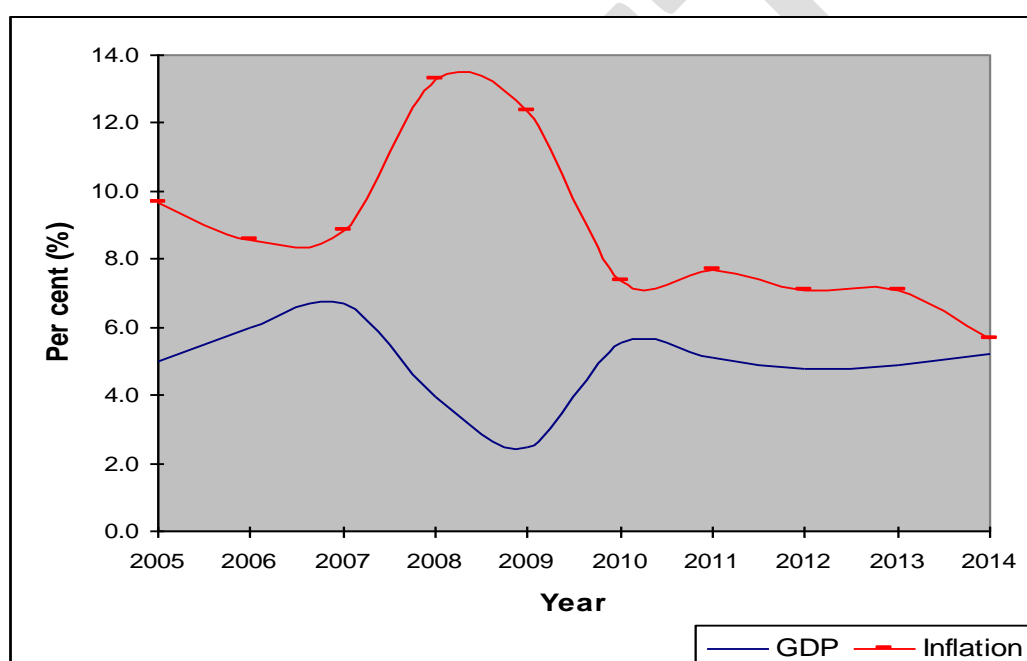


Sources: SADC Central Banks; SADC Macroeconomic Sub-Committee; and IMF World Economic Outlook April 2014

Real GDP growth for the region was rather restrained, slowing down from an average of 5% between 2010 and 2012 to 4.8% in 2013, due largely to the slow recovery in the global economy. However, the real GDP growth rates of the DRC (8.5%), Mozambique (7.1%) and Tanzania (7.0%) in 2013 were above the 7% SADC regional target. This was largely attributable to improved production in the mining and quarrying, agriculture, transport and communication sectors.

The majority of Member States (except Mozambique, Namibia, Seychelles, South Africa, Zambia and Zimbabwe) were able to curtail budget deficits and public debt to sustainable levels and met the SADC regional target of 3% of GDP. The average budget deficit was 1% of GDP in 2013 compared to 0.7% in 2012. The overall public debt level for the region as a ratio of GDP was 41.9% in 2013, compared to 40.8% in 2012 and was within the target of 60% in all Member States, except

Seychelles and Zimbabwe. Expenditure growth went into financing infrastructure development in the bracketed countries against sluggish growth in revenue collection.

Based on available Forecasts and Projections (SADC Macroeconomic Sub-Committee and IMF Economic Outlook April 2014), economic growth in the region is projected to increase by an average of 5.2% in 2014 and to average 5% between 2015 and 2018. All Member States are expected to record positive economic growth, with DRC and Mozambique recording highest growth rates propelled largely by output increases in the mining and gas sector due to new discoveries of minerals and oil. Inflation is expected to average 5.6% in 2014 and decelerating further to 4.8% in 2018 as world inflation is projected to remain stable at 3.8 % in 2014 on the back of stable commodity prices and subdued global growth.

However, the above prospects will only hold if policies remain focused on ensuring sound macroeconomic management. Revenue mobilisation should be prioritised to resolve internal balances; and address social and investment needs. It is also crucial to prioritise capital and social spending. Sustainable and inclusive growth should be promoted by investing in physical and human capital; deepening financial sectors; promoting agriculture; and encouraging economic diversification. This would improve the living standards and share the benefits of increased prosperity more evenly across social groups within and among SADC Member States. A full analysis of inclusive development entail going beyond income indicators to include non-monetary dimensions and welfare effects as well as assessing the impact of policies on different social groups.

Furthermore, an increased pace in implementing reforms is needed to improve the business climate and competitiveness environment of the region. The maintenance of sound macro-economic policies is an important pre-condition for sustained inclusive growth and development, employment creation and poverty alleviation. The Revised RISDP re-affirms the need for SADC to re-commit to the macro-economic convergence for inclusive growth and development, coupled with a sustained focus on:

- Structural and other appropriate policies to tackle unemployment, poverty improving in labour market efficiency;
- Pro-competition reform in product markets;
- Science, technology and innovation policies that promote productivity and competitiveness improvement and growth objectives;
- Private sector development and entrepreneurship which create new ideas and products;
- Inclusive financial and capital markets that raise challenges to small businesses; and
- Conducive education and health policies.

With regard to the manufacturing and industrial sector, productivity improvements and upgrading can be fostered by developing regional value chains and increasing the regional productive and supply-side capacity, including supporting small and medium-sized enterprises to facilitate access to finance and other key inputs. Public policy should ensure that the education system (including vocational and on-the-job training) provides on demand skills to the labour force to support the transition towards higher productivity industrial activities and services. The cost of doing business should be competitive and supportive to conducive business environment.

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In infrastructure, a well-designed and well-regulated and open access infrastructure, be it transport, energy and ICT would support inclusive growth and development. The poor derive the greatest relative benefit from access to public infrastructure in the form of transport, drinking water, sanitation, electricity supply, education and healthcare. Similarly, access to mobile communications and broad-band internet has also become fundamental as a means for the disadvantaged to better integrate into society and the economy.

## 2.3     Overview on Social and Human Development

Studies undertaken on social and human development in SADC confirm that the situation of poverty in the region has not improved in the last decade (Zambia Institute for Policy Analysis and Research 2012; and Chipika and Malaba 2013). The demographic outlook is one of a steadily growing population, which was 212 million in 2001 and rose to 284 million in 2012. About three quarters of the population are children and youth, under 35 years of age. Life expectancy at birth has improved, where currently most citizens are expected to live 50 years and above compared to 2003 where half of the Member States had life expectancy at birth below 50 years.

The Human Development Index (HDI), which incorporates life expectancy at birth, combined gross enrolment ratios at all levels of education, adult literacy, and real per capita income, continues to vary and fluctuate among Member States, as shown in Figure 2 illustrating the HDI for the SADC in 2002 and 2012. In spite of some observed improvements, many of the Member States are in the 'Low Human Development' category (0.304 - 0.534).

The national poverty levels only marginally declined in some Member States, while a few others registered increased poverty head counts. The picture is the same when using monetary measures of poverty, with 11 of the 15 Member states having at least 32% of their population earning less than one US dollar per day.

Adult literacy rates vary widely, ranging from 56.1%, the lowest, to 92%, the highest. Literacy for the youth between 15 and 24 years old are high at about 92%. Primary school enrolments and gender parity has improved. However, the progressions through the primary grades and completion of primary school are still problematic. The net enrolment rates at secondary school are lower (with most Member States providing places for fewer than 50%) than at primary level, resulting in huge numbers of unskilled out of school youth. Compared to the global average of 27%, the gross tertiary enrolment ratio is very low, at only 6%.

The mortality indicators between 2000 and 2012 show a general decline in the rates for infants, the under-five and mothers. Although generally declining, the maternal mortality ratio is still very high by international standards; and this is reinforced by, among others, high levels of child marriages and teenage pregnancies.

**Figure 2:  HDI for SADC Member States, 2002 and 2012**
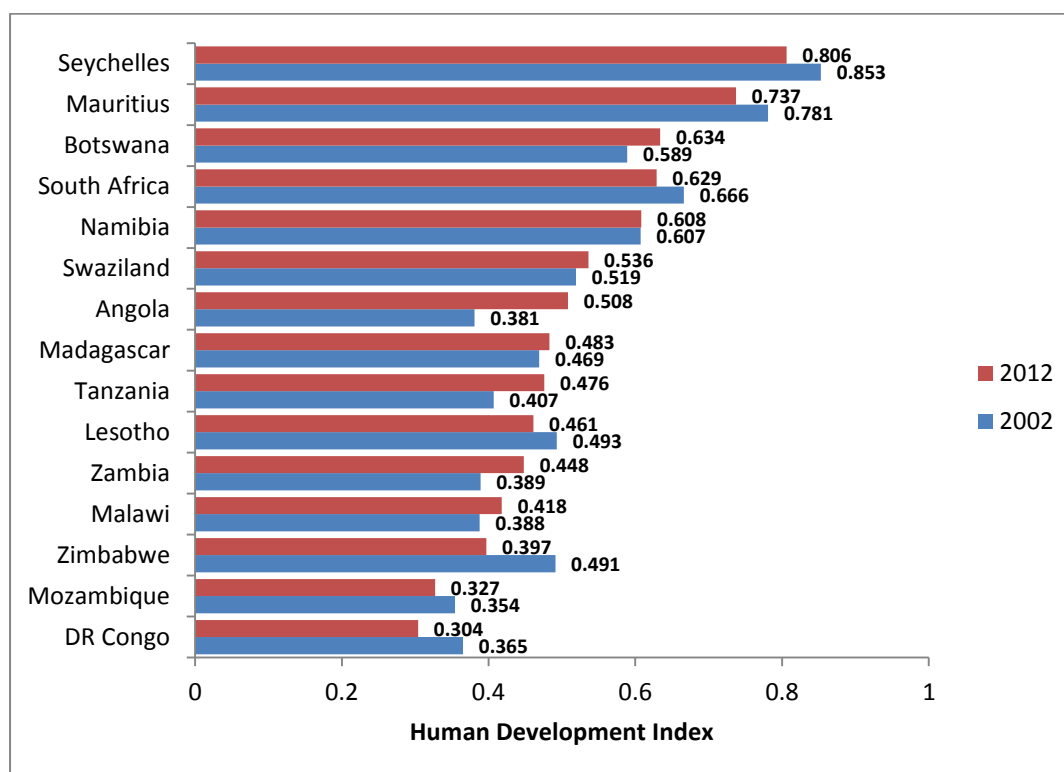


Sources: UNDP, 2004; SADC Statistical Year Book 2012

The region remains the epicentre of the HIV and AIDS epidemic, with the region having 39% of the global HIV population. The number of new infections has declined, due to the sustained implementation of HIV prevention interventions and the resultant positive behaviour changes. However, the total number of orphans with one or both parents having died from HIV and AIDS related causes increased from 204,000 in 1990 to, according to UNICEF, 19.4 million in 2012. This is an enormous burden on national budgets.

The SADC labour force has grown steadily since 1990, but the growth rate has declined, especially after 2009, and this is likely to be due to the global financial and economic crises. The highest unemployment rate in 2011 was 51% and lowest was 1.7%.

Although SADC has generally improved performance in social and human development indicators, there are continuing challenges, in particular low participation in secondary and tertiary education, disease burden and high levels of unemployment, which will, among others, hinder the region to attain the MDGs targets in 2015 in areas of education, health and employment, and consequently a missed opportunity in addressing inequalities optimally.

Job creation, including quality jobs, is a necessary step towards Inclusive Growth. Economic growth can help to lift hundreds of millions of people out of acute poverty, but if left to the market forces alone this can also widen income gaps between the better-off and those who get  left behind with no jobs, or poor jobs. A structural transformation that fosters both employment and growth through active policies will keep demand high, while boosting productivity in low productivity sectors and can make the difference between prosperity and poverty. Significant potential still exists to increase

agricultural productivity, including through mechanization and improving investment practices or by providing credit (input) support and land tenure security to smallholders.

One of the pre-requisites for continued economic growth and social development in the region is that gender must be mainstreamed in all sectors, in line with Article 5(k) of the SADC Treaty. This has been taken into consideration in all pillars of regional cooperation and integration of the Revised RISDP, which is also aligned to the Post-2015 Development Agenda.

## 2.4    African Union Agenda 2063

In 2013 the African Union (AU) commemorated 50 years of its establishment, first as the Organisation of African Unity (OAU) and then transformed into the AU through the Constitutive Act. In this context, the AU Heads of State and Government adopted a Solemn Declaration, which rededicated the Member States to the continent's development. The African leaders pledged commitment to progress, focusing on eight key areas:[7]

   i)    African Identity and Renaissance
   ii)   Continue the Struggle against Colonialism and the Right to Self-determination of People still under colonial rule
   iii)  The Integration Agenda: Implement the Continental Free Trade Area to ultimately establish a united and integrated Africa
   iv)   Agenda for Social and Economic Development
   v)    Peace and Security Agenda
   vi)   Democratic Governance
   vii)  Determining Africa's Destiny
   viii) Africa's Place in the World

The leaders pledged to integrate these ideals and goals into the Continental Agenda 2063, and in regional and national development plans. Continental integration will be based on the Regional Economic Communities (RECs) as building blocks. In this regard, the COMESA-EAC-SADC Tripartite FTA and other equivalent arrangements in Western, Central and Northern African regions are steps towards achieving this goal. These RECs have adopted regional initiatives to deepen and enlarge their regional markets, address industrial development and infrastructural development challenges.

Specifically with regard to an immediate challenge for SADC, the Tripartite FTA process was launched in 2011 prioritising negotiations on the market integration pillar that should be concluded by 2014. This would be in line with the agreed plans for the Continental FTA (CFTA) negotiations to build on progress in the Tripartite arrangement.

The African Union Commission (AUC) is working closely with the NEPAD Coordinating Agency (NPCA), supported by the African Development Bank (AfDB) and the United Nations Economic Commission for Africa (UNECA) to develop the continental integration agenda.

## 2.5    SADC Vision 2050

In June 2012, at the Extraordinary Meeting of Heads of State and Government, held in Luanda, Angola, Summit approved the development of a SADC long-term vision (SADC Vision 2050). In the

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[7] AUC, 2013. African Union Agenda 2013-The future we want for Africa. Revised Framework Document.

**C H A P T E R 2: Socio-Economic Developments in the SADC Region, Continental and Global Contexts**

same decision Summit asserted that the proposed vision should be based on the SADC Vision Statement as stipulated in the Treaty and in the RISDP and that it should be informed by the review of the RISDP.

The anticipated SADC Vision 2050 is aimed at defining the long-term strategic intent of the organisation, realign the priorities of regional cooperation and integration and to set long-term indicative targets, taking into account existing and emerging dynamics in the regional, continental and global arenas.

Hence, by implication, the SADC Vision 2050 will inform the successor of the current RISDP and SIPO. Modalities to develop the proposed Vision, which will take into account the analysis in section 2.6 below, are detailed in Chapter 4 of this document.

## 2.6     Strengths, Weaknesses, Opportunities and Threats of SADC

The review of RISDP undertook a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the region (Figure 3).

SADC needs to seize the momentum and transform the weaknesses and threats into strengths and opportunities, among others, through:

(i)     Consolidating peace, security and political stability.

(ii)    Maintenance of sound macroeconomic fundamentals.

(iii)   Using the region's rich endowment in strategic mineral resources and other key raw materials to develop human capital, new regional physical infrastructure connectivity and its industrial base and diversify the economy.

(iv)    Adopting policies and programmes responsive to job creation to address unemployment, in particular among the youth and women.

(v)     Adaptation and mitigation of climate change

(vi)    Exploring the potential of the Blue and Green Economies.

(vii)   Diversification of international cooperation links with particular emphasis to the emerging markets such as the BRICS.

(viii)  Deepening regional integration to maximize potential benefits such as increased trade, integrated and developed industrial base, higher levels of connectivity, competitive and attractive tourist destination and a significant player in the global market.

**C H A P T E R 2:  Socio-Economic Developments in the SADC Region, Continental and Global Contexts**

**Figure 3:** SWOT Analysis of SADC

| Strengths | Weaknesses |
|---|---|
| • Relative peace, security, democracy, and good political governance<br>• Legacy and history of cooperation<br>• Social, cultural and political affinities among citizens<br>• Sound macro-economic fundamentals<br>• Abundant exploitable natural resources<br>• Abundance of youthful and trainable labour force | • Prevalence of under-development, poverty and inequality<br>• Weak regional implementing institutions<br>• Inadequate economic and physical infrastructure<br>• Pervasive gender inequalities<br>• Weak involvement of the Private Sector and other key Non-State Actors in support to regional integration |
| **Opportunities** | **Threats** |
| • Conducive continental and global environments and development initiatives, e.g. AU Agenda 2063, NEPAD, post-2015 Development Agenda, WTO<br>• Support from bilateral and multilateral development partners<br>• Discovery of new reserves of natural resources<br>• Emerging markets for regional products | • Disparities in the level of economic development, deepening poverty and inequalities<br>• Climate change and environmental degradation<br>• High prevalence of HIV and AIDS and other epidemics |

Measures to address the key issues in this analysis, building on the performance of the first phase of the RISDP (Chapter 3), are described in Chapters 4, 5, 6 and 7. The weaknesses and threats, in terms of risks, will be further managed in operational plans at both regional and national levels.

**C H A P T E R 3: Sector Analysis of RISDP Achievements 2005-2013**

The detailed RISDP intervention areas, targets, and achievements are summarised in Annex 1, which draws on the RISDP Implementation Framework (2005-2020) – this was developed to further operationalize the RISDP. The assessment of performance leads to the re-setting of key priorities, and identification of targets for the RISDP in the remaining period 2015-2020.

## 3.1    Cross-cutting Issues

The RISDP identifies eight (8) cross-cutting issues in support of regional integration which were to be taken into account in all key intervention areas. These cross-cutting issues are: Poverty Eradication; Combating of the HIV and AIDS Pandemic; Gender Equality and Development; Science and Technology; Information and Communications Technology; Environment and Sustainable Development; Private Sector; and Statistics. Progress made in the implementation of key targets linked with these issues are described below either as stand-alone items, or as part of the core intervention areas of the RISDP.

### 3.1.1    Poverty Eradication

#### 3.1.1.1  Overview

Poverty reduction, with its ultimate eradication, is the overarching objective for the SADC regional integration agenda as it remains a key challenge facing the region, with an estimated 40 per cent of the SADC population living in abject poverty.  Manifesting the poverty are poor social indicators, including low productivity of labour and land, malnutrition, illiteracy, unemployment, underemployment, and declining life expectancy.

The set targets for poverty eradication in the RISDP, linked to the United Nations targets for Millennium Development Goal 1 on 'Eradicate Extreme Poverty and Hunger', were:

i)    Achieve a **Gross** Domestic Product growth of at least 7% per year
ii)   Halve the proportion of the population that lives on less than US$1 per day between 1990 and 2015.

#### 3.1.1.2  Highlights of Key Achievements

Even though SADC GDP has been growing slowly during the period 2000 to 2011 and remains below 7% per annum, progress has been steady as shown in Figure 4, despite a drop for the year 2009.

SADC Heads of States and Governments adopted a Declaration on Poverty Eradication and Sustainable Development in 2008, which re-iterated SADC's commitment to combating and eradicating poverty,  and resolved to: i) Establish a Regional Poverty Observatory (RPO), to monitor progress in the implementation of priority actions for poverty eradication and ii) Acquire and develop adequate capacity, at both the levels of the Secretariat and Member States, to ensure effective implementation of poverty eradication programmes. This pledge is being pursued, as shown in the following milestones:

i)    SADC Regional Poverty Reduction Framework developed
ii)   Operationalisation of the SADC Regional Poverty Observatory (RPO)

iii)  Integration of the MDGs into the work of the SADC RPO.

Figure 4: Average GDP Growth for SADC, 2000-2011
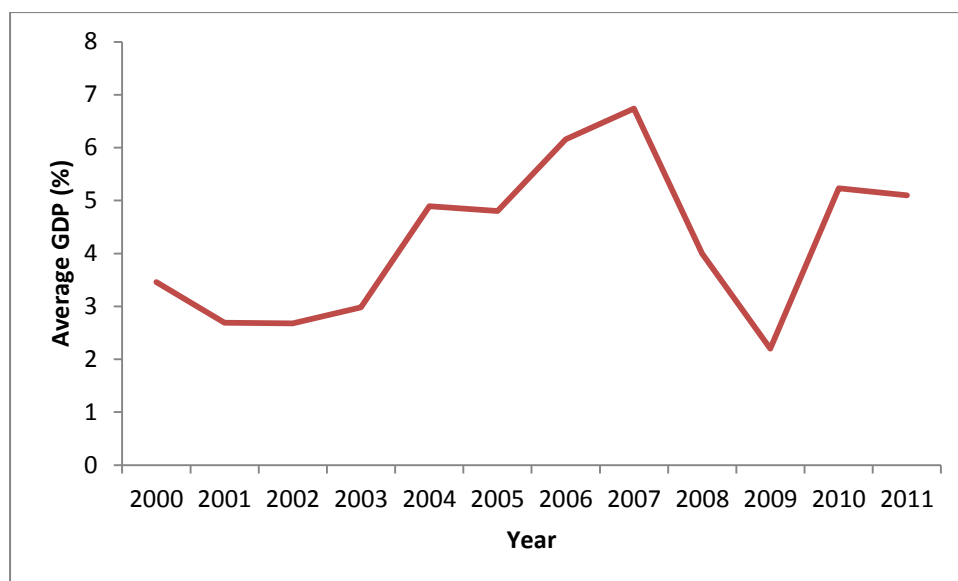


Note: *2011 data from SADC CCBG Macroeconomic Information (April 2012)
Source: World Development Indicators

### 3.1.1.3  Challenges

The main challenge has been inadequate mainstreaming of poverty eradication in core intervention areas of regional integration.

### 3.1.2    Gender Equality and Development

### 3.1.2.1  Overview

SADC recognizes gender equality as a fundamental human right and an integral part of regional integration, economic growth and social development, and therefore, committed to facilitating the removal of all forms of gender inequalities at the regional and national levels. Despite  efforts made by SADC Member States to empower women and attain gender equality in line with the commitments, gender inequities still persist. Women and girls still face challenges in accessing legal rights, education, health and economic resources, amongst others.

The key targets in the RISDP relating to Gender Equality and Development are:

  i.    Development and strengthening of national gender policies and institutional frameworks by end of 2003;
  ii.   the development of a regional gender policy and its harmonisation with national gender policies by the middle of 2004;
  iii.  Repeal of gender discriminatory provisions in Member States' constitutions, laws, policies and any other sources by mid-2005, and enactment of provisions guaranteeing substantive gender equality by end 2005;

iv.    At least 30% women in decision-making positions in local government, parliament, cabinet and senior positions in the public sector by 2005, 40% by 2010 and 50% by 2015, or affirmative action measures in place to accelerate the attainment of this target;

v.    At least 20% women in decision making positions in large private sector firms as defined by Member States by 2005, 30% by 2010 and 40% by 2015;

vi.    Reduction by at least 50% of all acts of violence and abuse of women and children by 2007; and

vii.    Eradication of all forms of violence against women and children by 2015.


### 3.1.2.2 Highlights of Key Achievements

The key achievements include:

**Policy development and harmonization**

(i)    Adoption of the SADC Gender Policy by the Council of Ministers in 2007.  Member States are aligning their National Gender Policies with the regional gender policy.

(ii)    Signature and adoption of the SADC Protocol on Gender and Development 2008 which entered into force in 2013.  Member States have since started implementing the Protocol.


**Ratification of international and regional instruments**

(i)    All Member States are a party to the UN Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), and are party to the United Nations Convention against Transnational Organised Crime and its supplementing protocol on trafficking in persons.


**Legislative improvements at Member State level**

(i)    All Member States have legislation or related instruments necessary for combatting Gender Based Violence, and 9 Member States have specific legislation pertaining to sexual offences. Enforcement of such legislation is generally recognised, although full implementation remains a challenge.


**Enforcement and service delivery institutions for gender equality**

(i)    Establishment of fully-fledged Ministries Responsible for Gender/Women's Affairs that ensure enforcement of women's empowerment and gender equality commitments in twelve (12) out of the 15 Member States.


**Enhanced Women's economic empowerment**

(i)    Development of a Regional Women's Economic Empowerment Strategy in 2011. There has been an increase in the number of women in economic decision making positions but overall, women in Southern Africa make up a lowly 23% of all economic decision-makers in government; and

(ii)    SADC guidelines on Gender Budgeting developed and implemented


**Increased Women in politics and decision-making**

i)    Women's participation and representation in politics and decision making has significantly improved in the region (see Figure 5), although progress is inconsistent across the region The SADC Framework for the Acceleration of the achievement of 50:50 gender parity was developed in 2008 and is currently implemented by Member States.


**Reduction of gender-based violence**

(i) All Member States have legislation or related instruments preventing Gender-based Violence (GBV), while nine (9) SADC MS have specific legislation pertaining to sexual offences

(ii) SADC 10-year Strategic Plan of Action on combatting trafficking in persons was adopted by SADC Council of Ministers in 2009. Ten (10) SADC Member states have developed specific legislation on combatting trafficking in persons, while the remaining ones are in the process of developing their legislation.

Figure 5: Trend in women's representation in Parliament in SADC Member States
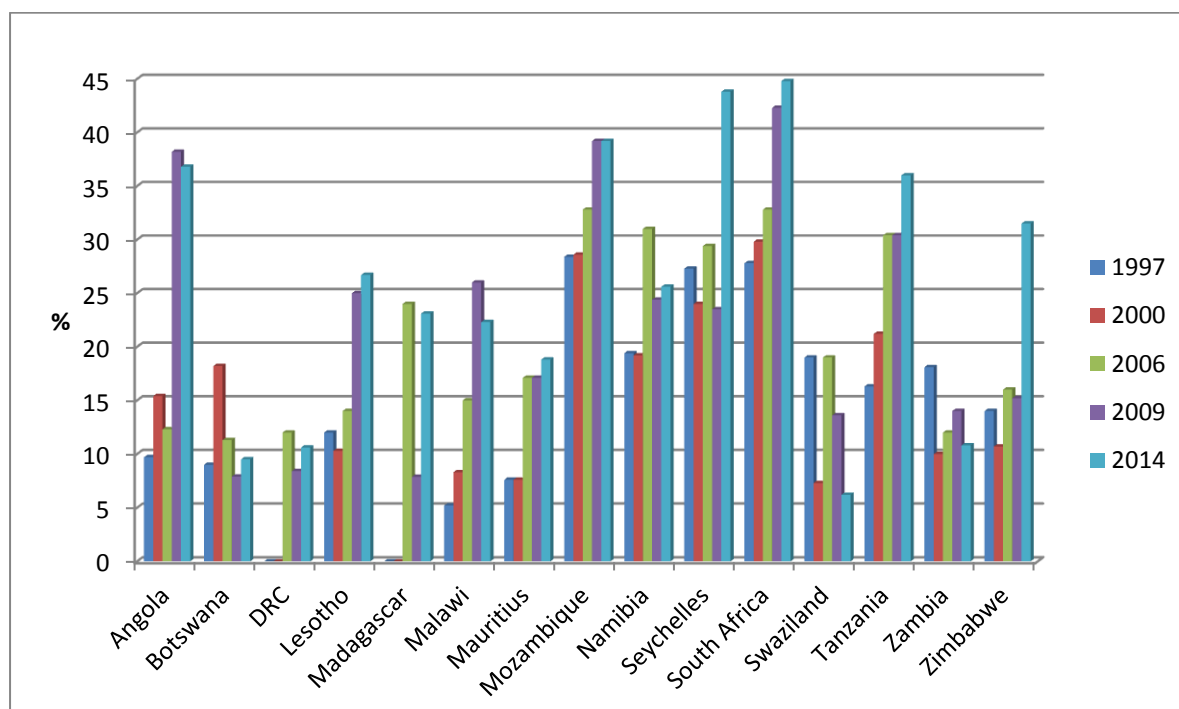


Source: SADC Member States

## 3.1.2.3  Challenges

There are a number of challenges relating to gender equality and development, including:

i) Slow domestication of international, continental, and regional gender instruments by Member States, and inconsistencies in the implementation of women's empowerment and gender equality commitments.

ii) Gender-based violence remains of great concern in almost all SADC Member States, and is on the increase in some cases.

iii) Capacity for gender disaggregated data collection remains a challenge in the majority of SADC Member States.

iv) Persisting cultural norms and patriarchal practices in some societies in the region perpetuate the exclusion of women and the youth from decision-making processes.

## 3.1.3   Environment and Sustainable Development

## 3.1.3.1 Overview

**C H A P T E R 3: Sector Analysis of RISDP Achievements 2005-2013**

This is concerned with sustainable utilisation and exploitation of the environment and its ecosystems in order to ensure the sustainable development of the region. The major RISDP targets were:

  i) Legal instrument for regional cooperation in environment and natural resources finalized by 2006;
  ii) Environmental standards and guidelines developed and being implemented by 2008;
  iii) State of environment reports for Southern Africa produced regularly at intervals of 5 years; and
  iv) Principles of sustainable development integrated into country policies and programmes and reverse the loss of environmental resources by 2015.

### 3.1.3.2 Highlights of Key Achievements

  i) The Protocol on Environment was developed and approved in 2013 by Ministers responsible for Environment and Natural Resources to promote equitable and sustainable utilisation of natural resources and environment, and the effective management and response to impacts of climate change and variability;

  ii) The programme on Climate Change involving SADC, COMESA and EAC is being implemented to address the impacts of climate change through adaptation and mitigation actions which also build economic and social resilience for present and future generations. The programme also focuses on Conservation Agriculture in order to increase the regions' adaptation of the food security sector;

  iii) The first series of the Southern Africa Environment Outlook (SAEO) Report was published in 2008 and highlighted, among others, trends in the state of the biophysical and socio-economic environment in the region and major challenges in the achievement of the region's environment and sustainable development goals;

  iv) The Regional Environmental Education Programme (REEP) based at the Wildlife and Environment Society for Southern Africa in KwaZulu Natal, South Africa has been implemented since 2008 and has created awareness as well as built environmental education capacity across the region; and

The key challenges encountered under this area are reported in section 3.5.3.

### 3.1.4    Private Sector

### 3.1.4.1  Overview

Member states recognise that "the private sector is a strategic vehicle through which the SADC region will achieve its objectives including deeper integration and poverty alleviation". The overall objective of the this intervention is to create an environment and framework for the integration of the private sector in regional policy and strategy formulation for the achievement of regional integration goals of poverty alleviation and development.

Specifically, the RISDP set the following targets for achieving this objective:

(i)    A SADC policy on Public-Private Sector partnership developed by June 2004

(ii)   SADC Private Sector MOUs reviewed, enhanced and signed explicitly allowing for engaging the private sector through the structures of SADC by June 2004

(iii)  Adoption by Summit of a public-private sector Action Plan based on the ASCI White Paper to be implemented over the RSIDP period

(iv)   Competitiveness and Business Climate Survey launched in September 2003, and completed and final report circulated in June 2004 to facilitate private sector-public dialogue on an ongoing basis

(v)    Institutionalise a Private Sector Unit to carry out a support function for both the Secretariat and Private Sector Institutions as part of the restructured SADC Secretariat by January 2004

(vi)   Facilitate the assessment of capacity and capacity building within SADC Chambers of Commerce and Industry and Business Associations to be conducted in 2003,and thereafter every two years

(vii)  Facilitate the creation of sector business associations where these add value to public-private sector dialogue

### 3.1.4.2 Highlights of Key Achievements

i)    In recognition of the need to broaden the scope of cooperation across a wide spectrum of private sector organizations and associations, two additional Memoranda of Understanding (MOUs) were signed between the SADC Secretariat and the SADC Council of Non-Governmental Organizations and the Southern Africa Trade Unions Council. The MOUs provide a framework for cooperation and collaboration with these stakeholders in working towards the common goals of sustainable development, economic growth and poverty reduction in the region.

ii)   A SADC Private Sector Desk was operationalized within the Secretariat between May 2002 and April 2005 to, among others, provide an institutional mechanism for coordinating private sector participation in all SADC decision-making structures and ensure effective Public-Private Sector Dialogue. The arrangement was however short lived as it was wholly dependent on donor support. In spite of this, engagement with the private sector continued in different sectors, through a number of platforms (SADC Bankers Association, Development Finance Resource Centre - DRFC, COSSE, CISNA, ASCCI, FCFAAS, FESARTA) that have been created as avenues for dialogue in specialized areas of the SADC Common Agenda.

iii)  A Public Private Partnership Unit was established in 2012 within the DFRC. The Unit focuses on development of PPP arrangements in infrastructure supporting Member States and facilitating capacity development for implementing PPP projects.

iv)   A World Bank Climate Assessment Survey was commissioned for the SADC region in 2010 with special reference to twelve pillars of competitiveness, including infrastructure, macroeconomic environment; education and training, goods market efficiency, labour market efficiency, financial market development, technological readiness and FDI and market size. Only four SADC Member States were ranked in the top 76 out of the 139 countries surveyed. In the World Bank Doing Business Report, which has a special report on SADC, out of the 183 countries assessed, only five SADC Member States were ranked in the first 90 countries. This situation must improve in order for business to thrive and the private sector to play an active role in business in the region.

### 3.1.4.3 Challenges

Among the many challenges that have constrained the achievement of RISDP objectives and targets on the active participation of the private sector are:

i) The diversity and fragmentation of the private sector in the region that makes it a challenge for governments and the private sector itself to determine the appropriate dialogue channels and structures, whether at national, regional, cross-sectoral and sectoral; and

ii) The absence of Public-Private Dialogue (PPD), including at the highest political level of Summit.

### 3.1.5 Statistics

### 3.1.5.1 Overview

The overall objective of this intervention area is to support regional integration by making available relevant, timely and accurate statistical information to be used in SADC planning, policy formulation, protocol monitoring and decision-making. The RISDP recognized statistics as one of the cross-cutting issues and identified the following as key targets:

i) Development of a legal framework by 2004-2006;
ii) Harmonisation of SADC statistics by 2015;
iii) Development of integrated regional statistical databases in all priority areas including poverty, gender, informal sector, HIV and AIDS by 2015;
iv) Development of indicators for monitoring and evaluation by 2004-2005;
v) Enhancement of statistical capacity in SADC by 2015;
vi) Development of economic models and forecasting mechanisms for statistics by 2004-2006;
vii) Establishment of a multi-sectorial Forum of users and producers of statistics by 2004; and
viii) Enhancement of the utilization of cost effective ICTs in sharing information in the priority areas by 2015.

### 3.1.5.2 Highlights of Key Achievements

i) Four hundred (400) participants from Member States have been trained in the management of their respective National Statistical Systems.
ii) Development and implementation of the monthly Harmonisation of Consumer Price Indices (HCPI) and International Merchandise Trade Statistics (IMTS). A Manual on Harmonisation of IMTS was also developed and approved in 2011.

### 3.1.5.3 Challenges

Major challenges relating to development of regional statistics include but are not limited to the following:

i) Inadequate resources allocated to statistics in some of the Member States;
ii) Disparities in the statistical capacity among countries;
iii) Absence of a legal instrument for regional cooperation in the area of statistics; and
iv) Lack of effective dissemination mechanisms (including databases and connectivity).

### 3.2 Trade, Economic Liberalization and Development

### 3.2.1    Overview

The overall goal of the Trade, Industry, Finance and Investment sector, which also includes mining, is to facilitate trade and financial liberalization and integration; attainment of macroeconomic stability and convergence, competitive and diversified industrial development, and increased investment in the SADC region. Effective liberalization and integration of trade and financial markets is key to economic growth and poverty reduction. Evidence suggests that countries that are well integrated within the world economy through trade and investment have enjoyed higher economic growth rates and improvements in many key social indicators and the standard of living of their peoples.

The RISDP had envisaged that economic integration in SADC would proceed in stages, from a Free Trade Area (FTA) by 2008; a Customs Union by 2010; a common market by 2015; Monetary Union by 2016 and an Economic Union with a single currency by 2018. While advancement of the integration agenda has not progressed beyond the FTA, a number of achievements have been recorded as a build up towards further stages of integration.

### 3.2.2    Highlights of Key Achievements

(i) The development and operationalization of policy, legal**,** institutional and regulatory frameworks; (ii) addressing barriers to trade and investment;

(iii) development and strengthening of financial and capital markets;

(iv) enhancement of monetary cooperation; and

(v) macroeconomic stability and convergence.

Below is a reflection of the main targets and major achievements in the different key intervention areas.

### *Promotion of Goods and Services Market Integration*

The objective of this Key Intervention Area is to achieve a Free Trade Area in SADC and a Customs Union as the next step. The following were the main targets under this area:

   i)    Establish an FTA in Goods by 2008 through the effective implementation of the SADC Trade Protocol;
   ii)   Attainment of SADC FTA in Services by 2010;
   iii)  Harmonization of Customs Rules and Procedures by 2008; and
   iv)   Completion of the negotiations for the SADC Customs Union by 2010.

The key achievements are:

   i)    Minimum conditions for an FTA were attained in 2008 with 85% of tariffs on goods zero rated by almost all FTA participating countries. Maximum tariff liberalization was attained in 2012 when tariffs on sensitive products were removed. The 2012 Audit confirmed that intra-SADC trade substantially increased following the implementation of the SADC Protocol on Trade, more than doubling in absolute terms between the year 2000 and 2009. Current focus is on consolidation of the FTA, which is perceived to set the stage for higher levels of integration.  The total intra-SADC trade over the years from 2005-2012 is shown in Figure 6a.

Figures 6b and 6c show the percentage share by Member States in intra-SADC exports and imports respectively for the period 2000-2012.

**Figure 6: Total Intra-SADC Trade (combined exports/imports) 2005-2012**
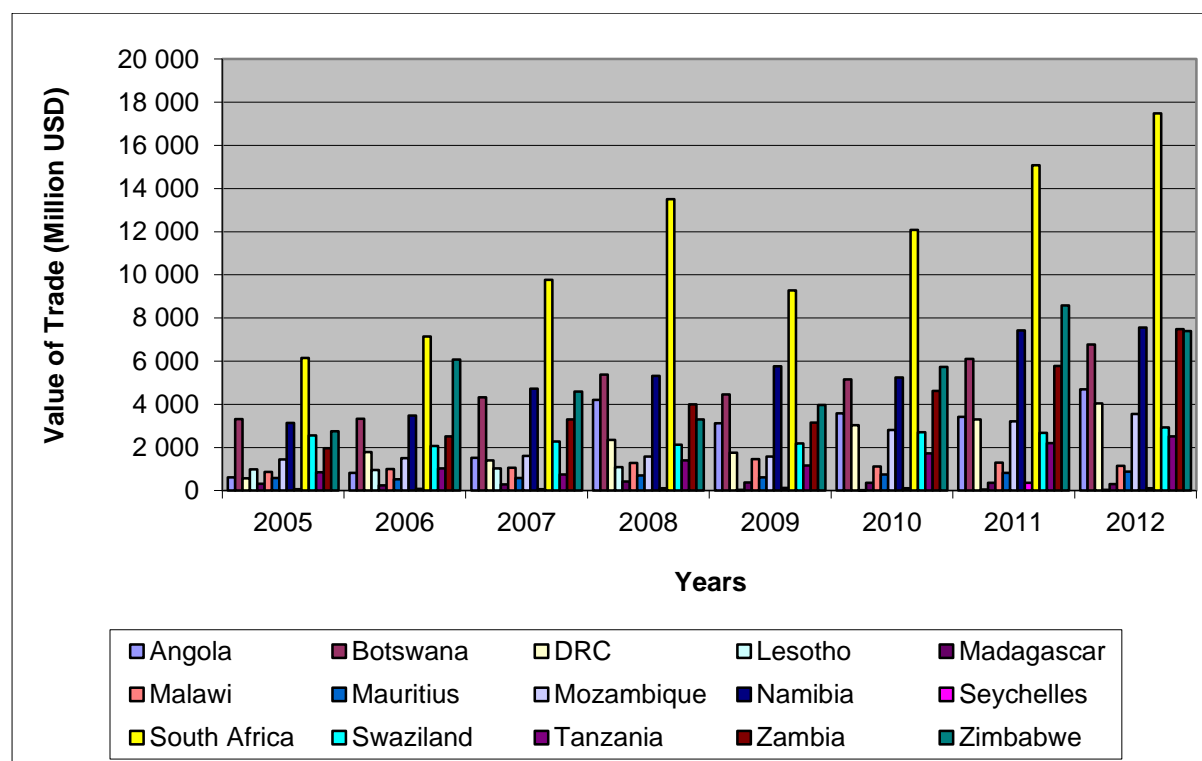


Source: SADC Statistical Year Book 2012 and SADC Statistics Unit

Figure 6b: Intra-SADC Exports (%), 2005-2012
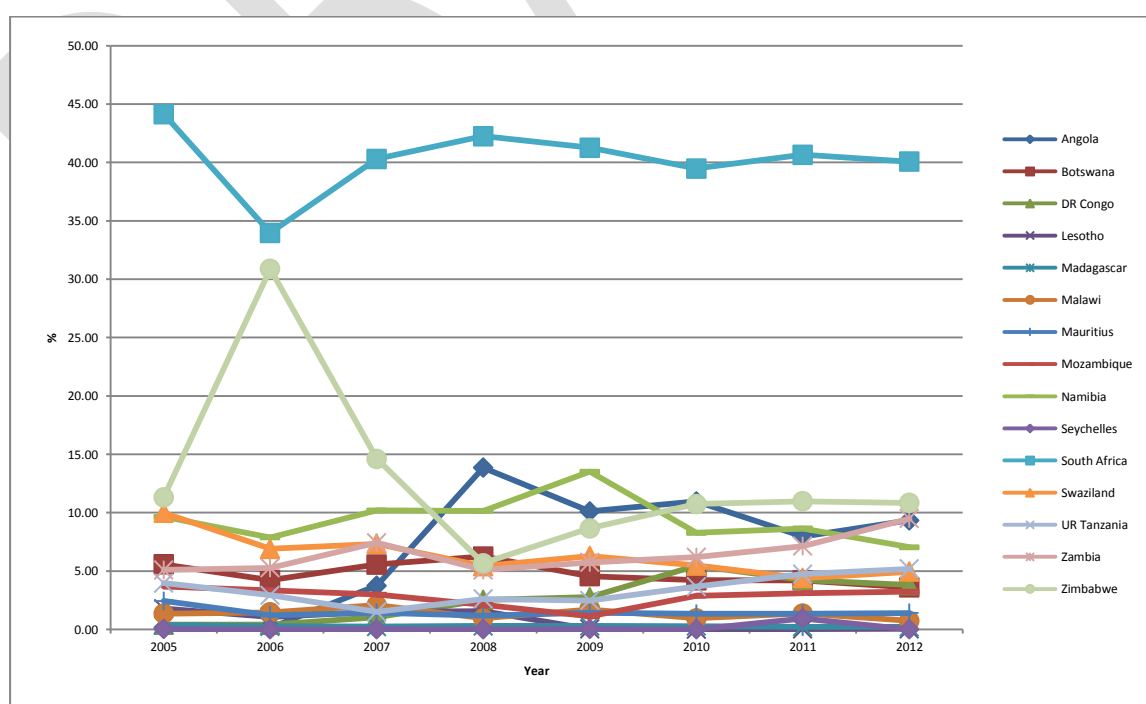


Source:

Figure 6c: Intra-SADC Imports (%), 2005-2012
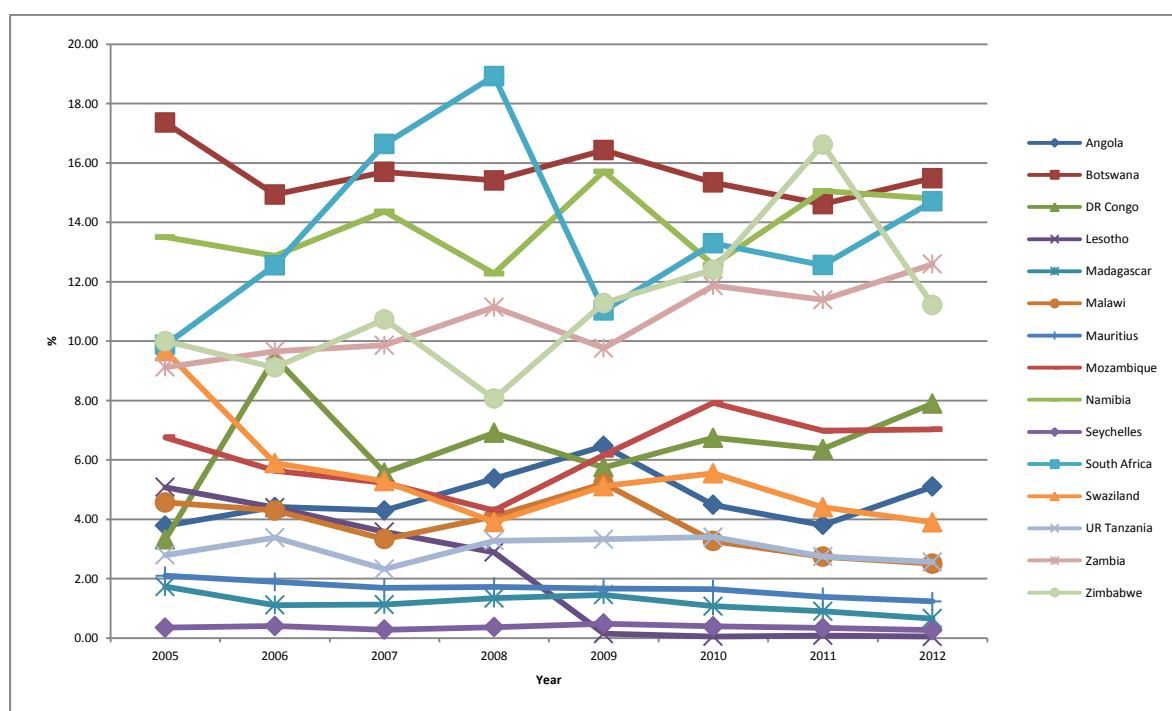


Source :

ii) Development and operationalization of an online mechanism for monitoring, reporting and elimination of Non-Tariff Barriers. The mechanism has been effective in identifying and facilitating resolution of non-tariff barriers across the SADC and Tripartite regions. Between 2009and 2013-, a total of 338 NTBs had been reported, out of which 300 have since been addressed (Figure 7).

iii) The Protocol on Trade and Services was signed by Summit in 2012. The objective of the Protocol is to progressively liberalize intra-regional trade in services with a view to creating a single market for services. Further to the development of the Protocol, Guidelines and Roadmap for the first round of negotiations have been approved; and negotiations are ongoing in six priority sectors, namely, transport, financial, construction, communications, energy and tourism, and are to be completed in 2015.

**Figure 7: NTBs Reported and Resolved between 2009 and 2013**
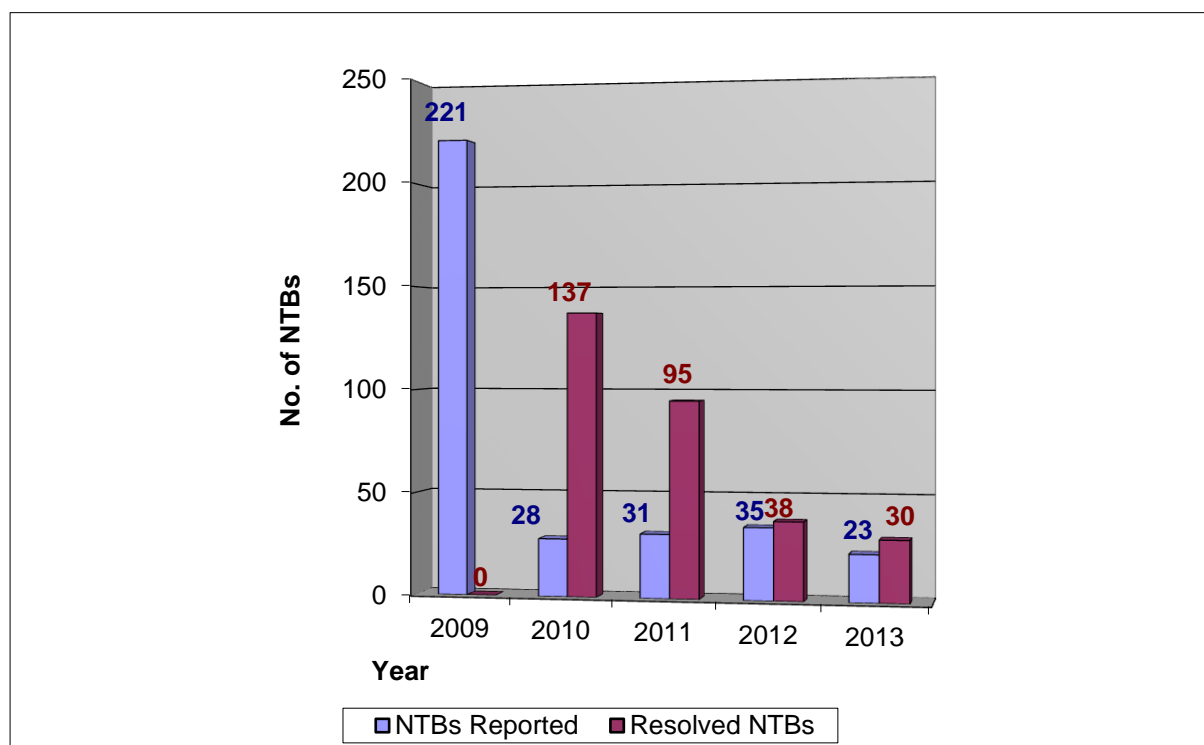


Source: NTBs Online Monitoring & Reporting System (www.tradebarriers.org)

iv) Harmonization and simplification of Customs rules and procedures including, the development and adoption of a model customs law; Single Administrative Document; **the** transit management and the regional chain bond guarantee systems; common tariff nomenclature; and training manuals for building capacity for customs administrations in the region**,** focusing on Valuation; tariff classification; Rules of Origin; Risk Management; and Post Clearance Audit.

> The implementation of the OSBP concept at Chirundu (between Zambia and Zimbabwe) was launched in December 2009, and significant progress has been made to date. Chirundu is the first operational One Stop Border Post in Sub-Saharan Africa. According to information available, before the one stop border post was operational clearing times were between three and five days. Now clearance is done on the same day. An average of 480 trucks cross at Chirundu every day so a total of 960 to 1,920 travel days per day are being saved. This translates, at a conservative estimate, to between USD288, 000 and USD576,000 in savings every day. There is no doubt that the Chirundu OSBP project will serve as a model for other OSBPs in the region and other parts of Africa.
>
> (Source: TradeMark Southern Africa 2011)

v) The target to complete negotiations for the Customs Union by 2010 was not realized. However, a lot of preparatory work, including the commissioning of studies to look into the various aspects of the Customs Union, such as Options for a Common External Tariff; Customs Revenue and Collection Distribution Framework; Legal and Institutional framework/Instrument; and Policy Harmonization issues were undertaken. This work led to the development of the Report on the Framework for the SADC Customs Union which was

adopted by the Ministerial Task Force on Regional Economic Integration in November 2011 and endorsed by Summit in August 2012. Among other things, Summit endorsed the following sequence of events towards the Customs Union:

- Consolidation of the FTA in terms of the agreed 15 point action plan matrix with priority focus on the review of rules of origin; completion of tariff phase downs; removal of NTBs; and development of a mechanism to assist those Member States that are not yet in the FTA  to participate therein;
- Addressing the issue of overlapping Membership; and
- Evaluation of progress made towards the Customs Union**.**

### *Enhancing Productive and Industrial competeiveness*

The objective is the development of a competitive and diversified regional industrial base that optimally utilizes local resources through comprehensive value addition, particularly in mining and agriculture. The following were the main targets under the area:

i)     SME Strategy in value addition in selected sectors developed and integrated by 2008;

ii)    Regional value chains in eight sectors developed and rolled out by 2010; and

iii)   Harmonized regulatory frameworks in mining including an SME Strategy in place by 2006.

The key achievements are:

i)     The SADC Industrial Upgrading and Modernization Programme was developed and approved in 2009, as a strategy for facilitating growth, diversification and competitiveness within selected industrial sectors through promotion of industrial value chains. Nine priority sectors were identified and covered by the programme following the development of the value chain studies: namely: agro-food processing, processing of mineral, metallic and non-metallic products; fisheries; chemicals, petroleum and pharmaceuticals; leather and leather products; forestry, wood and wood products; textiles and garments; machinery and equipment; and services.

ii)    The SADC Industrial Development Policy Framework and work programme were approved in 2012, prioritizing the regional value chain approach to industrialization in the region. Key intervention areas for the policy include: development of sector specific strategies for regional value chain development; promoting industrial upgrading through innovation, technology transfer and research and development; improving standards, technical regulations and quality infrastructure; developing and upgrading skills for industrialization; developing a mechanism for industrial financing; improving provision of infrastructure for industrial development and Promotion of local cross border and foreign direct investment.

iii)   A Framework for Harmonization of Mining Policies, Standards, Legislative and Regulatory Issues and Implementation Plan was adopted 2009. The Plan, among others, seeks to facilitate implementation of activities aimed at standardization of geological data and mining information systems; promotion of innovation, research and development to promote downstream value addition and increase the competitiveness

of the SADC mineral value chains; facilitation of skills development and standardization of qualifications in the mining sector as well as promotion of investment including targeted infrastructure development in potential mining areas.

### *Financial and capital markets development and strengthening*

The objective is to facilitate free movement of capital and mobilization of financial resources for the promotion of growth and development in the region. The following were the main targets under this area:

i)      Development of the Finance and Investment Protocol by 2005, to be ratified by 2007;
ii)     Establishment of a Regional Development Fund by 2006; and
iii)    Support to DFIs through DFRC functional by 2005.

The key achievements are:

i)   The Finance and Investment Protocol was signed in 2006 and entered into force in April 2010. The objective of the Protocol is to facilitate the development of financial and capital markets in the region leading to monetary integration; encourage movement towards macroeconomic convergence as well as development and promotion of sound investment policies.  Four Member States are yet to accede to the Protocol.

ii)  The Project Preparation and Development Facility (PPDF), being the first window of the SADC Regional Development Fund, is operational. The facility has the objective to facilitate preparation of infrastructure projects to bankability stage through various intervention measures such as training, preparation of feasibility and market studies.

iii) The Development Finance Resource Centre is fully functioning and effectively supporting the Development Finance Institutions. Since 2005, and through the support of the DFRC, membership of the DFI network has expanded from eighteen to thirty two covering a wide range of sectors; approximately three thousand participants have gone through over one hundred training programmes to support capacity needs of DFIs; and technical assistance and international exchange programmes have been delivered to DFIs to promote regional harmonization of practices, bench marking and skills development amongst the DFIs.

### *Attainment of deeper monetary cooperation*

The objective of this intervention area is to enhance monetary cooperation, leading to reform of the SADC banking system and harmonization of banking regulatory frameworks. The following were the main targets under this area:

i)      Achieve currency convertibility by 2008;
ii)     Interconnection of Payments and Clearing Systems achieved by 2008; and
iii)    Harmonization of banking supervision frameworks, incorporating best practices developed by 2009.

The achievements are as follows:

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i) The SADC Integrated Regional Electronic Settlement System has been developed as the SADC payment and settlement system and launched in July 2013 in four pilot Member States. Currently the system operates as a single currency system based on the Rand. The volume of transactions processed has risen from R5.6b in July to R21.8b as at December 2013. Four additional Member States are ready to join the system.

ii) A SADC Model Act for Central Banks was adopted in 2009 to define standards and principles aimed at facilitating: i) creation of a coherent and convergent status in the legal and operational frameworks of SADC central Banks; ii) adoption of principles to facilitate the operational independence of SADC Central Banks and iii) the creation of clear standards of accountability and transparency in the legal and operational frameworks of SADC Central Banks with the ultimate objective to achieve a harmonized legislation for CBs.

### Cooperation in Taxation related matters

The objective is to enhance cooperation in taxation related matters, including tax information sharing; capacity building for Tax Administrations; and to develop common approaches and policies to the application and treatment of tax incentives and negotiation of tax agreements. The following were the main targets under the area:

i) Development of a Model Tax Treaty for SADC by 2006;
ii) Cooperation on tax information and coordination of tax regimes by 2008; and
iii) Development of a common indirect tax regime by 2010.

The achievements are as follows:

*i)* A Model Double Taxation Avoidance Agreement developed in 2010 to assist Member States negotiate DTAAs amongst themselves. So far 52 DTAAs have been completed between SADC Member States.

*ii)* The Agreement on Tax Matters was signed in 2012 by 11 Member States and is yet to be ratified. The purpose is to facilitate exchange of tax information amongst Member States.

### Attainment of Macroeconomic convergence

The objective is to facilitate convergence on stability oriented economic policies implemented through a sound institutional structure and framework. The main targets for this area were as follows:

i) Achieve single digit inflation by 2008 and 5% inflation rate by 2012;
ii) Maintain a budget deficit/GDP ratio not exceeding 5% by 2008 and of 3% by 2012;
iii) Achieve a public debt/GDP ratio of less than 60% by 2008 and 2012; and
iv) Operationalize a monitoring and surveillance mechanism by 2006.

The achievements are as follows:

i)       Comprehensive reviews of the SADC Macroeconomic Convergence Programme undertaken at the end of the first and second phases of the programme in 2008 and 2012 to assess Member States' performance against the set targets.

- Three countries achieved single digit inflation; all Member States achieved a budget deficit of less than 5%; of GDP; 12 achieved a public debt to GDP ratio of less than 60% in 2008.

- In 2012, performance was observed to be mixed with inflation continuing to be the most challenging indicator. Only **3** Member States achieved the inflation target; 11 Member States met the fiscal deficit target and 12 attained the public debt/GDP target (Figure 8).

**Figure 8: Performance against SADC Macroeconomic Convergence Targets for 2012**
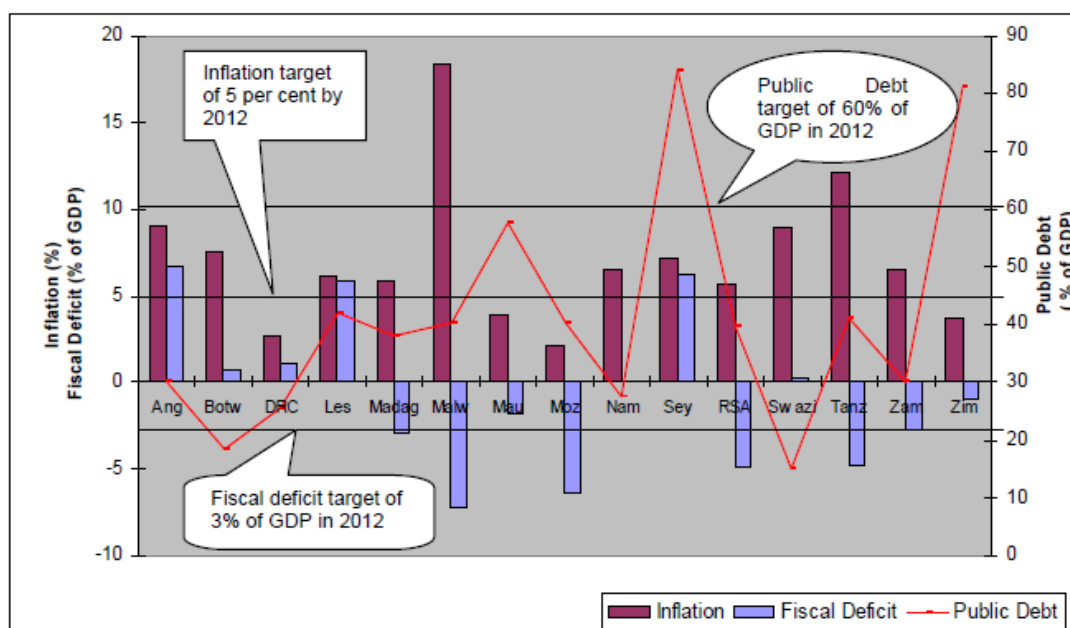


Sources: SADC Macroeconomic Subcommittee, November 2013; and IMF World Economic Outlook Database, October 2013

ii)      The Peer Review Mechanism, whose objective is to provide a collective surveillance procedure for monitoring macroeconomic convergence including reviewing and determine specific targets as well as progress towards those targets, was launched in 2013 and efforts are on-going to commence the peer review process for the first two countries by December 2014.

***Increasing levels of Intra-SADC Investment and FDI***

The objective of this intervention area is to promote the development of sound investment policies in Member States, to improve the investment climate and enhance the levels of intra-SADC and foreign direct investment in the region. The following were the main targets:

i)       Investment promotion instruments developed, harmonized and implemented by 2008; and

ii)      SADC Policy on Public Private Partnerships in place by 2005.

The achievements are as follows:

i) The elements of a Regional Action Programme on Investment, which is aimed at addressing barriers to investment in the region have been defined. The following three elements have been approved and are operational:

      a) The Investment Regimes Database facilitating a transparent investment regime in the region;

      b) The Investment Promotions Agencies Peer to Peer Learning whose aim is to encourage regional cooperation on investment issues in order to improve the "doing business environment" in the region through learning; and

      c) The Model Bilateral Investment Treaty Template whose aim is mainly to facilitate investment treaty negotiations, and safeguard interests of SADC Member States.

ii) A PPP Unit was set up within the DFRC in April 2012 and a PPP network subsequently established. A regional strategy paper for Public Private Partnership, outlining principles around which Member States should develop policies, institutional and legal frameworks for PPPs was adopted in May 2013. A regional framework for coordination and cooperation on PPPs in the region will be developed at a later stage.

### 3.2.3 Challenges

i)     Slow domestication of agreed policy and legal frameworks.

ii)    Weak alignment of national and regional plans and programmes.

iii)   The absence of a locking mechanism to regional agreements to prevent reversal of commitments by Member States.

iv)   Belonging to several integration arrangements with the same objective, (overlapping membership), making it not only costly, but sometimes difficult to implement what emerges as conflicting obligations.

v)    Effectively addressing non-tariff barriers and other obstacles to doing business in the region.

vi)   Different levels of economic development among Member States

### 3.3 Infrastructure in Support of Regional Integration

### 3.3.1 Overview

The infrastructure and services sector covers energy, water, transport, tourism, communications, and meteorology. The overall objective of Infrastructure in Support of Regional Integration interventions is to ensure the availability and universal access to sufficient, integrated, efficient, and cost effective infrastructure systems as well as the provision of sustainable services. The development of strategic core regional infrastructure networks and services is critical for promoting and sustaining regional economic development, community integration, trade facilitation and to underpin the Free Trade Agreement. The potential for deepening integration through the sharing of the production, management, and operations of infrastructure facilities, hubs, development corridors, or growth poles is considerable.

### 3.3.2 Highlights of Key Achievements

Progress has been achieved to address the three broad priorities in Infrastructure and Services i.e.:

1. **Policy, legal, institutional and regulatory development, reform and harmonisation** to facilitate the sharing of common trans frontier resources such as water and tourism attractions, development of liberalised and integrated markets and the supply and operations of cross border infrastructure services.

2. **Development, construction, maintenance and rehabilitation of regional infrastructure networks** to address supply side constraints, promote regional economic integration and foster regional trade  and

3. **Establishment of regional institutions** (river basins, corridor management, power pools, trans-frontier conservation, regional regulatory oversight organisation, etc.) and

4. The **developing of capacity for the design, development, implementation, maintenance and operations of regional infrastructure projects**.

The highlights of key achievements as assessed against the original RISDP targets are:

**The SADC Regional Infrastructure Development Master Plan (RIDMP)**

The adoption of the SADC Regional Infrastructure Development Master Plan (RIDMP) in August 2012, which is an integrated planning and coordination tool developed to improve the efficiency of the sector in meeting its goals and targets under the RISDP. The RIDMP is the sub-region's blueprint and strategy for the development of integrated regional infrastructure to meet projected demand by 2027. The RIDMP aligns with the EAC, COMESA and SADC Tripartite and the AU/NEPAD continental infrastructure programmes, and forms the basis for re-prioritization for the remainder of the RISDP (2015-2020).

The RIDMP will be implemented in three phases – the Short Term Action Plan (STAP) 2013-2017, the Medium Term Action Plan (MTAP) 2017-2022 and the Long Term Action Plan 2022-2027. The STAP and the MTAP overlap with the last phase of the Revised RISDP.

The RIDMP constitutes a key input to the proposed COMESA-EAC-SADC (Tripartite) Inter-regional Infrastructure Master Plan and the continental infrastructure framework, the Programme for Infrastructure Development of Africa (PIDA). All three initiatives are based on the need for a common vision for development and the vital role that infrastructure plays in reaching development goals and achieving regional integration.

**Energy**

The major intervention for energy in the RISDP is: "Energy to support regional economic development, trade and investment", and this guided the selection of the intervention components that are being evaluated.

The following were the set targets for the energy sub-sector:

i) Establishment and strengthening of private sector regional associations such as the Petroleum and Gas Association, and regional associations of regulators such as the Regional Electricity Regulatory Association by 2004;

ii) Establishment of energy data banks and planning networks by 2005;

iii) Harmonization of energy sector policies, legislation, rules, regulations and standards by 2006 to facilitate energy market integration;

iv) Identification and strengthening centres of excellence for energy research and technology development by 2008;

v) Achieve 100% connectivity to the regional power grid for all Member States by 2012; and

vi) 70% of rural communities have access to modern forms of energy supplies by 2018.

The key achievements are:

i) All but three Member States are connected to the SAPP grid, the exceptions are Angola, Malawi and Tanzania. Progress has been made to achieve the target of 100% connectivity to the regional grid by all Member States, several interconnecting transmission lines are under preparation, including the Malawi-Mozambique, Zambia-Tanzania-Kenya, Malawi-Tanzania, Namibia-Angola, Kafue Livingstone upgrade, Zimbabwe-Zambia-Botswana-Namibia, DRC-Zambia, Central Transmission Corridor, Second RSA-Zimbabwe Interconnector, and the Second Mozambique-Zimbabwe.

ii) The Extension of grid has facilitated the creation of a regional electricity market through the **Southern African Power Pool (SAPP)** which was created to coordinate regional electricity infrastructure development and electricity trading**.** All of the nine interconnected power utilities have signed the Day Ahead Market governance instruments and have been trading electricity on a competitive basis. In addition SAPP has coordinated the design and development of power generation plants in order to address the current power supply shortfall in the region.  The map below illustrates one of the interconnectors.

iii) Harmonization of Policies: Eleven of the 15 Member States introduced electricity regulation. **The Regional Electricity Regulatory Association (RERA)** has been formed by 10 of the national electricity regulators in order to address cross border electricity regulations and to harmonise policy and standards.

iv) The sub-region has initiated development of a SADC Renewable Energy Strategy and Action Plan.

v) Improved access to energy services: Ten of the Member States, namely, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe have carried out the sustainable energy gap analysis under the framework of the UN SE4ALL initiative. Figure 9 illustrates the progress towards meeting the electricity access target.

**Figure 9: Access to grid electricity in the SADC Region, 2011**
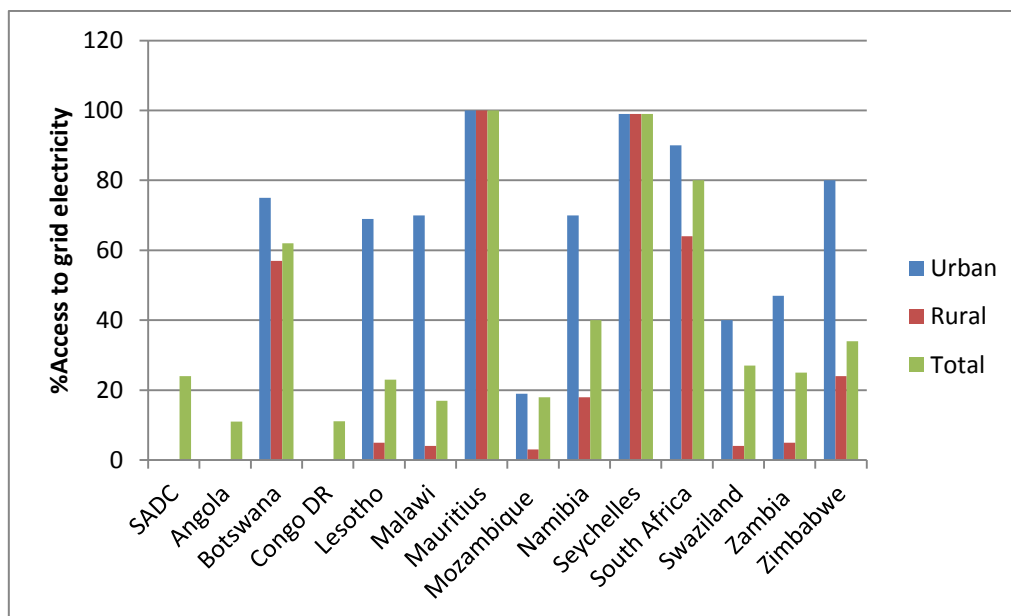


Source RESAP 2012; IRENA Reports (Mozambique, Swaziland and Zambia).

**Transport**

The major intervention for transport is the provision of adequate, integrated, and efficient transport infrastructure and services.

The RISDP's original targets for the transport sector were:

i)   Liberalise regional transport markets by 2008;

ii)  Harmonise transport rules, standards and policies by 2008;

iii) Recovery of all costs for maintenance of infrastructure by 2008 and full infrastructure investment costs by 2013; and

iv)  Removal of avoidable hindrances and impediments to the cross border movement of persons, goods and services by 2015.

Key achievements recorded include:

i.   The region adopted the Regional Transport Development Strategy in 2008, which yielded the highly successful flagship programme, namely the North-South Corridor Aid for Trade Project. The NSC is the most strategically important regional transport corridor in SADC-it carries over 60% of regional trade, serves 8 countries and interconnects 8 east –west regional transport corridors. The NSC Corridor programme is a comprehensive multimodal initiative that covers road, rail ports, border posts and energy infrastructure improvement, and trade and transport facilitation. A number of road sections have been rehabilitated and others are undergoing feasibility and design in preparation for rehabilitation. The major border crossings on the NSC are at various stages of infrastructure and operations

improvement. The NSC map below (Figure 10) illustrates the current status of development**s.**

ii. The Chirundu One Stop Border Post between Zambia and Zimbabwe on the NSC has been a successful pilot improving trade facilitation and is being replicated on other border crossings.

iii. Reforms of the road transport sector through separation of policy, regulations and operations have been successfully carried out by all Member States resulting in the creation of autonomous road agencies and ring fenced road funds. This has improved the quality of the Regional Trunk Road Network.

iv. Completion of studies on liberalisation of transport markets especially in air and road transport modes, establishment of safety oversight institutions in civil aviation, establishment of corridor institutions and legal frameworks.

v. Model laws, policies, strategies and legislative instruments have assisted member states in the liberalisation and harmonisation process.

vi. Transport Facilitation areas saw greater coordination within the framework of the Tripartite of EAC, COMESA, and SADC.

**Figure 10: Map of NSC**

## 3. MAP OF NSC PROJECTS

Figure 2:  Location of ongoing and planned NSC PPIU projec



**Map Notes:**
This map represents the North-South Aid for Trade Road Networks that includes the SADC North-South Corridor and Dar es Salaam Corridor and parts of the Trans-Kalahari and Nacala Corridors

Source: North South Corridor Quarterly Report-October 2013 TradeMark Southern Africa

**Water**

The intervention of this sector is to attain sustainable, integrated planning, development, utilisation and management of water resources that contribute to the overall SADC objective of regional cooperation and integration.

The original targets for the water sector were:

<div align="center">*Revised RISDP*                      *Fourth Draft*</div>

i) Long term regional water policy and strategy developed and approved by March2004

ii) Increased awareness, broad participation and gender mainstreamed in water resources development and management by 2005;

iii) Centres of excellence for water research and technology development are identified, strengthened by 2005;

iv) Water sector policies and legislation harmonised by 2006;

v) Establish and strengthen at least eight River Basin Organisations by 2006;

vi) Water data banks and planning networks are established and fully operational by 2007;

vii) Training and institutional capacity strengthening programmes developed and implemented by 2008;

viii) Halve by 2015 the proportion of people without access to safe drinking water and sanitation services; and

ix) Develop by 2015 water resources infrastructure needed to double land under irrigation.

Significant progress was made in implementation of the RISDP water programmes, particularly in building regional policy, strategy, and institutional frameworks (RBOs).

Highlights of key achievements are as follows:

i. Eight shared watercourses institutions established by 2006
ii. Integrated Water Resources Management and Development Plans are being produced in about 4 River Basin Commissions to guide implementation of projects.
iii. Regional water policy/strategy and guidelines for harmonization of national water legislation, policy, and strategy were developed and a number of countries have adopted them.
iv. Over 500 Masters Graduates trained in addition to short professional development courses.
v. A Web-based Hydrogeological Map and Atlas Produced
vi. Regional groundwater monitoring system initiated in Botswana, Zimbabwe, and South Africa in the Limpopo Basin.

**Tourism**

The intervention of the Tourism Sector is to develop, promote and market the region as a single, but multi-faceted tourism destination and to improve the quality, competitiveness and standards of service of the tourism industry in the SADC region.

The targets that were set for the tourism sector were:

i) Facilitate the implementation of the Tourism Protocol by all Member States by 2005;

ii) Development of Tourism Policy and Strategy document by 2004;

iii) SADC share of World Market of tourist arrivals to reach 5% by 2005;

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iv)  Gender mainstreaming in the tourism industry by 2005;

v)   Increase the SADC share of World tourism receipts from 1% in 2001 to 3% by 2005;

vi)  Implement the SADC UNIVISA system by 2008;

vii) Harmonise policies, legislation and standards by 2008; and

viii) To brand SADC as a destination of choice for tourism.

Among the key achievements are:

i.   The coordination by RETOSA, which is a subsidiary body, has yielded a number of positive achievements, such as collectively marketing the region through events and the website
ii.  Guidelines for hospitality infrastructure classification have been developed
iii. The UNIVISA has been developed and is ready to be piloted in six countries.
iv.  The RIDMP identified priorities for strengthening the enabling environment and upgrading of infrastructure within Trans-frontier Conservation Areas (TFCAs), which are the prime tourism sites in the region.

**Meteorology**

The interventions in the meteorology sub-sector is to establish systems and infrastructure that are fully integrated, efficient, and cost effective to meet the requirements of the users, and to minimize adverse effects of severe weather and climate phenomena.

The meteorology targets were:

i)  Upgrade the capacity of ground stations to retrieve information from the high-resolution second generation meteorological satellites by 2005; and

ii) Develop appropriate policy and legal frameworks to facilitate operational cost-recovery, harmonisation and regional integration by 2006.

Key achievements were the establishment of the **SADC Climate Services Centre** and upgrading of meteorology infrastructure in some member states.

**Information and Communication Technology**

The interventions in the ICT sector sought to create an enabling ICT and Postal policy and regulatory environments to help drive ICT diffusion and use. It also sought to push universal ICT access to all communities, and promote the use of ICT applications across all sectors, for improved efficiency and productivity.

SADC recognises the importance of ICT as a cross-cutting enabler in addressing the challenges posed by globalisation, facilitating the regional integration agenda, and enhancing the socio-economic and political development prospects of the region. In this context Member States agreed on the need to develop an all-inclusive, balanced, and socially equitable information and knowledge based society that is founded on coordinated national strategies to effectively integrate ICT into regional development policies, programmes and strategies. SADC therefore continued to implement ICT

applications in order to support the following sectors; education, health, tourism, agriculture, finance, industry, commerce and government.

The ICT sector targets were:

> i) Develop operational capacity of regulators to respond to customer expectations by 2007;

> ii) Facilitate growth of public – private sector partnerships to achieve national universal access to services by 2010; and

> iii) Separate operational responsibilities of policy units and regulators particularly for the postal services by 2005.

The region stepped up its momentum in the development of regional infrastructure in the field of ICT and access grew phenomenally following the liberalisation of the sector.

Highlights of key achievements are as follows:

i. All SADC Member States have been successful in introducing the three-tier separation of roles between government, regulators, and service providers.

ii. All SADC Member States have now put in place new or updated national ICT policies and strategies aligned with SADC Model Laws, Regulations and Guidelines. Ten new policy guidelines and model bills have been created and four others, including the SADC ICT Policy itself, have been updated since 2005**.** In 2010 SADC e SADC Strategic Framework was developed.

iii. All Member States have at least one international broadband link to submarine cables. Mainland Member States have fibre interconnections with all adjoining neighbours, which is more than the RISDP 2014 target of 80%.

iv. Tele-density ranged from 30% to150% as at end of 2012. Fixed Internet penetration is generally below 10%. All Member States are more than 80% interconnected, through the SADC Regional Information Infrastructure (SRII). **Figure 11** illustrates progress in mobile subscriptions which is a proxy to demonstrate teledensity.

**Figure 11: Mobile (cellular) suscriptions per 100 inhabitants**
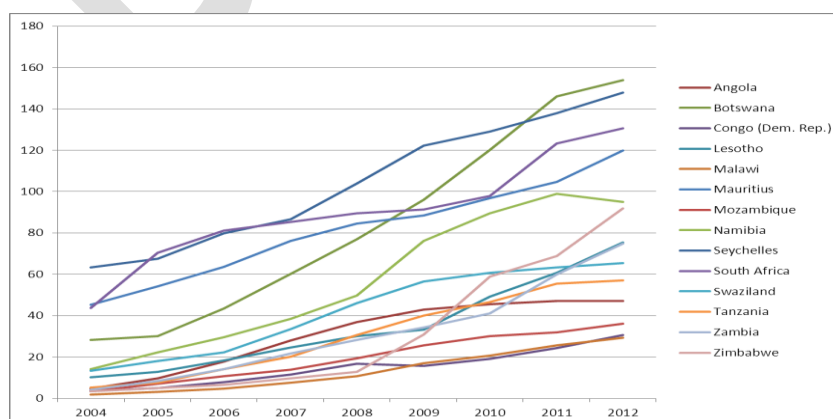


Source: Year data from the International Telecommunication Union (ITU)

### 3.3.3    Challenges

The common challenges faced in implementing targets in this cluster are:

i.   Slow domestication of the protocols, annexes and regional agreements into national policies, laws, regulations and standards,

ii.  Non-compliance with regional agreements and proliferation of transport related Non-Tariff Barriers

iii. Weak administrative and technical capacity of Member States to implement reforms.

iv.  Inadequate funding for the rehabilitation, construction and maintenance of infrastructure.

v.   Limited affordability and accessibility to infrastructure and services by all communities

## 3.4    Agriculture and Food Security

### 3.4.1    Overview

The agriculture and food security sectors cover crops, livestock, forestry, fisheries, wildlife as well as environment.  The objective of these sectors is to develop, promote, coordinate and facilitate harmonization of policies and programmes to increase agricultural production, productivity and competitiveness; promote sustainable utilisation of natural resources and the environment and promote agricultural trade.

The sector facilitates regional integration through the supply of both primary and processed agricultural and natural resources products.  These form the core of goods and services traded in the region.   In addition, the sector is also a major source of raw materials for agro-industries. Furthermore, the sector also supports the region in achieving sustainable access to safe and nutritious food for an active and healthy life of the people of this region.

### 3.4.2    Highlights of Key Achievements

The main RISDP targets and achievements for the period under review are described below.

**Food Availability**

Food availability is concerned with increasing agricultural (crops, livestock, fisheries and forestry) production, productivity and competitiveness.  The major RISDP targets for food availability were:

i)   Double the adoption rate of proven technologies such as improved seed varieties, management of water and land, by 2015;

ii)  Increase fertilizer consumption from 44.6 kilograms per hectare of arable land to 65 kilograms per hectare of arable land by 2015 (world average is 98.8 Kg/ha);

iii) Transboundary crop pests and diseases Policy in place by 2007;

iv)  Reduce the incidences of transboundary animal diseases (TADs) in particular Foot and Mouth Disease by half in 2015 with the ultimate objective of elimination; and

v)   Increase livestock production by at least 4% annually

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vi) Fisheries, Forestry and Wildlife and Law Enforcement Protocols are ratified and implemented

**The following was achieved:**

i)  The SADC Harmonized Seed Regulatory System was approved in 2007 aimed at facilitating free movement of seed across the region thereby promoting trade of high quality seed varieties among Members State. It comprises the following:
    - SADC Variety Release and Registration;
    - SADC Seed Certification and Quality Assurance System; and
    - SADC Phytosanitary Measures for Seed Systems.

ii) An assessment of existing fertilizer production plants was done in Angola, Malawi, Mauritius, Mozambique, Tanzania, South Africa, Zambia and Zimbabwe with the aim of providing technical advice on how to increase production capacity of these plants. The study was also aimed at assessing how the region can utilize its abundant resources in the manufacture of fertilisers. Some countries have since rehabilitated their plants and increased production of fertilisers.

iii) Three projects were developed, funded and implemented to address challenges in regional livestock development, namely:

    - Promotion of Regional Integration in the Livestock Sector (PRINT) which developed the Livestock Information Management Systems (LIMS) for monitoring livestock development and surveillance and control of animal diseases;
    - SADC Foot and Mouth Diseases Project (SADC FMD) which assisted to improve the efficacy of the FMD vaccine through the Botswana Vaccine Institute (BVI); and
    - Strengthening Institutions for the Risk Management of Transboundary Animal Diseases (TADs) which set up networks for the control of TADs thus making livestock a more tradeable commodity

    The implementation of the livestock projects contributed to an annual increase of 4.2% in livestock production in the region.

iv) A regional crop pest strategy for the management migratory pests and diseases was developed and approved with the aim of increasing the capacity of Member States to manage the pests and diseases in a coordinated manner including surveillance. A Handbook on "Pests of Phytosanitary and Economic Importance in the SADC Region" was published to assist Member States in their identification and control of plant pests;

v)  Agricultural Research projects were developed, approved and implemented to address problems related to low dissemination, poor adoption of technologies and weak research-extension-farmer linkages in agriculture production. These include:

- Implementation and Coordination of Agricultural Research and Training (ICART);

- Competitive Fund for Innovative and Collaborative Projects in Support of Small Scale Farmers Development (FIRCOP); and
- SADC Multi-country Agricultural Productivity Programme (SADC MAPP)

The latter led to the establishment of the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) as a Sub-regional Research Organisation (SRO) for SADC to coordinate agricultural research and development.

vi)   Maintenance and utilisation of plant genetic resources under SADC Plant Genetic Resource Centre (SPGRC) continued during the review period.

vii)  12 Trans frontier Conservation Areas (TFCAs) were established and are all operational;

viii) Protocols on Fisheries, Forestry and Wildlife and Law Enforcement were ratified, Implementation Strategies for the Protocols were developed approved and implemented during the period under review;

ix)   Annex to Fisheries Protocol on Illegal, Unregulated and Unreported (IUU) Fisheries was developed in 2008 and is now under implementation;

x)    Developed programmes on Reduced Emissions from Deforestation and Forest Degradation (REDD+) to support climate change mitigation and adaptation measures, and the Regional Fire Management and Cross-Border Cooperation Programme which seeks to address the issue of uncontrolled fires in order to conserve forest biodiversity and ensure the sustained supply of forest products for community livelihoods.

The above interventions have contributed to an annual agricultural growth rate estimated at 2.6% during the period under review.  Regional production of cereals increased by 46% (2003 – 2012) due mainly to maize production increases of 40% while production of rice, wheat, sorghum and millet has remained relatively constant.  Cassava production has more than doubled in the past 10 years (Figure 12). Similarly, aquaculture production during the period has increased as shown in Figure 13.

**Figure 12:**  **SADC Regional Cereals Production Trends, 1999 – 2013**
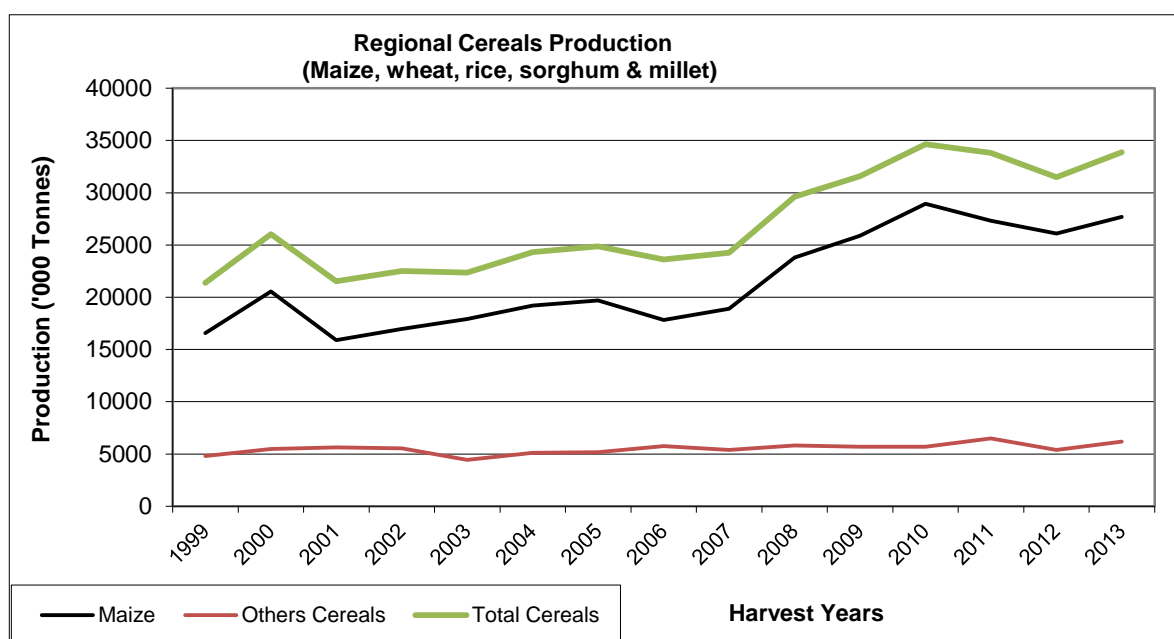


Source: Member States National Early Warning Units for Food Security (excluding DRC, Madagascar and Seychelles).

**Figure 13**: **Trends in Aquaculture Production (per 1,000 tons), 2005-2010**
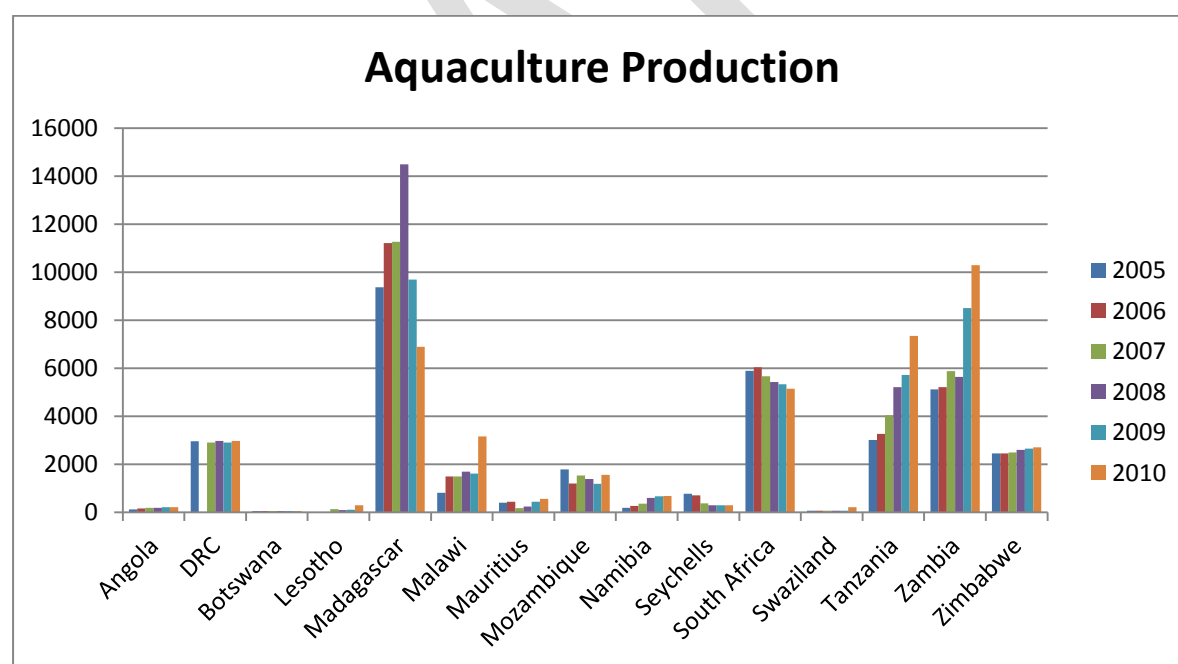


**Source:** FAOSTAT (2013)

## Access to Food, Food Safety and Nutritional Value of Food

This intervention area deals with affordability of safe and nutritious food which is essential for a healthy population and supports both regional and international trade of agricultural products.  The main targets were:

i)   Adherence to Sanitary and Phytosanitary (SPS) Measures and standards in line with World Trade Organisation (WTO) Agreements; and

ii)  Halve the proportion of underweight children who are less than five years of age between 1990 and 2015

**The following was achieved:**

i)   The development, approval and implementation of Guidelines on crop protection products, veterinary medicines and food safety and management of Sanitary and Phytosanitary (SPS) measures.  The Guidelines provide Member States with the necessary tools for the strengthening SPS and food safety regulatory systems;

ii)  A Study to promote intra and inter-regional trade and to improve market access for animal products was completed in 2011.  The study led to the adoption by OIE of the commodity-based trade (CBT) concept which allows trade in beef from Foot and Mouth (FMD) free areas with vaccination; and

iii) The capacity of Member States to develop SPS Policies has been strengthened through the provision of laboratory equipment for food testing under the Food Safety Project (2008-12). Ten (10) laboratories were strengthened in 8 Member States (Angola, Namibia, Malawi, Tanzania, Democratic Republic of Congo, Seychelles, Zambia and Zimbabwe) and relevant training of trainers undertaken.

**Disaster Preparedness for Food Security**

This is concerned with ensuring regional disaster preparedness and awareness for food security, given that the SADC region is frequently affected by natural and man-made disasters which lead to food insecurity. The major targets were:

i)   The Establishment of a Food Reserve Facility;
ii)  The development of Regional Integrated Agricultural Information System; and
iii) The strengthening of early warning systems and vulnerability assessment capacities

**The following was achieved:**

i)   The study to establish the Physical Regional Food Reserve Facility was done; however, Members States have since indicated preference for a Financial Food Reserve Facility;

ii)  An agricultural information management system (AIMS) was established to facilitate the collection, analysis, dissemination, archiving of information and integration of various information systems within the region.  A website has been developed to allow Member States to access timely information on agricultural trade figures, disease outbreaks, food security, environment, animal health, production and marketing from the Member States.

iii) Early Warning Units were established in 12 Member States to collect, analyze, and disseminate early warning information covering seasonal rainfall and crop development,

harvest forecasting, import and exports, food stocks, price and market monitoring. This information is published regularly at both national and regional levels. Similarly, Vulnerability Assessment and Analysis Committees (VAACs) were also established in 12 Member States to assess food availability, undertake livelihood profiling and vulnerabilities, and assess emergency and response needs. The assessments are used by Member States to inform policy formulation, developing programmes and emergency interventions that lead to reduction of vulnerability in the context of food security.

**Institutional framework and capacity for implementing food security**

This is concerned with the establishment of relevant legal frameworks, promotion of effective networks and capacity building of stakeholder institutions at regional and national levels. The main targets were:

i)   Agreements of common Policy finalized by 2009; and
ii)  Priority thematic networks operational by 2006 and Centres of Excellence in place.

**The following was achieved:**

i)   A Regional Agricultural Policy (RAP) was developed and approved in June 2013 and is expected to provide a framework for the harmonisation of SADC agricultural policies. It brings all agricultural policies, objectives, and investments under one umbrella for better coordination, increased efficiency and enforcement;

ii)  Establishment of relevant institutions for regional coordination of programmes such as the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) as a sub-regional autonomous body charged with the Region's Agricultural Research and Development Agenda;

iii) Establishment of a Secretariat for the coordination of the Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA), which is potentially the world's largest conservation area, spanning approximately 287 132 km² across five southern African countries (Angola, Botswana, Namibia, Zambia and Zimbabwe), centred around the Caprivi-Chobe-Victoria Falls area;

iv)  Establishment of the Benguela Current Commission (BCC) which is a multi-sectoral inter-governmental initiative covering Angola, Namibia and South Africa for the promotion of sustainable management and protection of the Benguela Current Large Marine Ecosystem (BCLME). BCC fosters cooperation between the participating countries as it work towards an integrated, science-based and regional approach for the conservation, protection and sustainable use and management of the BCLME; and

v)   Establishment of Centres of Excellence supporting capacity building in various areas of agricultural regional corporation such as the University of Kwazulu Natal on Food Security and Vulnerability Assessments; Sokoine University on wildlife and the Centre for Ticks and Tick-borne Diseases in Malawi.

**3.4.3    Challenges**

The challenges that affected the implementation of agriculture, food security and environment interventions, include the following:

i)   Slow pace in the domestication and implementation of key policies such as the Dar-es-Salaam Declaration; Protocols on Forestry, Fisheries, Wildlife Conservation and Law Enforcement, and the SPS Annex to the Trade Protocol; and guidelines on food safety and environment;

ii)   Lack of compliance by Member States to the legal frameworks and lack of legal mechanism to enforce agreed positions such as the IUU and CITIES and Rhino poaching;

iii)  Poor monitoring of the implementation of protocols, regional programmes and projects due mainly to limited capacity to timely collect reliable data; and

iv)   Lack of resources for long term sustainability of regional programmes.

**3.5    Social and Human Development**

**3.5.1    Overview**

The Social and Human Development cluster covers areas of Education and Skills Development, Health and Pharmaceuticals, Employment and Labour, Orphans, Vulnerable Children and Youth – and as cross-cutting issues – HIV and AIDS, and Science, Technology and Innovation. Social and Human Development and Special Programmes is mandated to ensure the availability of educated, skilled, healthy, productive human resources required for promoting investment, the efficiency and competitiveness of the region in the global economy, as well as improving the quality of lives of the region's population.

The broad targets for social and human development, which were aligned to those of the Millennium Development Goals (MDGs) were:

i)   All Member States should achieve universal primary education and ensure that all children complete a full course of primary schooling by 2015. In addition, enrolment gaps between boys and girls in primary and secondary education should be eliminated preferably by 2005, and at all levels of education by no later than 2015.  To support the attainment of the above overall MDG target, specific regional targets were set.  These included:

o   Improving access, quality, efficiency and relevance of education and training at all levels, particularly of secondary education, technical vocational education and training (TVET), teacher education and higher education; and

o   Facilitating the implementation of the provisions of the Protocol on Education and Training, including the development of Regional Qualification Framework (RQF); establishment and strengthening of Centres of Specialisation and Excellence in the Region.

ii)   All Member States should halt and begin to reverse the incidence of communicable diseases (HIV and AIDS, TB and malaria) and other major diseases by 2015. To support the attainment of the above overall MDG target, among other specific regional targets were:

*Revised RISDP*                                              *Fourth Draft*

   o   Development of regional evaluation framework of the performance in the
       implementation of international commitments (such as MDG's, Abuja), Declarations
       and Conventions;
   o   Development of  a framework and mechanism for improving sustainable availability
       of and access to essential medicines and nutritional supplements for combating
       major communicable diseases such as HIV and AIDS, TB, malaria and re-emerging
       diseases (polio and Ebola);
   o   Development of an Action Plan for the implementation of the Health Protocol;
   o   Regional programmes for prevention, treatment and care for HIV and AIDS
       developed and harmonised by 2005;
   o   At least 9% of HIV infected people who are in need of treatment and care receive it
       by 2005;
   o   SADC Member States to set aside 15% of their national budgets to the health sector

iii)   Development of Regional Evaluation Framework of the monitoring performance in the
       implementation of productivity programmes, labour and employment policies as well as
       core conventions, codes and declarations and  establishment of a Regional Tripartite System
       and Structure

### 3.5.2   Highlights of Key Achievements

The following was achieved:

**Education and Training**

i)    The adoption of nine (9) years basic education by SADC Member States as part of the
      implementation of the provisions of the Protocol on Education and Training has contributed
      to improvement in access to primary education, as shown in <span style="color:red">Figure 14</span> In addition, most
      Member States have achieved or about to achieve gender parity with a Gender Parity Index
      of 1 at both primary and secondary education.

ii)   The implementation of the Protocol on Education and Training has been effectively
      coordinated and is on-going. A Regional Education and Training Plan (RETIP) was developed
      and the following areas of the protocol are being implemented: EMIS, TVET, Higher
      Education and open and distance learning and establishment of regulatory and quality
      assurance Bodies and Professional Associations

iii)  Capacity building has been facilitated through the establishment of Centres of Specialisation
      in Education Policy Planning and Management at the University of Dar es Salaam, the
      University of the Witwatersrand (University of the Witwatersrand) and the Universidade
      Pedagogica (Mozambique); Public Administration and Management at the University of
      Botswana; and Open and Distance Learning (ODL) for teacher and secondary education at
      Open University of Tanzania (OUT) and Malawi College of Distance Education.

iv)   A number Member States of have developed and implementing their national Qualifications
      Frameworks (NQF). This led to development of draft Regional Qualification Framework
      (RQF), which contains 10 level descriptors, the Qualifications Portal, and quality assurance
      guidelines, has been developed.

v)    A common system has been developed and used periodically for collection and reporting
      information and data by Member States on the current supply of education and training in

the Region.  In addition, to facilitate improvement in EMIS systems at primary and secondary level in Member States, a SADC Norms and Standards for Education Management Information System (EMIS) has been developed and is being implemented.

**Figure 14: Gross Enrolment Ratio and Gender Parity Index in Primary Education, 2011**
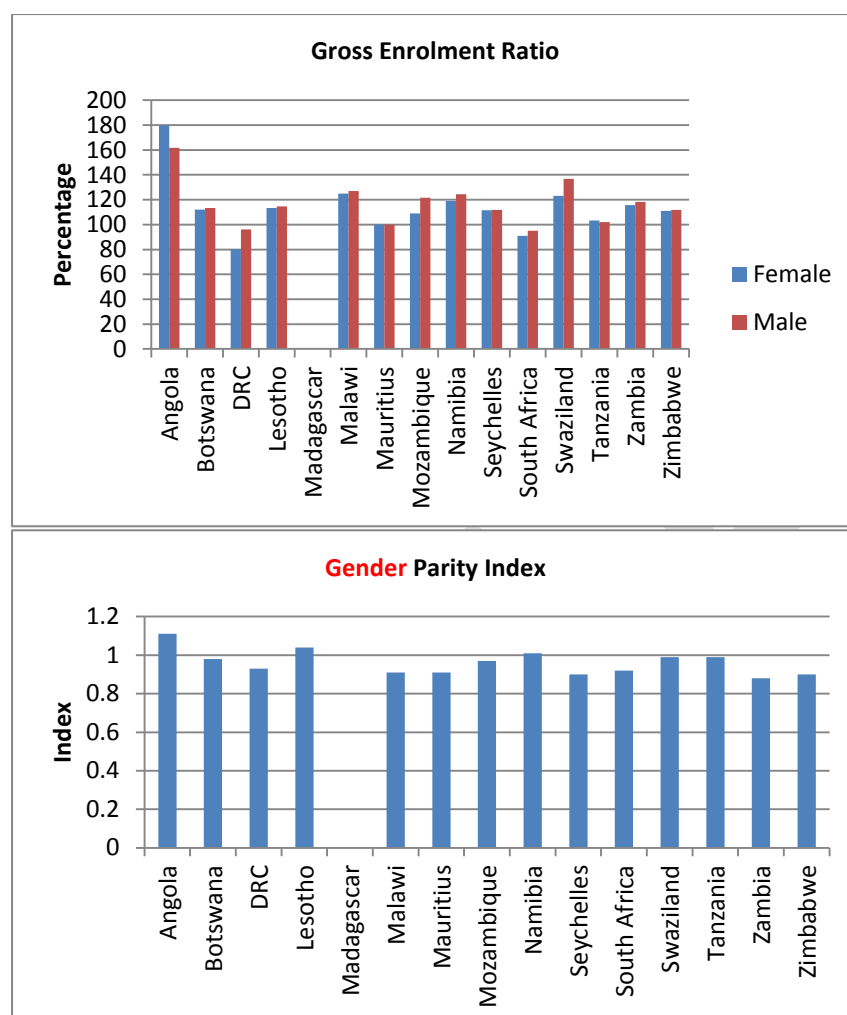


Source: Data received from SADC Member States

**Health and Pharmaceuticals**

The following was achieved within the Implementation Plan for the SADC Protocol on Health:

i) Framework for monitoring progress in communicable diseases (HIV and AIDS, TB and Malaria) is in place. The Framework tracks progress on continental and global commitments (e.g. Abuja, UNGASS, MDGs, Maseru Declaration, and WHA) on an annual basis;

ii) A Regional Framework on Pharmaceuticals was developed and is being implemented covering the following areas:

- Rational use of essential medicines;
- Research, development and regional production;

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- Medicines' regulation;
- Pooled procurement;
- African Traditional medicines;
- Trade Related Intellectual Property Rights (TRIPs) and patents;
- Human resources for pharmaceutical; and
- Emergency pharmaceutical needs.

iii) Two Regional Frameworks on the control of Malaria and Malaria Elimination are being implemented. As a result, the burden of malaria has been reduced to the extent that seven Member States have attained the target of reducing morbidity by 50% by 2010;

iv) Five (5) Regional Centres of Specialisation in Communicable Diseases (HIV and AIDS, TB and Malaria) have been established;

v) A number of Guidelines addressing Public Health, sexual and reproductive health are in place for domestication. Guidelines for the documenting best practices in paediatric HIV and AIDS, TB and malaria have been operationalized; and

vi) The Strategic Framework for African Traditional Medicine has been developed. The Framework addresses testing, utilisation, regulation/ legislation of the product and practice.

**Employment and Labour**

i) SADC Member States have achieved 100% ratification status of the eight Core/Fundamental Labour Conventions. A regional peer mechanism, based on the International Labour Organisation (ILO), has been put in place to monitor compliance with the ratified Conventions;

ii) Codes of Conduct to guide Member States in addressing challenges on child  labour; Safe use of chemicals, including  Occupational Safety and Health(OSH) standards  and HIV and AIDS in the world of work  and  the respective monitoring and evaluation tools  have been formulated and are under implementation;

iii) The draft Protocol on Employment and Labour was produced in 2012, and it is subject for approval by the Council of Ministers;

iv) A Regional Tripartite Forum to facilitate policy formulation, implementation and monitoring , and consolidation of  industrial harmony is in place;

v) The SADC Labour Market Information System(LMIS) to provide labour market information, including employment  and entrepreneurship opportunities to  stakeholders to facilitate access and effective planning  and utilisation of human and material resources in the labour market has been formulated and  implementation is underway; and

vi) SADC Decent Work Programme to guide Member States towards promotion of employment creation, labour standards, social dialogue and social protection in the region has been formulated, and implementation is underway.

**Combating of the HIV and AIDS Pandemic**

i)   New HIV infections in the adult population declined by 32% between 2001 and 2011 and the corresponding decline in infection among children under 15 years was 48%. The trend in new HIV infections is shown in Figure 15.

**Figure 15: Number of New HIV Cases in SADC**, **1990-2010**
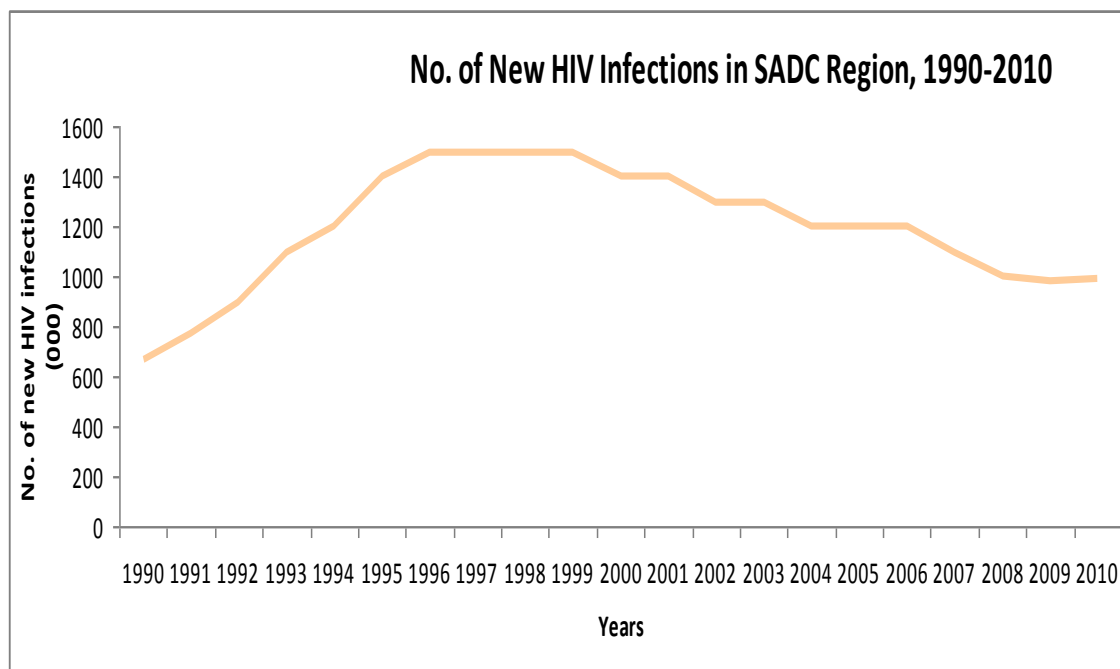


Source: UNAIDS Estimates, 2010

ii)  All SADC Member States are implementing Prevention of Mother to Child Transmission (PMTCT) interventions and the PMTCT coverage in 2011 was at 76%.  By the end of 2011, 6 Member States had attained their 2015 universal access targets on treatment.

iii) Sixty-three percent (63%) of the adult population eligible for treatment were on treatment as of end 2011.  This percentage is calculated based on the CD4 cut off of point of 350. By the end of 2011, 6 Member States had attained their 2015 universal access targets on treatment. About 20% of children under the age of 15 eligible for treatment were on treatment by end 2011.

iv)  A SADC Fund for HIV and AIDS has been created and is operational. The Fund has financed the implementation of innovative interventions within the framework of the regional Research Agenda.

v)   HIV prevention and treatment programmes for mobile populations as a way of increasing access to services is being implemented.

**Science, Technology and Innovation**

i)   The Protocol on Science, Technology and Innovation (STI) was developed and adopted in August 2008, and a draft Strategic Plan on STI for the operationalization of the Protocol has been developed and waiting approval.

ii) A SADC Science, Engineering and Technology (SET) Week was launched in 2009 and Member States are commemorating annual SET Weeks. Member States have bilateral arrangements and offer support to one another, especially through attendance of SET week events.

iii) A number of strategic partnerships with key International Cooperating Partners such as Finland and the European Union on the Southern Africa Innovation Support Programme and CAAST-NET respectively were established.

iv) Regional centres of excellence or networks such as the Southern African Network for Bioscience; Southern Africa Network of Water Centres of Excellence; African Institute of Mathematical Sciences and the Pan African Network on Laser Science- African Laser Centre were established in collaboration with NEPAD.

### 3.5.3    Challenges

In addition to the overall lack of both financial and human resources, the key challenges experienced were:

i) Slow domestication and operationalization by the Member State of all agreed regional instruments;

ii) The absence of adequate national quality assurance structures and qualification frameworks to serve as a basis for the development of the Regional Qualifications Framework (RQF) delayed the finalisation of the RQF;

iii) Lack of sustainable financing of  the HIV and AIDS response in order to address the increasing demands;

iv) Poor response from Member States on requested data and information resulting in a lack of a consolidated regional data base to provide a true picture of demand and supply in the labour market ; and

v) Slow progress in finalising arrangements with the subsidiary organizations to implement programmes relating to social and human development, especially in the areas of Information, Culture and Sports, which were de-prioritised in 2007.

### 3.6    Conclusion

It is evident that implementation of the RISDP has progressed well despite the challenges faced, and that SADC's role as a facilitator of development in the region has been successful at many levels and across a wide range of areas.  It is also certain that building on the foundations that have been laid, and improving performance in implementing the RISDP within the required time-frame, will require increased effort, the re-organising of some priorities, but more importantly, a rationalization of available resources.

The achievements as described in this chapter have certainly contributed to the improvement of life of the inhabitants of the SADC region.  However, targeted research would need to be done to confirm the level of impact, and benefits accrued, as a result of the RISDP-based interventions.

**C H A P T E R 4:  The RISDP Priorities for 2015-2020**

**4.1      Rationale for Re-Prioritisation**

The re-prioritisation of the RISDP, as approved by the SADC Council of Ministers held in Lusaka in August 2007, was meant to align the existing priorities with resources allocation in terms of their relative importance and greater impact on regional integration.  The rationale for the exercise was to sharpen the focus of the RISDP implementation and to establish a framework so as to allocate resources for greater impact.  The 2007 priorities were identified as follows:

    a.  Trade/Economic liberalization and development including:
        i.  Free movement of goods, services and factors of  production;
        ii.  Stability oriented macroeconomic convergence;
        iii.  Financial market integration and monetary cooperation;
        iv.  Intra-regional investment and foreign direct investment;
        v.  Productive competitiveness and supply side capacity.
    b.  Infrastructure in support of regional integration.
    c.  Peace and security cooperation (as a pre-requisite for achieving the Regional Integration Agenda).
    d.  Special programmes of regional dimension under Education and Human Resource Development, Health, HIV and AIDS and other Communicable Diseases, Food Security and Trans-boundary Natural Resources, Statistics, Gender Equality, and Science, Technology and Innovation and Research and Development.[8]

The Revised RISDP takes into account the experiences and lessons learned, new developments that have occurred since 2007, and the SWOT analysis presented in Chapter 2.  In view of this, for the period 2015-2020, the above priorities, which are the main pillars of regional cooperation and integration, remain relevant and have been re-organised as follows:

    a)  Priority A – Industrial Development and Market Integration, including:
- Sustainable industrial development, productive competitiveness and supply side capacity
- Free movement of goods and services;
- Stability oriented macroeconomic convergence;
- Financial market integration and monetary cooperation;
- Intra-regional investment and foreign direct investment; and
- Deepened regional integration.

    b)  Priority B – Infrastructure in support of regional integration, including:
- Energy;
- Transport (surface, air and intermodal);
- Tourism;
- ICT;
- Meteorology; and
- Water.

    c)  Priority C – Peace and security cooperation (as a pre-requisite for achieving the Regional Integration Agenda).

    d)  Priority D – Special programmes of regional dimension under:

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[8] SADC, 2007. Record of the meeting of SADC Council of Ministers held in Lusaka, Zambia, 14-15 August 2007. Minute 7.3.6.

- Education and Human Resource Development;
- Health, HIV and AIDS and other diseases of public health importance;
- Employment and Labour;
- Food and Nutrition Security;
- Trans-boundary Natural Resources;
- Environment;
- Statistics;
- Private Sector;
- Gender Equality; and
- Science, Technology and Innovation and Research and Development.

To take the RISDP implementation forward, the focus will be on Priority A and B.  Targets under Priority D will be implemented to support achieving and fulfilling Priorities A, B as well as C.  The interrelationships between the four Priorities are shown in Figure 16, which demonstrates that Priority D is catalytic for the attainment of Priorities A, B and C in terms of providing education and skills, health, communication and other human dimensions. The details of the process are presented below.

**Figure 16: Synergies and Interrelationships between Priorities A, B, C and D**
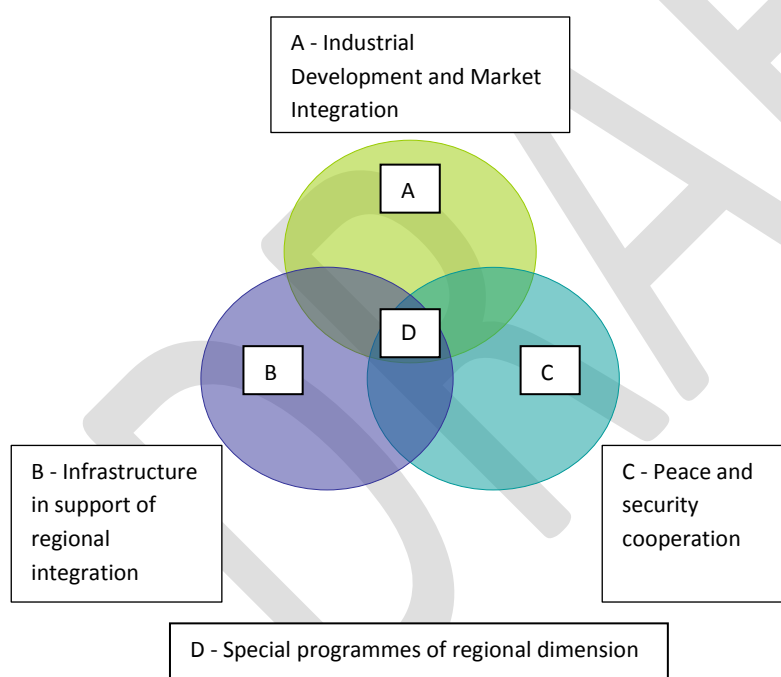


## 4.2  Results Chain of the Revised RISDP

The hierarchy of goals and objectives that will guide the actions of SADC in the coming years is depicted in Figure 17. This shows the causal links among inputs, activities, outputs, outcomes and impact.  The strategic and specific objectives for the Priorities, as outlined in the results chain are as follows:

Priority A:  Strategic objective: Sustainable industrial development, trade integration and financial cooperation

Specific objectives:
- Increased regional value chains and value addition for agricultural and non-agricultural products
- Consolidated SADC FTA
- Enhanced macro-economic environment
- Improved financial market systems and monetary cooperation
- Improved intra-regional and foreign direct investment
- Enhanced Tripartite FTA
- Increased Intra-Africa Trade
- Improved involvement of private sector in regional integration
- Enhanced progress for deepening regional integration

Priority B: Strategic objective: Improved and integrated regional infrastructure

Specific objectives:
- Harmonised strategies, policies and regulatory frameworks for development and operation of cross-border infrastructure and services
- Enhanced integrated infrastructure and networks
- Improved capacity for construction, maintenance and operation of regional infrastructure and services
- Increased access and affordability to infrastructure and services
- Increased competitiveness and liberalisation of regional markets for energy, ICT, transport and tourism

Priority C:  Strategic objective: Improved peace and security cooperation

Specific objectives:
- Enhanced regional peace building
- Enhanced conflict prevention, resolution and management
- Enhanced disaster risk management
- Enhanced regional collective defence
- Enhanced regional early warning
- Enhanced cross border security
- Enhanced training in Peace Support Operations
- Enhanced migration and refugee management

Priority D: Strategic objective: Improved human capacities for socio-economic development

Specific objectives:
- Improved monitoring and analysis of poverty trends in the region
- Increased access to quality and relevant education and skills for industrial development and other areas for social and economic integration and development
- Increased availability and access to quality health and HIV and AIDS services and commodities
- Enhanced employment creation, labour relation, labour market information  and labour productivity for  industrial development
- Increased production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region
- Increased market access for agricultural products (crops, livestock and natural resources)
- Reduced social and economic vulnerability in the context of food and nutrition security

- Enhanced sustainable management and conservation of natural resources, environment, plant and animal genetic resources
- Enhanced gender equality and equity
- Improved quality of regional statistics
- Enhanced application of science, technology and innovation to support the priorities of regional integration
- Enhanced youth development, empowerment  and participation of youth in all aspects of social-economic development and regional integration

The intervention areas, along the defined Priorities, as well as cross-cutting issues, are described in section 4.3.

It is important to acknowledge that the greatest value of the intended actions in each of these areas, even though producing important results as stand-alone activities, lies in the fact that they are mutually reinforcing and contribute significantly to results in other areas, and to the accomplishment of higher goals.  Their effects are synergistic, inter-linked, complementary and cumulative.

**Figure 17: Results Chain Revised RISDP**

**Vision**
Economic well-being, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the peoples of Southern Africa

**Mission**
Sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance, and durable peace and security so that the region emerges as a competitive player in international relations and the world economy

**Strategic Objectives**

| Sustainable industrial development, trade integration and financial cooperation | Improved and integrated regional infrastructure | Improved peace and security cooperation | Improved human capacities for socio-economic development |

**Specific Objectives**

| | | | |
|---|---|---|---|
| -Increased regional value chains and value addition for agricultural and non-agricultural products<br><br>-Consolidated SADC FTA<br><br>-Enhanced macro-economic environment<br><br>-Improved financial market systems and monetary cooperation<br><br>-Improved intra-regional and foreign direct investment<br><br>-Enhanced Tripartite FTA regime<br><br>-Increased Intra-Africa Trade<br><br>-Improved involvement of private sector in regional integration<br><br>-Enhanced progress for deepening regional integration | -Harmonised strategies, policies and regulatory frameworks for development and operation of cross-border infrastructure and services<br><br>-Enhanced integrated infrastructure and networks<br><br>-Improved capacity for construction, maintenance and operation of regional infrastructure and services<br><br>-Increased access and affordability to infrastructure and services<br><br>-Increased competitiveness and liberalisation of regional markets for energy, ICT, transport and tourism | -Enhanced regional peace building<br><br>-Enhanced conflict prevention, resolution and management<br><br>-Enhanced disaster risk management<br><br>-Enhanced regional collective defence<br><br>-Enhanced regional early warning<br><br>-Enhanced cross border security<br><br>-Enhanced training in Peace Support Operations<br><br>-Enhanced migration and refugee management | - Improved monitoring and analysis of poverty trends in the region<br><br>-Increased access to quality and relevant education and skills<br><br>-Increased availability access to quality health and HIV and AIDS services and commodities<br><br>-Enhanced employment creation, labour relations, labour market information and productivity<br><br>-Reduced social vulnerability in the context of food and nutrition security<br><br>-Enhanced sustainable management and conservation of natural resources, environment, plant and animal genetic resources<br><br>-Enhanced gender equality and equity<br><br>- Improved quality of regional statistics<br><br>-Enhanced application of science, technology and innovation<br><br>-Enhanced youth development and empowerment |

**Targeted outputs** - refer to text and results matrix (Annex 2)

**Activities**

**Inputs**

**4.3      Priority Intervention Areas**

The overall goal of the intervention areas remain more or less the same as described in the original RISDP.  Pertinent changes apply to their main areas of focus, and where such changes have been made, corresponding strategies have also been modified. These are described in the next sections, and the targeted outputs are shown in more details in Annex 2.

**4.3.1    Cross-cutting Issues**

**4.3.1.1 Poverty Reduction**

**Overall Goal**

The overall goal of the poverty intervention area is to contribute to the ultimate objective of poverty eradication.

**Areas of Focus**

Poverty reduction is addressed in all areas of regional integration and cooperation. The specific areas of focus are as elaborated in the SADC Regional Poverty Reduction Framework, namely:

  i)   Pro-poor macroeconomic framework;
  ii)  Social and human development;
  iii) Agriculture, food security and natural resources;
  iv)  Infrastructure for regional integration; and
  v)   Cross-cutting issues such as gender and development, HIV and AIDS, Statistics and private sector development.

**Strategies**

  • Operationalise  the SADC Regional Poverty Reduction Framework;
  • Strengthen partnerships and collaboration with stakeholders;
  • Harmonise  poverty indicators;
  • Network information and disseminate information on poverty trends; and
  • Develop the poverty profiles and poverty maps for SADC Member states.

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**Selected Targeted Outputs**

  1. Platform for sharing best practices on inclusive business partnerships established and operational by 2017
  2. SADC Indicators for tracking poverty and living conditions adopted by 2015
  3. SADC Poverty Monitoring and Tracking Framework developed by 2016
  4. Harmonised database for poverty profiles and poverty maps for Member States created by 2016

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Details of targeted outputs are outlined in Annex 2.

**4.3.1.2  Combating of the HIV and AIDS Pandemic**

**Overall Goal**

The goal of this intervention area is to decrease the number of HIV and AIDS infected and affected individuals and families in the SADC region so that HIV and AIDS is no longer a threat to public health and to socio-economic development.

**Areas of Focus**

In line with the Maseru Declaration on HIV and AIDS, the focus will be on the following:

i)   HIV prevention: Developing a regional HIV prevention strategy that addresses emerging issues and special populations such as young women and girls, mobile populations;

ii)  HIV treatment: Improving treatment access for children and adolescents, improving quality of treatment in terms of patient monitoring, adherence management and efficacy of commodities and enhancing and sustaining treatment coverage;

iii) Sustainable financing:  Facilitating effective resource mobilisation at national and regional level to sustain and extend gains in prevention, treatment, care and impact mitigation;

iv)  Domestication: Dissemination, implementation and monitoring of policies and frameworks;

v)   HIV and AIDS mainstreaming: Promoting integration of HIV in core functions of the various sectors and capacity development for mainstreaming at both policy and programme levels; and

vi)  Monitoring and Evaluation:  Strengthening monitoring and evaluation of regional and global commitments by increasing the effectiveness of systems for gender sensitive M&E as well as through capacity building.

**Strategies**

- Develop and harmonize  integrated  responses on HIV and AIDS;
- Develop capacity building for effective programming, planning and management of HIV and AIDS integrated responses;
- Mobilize sustainable and scaled up multi-sectoral responses;
- Monitor evaluation of progress towards regional, continental and global commitments; and
- Promote partnerships and collaboration with key stakeholders in fighting HIV and AIDS.

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**Selected Targeted Outputs**

1. Regional HIV and AIDS prevention strategy revised and implemented by 2017
2. Cross Border Initiatives on HIV and TB-Co Infection fully Implemented by 2020
3. Women, men, children  and adolescence  benefit from harmonized and sustainable strategies policies and programmes  for increased access and  quality  treatment, care and support by 2020
4. HIV and AIDS/TB mainstreamed at SADC Secretariat and key sector levels by 2018

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> 5.  All Member States have in place enhanced capacity and harmonised systems for resource tracking and management by 2018

Details of targeted outputs are outlined in Annex 2.

### 4.3.1.3 Gender Equality and Development

**Overall Goal**

The overall goal of this intervention area is to facilitate the attainment of women's empowerment and gender equality, and the promotion of gender-responsive, human-centred development and poverty alleviation with a view to contribute to inclusion and social justice.

**Areas of Focus**

i)   Policy development and harmonisation of regional and national frameworks and implementation of the SADC Protocol on Gender and Development;
ii)  Gender mainstreaming in all SADC structures and institutions, and at MS level;
iii) Women's economic empowerment
iv)  Equal participation and representation in politics and decision making;
v)   Gender Based Violence; and
vi)  Research, Monitoring and Evaluation of the implementation of SADC Gender commitments.

**Strategies**

- Domesticate and implement regional and international policy frameworks such as the SADC Protocol on Gender and Development and the SADC Gender Policy and the SADC Framework for Achieving Gender Parity in political and decision-making positions;
- Develop capacity for  gender mainstreaming into all sectoral policies, programmes and activities at national and regional levels using the SADC Gender Mainstreaming Toolkit;
- Implement the SADC Gender Based Violence Strategy and 10 Year SADC Strategic Plan of Action on combatting Trafficking in Persons, especially women and children (2009-2019);
- Develop regional multi-dimensional programme on women's economic empowerment;
- Establish partnerships and collaboration with key stakeholders to accelerate the implementation of the SADC Protocol on Gender and Development; and
- Conduct research, monitoring and evaluation on progress made by Member States  on the implementation of SADC Gender commitments.

**Selected Targeted Outputs**

1.  National Gender Policies and Plans of Action aligned to the SADC Gender Policy, and Protocol on Gender and Development implemented by 2020
2.  Gender mainstreaming capacity in the region developed and or strengthened by 2020
3.  SADC progress towards the achievement of gender parity   at all levels monitored by 2020
4.  Implementation of  the SADC Gender Based Violence Strategy and 10 Year SADC Strategic Plan of Action on combatting Trafficking in Persons, especially women and children (2009-2019) monitored by 2020

5. Regional multi- dimensional programme for women's economic empowerment programme developed and implemented  by  2020
6. SADC Gender Monitor  on the implementation of the SADC Protocol on Gender and Development produced biennially

Details of targeted outputs are outlined in Annex 2.

### 4.3.1.4  Science, Technology and Innovation

The overall goal is to create an enabling environment to harness science, technology and innovation (STI) as a tool to address socio-economic challenges for sustainable development in the region.

**Areas of Focus**

i) Development and harmonization of science, technology and innovation policies in the region;
ii) Attract and promote Public Private Partnerships (PPP) investment in STI and Research and Development Infrastructure;
iii) Development and promotion of research, innovation and technology transfer;
iv) Promotion of public understanding, advocacy and awareness of science, technology and innovation;
v) Enhancing and strengthening the protection of Intellectual Property Rights (IPR);
vi) Promotion of women and youth participation in science, engineering and technology; and
vii) Promotion of and strengthening regional cooperation on science, technology and innovation.

**Strategies**

- Develop harmonized policies and programmes on STI;
- Domesticate Protocol on STI;
- Establish collaborative regional Research, Development and Innovation (R&DI) programmes in priority areas;
- Develop and strength regional STI capacities;
- Establish regional centres of specialization in priority areas of STI and strengthening existing networks and centres;
- Establish strategic regional partnerships to promote collaboration and networking on STI; and
- Coordinate, monitor and evaluate STI programmes in the region.

**Selected Targeted Outputs**

1. Protocol on Science, Technology and Innovation domesticated and implemented by 2020
2. SADC STI Strategic Plan 2015-2020 implemented by 2020
3. Regional Guidelines on Intellectual Property Rights developed and implemented by 2020
4. Regional programmes to facilitate research, innovation and technology transfer established and implemented by 2020
5. Regional Portal on STI established and operational by 2018
6. Regional Charter on Women in Science, Engineering and Technology approved and implemented by 2020

Details of targeted outputs are outlined in Annex 2.

**4.3.1.5 Environment and Sustainable Development**

**Overall Goal**

The overall goal of this intervention area is to ensure equitable and sustainable use of the environment for the benefit of present and future generations. Sustainable management of environment will also support the global Green and Blue Economic Strategy.

**Areas of Focus**

i)   Development, and domestication of legal and regulatory frameworks;
ii)  Mainstreaming environment into all priority areas of intervention;
iii) Developing regional frameworks for assessment, monitoring and reporting on environmental conditions and trends; and
iv)  Promoting partnerships with key stakeholders on environmental issues.

**Strategies**

- Develop and implement regional policies, legal and regulatory frameworks on environment and natural resources;
- Develop tools for facilitating mainstreaming of environmental issues into other sectors;
- Engage and strengthen Centres of Excellence for the purpose of environmental management;
- Generate, document and share information on environment and natural resources; and
- Coordinate regional forums and development of regional programmes, strategies and guidelines for domestication and implementation of Multilateral Environmental Agreements.

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**Selected Targeted Outputs**

1) Environmental management interventions under the Protocol on Environment domesticated by 2019
2) **Implementation of programmes on Climate Change, Biodiversity, Waste Management, Sustainable Development, Sub-Regional Strategy at Combating Desertification and SADC Land Reform Support Facility supported and monitored by 2019**
3) SADC Regional Blue and Green Economy **Strategies and Action Plans** developed by 2020
4) **Southern Africa Environment outlook, thematic outlook reports, Environmental Assessment guidelines and standards developed by 2019**
5) **Implementation of Multilateral Environment Agreements (MEAs (UNFCCC, CBD,CCD, RAMSAR, CITES etc.)) coordinated and facilitated by 2020**

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Details of targeted outputs are outlined in Annex 2 under Agriculture, Food Security and Natural Resources.

**4.3.1.6 Private sector**

**Overall Goal**

The objective is to improve the environment for doing business in the region as well as to ensure effective policy and institutional mechanisms for Public Private Dialogue.

**Areas of Focus**

The focus will be on:

- Policy  and institutional framework for private sector involvement;
- Regional Competitiveness and Business Climate Surveys; and
- Prioritisation of employment creation activities.

**Strategies**

- Develop a SADC policy framework for Public Private Dialogue (PPD);
- Develop an institutional mechanism for engagement with private sector;
- Develop  a private sector partnership and collaboration strategy; and
- Implement regional business climate surveys.

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**Selected Targeted Outputs**

1. SADC policy framework for PPD developed by 2016
2. Institutional mechanism for the engagement of **the** private sector developed by 2016
3. Regional Strategy on Inclusive Business developed and implemented by 2017
4. Regional **Private Sector  Partnership and Collaboration** developed **and implemented** by **2016**
5. Regional Competitiveness and Business Climate Surveys produced by 2017

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Details of targeted outputs are outlined in Annex 2

**4.3.1.7  Statistics**

**Overall Goal**

Compilation and dissemination of quality disaggregated regional statistics by undertaking capacity building and training programmes, harmonisation of statistics and use of state of the art technological innovations and advancement through the implementation of Regional Strategy for Development of Statistics will be the priority for the region.

**Areas of Focus**

In line with the Regional Strategy for Development of Statistics, the areas of focus will be as follows:

(i)     Harmonisation of  Regional  Statistics;
(ii)    Development of SADC Protocol on Statistics;
(iii)   Statistical partnerships and networks in region;
(iv)   Statistical capacity building and training in the region; and

(v)        Integrated Regional Statistical Database.

**Strategies**

- Establish effective mechanisms and tools for data collection and compilation of regional statistics;
- Implement agreed frameworks and common statistical standards and methods adapted to regional circumstances to facilitate harmonisation of statistics;
- Develop and implement a Statistics Protocol for the coordination of regional statistics;
- Establish User-producer forum at regional level to promote key stakeholder participation in regional statistical activities;
- Enhance use of state-of-the-art Information, Communication and Technological  innovations for developing and maintenance of regional integrated statistical databases; and
- Promote partnerships and networks between National Statistical Systems and training institutions in the region to facilitate statistical capacity building and training both at national and regional levels in official statistics.

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**Selected Targeted Outputs**

1. Manuals and guidelines for production of the standardized and harmonized statistics developed by 2017
2. Policy and legal framework for the coordination of regional statistics developed and implemented by 2020
3. Agreed frameworks and common statistical standards and methods adapted to regional circumstances to facilitate harmonization of statistics implemented by 2018
4. User-producer forum at regional level to promote key stakeholder participation in regional statistical activities established by 2018

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Details of targeted outputs are outlined in Annex 2.

### 4.3.2   Industrial Development and Market Integration

**Overall Goal**

The overall goal of this intervention area is to facilitate competitive and diversified industrial development, trade and financial liberalization and integration, macroeconomic stability and convergence, as well as increased investment for deeper regional integration and poverty eradication.

In the area of sustainable industrial development, productive competitiveness and supply side capacity the objective is to promote regional value chains and increase value addition for agricultural and non-agricultural products through:

- Implementation of the Industrial Upgrading and Modernisation Programme (IUMP);
- Operationalisation of the Industrial Policy Framework;
- Development of the Protocol on Industry;
- Implementation of the Protocol on Mining; and
- Implementation of the Regional Agricultural Policy.

In the area of market integration for goods and services, the objective to increase intra and extra SADC-trade on the basis of fair, mutually equitable and beneficial trade arrangements. This will be achieved through consolidation of the SADC FTA by addressing:

- Rules of origin;
- Implementation of tariff phase downs schedules;
- Accession by States not party to the SADC Trade Protocol
- NTBs;
- Trade facilitation; and
- Trade in services.

In the area of financial market integration and monetary cooperation, the objective is to create a conducive environment for sustainable growth and advance cooperation, coordination and harmonisation in the financial and investment sectors by implementing the SADC Finance and Investment Protocol, in particular:

- Macroeconomic convergence;
- Harmonised financial market policies;
- Enhanced monetary cooperation; and
- Regional Action Programme on Investment.

**Areas of Focus**

i)      Industrial Development, Regional Value Chains (industrial cooperation) and Value Addition
ii)     The SADC FTA;
iii)    The Tripartite FTA (TFTA);
iv)     Regional Action Programme on  Investment (RAPI); and
v)      Financial market integration and cooperation.

**Strategies**

- Develop and implement regional value chain and value addition strategies  in selected  priority sectors, focusing on labour intensive operations;
- Implement the Industrial Upgrading and Modernisation Programme (IUMP);
- Operationalise the Industrial Development Policy Framework, in line with Article 4 (2) of the Protocol on Trade;
- Leverage on the RIDMP to catalyse industrial development;
- Implement  the SADC Action plan matrix on the Consolidation of the SADC FTA;
- Conclude the negotiations and implement the TFTA;
- Implement the Boosting Intra-African Trade (BIAT) Initiative;
- Conclude negotiations and implement the Protocol on Trade in Services (with regard to the six priority sectors);
- Develop the Protocol on Industry;
- Operationalise the first two windows of the SADC Regional Development Fund;
- Operationalise  the  Peer Review mechanism;

- Develop and implement  the Regional Agricultural Policy Investment Plan; and
- Evaluate progress made towards a SADC Customs Union, including implications of overlapping memberships.

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**Selected Target Outputs**

1. Regional Industrialisation Strategy and Roadmap developed by 2015
2. Regional agriculture and non-agriculture value chains and value addition strategies in selected sectors developed **and implemented** by 2020
3. **Policies and Strategies** for exploitation of industrial development opportunities in cooperation with other regions developed **and implemented** by 2018
4. Regional industrial centres of excellence for selected priority sectors identified and implemented by 2020
5. **Model legislation and regulation for intra-SADC processing and value addition for mineral products developed and implemented by 2017**
6. Strategy for leveraging Regional Infrastructure Development Master Plan (RIDMP) to catalyse industrial development **completed by 2018**
7. **Accession to the Protocol on Trade by remaining Member States by 2020**
8. SADC Rules of Origin reviewed by 2019
9. Regional Trade Development and Promotion Framework developed and implemented by 2018
10. **Negotiations on services in six priority sectors completed by 2015**
11. **Protocol on Trade in Services ratified and implemented by 2020**
12. Strategy for Financial sector deepening developed, implemented and monitored by 2020
13. SADC Development Fund operationalised (signed, ratified and in force) by 2020
14. Protocol on Industry developed, approved and operationalized (signed, ratified and in force) by 2020
15. Regional Action Programme on  Investment  (RAPI) developed and operationalized by 2017
16. Simplified cross border trading regime developed and implemented by 2018
17. Regional Agricultural Policy Investment Plan developed and operationalised by 2017

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Details of targeted outputs are outlined in Annex 2.

### 4.3.3 Infrastructure Support for Regional Integration

**Overall Goal**

The overall goal of this intervention area is to achieve efficient, seamless, integrated and cost-effective cross-boundary infrastructure networks and services that will enable economic development, regional integration and poverty alleviation in the region.

**Areas of Focus**

i) Policy, legal, institutional and regulatory development, reform and harmonisation;
ii) Development, construction, maintenance and rehabilitation of regional infrastructure networks through the implementation of Short and Medium Term Action Plans of the Regional Infrastructure Development Plan (RIDMP);

    iii) Establishment of regional institutions and frameworks (in areas such as river basins, transport corridors, power pools, trans-frontier tourism areas, meteorology, and regional regulatory oversight organisations); and

    iv) Development of capacity for the design, development, implementation, maintenance and operations of regional infrastructure networks, programs and projects.

**Strategies**

- Implement the RIDMP Short Term Action Plan (STAP) 2012-2017 and the Medium Term Action Plan (MTAP) 2018-2023.
- Promote and strengthen Public-Private Partnerships for infrastructure development, funding and operations;
- Coordinate project preparation to ensure availability of bankable projects
- Liberalise and integrate regional markets for infrastructure services;
- Harmonise Strategies, Policies, Regulations, Systems and Standards;
- Establish and strengthen regional institutions for coordination of infrastructure and services

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**Selected Targeted Outputs**

1. Inter-country Institutional arrangements for coordination  and implementation of the RIDMP STAP and MTAP operationalized by 2020
2. Electricity Generation and Transmission Expansion Plan implemented by 2020
3. **Institutional capacity of the SADC river basin organizations strengthened by 2020**
4. **Broadband interconnectivity in the SADC region strengthened and implemented by 2020**
5. SADC Roadmap for Digital Broadcasting Migration and Post Digital Terrestrial Television (DTT) Migration completed and implemented by 2020
6. SADC Aviation Safety Organization (SASO) established and operationalised by 2016
7. **Regional and National Climate Services strengthened to be compliant to international standards and practices  by 2020**
8. Maritime Corridors Strategy for Oceanic Member States developed **and implemented** by 2020

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Details of targeted outputs are outlined in Annex 2.

### 4.3.4  Peace and security cooperation

Political cooperation is also required for purposes of actualizing the inter-dependence and complementarity of the RISDP and Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO). The coordination and harmonization of the two plans depends on reaching consensus regarding political values, the interconnections of human security and state security, and the need for a holistic approach to improving human security in Southern Africa.

In view of the above, the specific objectives, as well as targeted outputs for this focal area are not included in this document since they already appear in the Revised SIPO (2010).

### 4.3.5  Agriculture, Food Security and Natural Resources

**Overall Goal**

The overall goal in this intervention area is to develop, promote, coordinate and facilitate harmonisation of policies and programmes aimed at increasing agricultural and natural resources production, productivity and competitiveness, in order to ensure food security and sustainable economic development in the region.

**Areas of Focus**

i)  Production, Productivity and Competitiveness of agricultural products (crops, livestock, fisheries, forestry, and wildlife) on a sustainable basis through:

- Improving access, ownership and utilization of land, agricultural inputs including labour, capital and entrepreneurship skills;
- Reducing incidences of trans-boundary plant and animal diseases and pests;
- Strengthening compliance with sanitary and phytosanitary (SPS), and food safety measures;
- Reducing post-harvest losses for agricultural products; and
- Scaling up aquaculture production.

ii)  Food and nutrition security and the changing economic and climatic environments by:

- Reducing social and economic vulnerability; and
- Developing long term resilience and adaptive capacities for food and nutrition security.

iii)  Sustainable management of natural resources by:

- Facilitating the implementation of protocols on fisheries, forestry and wildlife.

iv)  Conservation and utilisation of plant and animal genetic resources by

- Consolidating the conservation of plant genetic resources;
- Promoting the utilization of plant genetic resources; and
- Promoting the conservation of animal genetic resources.

**Strategies**

- Develop and implement the Regional Agricultural Policy (RAP) Investment Plan by addressing Policy, Regulatory and Institutional frameworks for improved:
  (i)   agricultural production, productivity and competiveness
  (ii)  agricultural marketing and trade
  (iii) agricultural financial services and investments
  (iv)  food and nutrition security
  (v)   adaptation of agricultural production systems to climate change;
- Domesticate the Protocols on Forestry, Fisheries and Wildlife and Law enforcement;
- Develop and implement the SPS and food safety standards and guidelines;
- Develop guidelines for reducing post- harvest losses;

- Strengthen regional and national capacities on the conservation and utilization of plant genetic resources;
- Establish agricultural information networks, early warning and vulnerability assessment systems at regional and national levels; and
- Establish partnerships and collaboration with key stakeholders.

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**Selected Targeted Outputs**

1) Regional Agricultural Policy (RAP) Investment Plan developed and implemented by 2017
2) Strategies and programmes for improving the availability and access to land, and agricultural inputs developed, operationalized and implemented by 2019
3) Natural resources management interventions under RAP, Protocols on Fisheries, Forestry and Wildlife Conservation and Law Enforcement domesticated by 2020
4) SADC Food and Nutrition Security **Strategy implemented** by 2018
5) Early Warning Units and National Vulnerabilities Committees (NVCs) in all Member States **functional** established by 2017
6) Sustainability **Strategy** for Regional Plant Genetic Resource Centres developed and implemented by 2017

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Details of targeted outputs are outlined in Annex 2.

### 4.3.6  Social and Human Development

**Overall Goal**

The overall goal in this intervention area is to enhance human capabilities, utilisation and reduce vulnerability, eradicate human poverty and to attain the well-being of SADC citizens.

**Areas of Focus**

i) **Education and Skills Development:** Facilitating the implementation and monitoring of the Protocol on Education and Training;

ii) **Employment and Labour:** Coordinating the operationalization of the Protocol on Employment and Labour;

iii) **Health and pharmaceuticals:** Prevention and control of diseases of public health importance; pooled procurement; and regional production of  essential medicines and health commodities; and

iv) **Orphans, Vulnerable Children (OVC) and Youth Development and Empowerment:** Special focus will be on youth entrepreneurship, decent employment and wealth creation; social protection for orphans, vulnerable children (OVC) and youth.

**Strategies**

- Develop and harmonise policies;

- Develop and implement  regional youth empowerment strategy;
- Establish and strengthen Centres of Specialisation and Centres of Excellence;
- Develop and implement the Regional Qualification Framework;
- Implement the Protocol on Employment and Labour;
- Coordinate pooled procurement and regional production of essential medicines;
- Prevent and control diseases of public health importance;
- Partner and collaborate with key stakeholders; and
- Monitor, evaluate, advocate and communicate on social and human development.

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**Selected Targeted Outputs**

1. Regional Qualifications Frameworks (RQF in TVET and Health) approved and implemented by **2017**
2. Centres of Specialisation and Centres of Excellence in priority sectors for industrial and infrastructure development  as well as other sectors for regional cooperation and integration established, strengthened and fully operational by 2020
3. SADC Employment and Labour Protocol domesticated and implemented by 2020
4. Cross border portability of social protection instruments developed and operationalized by 2018
5. SADC Youth Employment Promotion Policy and Strategic Plan approved, implemented and monitored by 2019
6. Strategies, Guidelines and standards for the prevention and control of diseases of public health concerns developed, updated, approved and implemented by 2020
7. Framework on African Traditional Medicine adopted and implemented by 2020
8. Preferential programmes to empower out-of-school youth established and implemented by 2018
9. Social protection standards for orphans and vulnerable children and youth implemented by 2020

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Details of targeted outputs are outlined in Annex 2.

## 4.4      Development of SADC Vision 2050

With the RISDP coming to the end in 2020, work will start as part of the implementation of the Revised RISDP to develop the long-term horizon of SADC, a SADC Vision 2050, in line with the SADC Summit decision of 2012, referred to in section 2.5.

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**Targeted output**

Draft SADC Vision 2050 developed and approved by 2020

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The proposed Road map to guide the development of this strategic document is presented in Annex 3.

The SADC Treaty provides the legal, policy, and institutional frameworks to guide and support the region to achieve its goals and objectives of regional cooperation and integration. The legal and institutional frameworks provide the basis for decision-making and action, and determine the operational environment of the RISDP.

## 5.1    Principles for RISDP implementation

The meeting of the SADC Council of Ministers held in Lusaka, Zambia, in August 2007, which prioritized SADC programmes of regional cooperation and integration, also clarified the Principles for RISDP Implementation. These are:

(i) **Additionality:** The priorities are programmes that add value to regional integration, or enhance the capacity to achieve the SADC objectives. That implies the essence of the RISDP is that it should contribute benefits or generate solutions to common problems facing the Member States.

(ii) **Subsidiarity:** The management of programmes of the RISDP adopts the principle of subsidiarity, whereby all programmes and activities are at the levels where best handled. Therefore, promoted and encouraged are the involvement of institutions, authorities, and agencies outside of the SADC structures, to initiate and implement regional programmes using their own generated resources. This means to ensure that the available capacity of the Secretariat is most efficiently utilised for policy development and harmonisation, as well as programme coordination and management.

(iii) **Variable geometry:** The implementation of the RISDP allows special consideration for some Member States to move faster on certain activities, thus providing opportunities for Member States to replicate the experiences of others.

(iv) **Development orientation:** The bottom line in prioritising programmes is their potential contribution towards poverty eradication.

These implementation principles were necessary for effective implementation of the RISDP, because they are the basis for establishing the acceptance, trust, and commitment of the Member States, and for a common understanding of the fundamental interactions, functions, and roles of the various SADC structures. The principles are incorporated into the *SADC Policy for Strategy Development, Planning, Monitoring, and Evaluation.* They are still relevant and valid for the remaining period of RISDP implementation.

## 5.2    Policy and oversight over implementation of the RISDP

The key institutions that provide policy direction and oversight to the implementation of the RISDP at the regional level are the SADC Summit of Heads of State or Government; Council of Ministers; Sectoral and Cluster Ministerial Committees; Standing Committee of Officials; SADC Tribunal; and the Secretariat.

**C H A P T E R 5: Implementation and Coordination Mechanisms**

At the Member State level, the key institutions are the SADC National Contact Point (NCP) and the SADC National Committee (SNC).Figure 18 shows the SADC institutional structure.

Figure 18: **SADC Institutional Structure**

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                    ┌─────────────────┐
                    │  SUMMIT OF HEADS │
                    │  OF STATE AND    │
                    │  GOVERNMENT      │
                    └─────────────────┘

┌──────────┐                              ┌────────────────────────┐
│ TRIBUNAL │     ┌──────────────────┐     │ MINISTERIAL COMMITTEE  │
└──────────┘     │ COUNCIL OF       │     │ OF THE ORGAN           │
                 │ MINISTERS        │     └────────────────────────┘
                 └──────────────────┘

┌──────────────────┐
│ COMMITTEE OF      │
│ SECTOR MINISTERS  │
└──────────────────┘

            ┌──────────────────────┐
            │ STANDING COMMITTEE OF│
            │ OFFICIALS            │
            └──────────────────────┘

            ┌──────────────────────┐
            │ SECRETARIAT          │
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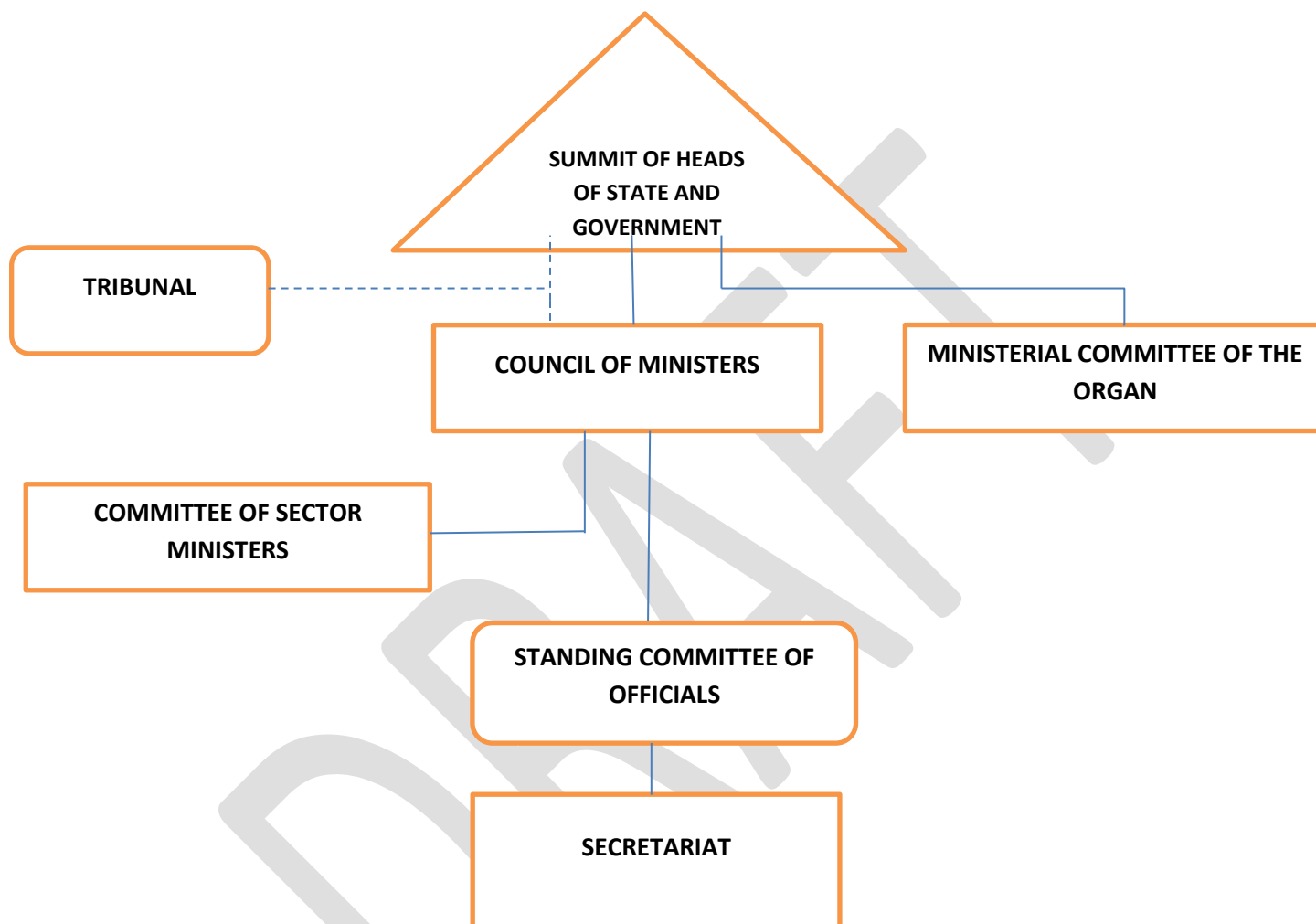
### 5.2.1 Roles and responsibilities of the key institutions

In line with the SADC Treaty (as amended), the following are the functions, responsibilities, and roles of the key institutions:

**a) The policy level**

    **i. The Summit of Heads of State and Government**

At the political level, the SADC Summit has supreme powers of policymaking, and is responsible for the overall policy direction and control of the functions of the SADC. It also adopts legal instruments for the implementation of the provisions of the Treaty.

**ii.  The Council of Ministers**

The Council of Ministers approves the SADC policies and oversees the implementation of those policies by the SADC Sector and Cluster Ministers. Specifically, the Council responsibilities are to:

- Oversee the functioning and development of SADC and the proper execution of its programmes;
- Advise the Summit on matters of overall policy and efficient and harmonious functioning and development of SADC;
- Approve policies, strategies and work programmes of SADC;
- Direct, coordinate and supervise the operations of the subordinate institutions of the SADC;
- Recommend, for approval to the Summit, the establishment of directorates, committees, other institutions and organs; and
- Develop and implement the SADC Common Agenda and strategic priorities.

**iii.  The Sectoral and Cluster Ministerial Committees**

The responsibilities of the Sector and Cluster Ministerial Committees are to:
- Oversee the activities of the core areas of integration, including monitoring and control the implementation of the RISDP in their areas of competence;
- Provide policy advice to the Council in their areas of competence; and
- Take decisions to ensure rapid implementation of programmes approved by the Council with respect to their responsibilities.

**b)  The operational level**

The operational level involves the Standing Committee of Officials, the Member States, and the Secretariat.

**i.  The Standing Committee of Officials/Senior Officials**

The **Standing Committee of Officials, assisted by the relevant** technical committees in their areas of expertise, serves as a technical advisory committee to the Council of Ministers. It processes documentation from the Sectoral and Cluster Ministerial Committees to the Council.

**ii.  The Member States**

The Member States participating in SADC programmes have the responsibility of ensuring programme success and post-programme sustainability. The **National Contact Points** in SADC Member States provide an entry point and link between the SADC Secretariat and the Member States. The **SADC National Committees** (SNCs) are central to the implementation of the RISDP, and their responsibilities are to:
- Ensure broad and inclusive consultations for national input at the Member State level;
- Coordinate and mobilise national consensus on issues of regional importance;
- Provide critical inputs into regional policy and strategy formulation taking into consideration the peculiarities and interests of particular Member States;

*Revised RISDP*                                                                 *Fourth Draft*

- Ensure the harmonisation of national with regional policies, and the streamlining of RISDP activities into national development plans.
- Create national steering and technical committees to ensure rapid implementation of programmes; and
- Produce and submit reports to the Secretariat.

It is through the SNCs that the relevant stakeholders in the implementation of specific programmes in the RISDP may be involved.

### iii.  The Secretariat

The Secretariat is the principal executive institution of SADC, and has overall responsibility for the day-to-day management, coordination, and implementation of the RISDP through:
- The review and continuous updating of the RISDP;
- Institutional coordination of the various actors;
- Programme coordination to ensure adequate interface and synergies between different outputs and activities;
- Harmonisation of policies and programmes and submitting them to the Council for consideration and approval;
- Coordinating the participation and contributions of Member States;
- Liaison with sponsors (the Member States and the International Cooperating Partners) for ensuring that funds utilized produce the required results;
- Monitoring and evaluating the implementation of regional policies and programmes;
- Coordinating and supervising Implementing Agents to ensure the timely submission of progress reports; and
- Reporting implementation progress to the Sector and Cluster Ministers and the Council.

### c)  Other institutions relevant to the implementation of the RISDP

### i.  The SADC Tribunal

The responsibility of the SADC Tribunal is to ensure adherence to and the proper interpretation of the provisions of the Treaty and subsidiary instruments and adjudicate upon such disputes as may be referred to it.

### ii.  The SADC Stakeholders

Apart from the Member State governments, the SADC Treaty lists the other key stakeholders as the private sector, civil society, non-governmental organizations, and workers and employers organizations. The SADC Stakeholders provide inputs and assist in the implementation in their areas of competence. According to the Treaty, the SNCs should incorporate all the key stakeholders, reflecting the core areas of integration and cooperation of SADC.

**5.3     Challenges in the Implementation of the RISDP**

The implementation of the RISDP depends on effective implementation of the above-mentioned principles, and the availability of capacity at both the regional and national levels. In line with the above arrangements, the major challenges faced in the implementation of the RISDP include:
   i.    Inadequate capacities at both the Member State and Secretariat levels.
   ii.   Non-alignment of Member State national development plans with the priorities of the RISDP.
   iii.  Low levels of Member State ratification and domestication of protocols.
   iv.   Low levels of Member State compliance with community obligations.
   v.    Undeveloped community enforcement mechanisms (including low level of utilization of the provisions of the Treaty).
   vi.   Insufficient coordination of the implementation of the RISDP and SIPO.
   vii.  Undeveloped monitoring, analysis, reporting, and review systems.
   viii. Overreliance on donor funding for implementation of the RISDP programmes.


**5.4     Strategies for implementation of the RISDP 2015-2020 priorities**

The successful implementation of the RISDP depends on the different structures' effective execution of their functions and responsibilities. Short-term interventions aimed at improving implementation focus on institutional strengthening; improved accountability; and enhanced legal oversight over regional cooperation and integration. The strategies for the remainder of the implementation period (2015-2020) are:

a)  **Capacity development at the level of the Member States through strengthening the SADC National Committees,** in order that they gain capacity to undertake responsibilities for consultation and representation of all stakeholders, spearheading national efforts relating to regional cooperation and integration, and providing a linkage between the Member States and the Secretariat.

b)  **Improve SADC engagement with key stakeholders.** This can be achieved by introducing a structured mechanism for the engagement of state and non-state actors*, as well as UN agencies*. In this process, the principle of subsidiarity will become the main vehicle of engagement*, and respective implementation plans will be developed*.

c)  **Improve the alignment between regional and national development priorities.** Whereas priorities at the regional level should be mainstreamed into national development activities, the regional programmes should reflect Member States' important concerns. This will be achieved by enhancing engagement of National Planning Agencies at Member States level, including consideration for establishing a regional mechanism for engagement.

d)  **Improve service delivery capacity and efficiency of the SADC Secretariat** by clarifying the roles of the Secretariat and other stakeholders in the implementation of the RISDP. This will be achieved by developing a legal instrument that clarifies and delineates the functions and roles of the Member States and national bodies, the Secretariat, and other regional implementing agencies.

e)  **Strengthen the Ministerial Task Force on Regional Integration**. The current composition of the Task Force (Ministers of Trade and Industry, Finance, Investment and Planning) should be broadened to

include Ministers responsible Infrastructure and the Governors of Central Banks. Other relevant structures could be co-opted as appropriate.

f)  **Develop legal/policy framework/guidelines to improve Member States' implementation of community obligations.** This will involve strengthening monitoring and reporting on the implementation of the various Protocols, MOUs and other legal instruments for achievement of the regional cooperation and integration initiatives. This will also require developing an enforcement mechanism to promote the implementation of Member States' commitments. The mechanism should link the commitments to any complimentary programmes that have been agreed by the region".

g)  **Implement the decision of the SADC Summit meeting in Dar es Salaam in August 2003 regarding the coordination and rationalization of the implementation of the RISDP and SIPO**, in order to maximize the inherent synergies between them. That could be achieved in common areas such as the development and propagation of common SADC values; promotion of democratic principles, institutions, and human rights practices; and disaster risk management and responses.

**C H A P T E R 6:  Sustainable Resourcing of the Revised RISDP**

**C H A P T E R 6:  Sustainable Resourcing of the Revised RISDP**

**6.1     Overview**

The RISDP recognizes that major commitments of both financial and human resources are required to finance key development needs in the region in the key priority areas outlined namely, Industrial Development and Market Integration and Infrastructure in support of regional integration as well as other programmes that have a regional dimension in the social sectors, food security, climate and natural resources management. Pursuant to this, RISDP identifies and prioritises the following strategic sources of funding:

    a.  Member States' statutory contributions
    b.  Official Development Assistance (ODA)
    c.  Attraction of more direct local and foreign investment.
    d.  Use of debt relief
    e.  Domestic public finance and savings

It is in this context that the Revised RISDP is geared towards promoting financing mechanisms such as:

    a.  Public-Private Partnerships (PPPs)
    b.  Domestic financial and capital markets
    c.  Private equity
    d.  The SADC Regional Development Fund
    e.  Venture capital

For the above financing mechanisms to work, a conducive environment for domestic revenue generation, savings and investments is required within the region. In this regard, the RISDP already articulates strategic orientation for mobilization of sustainable resources for its implementation, such as the need to maintain sound economic policies, good economic governance and domestic public finance mobilization.

**6.2     Highlights of Key Developments**

**Member States' Statutory Contributions**

Member States have continued to support SADC programmes with resources for coordination functions managed by the Secretariat. The level of funding for period 2013/2014 was USD 35.3 Million and is expected to increase to USD 36 million in the period 2014/2015. While the level of funding has remained consistent over years, the share of Member States resources to the total envelope has remained lower than that of ICPs.  So far, there is no framework in place to measure the contribution of Member States and the private sector in funding programmes of regional dimension and implemented at national level. In addition to statutory contributions, Member States also fund development projects important for the implementation of the regional cooperation and integration agenda, such as physical infrastructure.

**C H A P T E R 6: Sustainable Resourcing of the Revised RISDP**

**The SADC Regional Development Fund**

Work is underway to operationalize the SADC Regional Development Fund. Following on recommendations made through various studies, in August 2012, SADC Council of Ministers approved proposals on the operationalization of the SADC Regional Development Fund with windows for Infrastructure, Industry, Social and Economic Integration and Adjustment Funding. The Fund will be designed to leverage grants from donors, private sector and Member States' contributions and blend these with long term investment and capital, thus reducing the weighted average cost of capital.

While the process of operationalizing the SADC Regional Development Fund is underway, a Project Preparation and Development Facility (PPDF) has been established under the first window of the SADC Development Fund, to address the deficiency in project preparatory financing.

**Other Existing SADC Regional Financing Facilities**

Since 2003 a number of Regional Financing Facilities have been established to facilitate the implementation of SADC programmes outlined in the RISDP. Such Facilities include:

(i) The SADC Climate Resilient Infrastructure Development Facility (CRIDF) was established to support for project development, project packaging, project implementation as well as leveraging further investment in climate resilient infrastructure water.

(ii) The SADC HIV and AIDS Fund was established to support the fight against HIV and AIDS in the SADC Member States and is part of the Maseru Declaration on HIV and AIDS. Its objective is to fund small projects and activities intended to enhance the capacity, output, or impact of existing HIV and AIDS programmes in Member States.

(iii) The SADC Regional Fund for Water Infrastructure and Basic Sanitation is intended to support water infrastructure project preparation up to bankability and implementation of selected water infrastructure projects. Work is in progress to operationalize this fund.

It is expected that the existing facilities will be internalized to ensure sustainability of resources for the implementation of the RISDP priority programmes and that such facilities can eventually be incorporated into the approved windows of the SADC Development Fund.

**Domestic Resources through Public Finance and Savings**

A number of instruments such as the Finance and Investment Protocols, Guidelines and Fiscal framework for Tax Incentives, SADC Investment Policy and Promotion instruments, PPPs have been developed. In order to address issues of capital flight from the region, appropriate instruments will have to be agreed upon at the regional level for implementation at national level so as to curtail incidences such as trade mispricing, tax evasion, ad hoc exemptions from duties and movement in an elicit way public resources into private hands.

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A framework will also be needed to estimate the amount of resources needed for various SADC priority projects and a mechanism to assess the level of contribution by each Member State towards domestication and implementation of agreed resource mobilization frameworks.

**Official Development Assistance**

In terms of aid effectiveness, in April 2006, SADC and International Cooperating Partners (ICPs) adopted the **Windhoek Declaration** on a new Partnership to guide cooperation between SADC and ICPs for achieving SADC priorities under RISDP and SIPO. The Windhoek Declaration outlines the guiding principles of cooperation, partnership commitments, structure for dialogue and key areas of cooperation based on RISDP priorities. Pursuant to this, SADC through the RISDP will adopt a programme-based resource mobilization framework that is intended to support SADC's medium and long term integrated strategic priorities, as opposed to a project-based framework that is characterized by many, costly and small interventions that are not sustainable in the long run.

**Resource Mobilisation Strategy**

As a follow up to the Windhoek Declaration and in recognition of the need to gradually reduce reliance on ICPs for resources to implement SADC programmes and to align ICP support towards SADC priorities a **Resource Mobilisation Strategy** was developed and approved by SADC Council of Ministers in August 2012. The overall objective of the strategy is to ensure that there is a clear, systematic, predictable and well co-ordinated approach to soliciting, acquiring, and utilization, management, reporting, monitoring and evaluating assistance from ICPs in support of RISDP.  The key principles guiding the Strategy include: respect of SADC region's development needs; promoting efficiency and effectiveness in the use of internal and external resources; building on national, regional and international synergies; strengthening national and regional capacities to generate and use resources; and adopting the results-based approach.

The Strategy is anchored on 4 pillars namely:

- Planning, Budgeting, Monitoring and Evaluation;
- Capacity for Resource Mobilization;
- Broadening the Resource Channels; and
- Framework for Dialogue with International Co-operating Partners (ICPs).

The operationalisation of the Strategy is being pursued through on-going work of developing a Resource Mobilisation Plan.

**6.3      Challenges in the Implementation of the RISDP**

The major challenges encountered include the following:

**C H A P T E R 6:  Sustainable Resourcing of the Revised RISDP**

**Imbalance between Member States and ICP funding:** The Mid-Term Review of the RISDP noted that in a number of areas, the donations of ICPs take a large share of the funding compared to resources from Member States, and this tends to compromise ownership and sustainability. However, in addition to statutory contributions, Member States contribute to the SADC Integration Agenda in different ways, including development of infrastructure.

While Member States continue to explore ways of increasing their share of contributions in order to sustain the effective implementation of the RISDP priorities, it is important to consider other self-financing mechanisms with the objective of increasing the pool of resources to fund RISDP priorities.

**Mismatch between SADC priorities and areas funded by ICPs**: While SADC has agreed with ICPs to work in the context of the Windhoek Declaration and the SADC Resource Mobilization Strategy, some ICPs according to the mid-term review have indicated that they are guided by their national policies in terms of what to fund. It is critical that SADC adopts a new approach in engaging Development Partners to ensure development effectiveness and to move away from project support to programme support. Project support often results in un-intended consequences such as non-alignment with priorities, multiple project management structures/units and unsustainability of project actions beyond the end of the project.

**Reduced volume of aid following the global financial crisis:** The financial crisis and global recession has had a negative impact on funding by donors as most ICPs are scaling down their support. This implies the need to prioritize SADC's own domestic resource mobilisation to finance RISDP. In this regards, it is important for SADC Member States to have their own reserves that can be relied upon to mitigate and cope with unforeseen negative external financial shocks. This will imply working on a number of strategies such as:

(i)      Economic diversification;

(ii)     Improving the Doing-Business-Environment to promote both domestic and foreign investment;

(iii)    Facilitation of remittances by SADC region's diaspora community;

(iv)    Stopping and minimizing capital flight; and

(v)     Expand South-South cooperation.

**Limited development finance raised through sources like** Public finance, Debt relief, Domestic savings, foreign direct investment, and development finance networks. Most SADC Member States still face challenges with their economies and as such are unable to raise sufficient resources to finance foreseen projects under RISDP. Macroeconomic instability and low levels of investment affect a number of countries resulting in low capacity to mobilize sufficient domestic savings and revenues to finance regional programmes. Most countries are still affected by the debt challenges and are unable to access cheaper lines of credit to develop their industries. The collaboration between the Public and Private sector is also still very low as there is limited involvement of the private sector in funding SADC infrastructure projects.

**C H A P T E R 6:  Sustainable Resourcing of the Revised RISDP**

**6.4      Strategies for Mobilising Resources to finance the Revised RISDP**

The objective of resource mobilization is to attract and secure resources for implementation of the SADC programmes and to broaden the resource base to ensure sustainability.  The focus will therefore be on establishing innovative approaches to resource mobilization for the achievement of the regional cooperation and integration agenda of SADC.

Key strategies will include:

(i)       Operationalisation of the SADC Regional Development Fund.

(ii)      Operationalisation of Blending Mechanisms, including building capacity for blending at national and regional levels through the development of blending frameworks and operational guidelines.

(iii)     Institutionalisation of self-financing mechanisms, including voluntary contributions by Member States, Diaspora, Civil Society and Private Sector.

(iv)     Promotion of non-traditional Development Partners such as the BRICS in the context of South-South Cooperation.

(v)      Promotion of the use of Public-Private Partnerships in the development and financing of infrastructure.

(vi)     Institutionalising and operationalizing policies and instruments that minimise capital flight, including illicit financial flows, from the region.

**C H A P T E R 7:  Monitoring and Evaluation Mechanism**

**C H A P T E R 7:  Monitoring and Evaluation Mechanism**

**7.1     Overview**

This chapter outlines the framework for monitoring and evaluation of the Revised RISDP for the period 2015-2020. The chapter builds from the RISDP Monitoring and Evaluation Mechanism (MEM) provided in Chapter 7 of the original RISDP.  The summary of the RISDP MEM is presented highlighting the objectives of monitoring and evaluation, different levels of monitoring, types of evaluations to be undertaken and summary of roles and responsibilities at various levels.  The Chapter further analyzes the RISDP MEM in terms of its effectiveness and relevance in tracking the implementation in the first phase of the RISDP. The efforts made by SADC to address the shortcomings of the RISDP MEM are elaborated and those efforts form the basis for the Revised RISDP MEM.

**7.2     Summary of RISDP MEM**

The objectives of RISDP MEM as provided in Chapter 7 are to:

- Ensure that the correct milestones, as planned, are being achieved;
- Act as an early warning system in cases where targets are unlikely to be achieved;
- Provide regular information to all stakeholders on progress of the RISDP and an informed basis for any reviews; and
- Ensure the continuous sharpening and focusing of strategies and assist in the mobilization of appropriate interventions.

The RISDP MEM is based on the RISDP Matrices and the RISDP Implementation Framework (2005-2020). The system focuses on monitoring at three levels: a) political and policy; b) operational and technical; and c) stakeholder.

**7.2.1    Political and Policy Levels**

The Summit, the Council of Ministers and the Integrated Committee of Ministers (now defunct and replaced by cluster/sectoral Ministers) were to provide oversight of the implementation (planning and budgeting) of the Plan to ensure consistency of outputs against Vision, Mission and achievement of set targets as well as readjust focus and strageties.

**7.2.2    Operational and Technical Levels**

The SADC Secretariat and the SADC National Committees were to be responsible for monitoring progress, with the latter monitoring implementation at national level and providing reports to the Secretraiat on a continuous basis. The Secretariat was to also develop an integrated monitoring system that would monitor the implementation of Protocols, MoUs and key instruments of regional integration. It was to also act as a facilitator and advisor in ensuring proper implementation of programmes.

**7.2.3    Stakeholder Level**

Stakeholders were to be engaged in annual reviews of reports produced by the Secretariat through an annual RISDP stakeholders' workshop. This process was to, among others, allow the finalization of progress reports for submission to Council.

### 7.2.3    Evaluation

RISDP MEM highlights two main types of evaluations namely: a) self-evaluation; and b) independent in-depth evaluation.

- Self-evaluation was to be the main approach used for reviewing progress on medium-term programme implementation as well as agreeing on reorientation of activities in alignment with the objectives of the RISDP.
- Independent in-depth evaluation was to be the main tool for assessing in an analytical manner RISDP performance comparing achievements against objectives. Mid-term evaluation was to focus on possible modications to the planned implementation of the RISDP through successive medium-term programmes, while terminal evaluation was to focus on the desirability and feasibility of future activties.

### 7.3    Challenges in Implementing the RISDP MEM during 2005-2012

The tracking of progress and evaluating the achievements of RISDP implementation have been limited. Practical challenges that impacted on the monitoring and evaluation function of the MEM include:

- SADC National Committees did not adequately spearheading monitoring of Protocols and other instruments;
- Limited capacity of the Secretariat to facilitate and advise on monitoring and evaluation;
- Absence of a commonly agreed SADC Impact Chain which, among others, led to tracking of indicators based on outputs rather than at the intended outcomes in terms of changes that would occur through the implementation of interventions, and in return this did not promote accountability;
- Strategic objectives and plans not clear and did not complement each other, and hence compromising alignment of strategy with operational planning across SADC Secretariat and Member States. In addition, planning was disconnected from implementation, often resulting in the Secretariat not relying on its strategies and plans to operate, thereby making monitoring and evaluation a challenge;
- Lack of clear guidelines with commonly agreed processes, terminologies and formats for planning and monitoring;
- Lack of comprehensive baseline benchmarks in terms of performance, especially outcome targets; and
- Limited integration of Information and Communication Technology (ICT) into the monitoring processes making the process cumbersome.

### 7.4    The SADC Policy on Strategy Development, Planning, Monitoring and Evaluation

In order to  address the above challenges, in March 2012 the SADC Council of Ministers approved the SADC Policy on Strategy Development, Planning, Monitoring and Evaluation (SPME) whose purpose is "to strengthen SADC's making process regarding priority setting, resource allocation and programme

management to improve performance towards SADC's objectives". The specific objectives of Policy on SPME are to:

i)    Consolidate the institutional mechanisms for SADC Secretariat to improve its capacity in strategy development, planning, monitoring and evaluation;
ii)   Enhance the capacity of the Secretariat in mobilizing resources and coordinating organization efforts and stakeholders support towards SADC priorities;
iii)  Provide effective mechanisms for reporting progress towards achievement of targeted results based on evidence at different levels (Secretariat, Member States, Projects, etc); and
iv)   Enhance learning, ownership, commitment and accountability for Results to all SADC stakeholders.

### 7.4.1   Scope of the SPME and Guiding Principle

In terms of scope, the SPME covers the following:

- It articulates the linkage between Planning, Monitoring, Evaluation with Budgeting and Resource mobilization with a view to ensure a coherent policy framework and effective use of SADC resources;
- It sets the basis for subsequent development of appropriate tools, including guidelines and systems that will define the process through which strategy development, planning, monitoring and evaluation will be done on a day to day basis; and
- The policy encompasses operations which are initiated by SADC as well as those which are initiated in cooperation with partners.

The SPME adheres to the Results Based Management principles which focus on the following:

- The achievement of results that contribute effectively towards achieving the SADC Mission;
- Improving institutional knowledge with regard to factors which affect SADC operations;
- Improving decision-making; and
- Promoting an accountability culture towards results.

### 7.5      Monitoring and Evaluation Mechanism for the Revised RISDP 2015-2020

Concomitant with the Policy on SPME, and in addition to the objectives of the original RISDP MEM, the objectives of the RISDP MEM for the period 2015-2020 are to:

- Ensure that interventions and strategies are implemented by different stakeholders according to plan;
- Ascertain the relevance and effectiveness of interventions and strategies in meeting the SADC Mission; and
- Verify the importance of interventions in strengthening the capacity of the SADC Secretariat to meet the vision of SADC.

### 7.5.1   Monitoring

The monitoring of RISDP will be done at two levels (Political and Policy; and Operational and Technical Levels) on a continuous basis to provide regular feedback on the consistency or discrepancy between planned and actual performance or on compliance with commitments. Monitoring will therefore provide early warning on the likelihood of attaining the expected results.

**Political and Policy Levels**

- In line with the Treaty, Summit will be responsible for the approval and review of long-term strategies and protocols of SADC and they may direct a change of focus;
- Council will be responsible for the approval of six monthly and annual reports on the implementation of interventions of the Revised RISP; and
- Sectorial and Cluster Ministerial Committees will monitor and control the implementation of the Revised RISDP and respective Protocols.

**Operational and Technical Levels**

Monitoring will be linked to the following plans that support the implementation of Revised RISDP:

- Medium Term Strategy (MTS) that provides a clear view of possible achievements within 5 years on the basis of available evidence, plausible assumptions and assessment of risk factors;
- Five-Year Consolidated Operational Plan derived from the Revised RISDP which gives details of the targeted outputs, milestones and indicators for 5 years; and
- Annual Sector Operational Plans that provide clear quarterly performance targets in terms of outputs, activities and responsible officers.

The following reports will be developed by the Secretariat to monitor the implementation of the Revised RISDP and its operational plans:

(i)   Quarterly performance reports on the execution of Annual Sector Operational Plans for review at the appropriate management level of the Secretariat;
(ii)  Six-monthly performance reports on the execution of the Annual Consolidated Operational plan for review by Council and relevant advisory bodies; and
(iii) Annual performance report on the execution of the Annual Consolidated Operational Plan for review by Council and relevant advisory bodies.

The Secretariat will establish the necessary systems and procedures to ensure that:

(i)   Reports on the execution of operational plans provide a reliable assessment of progress on the implementation with regard to costs, results, quality and timeliness of service delivery and implementation methods used;
(ii)  Reports on the execution of the Annual Consolidated Operational Plan adequately support policy and resource allocation decisions;
(iii) Data related to costs and results are collected, documented, and electronically stored and retrieved on a systematic basis to facilitate continuous monitoring as opposed to occasional collection of information;

(iv) Relevant indicators, baselines and targets to  measure implementation progress on the various SADC interventions are defined at the outset in the operational plans to support evidence-based monitoring;
(v)  Monitoring tasks become an integral part of all managerial functions of the Secretariat; and
(vi) Member States develop protocol implementation plans which assist them in the process of domestication and implementation.

At the Member States level, the SADC National Committees (SNCs) under the leadership of National Contact Points (NCPs) will provide coordination function in the monitoring of interventions of the Revised RISDP, including implementation of protocols. The NCPs will engage national stakeholders, in particular, private sector and civil society with the view of getting full involvement and participation in regional integration and cooperation plans, implementation and monitoring. The SNCs will, through the NCPs, submit reports to the SADC Secretariat on a regular basis

The Secretariat will produce annual sectoral progress reports for sharing with stakeholders and implementing partners to promote transparency and accountability.

### 7.5.2    Evaluation

The Policy on SPME prescribes that evaluations must provide a clear and concise basis on which decision-making on implementation priorities are based. It indicates that evaluations must support resource allocation and promote standardized implementation of strategy ensuring accountability and learning; as well as facilitate SADC compliance with international best practice and quality standards.

Evaluations of the Revised RISDP will be informed by an integrated criteria which focus on evaluating the extent of achievement of the identified results (as stipulated in the results chain and results framework); determine the efficiency of inputs vis-a-vis outputs, effectiveness defining the extent to which expected outcomes are achieved as illustrated in Figure 19.



**Figure 19: Evaluation Criteria**

**C H A P T E R 7:  Monitoring and Evaluation Mechanism**
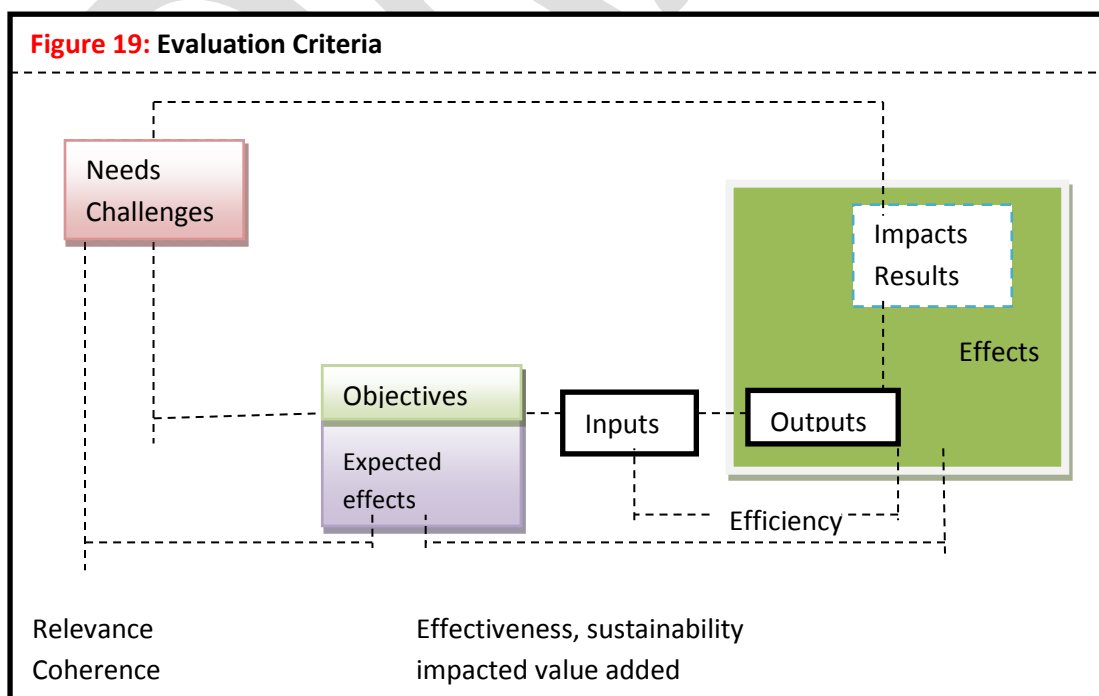
Adapted from OECD-DAC-Methodological bases for Evaluations

The criteria for the evaluation of the Revised RISDP will be: relevance, efficiency, effectiveness, impact equity, sustainability and external utility. A Desk Assessment will be done in 2019 to assess the extent of achievement of intended results and this will inform the terms of reference for the Final Independent Evaluation of RISDP which will be carried out in 2020.

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| **Poverty Eradication** | Achieve a Gross Domestic Product growth of at 7% per year | Not achieved. SADC GDP growth remains below 7% per annum. |
| | Halve the proportion of the population that lives on less than US$1 per day between 1990 and 2015 | Not achieved, but a Regional Poverty Reduction Framework was developed in 2010 and a SADC Regional Poverty Observatory has been established (and work to operationalise it is on-going) to contribute toward this MDG target. |
| **Combating of the HIV and AIDS Epidemic**<br><br>**Reduce the incidence of HIV among the vulnerable groups in SADC** | HIV prevalence among 15-24 year-old pregnant women reduced by 25% by 2009 | The indicator 'HIV prevalence among 15-24 year-old pregnant women' is not being tracked at the regional level, thus, progress towards this target could not be measured. Available data is on HIV prevalence among people aged 15-24 years. By 2012 the range for HIV prevalence among this sub-group was estimated to be between 2.8% and 14.4%. |
| | All Member States should halt and begin to reverse the spread of HIV by 2015 | Good progress achieved. However, the majority of MS have not yet managed to halt and reverse the spread of HIV. The SADC HIV Prevention Strategy, the PMTCT Guidelines, HIV testing Guidelines, and harmonised HIV management were developed to accelerate the HIV and AIDS reduction. However, there is still need for domestication of the guidelines and frameworks. |
| | HIV and AIDS mainstreamed in all Directorates programmes and activities by 2006 | HIV and AIDS have been mainstreamed in policies and programmes of SHD&SP but still remains to be done in other Directorates. SADC Directorates and MS have been capacitated in mainstreaming HIV with a gender and Human Rights perspective. Guidelines on mainstreaming HIV, gender, health and other social issues on environmental impact assessment developed. These are awaiting approval and domestication. |
| **Mitigate the socio-economic impact of HIV and AIDS** | *No specific target was set in the RISDP for this focus area* | Although no specific targets were set, the following have been developed: Even though there was no specific targets, the following milestones were reached:<br>- Orphans, Vulnerable Children and Youth (OVC&Y) Regional Strategic Framework and Business Plan; Comprehensive Package of Services for OVC&Y;<br>- The core indicators and Management Information System for OVC&Y; and |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | -   Psychosocial Framework for OVC&. An HIV and AIDS cross-border initiative which provides services to sex workers, truck drivers and populations within border areas has been developed and currently under implementation |
| Review, develop and harmonise policies, strategies and legislation relating to HIV prevention, care and support and treatment within SADC | Agreed regional approaches for the prevention, care, support and treatment in place by 2005<br><br>Regional programmes for prevention, treatment and care for HIV and AIDS developed and harmonised by 2005 | A number of regional policy minimum standards and harmonised programs were developed between 2005 and 2012 to facilitate harmonisation. |
| | At least 9% of HIV infected people who are in need of treatment and care receive it by 2005 | Achieved, as reflected in available information. |
| **Mobilise and coordinate resources for the HIV and AIDS multi-sectorial response in the SADC region** | SADC Member States to set aside 15% of their national budgets to the health sector (Abuja Declaration, 2001) | Not realized, however there is need to focus on domestic sustainable financing for health and HIV. |
| **Strengthen institutional capacity for Monitoring and Evaluation (M&E)** | Regional and international targets incorporated in Member States Plans by 2006 | Member States report on progress on an annual basis based on agreed regional indicators. |
| | Database on regional prevalence of HIV and AIDS established by 2005 | A Regional HIV and AIDS Database and Information Portal was set up in 2006. |
| **Gender Equality and Development** | Development and strengthening of national gender policies and institutional frameworks by end of 2003,<br><br>Harmonization of national policies and by the Secretariat and development of a Regional Gender Policy by mid-2004. | The Regional Gender Policy was adopted by the Council of Ministers in 2007<br><br>Member States are aligning their National Gender Policies with the SADC Gender Policy and Protocol on Gender and Development.<br><br>The Protocol on Gender and Development was signed in 2008 by 13 Member States.<br><br>11 of the 13 signatories have ratified the protocol and it has since entered into force.<br><br>Secretariat has facilitated the development of a SADC Plan of Action on Gender and Development (2011-2016) in line with the SADC |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | Protocol on Gender and Development |
| | Establishment of enforcement mechanisms and service delivery institutions by mid-2006. | Twelve (12) out of 15 MS have fully-fledged Ministries Responsible for Gender/Women's Affairs |
| | Adoption of gender responsive planning, budgeting and implementation processes, regular gender capacity building and training programmes; and mechanisms for the collection of gender disaggregated data by end 2006. | A Gender Mainstreaming Toolkit developed and SADC sectoral directorates and independent units trained in gender mainstreaming using the Toolkit<br><br>SADC MS were trained on the usage of the SADC Gender Mainstreaming Toolkit including senior officials from Ministries of Finance and economic planning in all SADC Member States.<br><br>SADC Gender Workplace Policy developed and applied<br><br>All SADC MS have made commendable progress in gender mainstreaming programmes and projects. Eight SADC MS adopted gender responsive planning, budgeting and implementation processes.<br><br>Gender mainstreaming capacity building is conducted in various policies, projects and processes in the SADC directorates and Units i.e. Organ on Peace Security and defence, TIFI, FANR, I&S and SHD and SP |
| | Signature, accession, and ratification by MS of international and regional human rights instruments on gender equality by mid-2004, and incorporation by end of 2004. | All SADC MS are a party to the UN Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), incorporating the principle of equality of women and men in legislation and geared to abolish gender based discriminatory laws. |
| | Repeal of gender discriminatory provisions in Member States' constitutions, laws, policies and any other sources by mid- 2005, and enactment of provisions guaranteeing substantive gender equality by end of 2005. | *Constitutional Rights:* All SADC MS have constitutional provisions to ensure gender equality; engendered constitutional reform in MS.<br><br>Constitutional reviews in some MS have seen some gender sensitive clauses being incorporated.<br><br>*Domestic Legislation:* MS have developed and enacted laws and policies to ensure women's empowerment and gender equality; |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | MS have identified laws that discriminate against women and in most cases; these have either been repealed or set aside for review/ amendment. Amongst these are laws that govern marriages, inheritance, child custody, maintenance etc.<br><br>*Access to Justice:* Research show that women in Southern Africa continue to depend on customary law, which does not work equitably and justly for them, especially for rural women due to limited outreach. |
| | Development, strengthening and implementation of specific programmes for the economic empowerment of women by end of 2007 | Developed a Regional Women's Economic Empowerment Strategy, November 2011.<br><br>There has been an increase in the number of women in economic decision making positions but overall, women in Southern Africa make up 23% of all economic decision makers in governments.<br><br>A review of the gender sensitivity of SADC Member States' economic and trade policies was conducted and the recommendations from will be used to lobby for the integration of gender equality.<br><br>Annual Women's Trade Fairs and Investment forums in SADC Member States<br><br>SADC Guidelines on Gender Budgeting developed in 2013<br><br>Policies to increase women's access to land and credit facilities, and safeguard their property-use rights, have been developed in various SADC Member States.<br><br>Most Member States have embarked on initiatives towards effective gender budgeting. |
| | The achievement by all Member States of: | MS have made some strides and progress in ensuring  women's |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | At least 30% women in decision-making positions in local government, parliament, cabinet and senior positions in the public sector by 2005, or affirmative action measures in place to accelerate the attainment of this target; | participation and representation in politics and decision making positions notably in Cabinet, Parliament, Central, Local Government and in the public sector.<br><br>Malawi is the first Member State in the Region to have a woman President who is also performing leadership roles on various key issues at the regional, continental and global level.<br><br>At Cabinet level, there has been a steady and consistent upward trend in the number of women representation which is at 22% while in Parliament the representation of women is at 25.7%. At regional/provincial and local government the region has achieved an average of 27% and 26.8% respectively.<br>The SADC Framework for Achieving Gender Parity in Political and Decision Making Positions by 2015." was developed, approved and adopted by Council of Ministers in 2009 as a guide for Member State to accelerate the achievement of the set target of 50:50. |
| | At least 50% women in decision-making positions in local government, parliament, cabinet and senior positions in the public sector by 2015, or affirmative action measures in place to accelerate the attainment of this target; | The proportion of women in Parliament has increased to an average of 25.7% which is higher than the world's average of 18.5% and Sub-Sahara average of 18.6%<br><br>At Parliament level, there has been a steady and upward trend a significant number of Member States.<br><br>There is a correlation between the percentage of women in Parliament and the type of Electoral System that is used. Member States that use Proportional Representation, and those that use a combination of different electoral systems, have realized an incremental trend in the number of women in Parliament. On the other hand, Member States using the Constituency (First-Past-the-Post) System have not been able to either maintain or increase the number of women in Parliament;<br>Through information sharing among Member States, facilitated by |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
|  |  | Secretariat, Member States are reviewing and/or amending their constitutions and electoral systems to improve on women's participation and representation in politics and decision making. Effective practices adopted my MS include special seats and legislated quotas; voluntary quotas and the lobbying for the inclusion of women in direct appointments made by the Heads of State and or Government. |
|  | Eradication and reduction of all forms of violence against women and children | All SADC MS are a party to the UN Convention on the Elimination of all Forms of Discrimination against Women (CEDAW).<br><br>All MS have legislation or related instruments preventing GBV and 9 SADC MS have specific legislation pertaining to sexual offences. Enforcement of such legislation is important<br><br>SADC 10 year Strategic Plan of Action on combatting trafficking in persons was adopted by SADC Council of Ministers in 2009.<br><br>10 SADC Member states have developed specific legislation on combatting trafficking in persons, while the remaining Member States are in the process of developing their legislation.<br><br>A SADC Strategy for addressing GBV in conflict and post conflict areas and the SADC framework for mainstreaming gender in peace and security architecture were developed. |
| **Science, Technology and Innovation**<br><br>**Strengthen regional co-operation on S&T in the SADC** | Set up Science and Technology (S&T) Unit within Secretariat | Unit/desk partly operationalised. An STI Desk was set up in 2008 with seconded officer from South Africa |
|  | Set up committees of representatives of Member States | Partially achieved. Ad hoc working groups/Committees exist in climate change, Women in Science Engineering and Technology |
|  | Produce S&T policies | Partially achieved. A draft Strategy for the operationalization of the Protocol was developed but awaiting is finalisation and approval |
|  | Conclude a legal instrument on S&T | The Protocol on STI adopted in August 2008 but yet to be in force |
| Promote the development and | Institute an S&T indicator programme | Not realized |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| harmonization of S&T policies in the region | | |
| | Support national policy development initiatives | Some progress at Member States level. An STI policy training course was designed aimed at supporting national policy development. |
| | Secure the protection of intellectual property rights (IPR) | Some progress at regional level. An IPR programme initiated in **2009** and sharing of information has been facilitated. |
| **Leverage international support for and co-operation in R&D initiatives** | Negotiate for support earmarked for S&T through instruments such as the EU's Regional Indicative Programme | No progress at regional level. However, Member States have leveraged support from ICP on their own |
| | Initiate discussions with other regional entities on S&T co-operation | AU/NEPAD has regional networks, for example, SANBio, Water Sciences, which is active in SADC. CAAST-Net had projects in seven Member States. |
| | - Identify centres of excellence<br>- Increase connectivity between the centres<br>- Develop concept for the research facility.<br>- Set up the facility<br>- Source funding for the project | Not realized |
| **Promote public understanding of Science and Technology** | Support national Public (Appreciation and) Understanding of Science Engineering and Technology (PUSET) programmes | Limited progress. Member States have bilateral arrangements and offer moral support to one another, especially through attendance of Science, Engineering and Technology (SET) week events. |
| | Hold annual SADC SET week | Regional SADC SET launched in Mauritius in 2009. |
| **Technology development, transfer and diffusion** | Create incentives and identify priority areas for investment in Research and Development (R&D) | No progress. |
| | Adapt best policy and practice within and outside SADC. | No progress. |
| **Private Sector** | A SADC policy on public-private sector partnership developed by June 2004<br>SADC Private sector MOUs reviewed, enhanced and signed explicitly allowing for engaging the private sector through the structures of SADC by June 2004<br>Adoption by Summit of a public-private sector Action Plan based on the ASCCI White Paper to | The RISDP targets for the creation of space, conditions and frameworks for the involvement of the private sector in regional integration have not been substantially met. In addition, a number of RISDP planned targets may require further clarification or redefining in the context of changing environment for public-private sector dialogue and partnerships. |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

*Revised RISDP*                                                                                    *Fourth Draft*

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | be implemented over the RISDP period Competitiveness and Business Climate Survey completed to facilitate private-public dialogue on an ongoing basis Institutionalise a Private Sector Unit to carry out a support function for both the Secretariat and private sector institutions as part of a restructured Secretariat by January 2004 Facilitate the creation of sector business associations where these add value to public-private sector dialogue on an ongoing basis | |
| **Statistics** | Development of a legal framework 2004-2006 | Concept note on legal framework developed.<br><br>Development of new Regional Strategy for Development of Statistics (RSDS) 2013-18 approved in principle by Council in 2013 necessitated alignment of legal framework to RSDS.<br><br>Legal framework expected to be completed in 2016 |
| | Harmonisation of SADC statistics by 2015 | Notable achievements in harmonization of statistics, namely in three area:<br>(i)  the development and implementation of the monthly Harmonisation of Consumer Price Indices (HCPI),<br>(ii)  International Merchandise Trade Statistics. A Manual on Harmonisation of IMTS has been developed and adopted for use by Member States to promote harmonization of IMTS among the Member States, and this was approved by Council in 2011.<br>(iii)  National Accounts Statistics through the implementation of the Statistical Capacity Building programme between 2005 and 2009 funded by African Development Bank<br>Work in progress in emergent areas initiated, including vital statistics, population, agriculture, etc. |
| | Development of integrated regional statistical databases in all priority areas including poverty, gender, informal sector, HIV and AIDS by 2015 | In general limited progress made. A regional data base on Integrated Trade Statistics Database (ITSD) has been designed and developed, but not finalised as at December 2013. |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

*Revised RISDP*                                                                                                          *Fourth Draft*

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | |
| | Development of indicators for monitoring and evaluation 2004-2005 | Not achieved |
| | Enhancement of statistical capacity in SADC by 2015 | Major achievements recorded in the enhancement of statistical capacity through the implementation of the SADC Statistics Training Project financed by the European Union between 2001 and 2007.<br><br>Statistical training materials were developed for use in training comprising a basic course in statistics, programme of short courses and an advanced diploma in official statistics.<br><br>Over 20 short regional training courses for about 400 participants from Member States in areas such as economic statistics, national accounts, sampling, geographical information systems, agriculture statistics, and business registers as sampling frames were conducted. |
| | Development of economic models and forecasting mechanisms for statistics by 2004-2006 | No progress made in this area |
| | Establishment of a multi-sectorial Forum of users and producers of statistics by 2004 | Limited progress achieved.   Creation of user –producer committees expected to be accomplished within the implementation framework of the Regional Strategy for Development of Statistics 2013-18. |
| | Enhancement of the utilization of cost effective ICTs in sharing information in the priority areas by 2015 | Limited progress made. A statistics website for sharing information and data was development in 2009 with support from the United Nations but could not be sustained. |
| **Trade, Economic Liberalisation and Development**<br><br>**Enhancing/Promotion Goods and Services Market Integration** | -   Establish FTA in Goods by 2008, through the effective implementation of the SADC Trade Protocol | -   The FTA was attained in 2008 with 85% of tariffs at zero for FTA participating countries.<br><br>-   ***Maximum tariff phase down was achieved with most Member States implementing tariff liberalisation in 2012.***<br><br>-   Annual audits on implementation of the Protocol on Trade to assess progress in attaining objectives of the Protocol conducted |

*Revised RISDP*                                                                                      *Fourth Draft*

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | from 2005 to 2012. <br><br> - Addressing non-tariff barriers ( NTBs) on an on-going basis through an on-line system of monitoring, reporting, and elimination of NTB barriers covering COMESA EAC and SADC (Tripartite) region <br><br> - Review of the Rules of Origin conducted following the 2004 Mid-Term Review of the Protocol on Trade, leaving only those on textiles and clothing which requires double transformation and for wheat flour still undefined. |
| | - Attainment of the SADC FTA in Services by 2010 | - The Protocol on Trade in Services signed in 2012. Only 2 Member States have so far ratified the Protocol. <br><br> - Member States have agreed on the roadmap towards the conclusion of the 1st Round of Negotiations (December – June 2015) |
| | - Development by 2006 and implementation by 2010 of Sanitary and Phyto-Sanitary and Technical Barriers to Trade SPS/TBT Annexes | - Annexes on SPS and TBT adopted by CMT in 2008 and necessary institutional structures established, i.e., SADC Technical Regulation Liaison Committee (SADCTRLC) and the SADC SPS Coordinating Committee. <br><br> - A regional accreditation body, the SADC Accreditation Service (SADCAS) established in 2009 to offer accreditation in the areas of testing, calibration, certification and inspection to SADC Member States. |
| | - Harmonisation of Customs Rules and Procedures by 2008 | - A Model Customs Law was developed and adopted by the CMT in 2007 as a bench-mark for harmonisation of customs rules and procedures in the region. <br><br> - Other common procedures developed for adoption include the SADC Single Administrative Document; the Transit Management System; and a Common Tariff Nomenclature. <br><br> - Use of common valuation systems and adoption of customs tariff |

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | nomenclature based on the Harmonised System (HS). <br><br> - CMT agreed in Nov 2012 that SADC Member States should accede and implement the provisions of the Revised Kyoto Convention, a World Customs Organization instrument providing a blueprint for modern and efficient customs procedures to facilitate trade.  A number of Member States have acceded to the Convention. <br><br> - Cooperation in customs matters has been enhanced among Member States, including capacity building in customs management issues. |
| | Development of  a Regional Competition Policy Framework in 2006 and law in 2010 | - A Declaration on Regional   Cooperation in Competition and Consumer Laws and Policies signed by Summit in 2009. <br><br> - A SADC Competition and Consumer Policy and Law Committee (CCOPOLC) established to implement a system of cooperation among Member States, including a regional capacity building programme to facilitate development and implementation of competition and consumer laws and policies at national levels as well as cooperation and dialogue among competition authorities. <br><br> - A number of SADC Member States have now developed these policies and laws and established relevant competition authorities. |
| | - Completion of the negotiations of the SADC Customs Union by 2010 | - Not realized, however a number of technical studies undertaken to inform the preparatory process and model for possible options for a SADC Customs Union. <br><br> - Report on the Framework for the SADC Customs Union approved by the Ministerial Task Force and endorsed by Summit in November 2011 and August 2012 respectively, outlining the milestones, benchmarks and proposing a model SADC Customs Union as well as the sequencing of activities leading to the SADC Customs Union, priority to be given to the consolidation of the SADC FTA, addressing overlapping membership and thereafter |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
|  |  | conduct an evaluation after 2015 on progress made towards the Customs Union. |
|  | - Effective participation in and compliance with International agreements/arrangements | - The WTO notified of the SADC FTA under Article 24 of GATT 1994 in 2008.<br><br>- […]<br><br>- SADC Member States also agreed to the establishment of a Continental FTA by 2017, building on the Tripartite FTA. |
| **Financial and Capital markets Development and Strengthening** | - Development of Finance and Investment Protocol (FIP) by 2005, to be ratified by 2007 | - The FIP was signed in 2006 and came into force in 2010. |
|  | - Liberalization of the current account by 2006 and capital account by 2010 | - Most Member States have liberalized their current account except for some administrative controls. |
|  | - Financial and Capital Regulatory Framework developed by 2010 | - Not realised |
|  | - Establishment of a Regional Development Fund by 2006 | - The first window of the fund, namely, the Project Preparation and Development Facility is operational. |
|  | - Support to SADC DFIs through DFRC functional by 2005 | - The Development Finance Resource Centre (DFRC) is fully functional and supporting DFIs in Capacity Building. |
| **Attainment of Deeper Monetary Cooperation** | - Achieve Currency Convertibility by 2008 | - Not realised |
|  | - Interconnection of payment and clearing systems by 2008 | - The SADC Integrated Regional Electronic Settlement System (SIRESS) was developed and launched in 2013. |
|  | - Harmonization of banking supervision frameworks, incorporating best practices developed by 2008 | - All MS have adopted Basel Principles for banking supervision in the interim |
|  | - Establishment of a Regional Association of Financial Authorities for bank supervision by 2010 | - Not realised. This is a regulatory and supervisory body for supervision of banking operations |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | - Autonomy of Central Banks by 2010 | - Model Central Banking Law was developed in 2009 as a benchmark document for sound central banking practices incorporating the autonomy of central banks as one of the best practice principles. |
| **Cooperation in Taxation and Related Matters** | - Development of a Model Tax Treaty for SADC by 2006 | - The SADC developed a model Double Taxation Avoidance agreement in 2010 |
| | - Cooperation on tax information and coordination of tax regimes by 2008 | - Agreement on Assistance on Tax Matters signed in 2012. |
| | - Development of a common indirect tax regime by 2010 | - Not realized. Target has proved to be difficult to realize. |
| **Attainment of Macroeconomic Convergence** | - Achieve 5% inflation by 2012 | - Comprehensive assessments of Member States performance on the set indicators undertaken in 2008 and 2012 |
| | - Maintain a budget deficit/GDP ratio of 3% by 2012 | - Only four MS achieved the inflation target by 2012. |
| | - Achieve a public debt/GDP ratio of less than 60% by 2008 | - Half the Member States met the fiscal deficit target by 2012<br>- 12 MS attained the target<br>- A study to re-examine the SADC Macroeconomic Convergence Criteria undertaken in 2013 |
| | - Operationalize a monitoring and surveillance mechanism by 2005 | - The peer review mechanism to assess member states performance against the macro-economic convergence targets launched in 2013 |
| **Increasing Levels of Intra-SADC Investment and FDI** | - Adoption of Guidelines and Fiscal Framework for Tax Incentives by 2006 | - Not realized. Guidelines being developed |
| | - Investment promotion instruments developed, harmonized and implemented by 2008. | - A Regional Action Programme on Investment (RAPI) partially developed including the investment regimes database, the peer to peer learning, and the model bilateral investment treaty. |
| | - Development of a SADC policy on public/private sector partnerships by 2005 | - PPP Network established and Framework on PPP developed and adopted by the Committee of Ministers of Finance in 2013 |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| **Enhancing productive and Industrial Competitiveness** | - SME Strategy in value addition in selected sectors developed and integrated by 2008<br><br>- Regional value chain strategies in eight sectors developed and rolled out by 2010 | - The SADC Industrial Upgrading and Modernisation Programme (IUMP) developed and adopted by CMT in June 2008, with the objective to enhance the competitiveness of existing industrial capacity and promote the development of regional value chains in eight priority sectors.<br><br>- The SADC Industrial Development Policy Framework developed and adopted by CMT in November 2012, prioritizing the promotion of value chains and production networks across the region, with agro-food processing, mineral beneficiation and pharmaceuticals as top priorities.<br><br>- Not realized due to lack of requisite expertise<br><br>- A Framework for Harmonisation of Mining Policies, Standards and Regulatory issues developed and adopted by Ministers of Mining in 2006.<br><br>- Minerals Sub-Committee established to enhance cooperation towards development of mineral beneficiation and value chains.<br><br>- Not realized on account of lack of required expertise in mining in the Secretariat<br><br>- [Same as above] |
| | - Productive industry and science and Technology centres linked by 2008<br><br>- Harmonized regulatory frameworks in Mining including an SME Strategy in place by 2006<br><br>- Competitive geosciences and mining information system in place by 2010 | - [Same as above] |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

*Revised RISDP*                                                                                                        *Fourth Draft*

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | - Functional regional Human Resource Development Network in Mining in place by 2010<br><br>- Monitoring mechanism on HRD in Mining in place by 2006 | |
| **Infrastructure Support for Regional Integration**<br><br>Communications and ICT<br>**ICT Policy and Regulation Frameworks** | Harmonise laws, policy, regulations and strategies to promote integration of ICT networks and services | The majority of countries have new or updated policies aligned to SADC model laws, policies and regulations. |
| **Integrated ICT Infrastructure and Network Access** | 80% of regional network interconnected,<br>At least 10% tele-density. | All countries more than 80% interconnected, through the SADC Regional Information Infrastructure (SRII).<br>Tele-density ranged from 30% to 150% as at end of 2012. Fixed Internet penetration generally below 10%, due to the uptake and preference to mobile |
| **Human Resources Development, Institutional Capacity building and Research and development** | Training plans developed;<br>Adequate expertise in policy, regulation, and service delivery.<br>Setting up of at least 4 ICT regional centres of excellence in the SADC region | Regional centres of excellence set up through the Southern African Telecommunications association (SATA)<br>Multiple sensitisation workshops held |
| **Sectorial ICT Applications** | | Adoption varies with country national incomes. |
| **Transformation of Postal Services** | Model policy and legal framework developed, Model legislative provisions developed;<br>Regional regulatory association established | Regional regulatory body established. (Communications Regulators Association of Southern Africa-CRASA)<br>No model laws established, development of the regional postal policy being undertaken. |
| Energy<br><br>**Establishment of a competitive and efficient integrated regional energy market** | Regional electricity regulator operational.<br><br><br>Regional Petroleum and Gas Association (REPGA) established.<br><br>Power Generation Expansion Plan (Pool Plan) approved and being implemented. | Eleven (11) Member States have established electricity regulators.<br><br>Regional Electricity Regulators Association –RERA established and operational.<br><br><br>The formation of REPGA approved but the institution is not yet formed and hence not functional. |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | Short Term Energy Market (STEM) expanded to cover 80% of connected MS. | The SAPP Pool Plan is in place.<br><br>The Day Ahead market established in 2009 and Replaced the STEM. Post DAM Market (PDAM was developed in 2013 to increase trading. Competitive trading still remains low at 1% of all electricity traded, the bulk of the trading still takes place via bilateral contracts. |
| **Increased/efficient use of renewable and other low cost energy sources (biomass, solar, wind etc.)** | National strategies and programmes for renewable biomass energy management in place.<br><br>10% of rural communities have access to NRES | MS have their own new and renewable sources of energy (NRSE) strategies and programmes.<br><br>Excluding large hydropower and traditional biomass the goal of reaching 10% NRSE share of Primary Energy Supply in many MS not yet attained. |
| **Increased access to affordable electricity by rural areas.** | 30% access to electricity by rural areas (100% by 2012) | Most MS have deployed rural electrification programmes using both grid and off-grid but half of the MS have rural access below 30%. Apart from Island states, no MS has reached 100% access by 2012. |
| Meteorology<br><br>**Transformation of Meteorological Services** | Model policy and legal framework is under development | The principle of cost recovery embraced in all MS and implementation is at varying levels adopting various models. Some Meteorology Institutions remain government owned while others are migrating to be autonomous. |
| | Partial achievement in some MS | Some MS do not have adequate and up to date, well calibrated weather-measuring stations in addition to shortage of skilled personnel, telecommunications systems, data processing and information dissemination facilities. The institutions for both human capacity developments Regional Meteorological Training Centre (RMTC) in Angola and Regional instrumentation Calibration in Botswana need to revitalization urgently to alleviate the shortfall. |
| **Contribution to disaster preparedness** | The SADC Climate Services Centre (SCSC) established. | SCSC is equipped to provide that service but constrained by lack of human and financial resources. With climate change imminent, this intervention will be more important and should receive attention at the highest level in MS. Some MS have already started to provide such high-level attention in the high offices of governments. |
| Tourism<br><br>**Market the region as a single but** | The Regional Tourism Organization of Southern Africa (RETOSA) strengthened. | RETOSA restructuring completed in 2007. |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| **multi-faceted tourism destination** | Strategy for promoting of the 2010 World Cup in the region developed by 2005.<br><br>Travel and Visa restrictions removed by 2009. | World Cup strategy developed and implemented.<br><br>UNIVISA developed. |
| **Improve Standards of service and infrastructure of the Tourism industry** | Education and training plan developed by 2006.<br><br>Tourism infrastructure, services, and standards harmonized by 2008.<br><br>Regional tourism research, statistics, and information exchange network established by 2007. | The education and training plan is not developed.<br><br>Standards for infrastructure have been developed<br><br>Statistics are available on RETOSA website. |
| **Ensure equity, balance and complementarity in SADC Tourism industry** | Harmonized policies, strategies and legislation harmonised by 2009. | Harmonization of policies and strategies is on-going. |
| **Promote increased participation of Small and Medium Enterprises (SMEs) and disadvantaged groups** | An enabling environment for investment flows into marginalized areas facilitated.<br><br>Gender mainstreaming in all tourism initiatives by 2008. | Not yet achieved |
| Transport<br><br>**Maintenance and upgrading of transport infrastructure** | Harmonized user-pay systems in place<br><br>Harmonized approach to vehicle overloading. | Not yet achieved.<br><br>Vehicle Overload Control standards and regulations including axle load limits have been agreed and approved. Coordinated implementation including domestication is currently ongoing. |
| **Rehabilitation of transport infrastructure** | Rehabilitation needs in Angola and DRC identified. | Needs have been identified through feasibility and design studies |
| **Construction of missing regional transport links** | Missing regional transport links identified and detailed studies carried out. | Missing links have been identified before and now as part of the RIDMP and are at different stages of development |
| **Accessibility for rural communities** | Regional guidelines for feeder roads developed. | Guidelines have been developed and some MS have projects e.g. in Malawi, Swaziland and Mozambique that are addressing this issue and benefiting SME/Communities. |

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| **Integrated Transport Infrastructure and services** | Model for integrated transport and legal framework developed. | No model integrated transport policy has been developed for the SADC to date and integrated transport (linked road, rail, inland port, air) is not well developed in transport policies of most of the MS |
| **Liberalization of Transport markets** | Implementation of plans developed for each for mode. | A study on the liberalization of the road transport market completed and awaiting validation before implementation.<br><br>A railway revitalization strategy based on the liberalization of the sector developed but implementation is slow.<br><br>For Air transport, gradual implementation of the Yamoussoukro decision. |
| **Regulation of Transport services** | Rules for competition between modes and service providers.<br><br>Guidelines for safety and security.<br><br>Regulation developed. | Competition Rules adopted at Tripartite level for Air Transport.<br><br>Not yet developed for other modes.<br><br>Safety policies/guidelines/standards for roads/rail developed through the associations such as   Southern Africa Railways Association (SARA).<br><br>Road Safety Program in line with UN Decade of Action on Road Safety<br><br>Aviation Safety Program developed.<br><br>Aviation and maritime transport follow International Civil Aviation Organization (ICAO) and International Maritime Organisation (IMO) guidelines and safety standards.<br><br>Cross-border transport regulated via bilateral road transport agreement based on models developed by SADC; air via Bilateral Air Services Transport Agreement and Rail via inter railway business and operating agreement. |
| **Facilitation of Cross border movements** | Harmonized transit documentation and procedures. | Cross border, existing requirements based on bilateral agreements between MS.<br><br>The establishment of one stop border post at Chirundu considered a successful pilot on harmonization of procedures.<br><br>Upgraded are a number of border posts; they have border |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

*Revised RISDP*                                                                                       *Fourth Draft*

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | improvement programs including coordinated border management, single window, and OSBP. |
| **Development of Transport corridors** | Feasibility studies on priority corridors. | Studies conducted for most corridors including NSC, Nacala, Lobito and Dar es Salaam Corridors. |
| **Capacity Building** | Training Plans developed.<br><br>Adequate expertise in policy, regulation, and service delivery. | Some training is taking place in the MS but this not adequate to address the needs. |
| Water **Established/strengthened Shared Watercourse Institutions** | Eight shared watercourses institutions established by 2006.<br><br>Five shared watercourses institutions with Integrated Water Resource Management and Development (IWRMD) plans. | Targeted Institutions formed.<br><br>Completed IWRMD Plans / Strategies in 6 river basins and plans are under production in three River Basin Commissions to guide implementation of projects. |
| **Improve the legal and regulatory framework for water resources management and development** | Regional water policy/strategy by 2005.<br><br>Guidelines for harmonization of national water legislation, policy, strategy 2005.<br><br>At least five countries have harmonized water policies by 2009. | The regional policy and strategy are in place and developed in the targeted time.<br>Guidelines developed.<br>Target met -Lesotho, Zambia, Zimbabwe, Swaziland, Mozambique and Botswana |
| **Enhance knowledge base and information in water resources availability and demand** | SADC HYCOS Phase II operational by 2009.<br><br>Regional hydro geological map and database by 2009.<br><br>Establishment of regional groundwater monitoring system initiated by 2009. | Target met –operational at MS and regional level.<br><br>A Web-based Hydrogeological Map and Atlas Produced 2010 - Achieved<br><br>Regional groundwater monitoring system initiated by 2009 in Botswana, Zimbabwe, and RSA in the Limpopo Basin.<br><br>Done-river basin –monographs and strategies for Pungwe and |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
|  | Baseline for water resources' assessment-surface and groundwater by 2006.<br><br>Water resource assessment carried out in five shared basins by 2009. | Zambezi, Buzi, Save and Rovuma.<br><br>Done-Orange-Senqu, Okavango, Limpopo, Pungwe and Zambezi. |
| **Develop regional strategic water infrastructure** | Implementation of programmes for Water Supply and Sanitation (WS&S) commenced by 2006.<br><br>Strategic regional water infrastructure developed by 2006.<br><br>Implementation studies carried out in two inter-basin transfer schemes and three dams of significance by 2006. | Done but did not start in time. Projects currently in progress in Cunene-Angola/Namibia and Lomahasha/Namaacha SwazilandMozambique;<br><br>Programme developed and approved by Ministers.<br><br>Done for LHWP Phase 2-Lesotho-South Africa.<br><br>Studies done for Batoka (Zambia/Zimbabwe) and Mpanda Nkuwa – Mozambique dams. |
| **Strengthen the IWRMD capacity in the region** | 100 professionals trained in IWRM by 2008.<br><br>At least ten Centres of excellence dealing with IWRM identified and strengthened by 2009.<br><br>Centre of Excellence strengthened and offering training on IWRM.<br><br>Water net strategy implemented by 2006.<br><br>Waternet operating as self-financing and autonomous institution under the principle of subsidiarity by 2005 | Achieved 500 Masters graduates trained in addition to short professional development courses.<br><br>Groundwater Management Institute at University Of Free State established. Waternet strengthened.<br><br>Achieved, Waternet offering training in IWRM.<br><br>Waternet has been successful in driving the IWRMD capacity building to date.<br><br>Subsidiary status achieved in 2012. |
| **Ensure stakeholder participation and awareness in the IWRMD** | Communication strategy on IWRM by 2006.<br><br>Guidelines on stakeholder participation on water projects by 2006.<br><br>Guidelines for gender mainstreaming in water | Communication Strategy Developed and Approved by Council in 2008 - Achieved. |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | resources management developed by 2006. | |
| **Agriculture and Food Security/Sustainable Food Security**<br><br>**Ensure food availability** | Establish a technical facility to support land reform programmes by 2005/6 | - The SADC Land Reform Support Facility (SLRSF) developed and approved by Member States<br>Resources for the Regional Irrigation and Water Management Programme mobilised |
| | Increase fertilizer consumption from 44.6 kilograms per hectare of arable land to 65 kilograms per hectare of arable land by 2015 (world average is 98.8 Kg/ha) | - SADC Harmonized Seed Regulatory System was developed, approved and MOU signed and ratified in 2013<br>- SADC Seed Centre established in Lusaka, Zambia<br>- Access and use of key agricultural inputs in the SADC region improved;<br>- Framework for Common Agricultural Input Market (i.e. seed and fertilizer) developed |
| | Increase cereal yield in kilograms per hectare from an average of 1,392 during to 2,000 (world average) by 2015 | - Cereal yield still much less than 1.5t/ha in most countries.<br>- Research programmes were facilitated through 14 grants to support technology development in various aspects. |
| | Reduce the incidences of transboundary animal diseases (TADs) in particular Foot and Mouth Disease by half in 2015 with the ultimate objective of elimination; | - Facilitating surveillance, control and eradication of trans-boundary animal diseases<br>- Provided necessary training on surveillance and control of TADs<br>- Provided appropriate equipment to facilitate the testing of TADs<br>- Veterinary institutions in five MS were strengthened to better manage the risk posed by transboundary animal diseases (TADs) through training, supply of laboratory equipment and rehabilitation of infrastructure;<br>- Capacity of MS to control and manage the spread of Foot and Mouth Disease (FMD) in the region was enhanced. |
| | | - Published a Handbook on 'Pests of phytosanitary and economic importance in the SADC region', to assist Member States in their identification of plant pests, and subsequent decision making for their control.<br>- Eleven Member States are now signatories of the International Plant Protection Convention and have been very active in contributing to the development of international standards for phytosanitary measures. |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | Increase livestock production by at least 4% annually; and | Regional production of livestock products increased by 3-9% based on a five year average (2007-2011) compared to the 2007 baseline |
| | Double cropland under irrigation from 3.5% to 7% as percentage of the total by 2015; | Revised Protocol on Shared Water Courses<br>Strategic Action Plan for Integrated Water Resources Management<br>Facilitated development of regional programme On water resources management |
| | Double the adoption rate of proven technologies such as improved seed varieties, management of water and land, by 2015 | - Regional agricultural research capacity strengthened through supporting the training of regional scientists<br>- Tertiary agricultural and training institutions were empowered to match the capacity building they offer to a changing market demand.<br>- Various projects implemented to strengthen regional research institutions and these include: (i) Strengthening Capacity for Agricultural Research and Development in Africa, (SCARDA) (ii) SADC Multi-country Agricultural Productivity Programme (SADC MAPP) (iii) Fund for Innovative and Collaborative Project in Support of Small Scale Famers Development (FIRCOP) (iv) ICART programme<br>- Centre for the Coordination of Agricultural Research in East and Southern Africa (CCARDESA) established to spearhead research in the region.<br>- Sharing of information and best practices on production, technologies and land issues and safety and nutritional value facilitated; |
| **Ensure access to food** | Adherence to SPS Measures and standards in line with WTO Agreements. | - Participated in and catalyzed the development of Sanitary and Phytosanitary Standards (SPS);<br>- Participated in negotiations to facilitate trade in livestock products to the international market.<br>- Implementation of a Food Safety Project aiming at promoting trade in agricultural products through strengthening of MS capacities in meeting SPS standards to enter the EU and other world markets undertaken.<br>- Elimination of Agricultural Trade Barriers within the SADC Region in collaboration with TIFI facilitated; and |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | - Development of policies and programmes to promote Value Addition to Agricultural Products facilitated. |
| | Facilitation of policies and programmes to promote value addition to agricultural products | Through ICART project, commissioned two projects which addressed marketing issues. The two projects identified the marketing bottlenecks and addressed them in a value-chain analysis. |
| **Ensure food safety and nutritional value of food** | Increase the daily per capita dietary energy and protein intake from 2,160 kcal to 2,700 kcal and 49g to 68g by 2015 respectively | - This was not facilitated at regional level<br>- Food and Nutrition Strategy under developed. |
| | Halve the proportion of people who suffer from hunger by the 2015. | |
| | Halve the proportion of underweight children who are less than five years of age between 1990 and 2015. | - Activities related to the capacity-building in process standards (Good Agricultural Practice (GAP), Good Hygiene Practice (GHP), Good Manufacturing Practice (GMP) and Hazard Analysis and Critical Control Point (HACCP)) were undertaken<br>- Laboratory equipment acquired and distributed to MS. Training on the use of equipment undertaken.<br>- Various activities were facilitated by SADC Standardisation Quality Accreditation and Metrology (SQAM) to coordinate efficiently the management of SPS matters.<br>- Regional Guidelines for the Regulation of Food Safety; Crop protection Products; Veterinary Medicines; and Regional Guidelines for the Management of SPS Matters were developed.<br>- Food safety guidelines developed<br>- Harmonisation of Regional Food Safety Standards and registration of agricultural and veterinary chemicals facilitated. |
| **Ensure Disaster preparedness for food security** | No specific targets were set for this strategy / measure in the RISDP although in the narrative of intervention areas, the RISDP talks about:<br><br>1. The establishment of a Food Reserve Facility;<br>2. The development of Regional Integrated Agricultural Information System; and<br>3. The strengthening of early warning systems | - A framework for the establishment and management of a food reserve facility was developed in 2007.<br>- Twelve MS have operational National Early Warning Units (NEWUs) and processes are underway to develop NEWUs in the remaining MS.<br>- Discussions facilitated on food relief among Member States with ICPs. Generally agreed that food aid should be sourced within the region<br>- Monitoring, evaluation and dissemination of Regional Food Supply |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | and vulnerability capacities | - and Demand facilitated; and<br>- Disaster Management Plans operationalized. |
| **Strengthening the institutional framework and capacity for implementing food security** | Relevant legal instruments on Food Security and Agriculture developed by 2006/7 | - SADC Regional Agricultural Policy (RAP) was developed and approved in principle in June 2013.<br>- A project was started in 2013 on the control of the Asian Fruit Fly, a serious pest of horticultural crops SADC MS<br>- The Regional Vulnerability Analysis and Assessment (RVAA) established centres of excellence in South Africa, Malawi and Zimbabwe to support training of MS on food security issues and vulnerability assessments.<br>- The Centre for Ticks and Tick-borne Diseases in Malawi, a centre of excellence for the production of East Cost Fever (ECF) vaccines were established.<br>- Effective Networks and Dialogue in the region established. |
| | Medium-tern Action Plan on food security programme by 2004 | - No action towards this target |
| | Completion of the Annex to the Trade Protocol by 2005 | - No action towards this target |
| | Implementation of existing protocols on Fisheries, Forestry and Wildlife on-going up to 2015. | - See comments under Environment and Natural Resources intervention area |
| **Environment and Natural Resources management** | Legal instrument for regional cooperation in environment and natural resources finalized by 2006 | - Protocol on Environment developed and approved by Ministries Responsible for Environment and Natural Resources.<br>- The Forestry Protocol was ratified in May 2009 by 10 SADC MS.<br>- The Fisheries Protocol was ratified by 11 MS in August 2008.<br>- The Protocol on Wildlife and Law Enforcement was ratified in November 2003 and the Implementation Strategy was approved in 2007.<br>- MS are using the three Protocols to differing degrees |
| | Environmental standards and guidelines developed and being implemented by 2008 | - SADC Sub-regional Environmental Action Plan was developed and finalized<br>- The SADC Biodiversity Strategy and regional guidelines for the management of invasive alien species were approved in 2007<br>- The development of a regional programme on Waste |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | Management and on Climate Change is underway.<br>- The Regional Biodiversity Action plan is being finalised<br>- Training of SADC negotiators in preparation for the 17th Conference of the Parties to the UNFCCC was undertaken<br>- The tripartite programme on Climate Change involving SADC, COMESA and EAC is being implemented. |
| | State of Environment Reports for Southern Africa produced regularly at intervals of five years | - The first series of a full Southern Africa Environment Outlook Reports (SAEO) was published in 2008 and was launched in November 2009. |
| | The Strategy and Programme for the Management of the Brown Environment in southern Africa finalized and being implemented by 2005 | |
| | Finalization of the Strategy and Programme for Brown Environment Management in Southern Africa | The environment mainstreaming manual was initiated in early 2010 and now being finalised |
| | Adoption of environment responsive planning and implementation processes, regular environment and sustainable development capacity building and training programmes by 2007 | |
| | Implementation of at least 50% of the transboundary natural resources management programmes and projects in line with NEPAD initiated by 2008 | - SADC framework on Transfrontier Conservation Areas (TFCAs) approved in 2007;<br>- SADC Regional Programmes on TFCAs and the Rhino Management implemented.<br>- Programmes on Cross-border Fire Management were approved in 2010.<br>- Reducing Emissions from Deforestation and Forest Degradation (REDD+) was approved 2011 and implementation started in 2012.<br>- Forest Law Enforcement Governance and Trade (FLEGT); and Sustainable Forest Management and Conservation also approved |
| | Capacity building programmes facilitated by 2010 | - Secretariat facilitated capacity building on Innovative Financing for Biodiversity and the Regional Environmental Education Programme (SADC REEP) based in KwaZulu Natal, South Africa. The programme networks with SADC MS and other regional |

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
|  |  | environmental education (EE) initiatives such as the Environmental Education Association of Southern Africa (EEASA) and international organisations such as UNEP, UNESCO, the United Nations University, IUCN, UNDP and DANIDA. Rhodes University played an important role in the area of training and research.<br>- A strong community of EE/ESD (Education for Sustainable Development) practice has been established in the region. In 2007, SADC REEP was presented with the EEASA President's Award for its outstanding achievements and in 2009 was selected by UNESCO as an international model of best practice in EE and ESD.<br>- The development of SADC regional common positions for some priority Multilateral Environmental Agreements including the 15th and 16th Conference of the UNFCC, United Nations CITES and the 10th Conference of the Parties of the Convention on Biological Diversity (UNCBD) were facilitated. |
|  | Coordinated regional positions in the negotiations and implementation of MEAs; and other agreements | - Facilitated development of regional positions on climate change<br>- Trained Member States on negotiating skills on international environmental issues<br>- Facilitating finalization of Climate Change Strategy<br>- Facilitating development and implementation of Climate Change Programme. |
| **Social and Human Development**<br><br>**Regionally integrated education and training system in SADC is achieved** | Facilitating the implementation of the provisions of the Protocol on Education and Training | The implementation of the SADC Protocol on Education and Training was effectively coordinated and is on-going. An implementation Plan was developed and the following areas of the protocol are being implemented: EMIS, TVET, policy harmonisation of primary education, Higher Education and distance education. Areas still outstanding include harmonisation of curriculum, teacher development, research and development. |
|  | Development of regional institutional capacity in education policy development, planning and management | Considerable progress has been made and Centre of Specialisation has been established and is functional. |
|  | Development of Regional Evaluation Qualification Framework (RQF) | The draft RQF has been developed and awaiting its finalisation (contains 10 level descriptors, the Qualifications Portal, and quality |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | assurance guidelines). |
| | Development and implementation of a common system of collection and reporting of information by Member States on current status & future demand and supply | The norms and standards for Education Management Information System (EMIS) have been developed and implemented. However, there is no consolidated Regional Data base on the supply and demand. |
| | Establishment and strengthening of Centres of Specialisation & Excellence in the Region | Centres of Specialisation (CoS) have been established in Education Policy Planning and management; Public Administration and management; and Open and Distance Learning (ODL) for Teacher and Secondary education, and in other sectors such as Health, Agriculture, Water. However, sustainability is a challenge. |
| | Improving access, quality, efficiency and relevance of education and training at all levels particularly of secondary education, technical vocational education and training, teacher education and higher education | Remarkable progress has been made in improving access as well as gender parity in primary education.  Hence MDG target 1 and 2 are likely to be achieved by 2015. However, quality in primary education, access to secondary, TVET, and higher education remains a challenge. There are observed gender disparities at secondary, higher education and TVET. An Open and Distance Learning Project aimed at, among others, access to education is being implemented. |
| | | Two regional Monitoring and Evaluation Frameworks for Regional Education and Training Plan (RETIP) and for Open and Distance Learning (ODL) were developed with indicators.  A Monitoring tool for RETIP was developed and is used for requesting data and information from Member States. This has led to the production of progress reports Annual/ Biennial to meeting of SADC Ministers of Education and Training.  The regional ODL M&E framework has been fully domesticated in only three Member States. |
| **Health systems and services rationalised and improved in the SADC region** | Development of an Action Plan for the implementation of the Health Protocol | The SADC Implementation Plan for the Protocol on Health was developed and it covers four broad areas: Disease Control, Reproductive and Child Health, Health Education and Promotion and Health Systems strengthening. The Plan is currently under implementation. |
| | Development of regional evaluation framework of the performance in the implementation of international commitments (such as MDG's, Abuja), Declarations and Conventions | A Framework for monitoring progress in communicable diseases (HIV and AIDS, TB and Malaria) is in place. The Framework also tracks progress on continental and global commitments (e.g. Abuja, UNGASS, MDGs, Maseru Declaration, WHA) on an annual basis. The recent |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | Reports show progress in reducing morbidity and mortality associated with HIV, TB and Malaria. However, the region is unlikely to meet the set targets. |
| | Development of a framework and mechanism for improving sustainable availability of and access to essential medicines and nutritional supplements for combating major communicable diseases such as HIV and AIDS, TB, malaria and re-emerging diseases such as polio and Ebola | A Regional Framework on Pharmaceuticals was developed and is currently under implementation. It covers areas of i) Rational use of essential medicines; ii) research, development and regional production, medicines' regulation, pooled procurement, African Traditional medicines, Trade Related Intellectual Property Rights (TRIPs) and patents, human resources for pharmaceutical, emergency pharmaceutical needs. The development of a strategy on Nutrition is still underway. Guidelines for nutritional supplement still to be developed. |
| | Development of harmonised health regulatory framework and institutional capacity for the testing and utilisation of traditional medicines | The Strategic Framework for African Traditional Medicine has been developed. The Framework addresses testing and utilisation of traditional medicines, regulation and legislation on the product and practice. |
| | Development of a framework and mechanism for the exchange of experiences and best practices in addressing major public health challenges, especially combating of major diseases such as HIV and AIDS, TB, malaria and re-emerging diseases and others | The Framework is in place to exchange experiences and best practices. The operationalization of the Framework has been initiated with the documentation of best practices in paediatric HIV and AIDS, TB and Malaria. However, domestication at Member States level still remains to be done. |
| | Development of framework for referral of patients for tertiary care | The Strategic Framework for referral of patients for tertiary care is yet to be developed. However, a referral form for TB across borders has been developed and under piloting. TB has been prioritised due to MDR, XDR and the presence of TB in the mines. |
| | Development of policies and strategies for retention of health personnel in the region | The SADC Strategy on Human Resources for Health (2007-2019) was developed and being implemented. An Assessment of Registration, Recruitment, and Employment of Health Professionals within the SADC Region is awaiting finalisation. |
| | Development of health surveillance and information systems for major communicable diseases and re-emerging diseases | A Regional Harmonized Surveillance system for communicable diseases developed; the basis for annual reports on the state of HIV and AIDS, TB and Malaria. Also established are the Supranational |

**Annex 1: RISDP Intervention Areas, Targets and Achievements**

*Revised RISDP*                                                                        *Fourth Draft*

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | Reference Laboratories and Centres of Excellence in Quality Assurance and Human Resource Development in Laboratories. All these policies are still to be operationalized. |
| **Conducive regional environment for social development attained** | Development of a mechanism for coordinating and monitoring the establishment and implementation of social security systems in Member States | A Code on Social Security setting guidelines on provision of social assistance and social allowances and the monitoring and evaluation tool on the Code are in place and under implementation

Charter of Fundamental Social Rights guiding regional programme on employment and labour issues is in place and under implementation

Standards for care and support for orphans and vulnerable children were developed and are under implementation. |
| | Development of framework and guidelines for monitoring and implementation of international conventions, and agreed standards | Codes of conduct to guide member States in addressing challenges on child labour, safe use of chemicals, HIV and AIDS in the world of work and the respective Monitoring and Evaluation Tools were developed and are being implemented and monitored. |
| | Implementation of the Protocol on Combating Illicit Drugs | This sub-area was deprioritised by SADC in 2007. |
| **Dynamic and development oriented culture within the region facilitated** | Development of guidelines and code of conduct for assisting Member States to address problems of drug abuse during cultural/sporting events | This has been delegated for implementation under the SADC principle of subsidiarity. However, progress has been slow due to challenges with finalising arrangements with the subsidiary organisations. |
| | Development of guidelines for implementing the promotion and monitoring of sports recreation polices | This has been delegated for implementation under the SADC principle of subsidiarity. This is being implemented by Zone VI subsidiary organisations. |
| | Development of framework for integrating relevant elements of regional culture into sports | This has been delegated for implementation under the SADC principle of subsidiarity. However, progress has been slow due to challenges with finalising arrangements with the subsidiary organisations |
| **Healthy lifestyles enhanced** | Identification of positive cultural values, attitudes and practices | SADC healthy lifestyle commemoration was launched in 2008 and is being celebrated in SADC Member States as part of disseminating information and promoting positive attitudes and behaviours for good health. |
| | Development of guidelines for improved healthy lifestyles | This fell under Culture, which was deprioritised by SADC in 2007. |
| | Implementation of mechanisms for prevention, | This sub-area was deprioritised by SADC in 2007. |

| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | rehabilitation and treatment against substances of abuse | |
| **Rich, Diverse and Competitive Regional Culture developed** | Development of guidelines for the identification of rich, diverse and competitive regional culture | This has been delegated for implementation under the SADC principle of subsidiarity. However, progress has been slow due to challenges with finalising  arrangements with the subsidiary organisations |
| **Regional Cultural Integration and Identity facilitated** | Identification of common elements for cultural integration and identity in the region | This has been delegated for implementation under the SADC principle of subsidiarity. |
| | Development of guidelines for identification of common elements for cultural integration and identity in the region | This has been delegated for implementation under the SADC principle of subsidiarity. |
| **Equal Opportunities and Conducive Environment for engendered Social Development created** | Mainstreaming Gender in the Programmes of the Directorate (SHD&SP) | Good progress. Mainstreaming has done in regional policy frameworks under SHD&SP. Capacity building and training undertaken in the Directorate as well as in other   Directorates. |
| | Establishment of gender disaggregated database and information system on major components of Social and Human Development | Good progress in all major components of SHD&SP. |
| | Development of guidelines to monitor implementation of gender policies on major components of Social and Human Development | Good progress. Special efforts made to ensure the integration of gender in all Social and Human Development programmes. |
| | Development of Policy Guidelines on the Elimination of gaps between Boys and Girls at all levels of Education and Training | Development of guidelines for engendering curriculum has been initiated. However, more work still needs to be done on domestication at Member States level. |
| **Integrated and Competitive Regional Labour Market developed** | Establishment of a Regional Tripartite System and Structure | Regional Tripartite Forum at both technical and ministerial levels to facilitate policy regional policy formulation, implementation and consolidation of industrial harmony is in place. |
| | Development of framework and guidelines for free movement of Labour in the Region | SADC Employment and Labour protocol with provisions on mobility of labour has been developed and awaits approval by Council. |
| | Development of Regional Evaluation Framework of the monitoring performance in the implementation of productivity programmes, labour and employment policies as well as core conventions, codes and declarations | Developed are the SADC M&E tools for regional policy on child labour, social security, HIV and AIDS, Occupational Safety and Health. Although SADC Member States have achieved 100% ratification of ILO Employment and Labour Conventions, monitoring of domestication remains a challenge for most Member States.

A  Regional Framework on productivity has been developed and |

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| Intervention Area | RISDP Targets 2005-2010 | Achievements |
|---|---|---|
| | | centre of specialisation for productivity improvement has been designated. |
| | Development of Regional Policy and Framework for Retention and Attraction of skilled labour within the region | No progress. This is mainly due to pending finalisation and approval of the Protocol on Employment and Labour. |
| | Development of SADC Protocol on Employment and Labour | The draft Protocol on Employment and Labour produced in 2012. Progress has been slow; the draft Protocol is subject for approval by the Council of Ministers. |
| **Free Flow and Exchange of Information within the SADC Region facilitated** | Mechanism for coordinating and monitoring the implementation of information/ media policies developed | A draft Regional Information Policy was developed |
| | Protocol on Culture, Information and Sport ratified | Achieved, the Protocol on Culture, Information and Sport has been ratified. |
| | Framework for facilitating implementation of International and Regional Conventions, Instruments, declarations on Information/Media issues developed | This sub-area was deprioritised by SADC in 2007. |
| **Appropriate and relevant information available in the SADC Region** | Mechanism for collection, exchange and dissemination of regional information developed | No progress |

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**Poverty Reduction**

| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| The specific objective on Poverty Reduction contributes foremost to the strategic objective on 'Improved human capabilities for socio-economic development' as well as to other strategic objectives which are reproduced below with their corresponding key performance indicators. | | | | | |
| Improved monitoring and analysis of poverty trends in the region | • Harmonised monitoring, analysis and reporting of regional poverty trends<br>• Poverty profiles for SADC Member States developed<br>• Poverty trends baseline data available | | | | Full participation and involvement of all member States<br><br>Harmonisation of national poverty eradication strategies with regional strategies |
| | | Platform for sharing best practices on inclusive business partnerships established and operational<br><br>**Poverty reduction strategies developed and adopted**<br><br>SADC Indicators for tracking poverty and living conditions adopted<br><br>[…] | by 2017<br><br><br><br>**by 2019**<br><br><br>by 2015<br><br><br>[…] | Secretariat Member States<br><br><br>**Secretariat Member States**<br><br>Secretariat Member States<br><br>[…] | |

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| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Harmonised database for poverty profiles and poverty maps for Member States created | by 2016 | Secretariat Member States | |

Note: Member States entail Government, Civil Society and the Private Sector

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**Combating of the HIV and AIDS Pandemic**

| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| The specific objective on HIV and AIDS contributes foremost to the strategic objective on 'Improved human capabilities for socio-economic development' as well as to other strategic objectives which are reproduced below with their corresponding key performance indicators. | | | | | |
| Increased availability and access to quality health and HIV and AIDS services and commodities | • Percentage of young people aged 15-24 who are HIV infected<br>• Percentage of vulnerable and marginalised populations who are HIV infected<br>• Percentage of people with advanced HIV infections receiving antiretroviral therapy<br>• Number of Member States implementing innovative financing mechanisms | | | | Full participation and involvement of all Member States |
| | | Regional HIV and AIDS prevention strategy revised and implemented | by 2017 | Secretariat Member States | |
| | | Vulnerable and marginalised populations benefit from policies, legislation and programmes addressing their prevention needs | by 2020 | Secretariat Member States | |
| | | Cross Border Initiatives on HIV and TB-Co Infection fully implemented | by 2020 | Secretariat Member States | |

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| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Women, men, children and adolescence benefit from harmonized and sustainable strategies policies and programmes for increased access and quality treatment, care and support | by 2020 | Secretariat Member States | |
| | | HIV and AIDS/TB mainstreamed at SADC Secretariat and key sector levels | by 2018 | Secretariat Member States | |
| | | All Member States have in place enhanced capacity and harmonised systems for resource tracking and management | by 2018 | Secretariat Member States | |
| | | Regional, Continental and Global commitments and instruments on HIV and AIDS implemented | by 2020 | Secretariat Member States | |

Note: Member States entail Government, Civil Society and the Private Sector

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**Gender Equality and Development**

| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| The specific objective on Gender Equality and Development contributes foremost to the strategic objective on 'Improved human capabilities for socio-economic development' as well as to other strategic objectives which are reproduced below with their corresponding key performance indicators. | | | | | |
| Improved gender equality and equity at all levels of society in the region | • Number of Member States with harmonized national gender policies and costed National Gender Plans of Action<br>• Level of gender sensitivity of the SADC institutions, policies, and programmes<br>• % of women participation and representation in key political and decision making structures at all levels<br>• Level of awareness, reporting and prosecution on GBV, including on Trafficking in Persons<br>• Level of trade and entrepreneurial programmes targeting women in formal and | | | | Political will and commitment to implement policy measures such as quotas and affirmative action by Member States<br><br>Recognition of the importance of gender mainstreaming and commitments to integrate gender into all sectoral policies<br><br>Commitment to effectively implement legislation on GBV |

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| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | informal sectors<br>• Number of women's specific projects to access credit, financing and capital<br>• Gender Inequality Index | | | | |
| | | National Gender Policies and Plans of Action aligned to the SADC Gender Policy, and Protocol on Gender and Development implemented | by 2020 | Secretariat<br>Member States | |
| | | Gender mainstreaming capacity in the region developed and or strengthened | by 2020 | Secretariat<br>Member States | |
| | | SADC progress towards the achievement of gender parity   at all levels monitored | by 2020 | Secretariat<br>Member States | |
| | | Implementation of the SADC Gender-Based Violence and 10-Year SADC Strategic Plan of Action on combatting Trafficking in Persons, especially Women and Children (2009-2019) monitored | by 2020 | Secretariat<br>Member States | |
| | | Regional multi-dimensional programmes for women's economic empowerment programme developed and implemented | by 2020 | Secretariat<br>Member States | |
| | | SADC Gender Monitor on the implementation of the SADC Protocol on Gender and Development produced | Biennially | Secretariat<br>Member States | |

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Note: Member States entail Government, Civil Society and the Private Sector

**Science, Technology and Innovation**

| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| The specific objective on Science, Technology and Innovation contributes foremost to the <u>strategic objective</u> on 'Improved human capabilities for socio-economic development' as well as to other strategic objectives which are reproduced below with their corresponding key performance indicators. | | | | | |
| Enhanced application of science, technology and innovation <u>to support</u> **the industrialization strategy and other** <u>priorities of regional integration</u> | • […]<br>• Number of Public Private Partnership (PPP's) Investment opportunities negotiated and **leveraged** to support STI and R&D Infrastructure development in the region<br>• Number of Member States who have increased expenditure on GDP for R&D by 1%<br>• Number of regional research, innovation and technology transfer programmes identified and implemented to support the industrialization Strategy<br>• **Number of Member States who have Innovation Policies and Instruments in place to support national and regional industrial development** | | | | Commitment of Member States to ratify and domesticated the Protocol<br><br>Interest from Private and Public sectors to support STI and R&D infrastructure development in the region |

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| | | | | | |
|---|---|---|---|---|---|
| | **• Regional Monitoring and Evaluation Framework for STI developed**<br>**• Regional STI Capacities developed**<br>**• Promotion of Women in Science, Engineering and Technology**<br>**• Regional STI Funding mechanism/instrument established and operational** | | | | |
| | | Protocol on Science, Technology and Innovation **ratified,** domesticated and implemented | by 2020 | SADC Secretariat Member States | |
| | | SADC STI Strategic Plan 2015-2020 implemented | by 2020 | SADC Secretariat Member States | |
| | | Regional Guidelines on Intellectual Property Rights developed and implemented | by 2020 | SADC Secretariat Member States | |
| | | Public Private Partnership opportunities negotiated and implemented to support STI and R&D Infrastructure development in the region | by 2020 | SADC Secretariat Member States | |
| | | **Regional Centres of Excellences and Networks in key priority areas of STI established, strengthen and functional in support of the RISDP priorities** | **by 2020** | **SADC Secretariat Member States** | |
| | | Regional programmes to facilitate | by 2020 | SADC Secretariat | |

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| | | | | |
|---|---|---|---|---|
| | | research, innovation and technology transfer established and implemented | | Member States |
| | | Regional Portal on STI established and operational | by 2018 | SADC Secretariat Member States |
| | | **Regional STI awareness, promotion and advocacy programmes established and implemented** | **by 2020** | **SADC Secretariat Member States** |
| | | Regional Charter on Women in Science, Engineering and Technology approved and implemented | by 2020 | SADC Secretariat Member States |
| | | Regional STI Capacities in the region developed and strengthened | by 2020 | SADC Secretariat Member States |
| | | **International, continental and regional policy frameworks and strategies domesticated and implemented** | **by 2020** | **SADC Secretariat Member States** |
| | | Monitoring and Evaluation programme on STI developed and implemented | by 2020 | SADC Secretariat Member States |

Note: Member States entail Government, Civil Society and the Private Sector

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**Private Sector**

| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| The specific objective on the Private Sector contributes foremost to the strategic objective on 'Sustainable industrial development, trade integration and financial cooperation' as well as to other **strategic objectives which** are reproduced below with their corresponding key performance indicators. | | | | | |
| Improved involvement of private sector in regional integration | • Number of active Public Private Partnerships (PPPs)<br><br>• **Rating of SADC Member States on the ease of Doing Business and Competitiveness Indices** | | | | Existence of space and conditions for active participation of private sector in regional integration agenda |
| | | **Regional Private Sector Partnership and Collaboration developed and implemented**<br><br>SADC policy framework for Public Private Dialogue (PPD) developed<br><br>Regional Strategy on Inclusive Business developed and implemented<br><br>Institutional mechanism for the engagement of **the** private sector developed<br><br>Regional Competitiveness and Business Climate Surveys implemented | **by 2016**<br><br><br>by 2016<br><br><br>by 2017<br><br><br>by 2016<br><br><br><br>by 2017 | Secretariat Member States<br><br>Secretariat Member States<br><br>Secretariat Member States<br><br>Secretariat Member States | |

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Note: Member States entail Government, Civil Society and the Private Sector

**Statistics**

| Immediate outcome | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| The specific objective on Statistics contributes foremost to the strategic objective on 'Improved human capabilities for socio-economic development' as well as to other strategic objectives which are reproduced below with their corresponding key performance indicators. | | | | | |
| Improved quality of regional statistics | • Existence of regional statistics based on comparable data produced by Member States using agreed guidelines and manuals<br>• Number of Member States publishing statistics based on applicable international standards and frameworks using best practice<br>• Number of Member States using regional legal framework to implement regional programmes<br>• Number of Member States regularly conducting sample surveys and census to gather requisite statistical data and indicators<br>• Number of Member States using latest technological innovations for statistics development | | | | Capacity of Member States to agree on common standards, sources, and methods suited for the region<br><br>Commitment and capacity of Member States to plan and execute sample surveys and censuses<br><br>Growing and relatively high penetration rate of technological advancements and internet facilities. |
| | | Capacity building of core staff on concepts and definitions, standards, classifications and frameworks for | by 2016 | Member States Secretariat | |

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| | | | | |
|---|---|---|---|---|
| | | regional statistics conducted | | |
| | | Manuals and guidelines for production of the standardized and harmonized statistics developed | by 2017 | Member States Secretariat |
| | | Agreed frameworks and common statistical standards and methods adapted to regional circumstances to facilitate harmonization of statistics implemented | by 2018 | Member States Secretariat |
| | | Policy and legal framework for the coordination of regional statistics developed and implemented | by 2020 | Member States Secretariat |
| | | User-producer forum at regional level to promote key stakeholder participation in regional statistical activities established | by 2018 | Member States Secretariat |
| | | State of the art innovations in Information, Communications, and Technology (ICT) for statistical development in the region harnessed | by 2020 | Member States Secretariat |

Note: Member States entail Government, Civil Society and the Private Sector

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**Industrial Development and Market Integration**

| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| Strategic objective: Sustainable industrial development, trade integration and financial cooperation<br><br>Key Performance Indicators:<br>• **% share of manufactured goods in total exports**<br>• **% growth in manufacturing**<br>• **% growth of employment in manufacturing**<br>• **% growth in credit to the manufacturing sector**<br>• **Number of registered patents on new products**<br>• Rate of growth in intra-SADC trade<br>• % SADC share of total global trade<br>• **% growth in cross border capital flow** | | | | | |
| Increased regional value chains and value addition for agricultural and non-agricultural products | Number of regional value chains and value added products produced in the priority sectors | | | | There is a convergence and strong interest among Member States to develop strategies and action plans for industrial development |
| | | Regional Industrialisation Strategy and Roadmap developed<br><br>Regional agriculture and non-agriculture value chain and value addition strategies in selected sectors developed **and implemented** | by 2015<br><br>by 2020 | Member States Secretariat<br><br>Member States Secretariat | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | **Policies and Strategies** for exploitation industrial development opportunities in cooperation with other regions developed **and implemented** | by 2018 | | |
| | | Regional industrial centres of excellence for selected priority sectors identified and implemented | by 2020 | | |
| | | **Model legislation and regulation for intra-SADC processing and value addition for mineral products developed and implemented** | **by 2017** | | |
| | | Regional skills forecasting model to guide future training programmes for industrialisation developed | by 2016 | | |
| | | Protocol on Industry developed, approved and operationalized (signed, ratified and enforced) | by 2020 | | |
| | | Strategy for leveraging Regional Infrastructure Development Master Plan (RIDMP) to catalyze industrial development completed and operationalised | **by 2018** | | |
| Consolidated SADC FTA | • Number of Member States which have completed tariff-phase downs<br>• Number of NTBs reported and resolved<br>• Number of services sectors | | | | Challenges for accession and compliance with STP faced by Member states are satisfactorily |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | covered in offers<br>• Number of offers submitted | | | | addressed;<br>Strong political will to achieve the FTA goals |
| | | **Accession to the Protocol on Trade by remaining Member States** | **by 2020** | Member States Secretariat | |
| | | SADC Rules of Origin reviewed | by 2019 | | |
| | | **Timely resolution of NTBs as are reported** | by 2020 | | |
| | | Regional Trade Development and Promotion Framework developed and implemented | by 2018 | | |
| | | Regional Trade facilitation programme developed and implemented | by 2020 | | |
| | | Customs operations in Member States modernized and harmonized | by 2020 | | |
| | | Implementation of the Protocol on Trade monitored | Annually | | |
| | | Capacity of Member States to develop competition policies and law strengthened | by 2020 | | |
| | | **Negotiations on services in six priority sectors completed** | **by 2015** | | |

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*Revised RISDP*                                                                                                 *Fourth Draft*

| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | **Protocol on Trade in Services ratified and implemented** | **by 2020** | | |
| | | Additional sectors (phase 2) for negotiations identified | by 2020 | | |
| | | **Implementation of Trade in Services Protocol monitored** | **Annually, starting 2020** | | |
| | | Regional **SQAM** Infrastructure strengthened | by 2020 | | |
| | | Regional Sanitary and Phytosanitary (SPS) Regulatory Agencies strengthened | by 2020 | | |
| | | SADC Aid for Trade Strategy developed and implemented | by 2017 | | |
| | | <span style="color:red">Simplified cross border trading regime developed and implemented</span> | <span style="color:red">by 2018</span> | | |
| Enhanced Tripartite FTA regime | • Number of SADC Member States that have acceded to TFTA | | | | |
| | | Tripartite FTA Agreement signed and ratified | by 2016 | Member States Secretariat | |
| Increased Intra-Africa Trade | • Percentage change in intra-continental trade | | | Member States Secretariat | |
| | | Regional Implementation Plan for BIAT developed and implemented | by 2015 | Member States Secretariat | |
| Enhanced macro- | • Number of Member States | | | | Strong political |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| economic environment | that have achieved the set targets for primary indicators | | | | and convergence to implement the FIP |
| | | Member States performance on Macroeconomic Convergence Programme reviewed | Annually | Member States Secretariat | |
| Improved financial market systems and monetary cooperation | • Number of Member States using SADC Integrated Regional Electronic Settlement System (SIRESS)<br>• Existence of mechanisms on Anti-Money Laundering/ Combating the Financing of Terrorism (AML/CFT) | | | | |
| | | Implementation of the Protocol on Finance and Investment monitored | by 2020 | Member States Secretariat | |
| | | Strategy for Financial sector deepening developed, implemented and monitored | by 2020 | | |
| | | Mechanism for monitoring liberalisation of the current and capital account developed | by 2016 | | |
| | | Financial and capital markets regulatory frameworks developed | by 2018 | | |
| | | SADC Regional Development Fund operationalised (signed, ratified and in force) | by 2020 | | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | **Model** Regulatory and legal **framework** for DFIs  based on **Prudential Standards, Guidelines and Rating System (PSGRS) developed** | by **2017** | | |
| | | Strategy for financial inclusion developed, implemented and monitored | by 2020 | | |
| | | AML/CFT laws harmonised | by 2020 | | |
| Improved intra-regional and foreign direct investment | • Ratings of Member States on **ease of doing business and global competitiveness indices**<br>• Levels of investment inflows<br>• Number of PPPs | | | | There is a consensus and common strategy to improve the region's investment environment |
| | | Regional Action Programme on Investment (RAPI) developed  and operationalised | by 2017 | Member States Secretariat | |
| | | Regional policy, legal and institutional framework for PPPs developed and implemented | by 2020 | | |
| | | Frameworks for effective cooperation in taxation and related matters developed | by 2018 | | |
| Enhanced progress for deepening regional integration | • Extent and timeliness for attainment of set targets for deepening regional integration | | | | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Assessment of progress on regional integration in line with timelines for activities towards the SADC Customs Union conducted | by 2016 | Member States Secretariat | |
| | | Industrial development pillar of the tripartite finalised | TBA | | |

Note: Member States entail Government, Civil Society and the Private Sector

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**Infrastructure Support for Regional Integration**

| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| Strategic objective: Improved and integrated regional infrastructure<br><br>Key Performance Indicators:<br>• Transport cost<br>• Number of inhabitants with access to potable water<br>• Number of subscriptions per hundred inhabitants (tele-density)<br>• Capacity of new supply to meet regional electricity demand<br>• % of SADC share of world market tourism<br>• Improved efficiency in prediction of weather<br>• Number of adverse climatic events predicted timely | | | | | |
| Harmonised strategies, policies and regulatory framework for development of cross-border infrastructure and services | • Harmonised Cyber Security Regulatory Framework approved<br>• Number of Member States with harmonised energy policies and strategies<br>• Harmonised Tourism laws implemented in at least 5 Member States<br>• Multilateral cross border road transport agreement ratified by at least 6 of the mainland Member States<br>• Number of Tripartite harmonised policies and programmes developed and implemented in SADC<br>• A regional framework for climate change adaptation in Water Resources, | | | | Member states domesticate regional agreements |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | planning, development and Management adopted<br>• 5 Shared River Basin Management Strategies/Plans adopted | | | | |
| | | Cyber Security Regulatory Frameworks **Computer Emergency Response Teams (CERTS) and Public Key Infrastructure (PKI)** harmonized and implemented | by 2018 | Secretariat and Member States and CRASA | |
| | | SADC Harmonised Model **ICT Policies, standards, strategic and Regulatory Frameworks** implemented | by 2020 | Secretariat and Member States | |
| | | SADC Roadmap for Digital Broadcasting Migration and Post Digital Terrestrial Television (DTT) **Migration implemented** | by 2020 | Secretariat and Member States | |
| | | SADC Renewable Energy Strategy and Action Plan is implemented in all Member States | by 2019 | Secretariat and Member States | |
| | | SADC Protocol on Energy **revised** | by 2020 | Secretariat and Member States | |
| | | Harmonised Tourism laws based on the Growth and Development Strategy (2013) implemented | by 2020 | Secretariat and Member States | |
| | | Multilateral cross border road transport agreement developed and adopted | by 2018 | Secretariat and mainland Member States | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Vehicle Load Management Initiative (VLMI) implemented **by all Member States** | by 2020 | Secretariat and Member States | |
| | | Policy standards, strategic and regulatory frameworks of regional **transport** infrastructure networks adopted **and implemented** | by 2020 | Secretariat and Member States | |
| | | Maritime Corridors Strategy for Oceanic Member States developed **and implemented** | by 2020 | Secretariat and Member States | |
| | | […] | […] | […] | |
| | | **Regional water climate change adaptation strategy integrated in the intersectoral SADC framework and the components supporting Disaster Risk Reduction (DRR) implemented** | by 2020 | Secretariat, Member States and RBOs | |
| | | Shared River Basin Management Strategies/Plans **adopted in at least 3 RBOs by 2020** | by 2020 | Secretariat and Member States | |
| | | **Guidelines for implementation of the Protocol on Shared Watercourses developed** | **by 2018** | **Secretariat and Member States** | |
| | | **Standards for improved water quality and control of alien aquatic weeds at national and Transboundary level developed** | **by 2020** | **Secretariat and Member States** | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Awareness and communication on the **Integrated Water Resources Management and Development (IWRMD)** and its contribution to regional development coordinated | by 2020 | Secretariat and Member States | |
| | | **Regional** and National Climate Services strengthened to be compliant to international standards and practices | **by 2020** | **Secretariat and Member States** | |
| Enhanced integrated infrastructure and networks | • Quality of integrated infrastructure<br>• Adequacy of integrated infrastructure and networks<br>• Number of RIDMP projects implemented within the STAP period<br>• 1 Regional Internet Exchange Point established<br>• National internet Exchange Point established in all Member States<br>• Number of Member States migrated to Digital Terrestrial Television (DTT)<br>• Level of new generation capacity commissioned<br>• Level of transit times on cross border trips | | | | Adequate Resources are mobilized for project development and construction<br><br>The Project Preparation and Implementation Unit continues to operate<br><br>PPDF and other funding mechanism are operationalized.<br><br>Member States pass and implement PPP |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | • Frequency of timely production of weather and climate products<br>• Level of access to potable water for selected border communities<br>• Level of water storage to support economic developments | | | | enabling policies and laws<br><br>Requisite legal instruments and governance structures for managing cross border projects are signed and implemented<br><br>Member states domesticate regional agreements |
| | | RIDMP Short Term Action Plan implemented **and Implementation of RIDMP Medium Term Action Plan commenced** | **by 2018** | Secretariat, Member States, Subsidiary Institutions and other partners | |
| | | Integrated satellite systems to augment terrestrial networks for redundancy and enhanced access implemented | by 2020 | Secretariat, Member States **and SATA** | |
| | | **Broadband interconnectivity** in the SADC region strengthened and implemented | by 2020 | Secretariat, Member States and SATA | |
| | | a. Regional Internet Carriers and Regional Internet Exchange Points established | by 2020 | | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | b.  National internet Exchange Point established <u>in all</u> <u>Member States</u> | by 2018 | | |
| | | **Planned** Electricity Generation and Transmission Expansion **Capacity** implemented | by 2020 | Secretariat, Member States | |
| | | Weather observatory network **systems** deployed | by 2020 | Secretariat, Member States | |
| | | **Border Post** improvement **policy, projects and programme implemented on the priority borders** | by 2018 | Secretariat, Member States | |
| | | Transboundary water supply and sanitation infrastructure **implemented** | by 2020 | Secretariat, Member States | |
| Improved capacity for construction, maintenance and operation of regional infrastructure and services | • Number of River Basin Organisations established and operational<br>• Number of Centres of Excellence established per infrastructure sector<br>• Number of regional regulatory bodies established in transport and energy sectors<br>• Number of Member States with energy sector regulatory agencies<br>• Number of River Basin Organisations established | | | | RIDMP is implemented<br><br>Governance instruments for joint management of common regional institutions are signed and implemented |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | and operational | | | | |
| | | Inter-country Institutional arrangements for coordination and implementation of the RIDMP STAP and MTAP operationalised | by 2020 | Secretariat, Member States and subsidiary institutions and other partners | |
| | | Regional Centres of Excellence for research and training in ICT, Meteorology, Water and Energy sectors established and or strengthened **in line with the provisions of the Protocol on Education and Training** | by 2020 | | |
| | | Regional energy sector-wide regulatory framework developed | by 2018 | | |
| | | SADC Aviation Safety Organization (SASO) established and operationalised | by 2016 | | |
| | | Institutional capacity of the SADC river basin organizations strengthened | by 2020 | | |
| Increased access and affordability to infrastructure and services | • Electricity Tariff levels<br>• Number of Member States with rural energy structures<br>• Level of access to ICT technologies and services<br>• Number of improved and cost effective services provided by the postal | | | | Member states domesticate regional agreements |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | sector <br> • **Number of Member States with rural energy structures** <br> • Timely release of forecasts for better planning for DRR and agricultural production | | | | |
| | | SADC Broadband Policy Framework developed **and implemented in at least 12 Member States** | by 2020 | Secretariat, Member States and subsidiary institutions and other partners | |
| | | E-post concept **(automation of postal systems, public Internet access, electronic funds transfers and e-Government services)** implemented to liberalise and modernise postal services **in at least 12 Member States** | by 2020 | | |
| | | Cost **based** mobile roaming tariffs implemented in the SADC Region | by 2020 | | |
| | | Cost **reflective electricity** tariffs developed | by 2020 | | |
| | | **Institutions dedicated to rural electrification established** | **by 2020** | | |
| | | Capacity of Member States experts to generate and disseminate climate outputs strengthened | by 2020 | | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Integrated Regional Early Warning System strengthened | by 2020 | | |
| Increased competitiveness and liberalisation of regional markets for energy, ICT, transport and tourism | • Number of Member States with e-Commerce platforms<br>• Number of tourist arrivals in the UNIVISA Pilot countries<br>• Level of transport operating costs among the participants on the Pilot Road Transport Management Self-Regulation Project on the North South Corridor | | | | Member states domesticate regional agreements |
| | | UNIVISA pilot stage implemented in six Member States [five of them from the Kavango-Zambezi Transfrontier Conservation Area (KAZA-TFCA)]<br><br>Tripartite Joint Competition Authority for overseeing the implementation of the Yamoussoukro Decision **on the Liberalisation of Access to the Air Transport Markets** operationalised<br><br>SADC ICT Observatory developed and operational<br><br>Framework for implementation of SADC Upper Airspace Control Centre (UACC) Project adopted | by 2020<br><br><br><br>by 2020<br><br><br><br>by 2020<br><br><br>by 2020 | Secretariat, Member States and subsidiary institutions and other partners | |

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Note: Member States entail Government, Civil Society and the Private Sector

**Agriculture, Food Security and Natural Resources**

| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| Strategic objective: Improved human capacities for socio-economic development<br><br>Key Performance Indicators:<br><br>● Volume and value of agricultural production (crops, livestock, fisheries, forestry)<br>● Agricultural production per unit of scarce resource (t/ha, livestock units/ha, etc)<br>● Number of people requiring food aid<br>● Human Development Index | | | | | |
| Increased production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region<br><br>(Note: This outcome is directly linked to the strategic objective related to Priority A, but for operational reasons, they are placed under this | ● SADC crop, livestock, forestry, wildlife, fisheries and aquaculture production and productivity (value, yield and volume)<br>● Intra and inter-regional trade for agricultural and natural resources products (value and volume)<br>● Contribution of agricultural value chains to industry<br>● Contribution to food and nutrition security | | | | Member States are committed to domesticate RAP and other harmonized policies and programmes on agricultural development |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| intervention area) | | | | | |
| | | Regional Agricultural Policy **(RAP) Investment** Plan developed and implemented | by 2017 | Secretariat and Member States | |
| | | Strategies and programmes for improving the availability and access to land, and agricultural inputs developed, operationalized and implemented | by 2019 | Secretariat and Member States | |
| | | Strategies to increase production, productivity and competiveness of crops, livestock, fisheries, forestry and wildlife developed and implemented | by 2020 | Secretariat and Member States | |
| | | Regulatory frameworks for transboundary **movement, handling and use** of GMOs and Living Modified Organisms (LMOs) developed and implemented | by 2020 | Secretariat and Member States | |
| | | Agricultural development institutions and Centres of Excellence/Specialization strengthened | by 2020 | Secretariat and Member States | |
| Increased market access for agricultural products (crops, livestock and natural resources)  (Note: This outcome is directly linked to | Volume of agricultural products accessing regional and international markets | | | | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| the intermediate outcome related to Priority A, but for operational reasons, they are placed under this intervention area) | | | | | |
| | | Guidelines for handling, storage and processing for agricultural and natural resources products developed | by 2020 | Secretariat | |
| | | Agricultural market information system developed | by 2018 | Secretariat | |
| | | Best practices on value addition shared and promoted | by 2020 | Secretariat | |
| Enhanced sustainable management of natural resources (fisheries, forestry and wildlife) in the region | • Forest under sustainable management (ha)<br>• Rate of deforestation<br>• Wildlife production (numbers and value)<br>• Rate of depletion of fisheries<br>• Incidences of Illegal<br>• Unregulated and Unreported fishing<br>• Incidences of poaching | | | | Member States domesticate Protocols on Fisheries, Forestry and Wildlife Conservation and Law Enforcement |
| | | Natural resources management interventions under RAP,  Protocols on Fisheries, Forestry and Wildlife Conservation and Law Enforcement domesticated | by 2020 | Secretariat and Member States<br><br>Secretariat and | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Programmes on Fisheries, Forestry and Wildlife and Trans-Frontier Conservation Areas (TFCAs) implemented | by 2020 | Member States | |
| | | SADC Best Practice Guidelines for TFCAs developed | by 2020 | Secretariat and Member States | |
| | | Anti-poaching strategy developed | by 2020 | Secretariat and Member States | |
| Enhanced sustainable management of environment for socio-economic development in the region | • Biodiversity loss<br>• Greenhouse gas emissions<br>• Pollution and waste management | | | | Member Sates domesticate Legal Environment Instruments and implement various MEAs |
| | | SADC Regional Blue and Green Economy **Strategies and Action Plans** developed | by 2020 | Secretariat and Member States | |
| | | Environmental management interventions under the Protocol on Environment domesticated | by 2019 | Secretariat and Member States | |
| | | **Monitoring Framework for Sustainable Development Goals (SDGs) developed and implemented** | **by 2017** | **Secretariat and Member States** | |
| | | **Implementation of programmes on Climate Change, Biodiversity, Waste Management, Sustainable Development, Sub-Regional Strategy** | by 2019 | Secretariat and Member States | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | **at Combating Desertification and SADC Land Reform Support Facility supported and monitored** | | | |
| | | […] | […] | […] | |
| | | […] | […] | […] | |
| | | **Southern Africa Environment outlook, thematic outlook reports, Environmental Assessment guidelines and standards developed** | by 2019 | Secretariat and Member States | |
| | | **Implementation of Environment Multilateral Agreements (MEAs) (UNFCCC, CBD,CCD, RAMSAR, CITES etc.)) coordinated and facilitated** | by 2020 | Secretariat and Member States | |
| Reduced social and economic vulnerability in the context of food and nutrition security | • Number of people in need and getting food or income support; <br> • Cereal deficit/import ratio; <br> • Food deficit/reserve ratio; <br> • Rate of malnutrition | | | | All Member States continue institutionalizing Early Warning Units and NVCs |
| | | SADC Food and Nutrition Security **Strategy implemented** | by 2018 | Secretariat and Member States | |
| | | Feasibility study on the establishment of a Regional Food Financial Reserve Facility undertaken | by 2017 | Secretariat and Member States | |
| | | Early warning units and National Vulnerabilities Committees (NVCs) in | by 2017 | Secretariat and Member States | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | all Member States **functional** | | | |
| | | Agricultural Information Management System developed and implemented | by 2017 | Secretariat and Member States | |
| Enhanced conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations | <ul><li>Species, genetic and ecosystems diversity</li><li>Number of Member States conserving genetic materials</li><li>Threatened plants maintained in their natural habitat</li></ul> | | | | Member States institutionalize the conservation of plant genetic resources |
| | | Sustainability Plan for Regional Plant Genetic Resource Centre implemented | by 2017 | SPGRC | |
| | | Conservation and utilization of plant genetic resources strengthened and promoted (through a programme on Enhancing Capacities for Conservation and Sustainable Utilization of plant genetic resources for food and agriculture) | by 2020 | SPGRC | |
| | | Conservation of animal genetic resources promoted | by 2020 | SPGRC, Other Institutions | |

Note: Member States entail Government, Civil Society and the Private Sector.

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**Social and Human Development**

| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| Strategic objective: Improved human capacities for socio-economic development<br><br>Key Performance Indicators:<br>• Life expectation at birth<br>• Decent standard of living (Gross National Income per Capita)<br>• Employment/unemployment rates among youth and women<br>• Level of adult and youth literacy<br>• Level of participation of youth in development | | | | | |
| Increased access to quality and relevant education and skills for industrial development and other areas for social and economic integration and development | • Number of Member States who have national qualifications frameworks that are aligned to the Regional Qualifications Framework<br>• Number of Member States implementing national TVET qualifications referenced to the Regional TVET Qualifications<br>• Number of Member States implementing the Regional ODL Strategic Plan and utilising ODL in their delivery of education and skills development<br>• Number of Member States that have established equivalencies critical occupations necessary for | | | | Member States and Higher Education Institutions are willing to reference their NQFs and subsector qualifications framework as well as their qualification standards<br><br>Participation of all Member States and other stakeholders<br><br>Commitment of Member States to domesticate |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | industrial and infrastructure development<br>• Drop-out rates<br>• Progression rates<br>• Number of institutions established and operating as Centres of Specialisation and Centres of Excellence in priority areas for industry development and socio-economic integration<br>• Number and type of research studies undertaken that contribute to enhanced industrialization | | | | and implement<br><br>Availability of capacity at the SADC Secretariat and Member States |
| | | Regional Qualifications Frameworks (RQF in TVET and Health) approved and implemented | by **2017** | Secretariat Member States | |
| | | Strategies and programmes for increasing access and reduction of attrition rates in the education systems developed and implemented | by 2020 | Secretariat Member States Higher Education institutions | |
| | | Centres of Specialisation and Centres of Excellence in priority sectors for industrial and infrastructure development as well as other sectors for regional cooperation and integration established, strengthened and fully operational | by 2020 | Secretariat Member States Higher Education institutions<br><br>Secretariat | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Policy framework and guidelines for facilitating the movement of students, academics and researchers developed, domesticated and implemented | by 2020 | Member States Higher Education institutions | |
| | | Regional Database or Portal reflecting the supply and demand education and training to labour requirements developed and implemented | by 2020 | Secretariat Member States | |
| | | SADC Protocol on Education and Training, global Commitments such as the AU Second Decade of Education, EFA and Post 2015 and regional policy and strategic frameworks domesticated and implemented | by 2020 | Secretariat Member States Training institutions | |
| | | Regional Human Resource Skills Development Plans for key sectors in priority A, B and C and other areas for social and economic integration and cooperation developed | by 2020 | | |
| Enhanced employment creation, labour relation, labour market information and labour productivity for industrial development **and regional integration** | • **Number of Member States embracing social dialogue for industrial harmony** <br><br> • **Number of workers' and employers' in key sectors of industrialisation sensitised on principles of Productivity** | | | | Full participation of tripartite social in all Member States and other key stakeholders |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | • **Number of Member States with functional Labour Market information Systems to support industrialisation and regional integration**<br><br>• **Number of Member States implementing SADC labour migration policy framework to facilitate movement of labour to support industrial development across the region.**<br><br>• **Percentage of population in decent employment in the region**<br><br>• **Number of Member States implementing SADC Youth Employment Promotion Policy**<br><br>• **Percentage of youth in employment disaggregated by sex**<br><br>• **Percentage of women in employment** | | | | |
| | | Cross border portability of social protection instruments developed and | by **2018** | Secretariat Member States, | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | operationalized | | Social Partners | |
| | | SADC Decent Work programme **(2013/2019)** implemented**, monitored and reviewed** | by **2020** | Secretariat Member States, Social Partners | |
| | | **Minimum standards on  Social protection for youth implemented** | **by 2020** | **Secretariat Member States, Social Partners** | |
| | | SADC Youth Employment Promotion Policy and Strategic Plan approved, implemented and monitored | by 2019 | Secretariat Member States, Social Partners | |
| | | SADC Labour Market Information Systems **(LMIS)** implemented and monitored | by 2020 | Secretariat Member States, Social Partners | |
| | | SADC Labour Migration Policy Framework approved and implemented within the broad context of facilitation of movement of persons | by 2020 | Secretariat Member States, Social Partners | |
| | | Centres of Specialisation and Centres of Excellence in key sectors of regional cooperation and integration (including productivity) established, strengthened and  operational | by 2020 | Secretariat Member States, Social Partners | |
| | | SADC  Employment  and  Labour Protocol,  global,  continental  and regional  commitments  domesticated and implemented | by 2020 | Secretariat Member States, Social Partners | |

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| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| Increased availability and access to quality health and HIV and AIDS services and commodities | • Number of Member States domesticating and implementing Strategies, Guidelines and Standards for the prevention and control of diseases of public health importance in the Region<br>• Percentage of under five children with malnutrition<br>• Percentage of national annual budget committed to the health sector<br>• Number of Member States using pooled procurement mechanism for essential medicine and commodities | | | | Full participation and involvement of all Member States |
| | | Strategies, guidelines and standards for the prevention and control of diseases of public health concerns developed, updated, approved and implemented | by 2020 | Secretariat Member States | |
| | | Strategies, guidelines and standards on Maternal, Child, Adolescent and Safe Motherhood developed and implemented | by 2020 | Secretariat Member States | |
| | | Strategies and guidelines for six different pillars of Health Systems strengthening approved and continue to be implemented | by 2020 | Secretariat Member States | |
| | | Regional, Continental and Global | by 2020 | Secretariat | |

## Annex 2: Draft Results Framework Revised RISDP 2015-2020

| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | commitments and instruments on health domesticated and implemented | | Member States | |
| | | Pooled procurement and Regional production mechanism approved and implemented | by 2018 | Secretariat Member States | |
| | | Regional Production of Essential Medicines and Health Commodities established and functional | by 2020 | Secretariat Member States | |
| | | Framework on African Traditional Medicine adopted and implemented | by 2020 | Secretariat Member States | |
| | | Regional surveillance/ Monitoring and Evaluation Framework with key indicators developed and implemented | by 2016 | Secretariat Member States | |
| Enhanced development, empowerment and participation of youth in all aspects of social-economic development and regional integration | • Number of Member States that have domesticated SADC Declaration on youth development and empowerment<br>• Number of Member States, implementing SADC social protection standards for youth<br>• Number of youth-led and focused organisations and initiatives that meet agreed upon standards for leadership and participation<br>• Number of Member States | | | | Member States (Government, COS and Private Sector) invest in policies & programmes that target most vulnerable & address inequality<br><br>Conducive environment for economic growth and jobs creation |

**Annex 2: Draft Results Framework Revised RISDP 2015-2020**

*Revised RISDP*                                                                                          *Fourth Draft*

| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | that effectively report on a set of SADC indicators for youth development | | | | |
| | | Declaration on youth development and empowerment developed and implemented | by 2020 | Secretariat Member States Youth organisations | |
| | | Youth **innovation and entrepreneurship development and productivity** guidelines and models developed and implemented | by 2017 | Secretariat Member States Youth organisations | |
| | | SADC TVET Strategy revised with respect to youth development and empowerment | by 2020 | Secretariat Member States Youth organisations | |
| | | Minimum standard social protection for youth implemented | by 2020 | Secretariat Member States Youth organisations | |
| | | Preferential programmes to empower out-of-school youth established and implemented | by 2018 | Secretariat Member States Youth organisations | |
| | | Capacity of Member States (youth sector) on Minimum Standards for HIV/SRH Integration strengthened | by 2020 | Secretariat Member States Youth organisations | |

**Annex 2: Draft Results Framework Revised RISDP 2015-2020**

| Immediate outcomes | Key performance indicators | Targeted outputs | Time-frame | Responsible | Key assumptions |
|---|---|---|---|---|---|
| | | Programmes, standards and guidelines for youth leadership development and participation established and implemented | by **2020** | Secretariat Member States Youth organisations | |
| | | Structures and systems for coordinating youth participation established and implemented | by 2016 | Secretariat Member States Youth organisations | |
| | | Centres of Specialisation on youth leadership development and capacity building on key aspects of industrial development established | by 2019 | Secretariat Member States Youth organisations | |
| | | Research, monitoring, evaluation and reporting agenda on global, continental and regional commitments on youth developed and implemented | by 2016 | Secretariat Member States Youth organisations | |

Note: Member States entail Government, Civil Society and the Private Sector.

**Annex 3: Proposed Road map for the development of SADC Vision 2050**

**Annex 3: Proposed Road map for the development of SADC Vision 2050**

| Targeted outputs | Time-frame |
|---|---|
| 1. Draft Concept Note/Terms of Reference to, among others, determine budgetary implications developed and submitted to Council | August  2015 |
| 2. Panel of Eminent Persons from the region to guide the development of the long-term Vision established and functional | March  2016 |
| 3. Task Force comprising Senior Experts from the region and the SADC Secretariat to coordinate the technical, logistical and organizational aspects for the development of the long-term Vision established and operational | August 2016 |
| 4. First Draft SADC Vision 2050 developed | August 2017 |
| 5. Consultations and validation of First Draft SADC Vision at national and regional levels conducted | August 2018 |
| 6. Draft SADC Vision 2050 submitted to Council for approval | August  2019 |

**Glossary**

**Glossary**

**To be inserted**