



**2022-2023 Review of Implementation of the SADC RISDP 2020-2030: A Social Accountability Perspective**

Paper presented at the

3<sup>rd</sup> Regional Dialogue for Non-State Actors on the SADC RISDP 2020-2030

*Accelerating SADC's Development through the Socially Accountable Generation and Use of Public Resources*

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# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	3
1.0 INTRODUCTION AND BACKGROUND .....	9
2.0 OBJECTIVES, METHODOLOGY AND SCOPE OF THE REVIEW .....	11
3.0 FINDINGS.....	11
3.1 FOOD AGRICULTURE AND NATURAL RESOURCES .....	12
3.2 HEALTH AND NUTRITION .....	14
3.3. HIV/AIDS/SRHR .....	18
3.4 EDUCATION AND SKILLS DEVELOPMENT .....	20
3.5 EMPLOYMENT AND LABOUR .....	21
3.6 YOUTH DEVELOPMENT AND EMPOWERMENT .....	22
3.7 CROSS CUTTING ISSUES: CLIMATE CHANGE .....	23
3.8 WOMEN, GENDER AND DEVELOPMENT .....	24
3.9 DISASTER RISK REDUCTION (DRR).....	26
3.10 GENERATION OF RESOURCES FOR DEVELOPMENT .....	27
3.11 EVIDENCE AND LEARNING: STATISTICS AND, MONITORING, EVALUATION, REPORTING AND LEARNING (MERL) .....	30
3.12 COMMUNICATION AND VISIBILITY .....	32
4.0 IMPLICATIONS FOR SOCIAL ACCOUNTABILITY.....	33
5.0 CHALLENGES AND OPPORTUNITIES.....	36
6.0 CONCLUSIONS AND RECOMMENDATIONS.....	37

## ANNEXURE:

1. SADC (2023) Revised Consolidated RISDP 2020-2030 Implementation Matrix
2. SADC (2023) Prioritised Projects for the RISDP 2020-2030

## **ACRONYMS**

DRR	Disaster Risk Reduction
EMIS	Education Management Information Systems
KRA	Key Result Area
M&E	Monitoring and Evaluation
MER	Monitoring, Evaluation and Reporting
MERL	Monitoring, Evaluation, Reporting and Learning
MS	Member States (of SADC)
MVA	Manufacturing Value Added
NSAs	Non-State Actors
PSA	Public Social Accountability
RISDP	Regional Indicative Strategic Development Plan (of SADC)
SAC	Social Accountability
SADC	Southern African Development Community
SRHR	Sexual and Reproductive Health and Rights
STI	Science Technology and Innovation

## EXECUTIVE SUMMARY

**1.0 INTRODUCTION:** The participation of non-state actors (NSAs) and citizens in SADC integration affairs is enshrined in the SADC Treaty. The PSA Alliance commissioned this review of progress on the implementation of the SADC RISDP 2020-2030 to inform a regional NSA dialogue, to be held from 13<sup>th</sup> – 14<sup>th</sup> September 2023, on the importance of socially accountable public resource management in SADC's development.

**2.0 OBJECTIVES AND METHODOLOGY OF THE REVIEW:** The rapid review and analysis documented progress and key milestones, challenges, opportunities, and recommendations on the implementation of the RISDP 2020-2030, focusing on: (a) health, (b) agricultural, (c) education, (d) climate change, (e) women, (f) youth, and (g) generation of resources for development through industrialisation and trade and other public resource generation and management efforts, in the context of social accountability.

The review, covering the period April 2022 to March 2023, was conducted between 17 August and 13 September 2023 through a qualitative review of SADC plans and reports; key informant interviews, and a virtual group discussion with the dialogue co-conveners. Data analysis was conducted through deduction, based on the five processes of public resource management: (a) planning and resource allocation, (b) expenditure management, (c) performance monitoring, (d) public integrity, and (e) oversight.<sup>1</sup> The results are also presented according to this framework.

### 3.0 FINDINGS

In February 2023, the RISDP Implementation Plan 2020-2030 (originally approved in August 2021) was revised and reprioritised into high impact regional projects, reducing the number of planned outputs to match the limited resources available. This has deprioritised some initiatives in the stated thematic areas of interest.

The summarised progress on planned outputs for the 2022-2023 reporting year is as follows:

**3.1 Food Agriculture and Natural Resources:** 42/46 (91%) outputs were completed at a cost of US\$3,821,914 (52%) of a budget of US\$7,292,040 planned for 2022-2023, with 92.7% ICP funding, and 22 (49%) outputs shared responsibility with MS. Of note is that the development of a regional repository on indigenous and underutilised nutritious foods has not been prioritised for implementation. While agricultural growth is increasing, it is not enough to avert food insecurity, with food insecure people increasing from 50.8 million in 2021/22 to 55.7 million in 2022/23. While agriculture is a vehicle for industrialisation, it is not clear how small holder farmers will participate in industrial agriculture and manufacturing value addition (MAV). Socially accountable implementation was evidenced in convening of ministerial meetings (oversight), high (49%) shared responsibility with member states (MS), 5 outputs committed to monitoring and evaluation (M&E), and 3 outputs to resource mobilisation.

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<sup>1</sup> The five processes of public resource management, or social accountability cycle, was developed by the Public Service Accountability Monitor (PSAM) of Rhodes University and informs the approach of the Partnership for Social Accountability (PSA) Alliance.

**3.2 Health, Nutrition and HIV/SRH:** MS began to reverse the negative trends they experienced due to the disruptions caused by the outbreak of the COVID-19 pandemic, with signs of health systems recovery in human resource strengthening, rebuilding of health infrastructure, and improving health financing back to the pre-pandemic levels. Socially accountable implementation was evidenced in convening of ministerial meetings (oversight), 10 outputs committed to M&E including on SRHR, key and vulnerable population (KVP), development of guidelines for capacity building of MS, and resource mobilisation, including issuing SADC HIV Fund grants to MS through NSAs. Health issues are prioritised and mainstreamed in industry and trade, infrastructure services and water. However, it should be noted that the revised RISDP implementation plan has deprioritised advocacy for MS to comply with the 15% national budget allocation to the health sector, in line with the Abuja Declaration, as well as efforts to enable MS to implement equitable health financing strategies and reforms to sustain progress towards universal health coverage.

**3.3 Education and Skills Training.** Eight (8) /10 outputs were achieved during 2020-2023 in the areas of policy and planning for open and distance learning (ODL) and policy framework on CSTL; oversight through joint ministerial meetings of education and training and STI, as well as on the SADC Qualifications Framework; 4 outputs devoted to monitoring, evaluation and reporting (MER) on TVET, international reporting obligations, operationalisation of SADC University of Transformation, and post COVID-19 assessment. The results area is integral to the theme for the 43rd Summit (2023) on human and financial capital industrialisation in SADC.

**3.4 Youth Development and Empowerment:** Key milestones include the approval of the Protocol on Youth by Ministers of Youth; development of a Framework for the institutionalisation of youth participation through the SADC Youth Forum; and development of Monitoring and Reporting Tool for the SADC Youth Empowerment Policy Framework. SADC Secretariat engaged universities to enhance youth participation in SADC programmes.

**3.5 Employment and Labour:** Of note is that 4/9 outputs for result area were not re-prioritised; these related to the SADC Action Plan on Social Security for Workers, establishment of National Productivity Centres, development and implementation of SADC Guidelines on Labour Dispute Resolution and Prevention, and SADC Strategy on Gender Equality and Equal Opportunities and Treatment in the Workplace. Progress was achieved on oversight through ministerial meetings of employment and labour and of justice /attorney generals; and outputs relating to MER on international labour standards, SADC Decent Work Programme and the Labour Market Database and Labour Migration Action Plan.

**3.6 Climate Change:** With 4 outputs, 2 / 10 KPIs relating to reducing carbon footprint and promoting green jobs were not reprioritised. Progress was made on resource mobilisation from the EU-funded global climate change pilot projects in MS, including climate smart agriculture; research and knowledge on groundwater management challenges; and training of climate experts from MS on seasonal forecasting.

**3.7 Women, Gender and Development:** 11/13 KPIs planned for 2022- 2023 were achieved at a cost of US\$134,899 in the areas of: capacity building of MS law enforcement representatives on responding to GBV in humanitarian and emergency situations; and MER, especially producing the SADC Gender Monitor,

developing a SADC Gender Score Card; and facilitating exchange visits and training among MS on SGBV in refugee and humanitarian settings. Eleven (11) other outputs /KPIs were implemented and reported through mainstreaming particularly in the peace, security and good governance sectors. Oversight was provided with Ministers of Gender meeting to review progress and provide policy guidance. A good practice from gender is how to successfully deliver several key outputs with a little budget through mainstreaming and intersectoral collaboration.

**3.8 Disaster Risk Reduction (DRR):** DRR is at the heart of SADC's regional humanitarian response, and all its 14 outputs and 28 KPIs were reprioritized. Progress was made on 12 KPIs largely in the area of oversight through Ministerial meetings on early warning systems, and strengthening coordination of DRR, and capacity building on coordinated disaster responses; MER through profiling disaster risks and producing reports on regional vulnerability assessments and analysis (RVAA) and the Sendai Framework on DRR; DRR planning; and resource mobilisation and support to countries affected by Tropical Cyclone Freddy. NSAs can look to support SADC on strengthening the humanitarian-development-peace nexus in policy and programming for resilience building and sustainable results.

**3.9 Generation of Resources for Development** through industrialisation and trade, finance investment and customs, and other public resource generation and management efforts: The review considered the potential, and efforts being made to mobilise resources for regional development in the context of industrial development and trade (IDT), finance investment and customs (FIC). Progress was achieved in the areas of: engaging private sector on industrialisation and Trade; strategic planning for to enhance the competitiveness of SMEs; consumer protection policies; planning to enhance financial inclusion and SMEs access to finance; developing frameworks for manufacturing value chains; oversight through ministerial meetings; and resource mobilisation especially steps towards operationalisation of the Regional Development Fund, and projects on sustainable financing of industrial and regional infrastructure. The review noted that Industrialisation efforts are currently producing outputs, and that the requisite outcomes and impact that will deliver resources for regional development are expected in the medium to long term. Other resource mobilisation efforts of SADC were noted, such as the **SADC Challenge Fund** to promote SMEs financial inclusion and participation of women-owned businesses and female entrepreneurs in regional value chains; foundations financing implementation of regional priorities at national level; and several other individual sectoral financing efforts.

**3.10 Evidence and Learning:** statistics and, monitoring, evaluation, reporting and learning (MERL). Statistics and MERL are pre-requisites for social accountability. Progress noted under these result areas include: development and initial roll out despite challenges, of the SADC online M&E system, as well as the adoption of the Regional Balance Score Card for reporting to MS; efforts towards harmonisation of MS reporting obligations to SADC, AU UN to address "data reporting fatigue" among MS; capacity building of MS on data sources, collection techniques, and enhancing the capacity to produce and disseminate statistics to support data needs of SADC sector programmes on regional integration; and use of innovative data sources such as big data towards modernising regional dissemination platforms for regional statistics. A key milestone was the promotion of the signing and ratification of the Protocol on Statistics.

**3.1.2 Communication and Visibility:** The review notes the importance of communication and publicity in promoting social accountability. SADC visibility among its citizens is weak compared to AU and UN, and SADC achievements and success stories are not well communicated to citizens. SADC and NSAs could support SADC visibility and communications to promote greater understanding of SADC work in MS and therefore also social accountability.

## **4.0 CHALLENGES AND OPPORTUNITIES**

**4.1 Key challenges** in RISDP implementation in relation to social accountability include slow ratification and implementation of SADC protocols and decisions in MS primarily due to low political commitment, and financial and human resource constraints that result in MS focusing on national issues at the expense of regional integration.

**4.2 Opportunities** exist in the form of the adoption of results-based management and reporting at SADC Secretariat; success in mainstreaming and, multisectoral programming and collaboration; and various commitments towards establishing a SADC Parliament and to operationalise SADC national coordination and engagement with NSAs at national and regional levels. NSAs should make effort to understand SADC architecture and work processes to maximise engagement with its various institutions regionally and nationally.

## **5.0 RECOMMENDATIONS**

### **5.1 General recommendations**

- a) NSAs should engage and support SADC to strengthen the humanitarian-development-peace nexus for sustainable results consistent with the evolving international discourse.
- b) All stakeholders should embrace harmonised / joint assessments (data collection), monitoring, evaluation, reporting and learning guided by the Grand Bargain 2.0 (2021).
- c) MS should operationalise national health and HIV policies/strategies to deliver friendly SRHR for young people, and vulnerable and risk populations.

### **5.2 Improved oversight of the implementation of the RISDP**

- a) NSAs should advocate and support operationalisation of the Model Law on Public Financial Management (PFM).
- b) NSAs should familiarise their members with the Revised RISDP Implementation Plan and SADC decision making and work processes.
- c) MS should ensure establishment and strengthening of SADC National Committees in all 16 MS.

- d) NSAs should engage with SADC and MS on education and skills development with regards to improving EMIS, and contributions towards industrialisation.
- e) SADC should commit human resources to coordinate engagement with NSAs.

### **5.3 Planning and resource allocation**

- a) SADC should incentivise MS national implementation of regional policies and decisions.
- b) SADC and MS with support from NSAs should promote or establish innovative resource mobilisation initiatives at national level to implement RISDP priorities at national level. This includes documentation and sharing of lessons.
- c) NSAs can access SADC HIV Fund grants to support innovative interventions in MS.
- d) MS should strengthen/ remodel public and private partnership for health and improve transparency and accountability to tap into resources from the private sector.

### **5.4 Expenditure management**

- a) Promote multisectoral mainstreaming of RISDP priorities and budgeting into existing budgeted for national and regional programs to leverage on existing resources, and to enhance relevance, local ownership and sustainability.
- b) MS should allocate more domestic funding for the health sector towards complying with the Abuja Declaration of 15% and WHO threshold of 5% of gross domestic product (GPD) to achieve universal health coverage; and in the agricultural sector, 10% of national budget to agriculture, in compliance with the Malabo Declaration and CAADP commitments.

### **5.5 Performance monitoring**

- a) SADC Secretariat, MS and NSAs should all invest in capacity building for evidence generation and reporting for improved accountability and sustainable results.
- b) SADC and NSAs should promote stakeholder analysis to map out sectoral government-private-civic partnerships for RISDP implementation and monitoring.
- c) NSAs should intensify the NSA Dialogue beyond tracking of outputs, towards engaging on the extent to which outputs can be translated into outcomes and impact.
- d) NSAs should conduct shadow reporting to SADC Summit on the implementation of the RISDP. A social accountability framework should be used for the Regional NSAs Dialogue on SADC RISDP implementation, tracking results and performance indicators.

### **5.6 Public integrity**

- a) Expand the inclusivity of NSAs in the Dialogue to ensure better understanding of SADC processes to encourage results-oriented advocacy with SADC and MS.



- b) NSAs and MS could engage in dialogue on RISDP priorities that have not been reprioritised, with a view to identifying those that can be implemented nationally.
- c) MS and NSAs should invest in engaging and empowering young people for meaningful participation in public resource management and health decision-making structures and spaces for positive sexual and reproductive health outcomes. This includes adapting transformative digital application platforms that improve access to equitable SRH prevention tools.

# 1.0 INTRODUCTION AND BACKGROUND

## 1.1. Introduction

The Regional Indicative Strategic Development Plan (RISDP) 2020-2030 is a 10-year strategic plan that guides the Southern African Development Community (SADC)'s<sup>2</sup> regional integration agenda and encompasses national, regional, and global arrangements that provide a mechanism for achieving the SADC Vision 2050, as adopted by Summit in August 2020. Premised on a foundation of peace, security, and good governance, the RISDP is driven by six strategic priorities covering three pillars<sup>3</sup>, key crosscutting issues<sup>4</sup> and mechanisms for the strategic management of the RISDP.

The role of non-state actors (NSAs) and citizens of SADC in the planning, implementation, monitoring and reporting of SADC policies and programmes is enshrined in the Treaty of SADC. Article 23 (para 1 and 2) of the founding Declaration and Treaty of SADC spells out that *“SADC shall seek to involve fully, the people of the Region and non-governmental organisations in the process of regional integration...”*. SADC Treaty<sup>5</sup>, Article 5 Objective (2c) *“Encourage the people 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 programs and projects of SADC”*; Article 16A SADC National Committees (13 a-e) and Article 23 (1-3 places emphasis on citizenry and civic involvement and leadership. Key stakeholders are listed as civil society, NGOs, private sector, workers and employers’ organisations, and government; Article 25 (2, 5) emphasises prudence, efficacy and equity in the application and utilization of resources. In this regard, SADC Council at its meeting in March 2022 approved the proposed Regional Non-State Actors (NSA) Engagement Mechanism, with a view to enhance people’s participation in SADC regional integration processes and programmes such as the RISDP 2020-2030.

Various regional NSAs<sup>6</sup> will convene the third SADC RISDP NSA Dialogue from 13<sup>th</sup> – 14<sup>th</sup> September 2023 to reflect on the implementation of the RISDP 2020-2030, as well as the importance of socially accountable public resource management in SADC’s development. Building on two previous dialogues in June 2021<sup>7</sup> and September 2022, participants will revisit action plans and assess how SADC member states have worked toward strengthening accountability in the generation and management of public resources to ensure support for gender-responsive public services, as included in the RISDP.

The dialogue will focus on identifying progress and challenges in the key social sectors of health, education, and agricultural sectors; assess regional actions supportive of women and young people; and interrogate the generation of resources for development through industrialisation and trade. This year’s

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<sup>2</sup> Intergovernmental organization of 16 Southern African countries – Angola, Botswana, Comoros, DRC, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe

<sup>3</sup> Industrial development and market integration, infrastructure development in support of regional integration, social and human capital development

<sup>4</sup> Gender, youth, environment, climate change and disaster risk management

<sup>5</sup> Consolidated Text of the Treaty of SADC as amended (8 September 2009)

<sup>6</sup> See note 1.

<sup>7</sup> The final summary and recommendations are available here: <http://copsam.com/wp-content/uploads/2017/02/RISDP-NSA-Dialogue-Report-Final-16.07.2021.pdf>.

Dialogue will also explore how the region is responding to the growing impact of climate change on development in SADC. The regional meeting will consist of parallel regional and national dialogues to assess progress and provide recommendations on advancing the implementation of the RISDP's regional and national plans.

To inform the 2023 Dialogue, the Partnership for Social Accountability (PSA) Alliance<sup>8</sup> has commissioned this review of progress on the implementation of the SADC RISDP 2020-2030.

### 1.3 Social accountability

Social accountability can be defined as an approach toward democratic participation in which communities and civil society (i.e., NSAs) are actively involved in holding the state accountable for delivering services to meet the needs of its citizens, and in which the state actively involves and reports to citizens in decision-making and oversight processes. The effectiveness of social accountability is influenced by different contextual factors, one of which is the role and actions of NSAs on the citizen (demand side) or state (rights-holder side).

Using a rights and evidence-based approach, social accountability in public resource management (PRM) in relation to RISDP can be seen through the lens of five inter-related processes.<sup>9</sup>

- a) **Planning and resource allocation:** RISDP and national plans for its country level realisation focus on most pressing socio-economic needs, challenges and resource constraints facing individual agencies.
- b) **Expenditure management:** Resource utilisation efficacy. Agencies track the spending of funds against approved budgets and strategic plans; explain and justify failed or ineffective performance and corrective steps taken.
- c) **Performance monitoring:** An effective human resource management system; reliable financial and performance reporting mechanisms; effective monitoring and evaluation processes (including regular mechanisms for monitoring service delivery); an effective internal control environment; and an effective risk management and internal audit function.
- d) **Public integrity.** Public integrity management mechanisms are maintained within all agencies to both prevent and correct instances of the ineffective use and abuse of public resources (including cases of misconduct, inefficiency, maladministration, corruption, and conflicts of interest).
- e) **Oversight.** Legislature committees and local assembly committees scrutinise agencies' annual reports along with audit findings, including any emphasis of matter and any recommendations for corrective action.

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<sup>8</sup> Consortium of ActionAid International (AAI), Public Service Accountability Monitor (PSAM) of Rhodes University, Eastern and Southern Africa Small Scale Farmers' Forum (ESAFF) and SAfAIDS)

<sup>9</sup> The five processes of public resource management, or social accountability cycle, was developed by the Public Service Accountability Monitor (PSAM) of Rhodes University, and informs the approach of the Partnership for Social Accountability (PSA) Alliance.

## 2.0 OBJECTIVES, METHODOLOGY AND SCOPE OF THE REVIEW

This review documents progress and key milestones on the implementation of regionally coordinated activities in the RISDP 2020-2030 regional implementation plan, focusing on the (a) health, (b) agricultural, (c) education sectors, (d) climate change and actions supportive of (e) women and (f) youth, and (g) generation of resources for development through industrialisation and trade and other public resource generation and management efforts, in the context of social accountability. Using a rights and evidence-based approach to social accountability, the review reflects on the implementation of RISDP through the lens of the five inter-related processes of public resource management (PRM) in the social accountability system (as above). The review highlights challenges, opportunities, key recommendations for the coming one to two years for SADC and NSA engagement in the implementation of the SADC RISDP 2020 -2030.

The review, covering the period April 2022 to March 2023, was conducted between 17 August and 13 September 2023 through: a qualitative review of documents from the SADC Secretariat in particular, annual progress reports, including the 42<sup>nd</sup> summit brochure, Executive Secretary's Report to Summit, annual corporate plan for 2022 /2023, Communiqué of the 42nd Ordinary Summit of SADC Heads of State and Government, SADC Regional Vulnerability Assessment and Analysis Synthesis Reports, SADC Gender Monitor, and news articles. Key informant interviews were conducted with selected SADC Secretariat staff and consultants. A virtual group discussion was held with members of the RISDP NSA Dialogue co-conveners. Data analysis was conducted drawing on deduction on the five social accountability processes.

As MS's budgets were only approved by SADC Council in August 2022, implementation at national level is not yet fully underway. Therefore, the review provides a consolidated regional picture.

This rapid review does not constitute a programme evaluation, but a rapid stocktaking of progress for purposes of informing regional NSAs to strengthen their monitoring of and participation in the implementation of the RISDP 2020-2030. The report emphasises progress made during 2022-2023 to compliment the report covering 2020 to 2022, as presented at the 2022 SADC RISDP NSA Dialogue

## 3.0 FINDINGS

Progress is reported against the RISDP implementation plan priorities for April 2022 to March 2023, focusing on the key result areas (KRAs) of: (a) agriculture, (b) health, (c) education, (d) generation of resources for development through industrialisation and trade and other public resource generation and management efforts, and cross cutting issues of (e) gender (women), (f) young people, (g) climate change, and additionally (h) disaster risk reduction, and (i) strategic management of the RISDP.

Findings for each KRA are organised under the five processes of social accountability in public resource management: (a) planning and resource allocation, (b) expenditure management, (c) performance monitoring, (d) public integrity, and (e) oversight.

### **SADC Summit themes (2020 – 2023)**

Each year SADC Summit adopts a theme on an RISDP priority area, which serves to focus efforts and accountability for the Chairing MS, announced in August during SADC Summit. Implementation of the theme is thus not necessarily aligned to the official SADC Annual Corporate Plan. While these themes could serve a unifying, rallying effect on annual programme prioritisation, resourcing, and implementation, there is need to align them with SADC planning and budgeting cycles.

- “40th Summit (2020): SADC 40 Years Building Peace, Security and Promoting Development and Resilience in the Face of Global Challenges”.
- 41st Summit (2021): “Bolstering Capacities in the Face of COVID 19 Pandemic for Inclusive, Sustainable Economic and Industrial transformation”.
- 42nd Summit (2022): “Promoting Industrialization through Agro-Processing, Mineral Beneficiation, and Regional Value Chains for Inclusive and Resilient Economic Growth”.
- 43rd Summit (2023): “Human and Financial Capital: The Key Drivers for Sustainable Industrialization in SADC”.

NSAs should consider these priorities in their engagement with SADC.

### **Revision and Reprioritisation of RISDP Implementation Plan**

The review noted that RISDP Implementation Plan 2020-2030 and its agreed actions and their associated regional and national costs were approved by the SADC Council of Ministers in August 2021 and August 2022 respectively. The implementation plan was, however, revised and reprioritised into projects in early 2023. Together with the RISDP regional investment plan, the reprioritised implementation plan was approved by SADC Council in March 2023 [See Annex 1: Prioritised RISDP Implementation Plan 2020-2030].

The reprioritisation process considered that the 2020-2030 implementation plan was overly ambitious, with too many planned outputs against limited human and financial resources. With programme priorities largely funded by donors, there were also concerns that some of the priorities may not be aligned with the most urgent regional priorities. It was therefore necessary for SADC to focus on those priorities that had the potential to effectively achieve regional integration outcomes /impact.

## **3.1 FOOD AGRICULTURE AND NATURAL RESOURCES**

The Food, Agriculture and Natural Resources (FANR) cluster falls under Pillar 1: Industrialisation and Market Integration of the RISDP 2020-2030, specifically reflected in Strategic Objective 2: “*A Transformed Agricultural Sector that Practices Sustainable Management of the Environment and its Natural Resources*”. Under this objective in the RISDP 2020-2030 Implementation Plan, there are two main outcomes namely: (a) Enhanced Agricultural Productive Sector; and (b) Improved and widened market access for agricultural products. Of note is that the development of a regional repository on indigenous and underutilised nutritious foods has not been prioritised in the revised RISDP implementation plan. 46 outputs were planned for 2022-2023 at a budget of \$7,292,040 (with 92.7% ICP funding) with 22 (49%) shared responsibility with MS. 42 (91%) outputs were completed at a cost of \$3,821,914 (52%).

Among key achievements were:

### **Overall**

- Agricultural growth is on an upward trajectory, with an increase in cereal production and livestock; but Food insecurity remains a grave, with food insecure people increasing from 50.8 million in 2021/22 to 55.7 million in 2022/23, mostly from Angola, DRC, Madagascar, Malawi, South Africa and Zimbabwe.
- Implementation of National Food and Nutrition Security Strategies monitored.
- Demonstration adaptation projects replicated and scaled up in 5 SADC MS.

**Oversight:** Sectoral Ministers met to review progress and provide policy guidance.

### **Partnerships and networking**

- Regional common position, and dialogue with ACP organisations developed and presented.
- The Capacity of SADC Universities Providing Research and Education Services in Support of Climate Change Adaptation and Mitigations Strengthened.
- Harmonised Regional Actions between FANR and ICPs produced.
- SADC position on relevant subject matters shared in regional, continental, international fora.

### **Resource mobilization**

- Climate finance from public and private sources mobilised and accessed by 16 Member States (MS) and 4 Regional Institutions.
- Paris Agreement priorities implementation by SADC MS monitored.
- Legal status of the Agricultural Development Fund in relation to the SADC Regional Development Fund developed and submitted for approval by Ministers.

### **Monitoring, evaluation, and reporting**

- Monitoring framework for the implementation of the Results and recommendations of the CAADP 3rd Biennial Report by Member States developed.
- Agricultural Information Management systems (AIMS) implementation report produced.
- Implementation of Regional Agricultural Policy promoted and monitored.
- SADC State of Vulnerability to food and nutrition insecurity for 2023/24 season produced.
- SADC chapter in the 2022 Global Report on Food Crisis produced.

### **Cross Cutting**

- The Capacity of SADC Universities Providing Research and Education Services in Support of Climate Change Adaptation and Mitigations Strengthened

## Reflection

In the RISDP, agriculture is positioned as a vehicle /tool for industrialisation through, for example, enhancing manufacturing and value addition, etc. But there does not seem to be corresponding efforts at national level to translate these RISDP outputs /aspirations into supporting for example, smallholder farmers (who can't afford the capital investment needed) at national level to be able to participate in industrial agriculture. The RISDP approach seems way ahead of reality in MS.

Priority regional RISDP outputs must be tied to supporting /incentivising MS to translate regional outputs (policies, capacity building, etc) into outcomes and impact, such as, matching projects financing for MS who commit to RISDP implementation at national level.

## Role of PSA /Advocacy & Support

**NSAs** should consider:

- Supporting SADC and MS to derive strategies on how to practically bring regional integration outputs into national outcomes and impact. This includes supporting the packaging of regional outputs into projects/ programmes that respond to national contextual priorities.
- NSAs could also assist by adopting one or two RISDP priorities and working with MS to promote /support implementation of demonstration projects at national level.
- Drawing on the example of the Benjamin Mkapa Foundation, NSAs could also work with MS to support the establishment of local resource mobilisation models in MS.
- Promote development and implementation of models for mainstreaming project funding and priorities into regional and national priority projects, programmes and routine operations.

**Performance, partnerships and mainstreaming.** 42 /46 (91%) outputs were achieved at a cost of \$3,821,914 (52%) representing efficiency and savings. But there is a need to ensure that regional outputs translate to national outcomes and impact.

**High level of shared responsibility.** (49%) with MS suggests high level of ownership by MS and potentially high chance of sustainability and Secretariat accountability to MS.

**Accountability.** At least 3 outputs were devoted to accountability (M&E).

**Resources mobilization.** At least 3 outputs were devoted to Resources mobilization.

**Monitoring, evaluation and reporting (MER):** 5 MER related outputs were reported under FANR.

## PILLAR 3: SOCIAL AND HUMAN CAPITAL DEVELOPMENT

### 3.2 HEALTH AND NUTRITION

**[STRATEGIC OBJECTIVE 1]: Strengthened and harmonised regional health systems for the provision of standardised and accessible health services, and addressing threats caused by health pandemics.**

The key result areas of health, HIV/AIDS, education, employment and labour, and youth form the Social and Human Capital Development directorate of SADC; they had a combined budget of \$935,726 with \$ 526,490 as MS contribution and \$409,236 ICPs. The directorate spent \$662,659 (71%) of annual budget.

The health and nutrition objective is meant to be realised through two key outcomes namely: (a) improved, accessible and responsive regional health systems, and (b) enhanced Investment in nutrition to address all forms of malnutrition; 18 outputs (4 not prioritised); and 19 KPIs, 9 of which were planned to start during 2020-2022.

The following key outputs were not prioritised in the revised RISDP implementation plan.

<b>Output</b>	<b>KPI</b>
Coordination mechanism to support nationally owned strategic plans developed and implemented	Inter-country coordination mechanism established
Programmes to address Non-Communicable Diseases (NCD) developed and implemented.	NCD programmes implemented in 16 Member States
Advocacy for Member States to comply with the 15% allocation of national budget to the health sector in line with the Abuja Declaration put on the health minister’s agenda annually.	16 Member States allocate 15% of national budget to health sector
SADC Member States enabled to develop minimum Standards, systems and infrastructure required to manage major public health events in line with the International Health Regulations (IHR) 2005	16 SADC Member States have standards, systems and Infrastructure to implement the IHR.
SADC Member States enabled to develop and implement equitable health financing strategies and reforms to sustain progress towards universal health coverage	16 Member States developed strong, adaptive and resilient health financing policies/programs/systems.

**Achievements during 2022-2023 for Outcome: “Improved, Accessible and Responsive Regional Health Systems”**

- Institutional support on COVID-19 pandemic to MS strengthened.
- Technical guidance and tools to enhance access to COVID-19 vaccine developed.
- The Regional Food Based Dietary Guidelines developed.

**Towards Impact on Health: Strengthening health systems during and post covid periods.**

- During 2022 -2023, MS began to reverse the negative trends they experienced due to the disruptions caused by the outbreak of the COVID-19 pandemic. Health systems are showing signs of recovery in areas such as human resource strengthening, rebuilding of health infrastructure and, to some extent,



improving health financing back to the pre-pandemic levels. For example, there has been a return to the pre-pandemic rates in the routine programme of immunisation in 10 MS, while the number of TB notifications has increased by two-fold since the end of 2021 in eight MS. A similar trend has been observed for malaria and other communicable diseases where prevention and curative activities have fully resumed.

### **Resource mobilisation**

- SADC Framework of Action for Sustainable Financing in HIV and Health revised.

### **Oversight**

- Status report of the implementation of the regional, continental, and global commitments developed and submitted to ministers of health and ministers responsible for HIV and AIDS.

### **Monitoring, evaluation, and reporting**

- National Health Information Management Systems Review Plan Developed and implemented.
- SADC Annual Malaria and TB reports 2021 developed and submitted for the approval of the ministerial committee on health.
- Reports of the World Health Assembly and the WHO Regional Committee produced.
- The Annual SADC Health Report developed.
- Report on the domestication of the SADC Minimum Standards for Food Fortification and Member States with mandatory Food Fortification regulations developed.
- Status report on inclusion of recommended nutrition indicators in national information system (surveys and routine information systems) produced.
- Annual Nutrition Report produced and submitted to the Ministers of Health for consideration.
- A landscape analysis was conducted in Botswana and Mauritius to determine the current state of food fortification in these Member States

### **Investment in nutrition to address malnutrition.**

Following development and approval of SADC Minimum Standards for Food Fortification in November 2020:

- Namibia and Zimbabwe have developed and reviewed their food fortification strategies.
- Lesotho and Zimbabwe have drafted guidelines for monitoring and enforcement of fortification programmes.
- Six MS – Botswana, Malawi, Seychelles, South Africa, United Republic of Tanzania and Zambia – have developed national food-based dietary guidelines.
- Other Member States are working towards finalization of the guidelines, which are useful in informing changes in eating habits so that people make the best health choices.

### **CROSS CUTTING HEALTH INVENTIONS:**

### **(a) Industry and trade**

The Secretariat has extended support towards operationalizing the SADC Medicines Regulatory Harmonisation (MRH) programme by:

- assisting in developing a five-year strategic plan and a road map towards the full operationalisation of the SADC Pooled Procurement Services (SPPS).
- training over 30 officials from the Secretariat and MS in the identification of value chain opportunities and entry points.

To ensure private sector participation in regional pharmaceutical and medical value chains the Secretariat initiated establishment of a Regional University/Private Sector Fellowship to support university training of industrial pharmacists as well support towards the productive capacities of manufacturers of COVID-19 and anti-retroviral (ARV) pharmaceuticals and health-related products.

### **(b) Science technology and innovation (STI):**

- As part of implementation of the Programme on Support to Industrialisation & Productive Sectors (SIPS), grants of USD1.5 million were awarded to: Mitch Investments – Malawi; Council for Scientific Industrial Research (CSIR) - South Africa, and Premier Services Medical Investments (PSM) Zimbabwe, for innovative approaches to ARV value chain.
- Training was conducted for SADC MS EPA officials on food safety measures.
- A pre-feasibility study for the establishment of additional manufacturing plants covering antimalarial, Antiretroviral, Bed nets (for protection against mosquitoes), Rapid diagnostic test kits for malaria (RDT/s), and Latex medical products (gloves and condoms) value chains in the SADC region, has been concluded, and identified the Antimalarial related products (Artemisinin, Artesunate/ Artemether, and Injectable Artesunate) Dolutegravir and Tenofovir as the most promising of the products analysed in the Technical Economic Assessments.

### **(c) Infrastructure and Services & Water Sector**

- Projects initiated include: the launch of the SADC WASH Boxes - a water sector 's response to the fight against COVID-19, and diseases such as cholera and typhoid in the population passing through border crossing points; and the convening of a multistakeholder dialogue which explored the issue of integrated infrastructure development and identified strategies to the productive capacities for water, energy and food (WEF) in the region.

### **Reflection**

- NSAs could consider prioritising national advocacy and support for MS implementation of outputs not reprioritised post 2023 at regional level, in particular the SADC Framework of Action for Sustainable Financing in HIV and Health.

- Health issues are prioritised and mainstreamed in Industry and Trade, STI, Infrastructure services and water. To engage effectively with SADC and MS, NSAs should embrace the multi-sectorality and holistic approach to RISDP implementation.
- Monitoring, evaluation and reporting (MER) was prioritised with 7 MER outputs reported under health.

### 3.3. HIV/AIDS/SRHR

**[Strategic Objective 7]: Increased access to quality HIV and AIDS services for the realisation of an AIDS-free generation in the region**

The HIV/AIDS objective is crosscutting and also addresses SRHR. All HIV/SRH priorities (1 outcome, 4 outputs, and 10 KPIs) were adopted during reprioritisation.

**RISDP 2020-2030 Reprioritisation: [See Prioritised RISDP Implementation Plan 2020-2030]**

Outcome	Outputs	KPIs
Improved quality of life of people living with HIV and AIDS	Regional Strategy for HIV Prevention, Treatment and Care and Sexual and Reproductive Health and Rights among Key Populations implemented	All 16 SADC MS have a National Strategy for HIV Prevention, Treatment and Care and Sexual and Reproductive Health Services among Key and Vulnerable Population (KVP) by 2030
		All SADC Member States have achieved at least 95% of HIV Service coverage for Key population by 2030
	SADC Guide to HIV Prevention Programmes for Adolescent Girls And Young Women and their Sexual Partners implemented	All 16 SADC MS have developed National Guidelines for HIV Prevention For Adolescents Girls and Young women and Their Sexual Partners by 2026
		95% of adolescent girls and young women are reached with HIV prevention programs defined package of services in all 16 SADC Member States by 2026
		All 16 Member States with mechanisms in place to ensure meaningful participation of key populations in the design and implementation of programme by 2026
	The Framework of Action on Sustainable Financing for Health and HIV and its Roadmap are implemented	All 16 Member States have short to medium term health financing strategies to achieve Universal Health Coverage (UHC) by 2030
		All 16 Member States have developed a resource mobilisation strategy for health and HIV/AIDS financing by 2030
		All 16 Member States have developed detailed costed plans for universal health coverage by 2030

	Strategic Framework for Cross-Border and Regional Programming in HIV and AIDS developed and implemented	Strategic Framework for Cross-Border and Regional Programming in HIV and AIDS developed in place by 2025
		HIV Program Networking and multi-country partnerships established by 2025

**Progress**

**Performance monitoring**

- SADC AGYW application and SADC Social Media handbook developed and piloted in MS.
- National Strategy for HIV Prevention, Treatment and Care and Sexual and Reproductive Health Services among Key and Vulnerable Population (KVP) developed and aligned to the SADC Regional Strategy.
- While not included in the RISDP – included here for reference only - the SADC SRHR Scorecard biennial review was implemented for the second time.

**Oversight**

- SADC HIV Strategic Framework revised and submitted to Ministers of Health and Ministers Responsible for HIV and AIDS for their consideration.
- MS implemented strict controls on movement in response to the COVID-19 pandemic, including stay home orders, border closure as well as complete country or region lockdowns, with profound effects on health systems across the region.

**Resource mobilisation**

- During 2022-2023, three outputs (2 shared responsibilities with MS) were planned at a cost of US\$1,600,000 (SADC HIV Fund fully funded by MS). Fund were disbursed to all eligible Leads Applicants of the SADC HIV/AIDS Special Fund.
- Visibility of the SADC HIV and AIDS Special Fund enhanced, and articles published in newspaper and scientific journals.

**Reflection:**

- NSAs should engage and familiarise with the Revised RISDP Implementation Plan including the Mainstreaming /Cross Sectoral intentions of SADC.
- NSAs can access SADC HIV Fund grants to support innovative interventions in MS.
- The reprioritised RISDP 2020-2030 does not include the SADC SRHR Strategy and Scorecard despite implementation and reporting on this being undertaken by the SADC Secretariat. SRHR priorities are mainstreamed under Strategic Objective 7 (HIV/AIDS) as well as mainstreamed under Gender and Peace and Security. There could be opportunity to advocate for the SRHR Strategy’s specific inclusion in the implementation plan during the RISDP mid-term review planned for 2025/26.

### 3.4 EDUCATION AND SKILLS DEVELOPMENT

**[STRATEGIC OBJECTIVE 3]: Increased access to quality and relevant education and skills development, including in science and technology, by SADC citizens.**

*The theme for the 43rd Summit (2023): "Human and Financial Capital: The Key Drivers for Sustainable Industrialization in SADC".*

The strategic objective of education and skills development as reprioritised has 2 outcomes: (a) Enhanced equitable access to quality and relevant education; and (b) Enhanced Skills Development for Regional Industrialisation, 10 Outputs and 10 KPIs (see Prioritised RISDP Implementation Plan). 8 outputs were reported as achieved in SADC Annual Performance Report.

#### **Progress**

In the preceding year, the following outputs were achieved:

#### **Policy and Planning**

- SADC ODL Strategic Plan and Implementation Framework 2021-2030 was developed.
- Progress towards MS aligning national policies to SADC Policy Framework on CSTL.

#### **Oversight**

- Regional Report on alignment of national qualifications produced and submitted for endorsement to the Joint Meeting of Ministers of Education and Training and Science, Technology, and Innovation.
- The Review Report on the Implementation of the SADC Qualifications Framework (SADC QF) were endorsed by the Joint Meeting of Ministers of Education and Training and Science, Technology, and Innovation in June 2022 in Malawi, aiming to expand equitable access to qualifications to youth and adults who wishes to further their studies.

#### **Monitoring, evaluation, and reporting (MER)**

- Impact assessment study follow-up on the Response to Covid-19 produced.
- Progress Report on Operationalisation of SADC University of Transformation. Produced.
- TVET Situational Analysis in SADC MS Produced.
- Report on Implementation of Regional, Continental and International Commitments on Education and Skills Development produced and reported to relevant SADC Policy Organs.

#### **Reflection:**

- The result area is integral to the long term 2015-2063 Industrialisation agenda of regional agenda. Not much was reported to SADC Summit in August 2023 as achieved in terms of outcomes /impact, suggesting capacity gaps in reporting on education and skills in the region. Thus, NSAs should engage with SADC and MS on education and skills development with regards to improving Education Management Systems, and contributions towards industrialisation in the immediate, medium and long term.
- As the theme for the 43rd Summit (2023) is “*Human and Financial Capital: The Key Drivers for Sustainable Industrialization in SADC*”, NSAs should be aware of politically-driven SADC special initiatives (that include education and skills development) on this theme in the implementation of the RISDP during August 2023 – August 2024.
- Progress achieved was largely in the areas of policy and planning, oversight and monitoring, evaluation and reporting with 4 outputs reported under education, suggesting MER as a priority in education for SADC.

### 3.5 EMPLOYMENT AND LABOUR

**[STRATEGIC OBJECTIVE 4]: Increased job creation with decent work opportunities for full and productive employment in the Region**

This result area has one outcome: Increased job creation and access to decent work opportunities; 9 outputs and 10 KPIs.

Four of the key outputs were not prioritised in the revised RISDP implementation plan are:

- SADC Strategy on gender equality and equal opportunities and treatment in the workplace developed and monitored.
- SADC Action Plan on social security for workers, including women in particular, developed and approved.
- National Productivity Centres established, networked through engagement platforms in SADC.
- SADC Guidelines on Labour Dispute Resolution and Prevention developed and implemented.

Progress in the preceding year was as follows:

#### Oversight

- Protocol on Employment and Labour developed and submitted to Committee of Ministers of Justice/Attorneys General.
- Records of Ministers of Employment and Labour and Social Partners meetings produced, and appropriate decisions submitted for adoption.
- SADC Code on Child Labour reviewed for approval by Ministers of Labour.

## Monitoring, evaluation, and reporting

- Status report on implementation of International Labour Standards in SADC MS developed.
- Monitoring and Reporting Tool for the SADC Decent Work Programme developed.
- Progress Report on development of Regional Labour Market Database developed.
- Annual Report on implementation of SADC Labour Migration Action Plan developed.

## Reflection

Some of the outputs that were not prioritised in the revised RISDP implementation plan are key to priorities of NSAs and they should engage MS directly to promote implementation of these priorities.

- SADC Strategy on gender equality and equal opportunities and treatment in the workplace developed and monitored.
- SADC Action Plan on social security for workers, including women in particular, developed and approved.

## **STRATEGIC OBJECTIVE 5: Enhanced living conditions of the people through the promotion of sustainable cities in the region**

The result area has one outcome: Strengthened urban planning and management to build climate resilient cities, 3 outputs relating to urgent and key issues of: (a) disaster risk reduction and resilience in cities; (b) climate resilient cities, and (c) M&E systems for resilient cities, and 4 KPIs all of which were not prioritised.

**NSAs could engage MS directly to promote implementation of these priorities.**

## **3.6 YOUTH DEVELOPMENT AND EMPOWERMENT**

**[STRATEGIC OBJECTIVE 3]: Improved youth empowerment and participation of young people and people with disabilities in all aspects of social and economic development and enhanced welfare of senior citizens**

The result area has 3 outcomes: (a) Skilled Youth Participating in and Driving Socioeconomic Development; (b) Enhanced participation of people with disabilities in socio-economic development; and (c) Enhanced welfare of senior citizens; 26 outputs; and 26 KPIs.

4 KPIs have not been prioritised in the revised RISDP implementation plan that is: (a) SADC Youth Development Fund established and functional by 2030; (b) National child protection systems, including legal and policy frameworks, reviewed and strengthened; (c) SADC Disability Development Fund established and functional by 2030; and (d) A regional repository on indigenous and underutilised

nutritious foods developed by 2030 (also noted above in Section 3.1 Food, Agriculture, and Natural Resources).

**Progress:**

**Oversight**

- Protocol on Youth developed and submitted to Ministers of Youth.
- Framework for the institutionalised SADC Youth Forum developed.

**Monitoring, evaluation, and reporting**

- Monitoring and Reporting Tool for the SADC Youth Empowerment Policy Framework developed.

**CROSS CUTTING – Youth in Human Resources and Administration**

- Universities and youth in the SADC region engaged in SADC programmes

**Reflection**

- Progress on youth has been achieved in the areas of youth policy, coordination oversight and monitoring and reporting.
- NSAs should consider investing to support implementation of policy, coordination and MER frameworks that have been developed towards youth development.
- The result area is broad focusing on youth, OVCs, persons with disability, and senior citizens (elderly) with 26 outputs. Human resources NSAs could consider ways of supporting secretariat coordination of the youth programme.

**3.7 CROSS CUTTING ISSUES: CLIMATE CHANGE**

**[STRATEGIC OBJECTIVE 4]: Strengthened climate change adaptation and mitigation.**

Climate change falls under the crosscutting issues of the RISDP implementation plan defined by the Strategic Objective 4, and has 2 main outcomes of: (a) Enhanced sector-based approaches towards developing climate change resilience, and (b) Reduced Carbon Footprint in the Region; 4 outputs; and 10 KPIs. Two KPIs were not prioritised: (a) Green jobs in climate mitigation sectors promoted; and (b) Mitigation measures to reduce carbon footprint implemented.

**Progress:** Activities implemented include:

**Strengthened climate change adaptation and mitigation.**



- The SADC Secretariat with support from the EU funded Global Climate Change Alliance Plus (GGCA+) Project, engaged MS on sourcing climate finances.
- Capacitated universities in SADC to improve skills to address challenges of climate change.
- Promoted development and implementation of climate change pilot projects in MS, including climate smart agriculture.
- Completed 5 research pieces which generated knowledge on groundwater management challenges in MS following SADC GMI facilitated implementation of small scale, national level pilot projects that provided infrastructure solutions to groundwater challenges in 10 SADC Member States – Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia, and Zimbabwe.
- Convened the Southern Africa Climate Outlook Forum (SARCOF-26) in August 2022 where 50 climate experts from Member States were trained on how to produce seasonal forecasts using the Climate Forecasting Tool and Climate Predictability Tool.

### 3.8 WOMEN, GENDER AND DEVELOPMENT

**[STRATEGIC OBJECTIVE 1]: Enhanced gender equality, women empowerment and development and elimination of gender-based violence.**

The strategic objective for women is Enhanced gender equality, women empowerment and development and elimination of gender-based violence. The 3 outcomes are: (a) enhanced access to and participation by women in development resources, services and opportunities for leadership at all levels, ensuring equal representation of men and women in political, economic and public life for the attainment of gender parity; (b) Strengthened gender mainstreaming at both national and regional level; (c) and enhanced action to prevent and eliminate Gender Based Violence; 15 outputs and 36 KPIs. 13 KPIs were planned (one shared with MS) for 2022- 2023 at a cost of \$134,899 and 11 (85%) were completed.

#### **Progress:**

##### **Capacity building**

- Launched the 2022 Handbook to Promote Effective Gender-Based Violence Prevention Initiatives in November 2022, equipping participants with knowledge on GBV prevention.
- Provided capacity-building to law enforcement representatives from the Kingdom of Eswatini, Botswana, Namibia, Malawi, Mozambique, Zambia, and Zimbabwe on preventing and responding to GBV in general and in humanitarian and emergency settings.

##### **Monitoring, evaluation, and reporting**

- The 2022 SADC Gender and Development Monitor was produced following regional research on Women in Politics and Decision-Making and was disseminated to MS in November 2022.
- A Draft Scorecard was developed for monitoring implementation of the SADC GBV Strategy.

- Delegates from 4 MSs (Eswatini, Namibia, Zimbabwe and Tanzania) held an exchange learning on the Response to Sexual and Gender-Based Violence (SGBV) in Refugee and Humanitarian settings, with a field visit for training.

## **CROSS CUTTING - GENDER INTERVENTIONS: GENDER MAINSTREAMING IN PEACE, SECURITY AND GOOD GOVERNANCE**

**Progress** was as follows:

- The SADC Mission in Mozambique (SAMIM) resulted in relative security, enabling safer return of the internally displaced persons (IDPs), mainly women and children, to their homes, as well as passage of humanitarian support.
- Combatting transnational organised crime resulted in 569 total arrests on joint operations for various crimes ranging from firearms, illicit drugs, and illegal immigration.
- Women, peace, and security. Six MS (Angola, DRC, Malawi, Mozambique, Namibia and South Africa) have developed national action plans on Women, Peace and Security (WPS), and four (Botswana, Eswatini, Mauritius and United Republic of Tanzania) are developing action plans following consultative meeting in July 2022.
- Facilitated the development of a Regional Migration Policy Framework that outlines actions related to gender, children, forced displacement, and disasters.
- Facilitated coastal MS to operationalise the Integrated Maritime Security Strategy, adopted in 2021 to address maritime security threats such as piracy, trafficking (drugs and human) as well as illegal, unreported, and unregulated fishing settings.

### **SADC and NSA collaboration**

- Establishment of a regional network of women in conflict prevention and mediation and training of officers from 14 MS in conflict prevention, management and resolution.
- Under Enhanced Regional Capacity for Mediation, Conflict Prevention and Preventative Diplomacy: over 60 representatives (including youth and women) of CSOs were trained on conflict prevention, management, resolution.
- A multi-stakeholder conference which highlighted the significant increase on transnational organised crime was convened in May 2023 in Namibia, attended by representatives from police, immigration and mining authorities and private sector.
- Department of Immigration of Zimbabwe established a GBV Call Centre, which serves as a survivor-centred facility to identify GBV cases and refer victims to service providers.

### **Monitoring, evaluation, and reporting**

- 11 /13 (85%) outputs were achieved through mainstreaming, especially across the SADC programme on Peace, Security and Good Governance and partnerships with MS and NSAs.
- Compiled a situational analysis report on child abduction to address child abduction which is prevalent in the SADC region.

**Oversight:** Ministers of Gender met to review progress and provide policy guidance

### Reflection

- Mainstreaming and partnerships, particularly with the sectors relating to peace, security, and good governance, continue to be key determinants of achievement of the SADC agenda on gender equality and empowerment of girls and women. The result area has achieved more with a limited budget, a practice that could be strengthened across all SADC result areas.

## 3.9 DISASTER RISK REDUCTION (DRR)

### [STRATEGIC OBJECTIVE 5]: Improved disaster risk management in support of regional resilience

DRR is a crosscutting result area of the RISDP with (a) Coordinated and effective response and recovery efforts to address the impact of climate change and natural disasters, pandemics, and migratory pests; (b) Strengthened disaster risk management (DRM) and governance in the region; (c) Strengthened planning for disaster risk assessment and preparedness; (d) Enhanced DRM investments to facilitate climate adaptation and community resilience; (e) Strengthened regional and national disaster recovery interventions (building back better); 14 outputs; and 28 KPIs.

This result area is at the heart of SADC's regional humanitarian support especially as the region is prone to recurrent natural disasters, social and armed conflicts. All the results and KPIs were prioritised in the revised RISDP implementation plan.

### 2022-2023 Progress:

#### Oversight

- Endorsement by Summit of the MoA for the SHOC: the Agreement has so far been signed by Mozambique, Namibia, United Republic of Tanzania and Zimbabwe.
- The hosting agreement for the SHOC between the SADC Secretariat and Mozambique was signed, and interim staff recruited.
- A Ministerial Conference on Early Warning Systems was convened in October 2022 to strengthen early warning and early action in response to the call by the UN for a new initiative that will provide every citizen on the planet with early warning systems by 2027. The conference culminated in the Southern African Ministerial Declaration on Early Warning as well as finalisation of the Regional Disaster Preparedness Strategy and Action Plan 2022-2030.
- Regional DRM documents presented to the Technical Committee and Ministers Responsible for DRM for improved governance and coordination.
- A framework for the implementation and coordination of regional disaster preparedness and response mechanisms produced and submitted for consideration by the DRM Technical Committee.
- SADC Emergency Response Team and MS trained on the implementation of regional disaster preparedness and response mechanisms coordination and effective response.

## Monitoring, evaluation, and reporting

- Disaster risk profiles, and response programmes and Regional Vulnerability Assessment and Analysis Assessment Report produced.
- SADC Report on the implementation of the Sendai Framework on DRR produced.

## Resource mobilisation

- SADC Secretariat representation in regional/global DRR platforms enhanced.
- Concept Note on SADC Regional DRR Financing Facility and Risk Insurance developed.
- Annual seasonal disaster preparedness & contingency plans developed and implemented by MS.
- SADC provided US\$300,000 to the Republic of Malawi for Humanitarian Assistance, following the devastating Tropical Cyclone Freddy which triggered heavy rains and flooding and led to loss of lives and extensive damage to infrastructure in March 2023.

## Reflection

- When humanitarian emergencies occur, they eclipse all other development efforts; thus, DRR should naturally be of interest to NSAs in their engagement with SADC on RISDP.
- Much of the achievements under this result area were on setting up and strengthening oversight mechanisms and systems on DRR as well as resource mobilisation and monitoring. This is indicative of an evolving DRR program in SADC. NSAs could consider this an opportunity for greater engagement with SADC on humanitarian response in the region.
- NSAs dialogue should also focus on advising and supporting SADC on strengthening the humanitarian-development-peace nexus in policy and programming for resilience building and sustainable results, consistent with the evolving international discourse.

## 3.10 GENERATION OF RESOURCES FOR DEVELOPMENT

The review looked at efforts being made to mobilise resources for regional development in the context of industrial development and trade (IDT), and finance investment and customs (FIC) among other corporate initiatives.

IDT and FIC fall under the RISDP pillar of Industrial Development and Market Integration – a major long-term focus for SADC as articulated in the SADC Industrialisation Strategy 2015-2063. The Pillar has 6 major Result Areas (strategic objectives) including:

(a) STRATEGIC OBJECTIVE 1: An industrialised regional economy that is based on a competitive and facilitative environment, which includes infrastructure, and skills and sustainably exploits its natural resources by leveraging science, technology and innovation (with 3 outcomes, 31 Outputs and 61 KPIs. 18 KPIs have not been prioritised.

(b) STRATEGIC OBJECTIVE 2: A Transformed Agricultural Sector that Practices Sustainable Management of the Environment and its Natural Resources (considered separately in this report as a priority for NSA Dialogue).

(c) STRATEGIC OBJECTIVE 4: Deepened regional market integration which is connected into the continental and global markets with 3 outcomes (that include trade), 28 Outputs, and 60 KPIs. 11 KPIs have not been prioritised.

(d) STRATEGIC OBJECTIVE 5: Deepened financial market integration, monetary cooperation, and investment, with 2 outcomes, 12 Outputs, and 16 KPI. 2 KPIs have not been prioritised.

Industrial development, trade and finance investment are key to sustainable economic development and the capacity of MS and development partners to provide resources for regional integration and national development.

### **Progress**

Key milestones under this broad and priority pillar that resonate with potential for resource mobilisation for RISDP implementation include:

#### **Industrial Development and Trade (IDT)**

- Implementation plan and roadmap for the engagement with private sector covering important topics on industrialisation and trade was developed.
- At least one regional strategy to enhance the competitiveness of SMEs developed.
- Regional competition policy and model law developed.
- Regional consumer policy and model law developed.

#### **Finance Investment and Customs (FIC)**

- The revised roadmap towards the operationalisation of the Regional Development Fund reviewed and submitted to Ministers of Finance and Investment implemented.
- Reviewed Strategy on Financial Inclusion and SMEs Access to Finance submitted for adoption by Ministers of Finance and Investment
- Sustainable financing of regional infrastructure and industrial projects effectively implemented and annual report submitted to the Steering Committee
- Consolidated SADC FTA and SADC intra trade: There is an improvement in the SADC intra-trade which has risen to 23%, up from 19% in 2021, according to the 2021 African Union (AU) Regional Integration Report. This improvement reflects the impact of ongoing efforts to roll out various provisions of the SADC Protocol on Trade, including the implementation of simplified trading arrangements that have enabled an increase in informal cross-border trade covering both agricultural and non-agricultural commodities.
- SADC industrialisation: The region continues to prioritise implementation of the SADC Industrialisation Strategy and Roadmap (2015 -2063) which is aligned to Agenda 2063 with the aim

is to raise the standards of living, intensify structural change, and engender a rapid catch-up of SADC countries with industrialised and developed countries. The share of manufacturing value added (MVA) GDP is still below 12% compared to a target of 30% by 2030 and 40% by 2050. Most SADC MS still depend on agro-based and mining commodities in terms of contribution to GDP.

- SADC Value Chain: The region is developing a regional framework and programme to improve the diversification and restructuring of the SADC industrial base. The six priority areas are agro-processing, minerals beneficiation, pharmaceuticals, consumer goods, capital goods, and services. In many member states, agriculture plays a significant role in the economy, employing almost half of the region's population. However, much of this agriculture is subsistent rather than large-scale high-value crops. Mining employs just 5% of the population but contributes 60% to the foreign exchange earnings and 10% of the GDP for the SADC Region.

*“Despite some challenges, the region continues to do well, as shown by the African Union Commission's Multidimensional Regional Integration Index, which gave SADC a high score for regional integration, particularly in terms of financial, infrastructural, trade and environmental integration” (SADC Summit Brochure 2023).*

#### **OTHER KEY RESOURCE MOBILISATION EFFORTS UNDER RISDP PILAR “STRATEGIC MANAGEMENT OF RISDP 2020-30” [STRATEGIC OBJECTIVE 2]: Sustainable Financing of the Regional Integration Agenda.**

This KPI underpins all regional resource mobilisation efforts of SADC. It has one outcome, Increased potential innovative funding avenues created potential innovative funding avenues; 2 Outputs: (a) SADC Resource Mobilisation Framework operationalised (KPI: At least one innovative option for resource mobilization adopted and implemented by 2030); (b) Regional Development Fund (RDF) operationalised (KPI: All Member States signed and ratified RDF) and 2 KPIs.

**Resource mobilisation.** Resource mobilisation efforts flagged during 2023 Summit include:

#### **Regional funds**

##### **(a) SADC “Challenge Fund”**

- Launched in 2022 with support from the German Government to “promoting the participation of women-owned businesses and female entrepreneurs in regional value chains”.
- 14 grants of about EUR20,000 each are provided to projects in 14 MS.
- Draft Gender Action Plan for the SADC Strategy on Financial Inclusion and SME Access to Finance, and the Draft Toolkit for the Financial Sector on Financial Inclusion of Women in SADC were developed.

##### **(b) SADC Regional Development Fund (RDF)**

- The SADC with support of African Development Bank is in the process of operationalising the SADC RDF in line with the provisions of the SADC Treaty (Article 26A) to mobilise resources from MS, development partners, and private sector to support regional development and to deepen regional integration.

## Foundations

- (a) Benjamin Mkapa Foundation. 17 Years of the Benjamin Mkapa Foundation was featured in the SADC Summit Brochure 2023, has reached 26 million people through community interventions on nutrition, cancer, COVID-19, adolescent, and young people health.

### Reflection: Implications for Resource Mobilisation for RISDP Implementation

- It is too early to realise resource mobilisation efforts from impact of industrialisation and trade efforts of the RISDP; potential exists which presents as potential areas for dialogue, monitoring, advocacy and support to SADC on the part of NSAs as follows:
  - ✓ Use of foreign earnings from mining and other high value economic sectors to support growth in overall economy, to finance development of agriculture into MVA, and to create decent work for the majority of citizens employed in it.
  - ✓ Need to increase share of manufacturing value addition (MVA) in GDP to enhance roll out of the SADC Protocol on Trade to further increase improvement in the SADC intra-trade, and increase in informal cross-border trade especially covering agricultural commodities.
  - ✓ Enhance efforts to increase financial inclusion and SMEs access to finance and robust investment frameworks are essential in attracting capital inflows, stimulating entrepreneurship, and nurturing a vibrant private sector.
  - ✓ Monitoring, evaluation, and reporting: There is a need to apply the SADC Investment Climate Scorecard to identify and address investment challenges.
- The Regional Development Fund (RDF) is both a priority for the Resource Mobilisation result area of SADC as well as the Results Area related to Finance and Investment – with the prime focus to finance the Industrialisation agenda of SADC.
- SADC MS should be influenced to ratify the agreement establishing the RDF, which will minimise external shocks and ensure endogenous and sustainable financing mechanisms for the region.
- Resource mobilisation lessons can be learnt from the SADC Challenge Fund and Benjamin Mkapa Foundation initiatives at regional and national levels respectively. Other sector specific resource mobilization efforts are reported under different Result Areas.

### 3.11 EVIDENCE AND LEARNING: STATISTICS AND, MONITORING, EVALUATION, REPORTING AND LEARNING (MERL)

There cannot be effective social accountability nor effective realisation of RISDP results without evidence and learning. This makes it necessary for the RISDP NSA Dialogue to reflect on the situation of the interrelated RISDP result areas of statistics (which is planned under crosscutting Issues) and MERL (which is planned under Strategic Management) in SADC. These are presented together herein for ease of convenience as:

- (a) STRATEGIC OBJECTIVE 2: Robust and responsive regional statistical system to underpin regional integration processes, including measurement of progress and impact; which has 1 outcome “Enhanced

Statistical infrastructure, systems and capacity across the region for production and effective use of harmonised regional statistics”, 5 Outputs, and 7 KPIs (all reprioritised); and

(b) STRATEGIC OBJECTIVE 3: Enhanced Monitoring, Evaluation and Reporting of the RISDP 2020-2030, which has 1 Outcome “Strengthened institutional monitoring and evaluation mechanisms”, 5 Outputs including the “SADC Online M&E System rolled out to : ‘[a.] all Member States [and b.] SADC Secretariat””, and 17 KPIs.

### **Progress**

- SADC has developed an online M&E system, capable of reporting on all levels of results (output, outcome, impact), for use at regional level and by MS. Use of the M&E system requires training, and SADC Secretariat has so far trained 11/16 MS. Only 4/11 MS trained have begun using the online system with varying levels of competency. MS face challenges relating to human resource capacity and staff turnover, internet connectivity, and that access to the online M&E system is limited to a few authorised sectoral individuals. NSA access is very limited or non-existent. As a result, use of the M&E system has been very low, especially in reporting on protocols implementation.
- MS complain of data reporting fatigue for being required to report to different international bodies on the same/related subject matters in different M&E systems that are not harmonised or standardised at national and regional levels.
- There are different M&E efforts being made by different sectors, projects, and programmes at the Secretariat. For example, there were 5 M&E (data /evidence) related outputs under FANR, 8 under Health and Nutrition, and 4 under Education. These are not harmonised despite the Secretariat having adopted mainstreaming and integration of some interventions across sectors.
- MS have demonstrated their appreciation of M&E as a performance management tool and have established national M&E portfolios; however implementation of M&E systems is weak.
- Adding to the online system, SADC Secretariat has recently adopted the Regional Balance Score Card for its reporting to MS. The two systems complement each other as demonstrated in the use of the Score Card in the preparation of the Executive Secretary’s report to SADC Summit in August 2023.
- Key SADC documents have been posted online with some publicly available.

### **Activities implemented by SADC include:**

#### **Statistics**

- A capacity building project has been developed for MS on data sources, collection techniques, and enhancing the capacity to produce and continental and international frameworks and submitted for validation to Statistics Committee.
- Regional Statistical Bulletins produced and disseminated to all MS.



- Trade Statistics information system business user requirements produced and approved.
- Methodological practices of Harmonized Consumer Price Index (HCPI) reviewed and validated by MS.
- Methodological guidelines for computation of statistics produced and validated by MS.
- SADC Poverty Statistics Methodology rolled out in at least 2 MS.
- Policies and Strategies on Regional Integration informed by Research & Dialogues.
- Annual (2022-2023) Project Management Review Plan developed and implemented.

### **M&E**

- SADC M&E Online System rolled out in MS.
- SADC M&E Online System rolled out to at least 50% of the Secretariat Staff.
- Status of Regional Integration Monitored.
- 2021/22 Annual Performance Monitoring Report produced.

### **Reflection**

- NSAs could consider dialogue on coordinating production of a regional shadow (progress) report on the RISDP 2020-2030 Implementation Plan to SADC Summit.
- NSAs could also adapt a social accountability oriented agenda for the RISDP NSA Dialogue, which should include tracking on a clearly defined compendium of results and performance indicators.
- Evidence is critical to social accountability. It is therefore important that MS, SADC Secretariat and NSAs be capacitated on MER towards harmonised and comprehensive reporting on the RISDP, AU agenda and SDGs drawing on common MERL framework among government and NSAs.

## **3.12 COMMUNICATION AND VISIBILITY**

Communication is integral to social accountability and vital to promoting regional integration, citizenry participation and national ownership of regional programs.

- A SADC visibility study cited summarised in the 43rd Summit Brochure noted that:
  - ✓ SADC is not well known amongst citizens compared to the United Nations and the AU, whose interventions in MS have an impact as they are practical and are not limited to policies. In that regard, there is a need to improve SADC's visibility, particularly through branding and support to strategic national programs.
  - ✓ There is a lack of publicity of SADC achievements and success stories in a manner that is consistent and relate to ordinary people's lives.
  - ✓ SADC has an innovative policy agenda, which is unfortunately not popularly owned.
  - ✓ Government structures largely dominate communication processes related to the regional integration process.

- Communication between the SADC Secretariat and media houses needs to be improved. The 2022/23 Annual Corporate Plan includes outputs that seek to promote communication and visibility of the SADC regional integration agenda.
- Meanwhile, SADC Secretariat urges organisations to desist from using the name “Southern African Development Community” or “SADC” or the SADC logo to identify their organisations, products, services or causes as these are registered trademarks.

#### **Reflection:**

NSAs have presence in MS and communities. SADC and NSAs could forge a SADC communication and visibility alliance to promote understanding of SADC work in MS, and as a social accountability feedback tool.

## **4.0 IMPLICATIONS FOR SOCIAL ACCOUNTABILITY**

### **4.1 Planning and Resource Mobilisation and Allocation**

SADC has adopted results-based management (RBM), however, full implementation is mitigated by:

- a. Lack of alignment between regional and national priorities and weak domestication and implementation of SADC commitments at national level. Political commitment appears weak, with MS putting national interests first over regional integration interests, particularly in critical areas of trade and free movement of people, goods and services.
- b. The RISDP "Implementation Plan 2020-2023 was reprioritised in early 2023 for reasons among which were that it was overly loaded with many outputs against the background of limited human and financial resources at regional and national levels.
- c. Against the spirit of RBM, the number of planned programme priorities often outweigh the budget. Even the limited funding budgeted is not always spent within a financial year due to other challenges such as a lack of human resources, and weaknesses in procurement planning, etc. For example, in the critical area of Industry development and Trade, 50% of planned outputs were achieved against a bigger utilisation rate of 67%, with 47% (US\$822,701) of the MS budget of US\$1,980,560 spent.

The review noted that a number of resource mobilisation initiatives have begun including technical support through partnerships with NSAs and MS.

There is an expectation that increased industrialisation, trade, investment, and finance will lead to improved economies and subsequently increased resources available to fund regional activities. However, this should be considered for the long term. At present, important industrialisation indicators such as contribution of manufacturing value added (MVA) remain significantly (12%) below target of 30% by 2030.

Review of literature shows that 13 MS allocate resources towards regional integration. What is common is that most of the allocations are part of the budget for the Ministry responsible for regional integration; some have specific budgets for regional integration, while others budget for SADC and/or international organisations (which include SADC). Some MS rely on international cooperating partners to implement SADC obligations. Few prepare reports with narratives on how the budgets were used. There is a need to translate commitments into instruments that can influence budget allocations for SNCs.

Resources are required for the region to maintain financial and material resources in order to address critical interventions. In this regard, the 2022/23 Annual Corporate Plan has taken on board previous decisions that ring-fenced funding to address these interventions.

**Limits to Member States Membership Contributions.** The review notes that there is no appetite among MS to increase their proportional membership contributions to SADC due to economic challenges.

**Public-Private Partnerships.** SADC and MS are mooting public-private partnerships as a vehicle for mobilising resources and financing regional integration initiatives.

## 4.2 Expenditure management (resources utilisation efficacy)

A total budget of US\$98,811,924 supports programme activities and this excludes emoluments of US\$24,934,417. Out of the programmes total, US\$57,825,004 is funded by MS, more than US\$40,986,920 is funded by International Cooperating Partners (ICPs). MS financing of RISDP has increased; however, MS have resisted further increasing their financial contributions to SADC due to economic. RBM and budgeting will ensure prudent use of available resources to translate regional outputs to national outcomes and impact.

## 4.3 Performance monitoring

Robust M&E is required for improving program performance as well as accountability. While the overall performance of 81% and 67% of outputs and financial performance respectively during 2022/ 2023 can be improved, it is an improvement when compared to the 2021/22 financial year.

### 1. High performance was associated with:

- Implementation partnerships and shared responsibility between Secretariat, MS, and NSAs. For example, 49% of outputs for FANR were of shared responsibility with MS suggesting high level of ownership by MS and potentially high chance of sustainability and Secretariat accountability to MS.
- Mainstreaming and embracing cross-sector linkages in the implementation of the RISDP Implementation Plan. For example, gender mainstreaming was highly represented under Peace, Security and Good Governance.

### 2. Statistics, Monitoring, Evaluation, Reporting and Learning.

- Weaknesses in implementation of regional decisions at national level were partly attributed to a lack of consistent evidence and knowledge to corroborate the benefits and costs of regional integration. This is mainly due to insufficient harmonised data necessary to track the progress and impacts of regional integration as well as regional and national economic performance.

#### 4.4. Oversight and Inclusivity

Issues regarding oversight include:

- a. Summit, Council and Sectoral Committees of Ministers met consistently to review progress and provide policy guidance across RISDP priorities. For purposes of advocacy and improved participation and support to SADSC, NSAs should note the calendar for SADC policy organs meetings and consider the 2023 SADC Summit theme in engaging with SADC and MS during 2023-2024.
- b. The SADC Secretariat serves a coordinator / facilitatory role to regional integration and Implementation of RISDP in SADC with implementation dependent on MS, thus the efficacy of its oversight role is limited by political decisions and capacity limitations of MS.
- c. With regards to stakeholders' participation and determination, oversight of SADC RISDP is dependent on the Executive with little to no influence of the Legislature, Judiciary and NSAs. In addition, the Council of Ministers is dominated by Ministers responsible for Foreign Affairs and Finance whose interests and capabilities may not always resonate with a broader multisectoral regional integration Agenda. There is a dearth of alternative views in the oversight of SADC. The moves to establish a SADC Parliament is part of efforts meant to enhance accountability by the Executive in regional integration process.

#### 4.5 Public Integrity

##### 4.5.1 Non-State Actors /Stakeholders Participation in RISDP Implementation.

Studies have shown that, currently, SADC is less known to SADC citizens than the AU and UN.

- a. While there is recognition of the role on NSAs, exemplified by several efforts such as MOUs with SADC CNGOs (as far back as 2003), SADC PF, SADC Observatory, People's Summit, Gender Protocol Alliance and several sectoral NSA Consultation efforts, effective participation is limited because:
  - These arrangements are ad hoc/ informal with no rules of procedure.
  - NSAs are not organised to speak with one voice and when they are organised, they do not represent all NSAs constituencies, do not understand well the working modalities or lack capacity and resources to effectively engage with SADC.
  - There is no person at SADC Secretariat dedicated to deal with NSAs.

##### **Opportunities:**

- The recent approval of a Regional NSA Engagement Mechanism to establish a SADC NSA Forum and now require amendment of the Treaty to establish an NSA Liaison Office. NSA accreditation

process guidelines are being considered by MS for approval at SADC Council in February 2024. There is an MOU formalising SADC's relationship with business associations. NSAs should fully organise and support implementation of these Initiatives.

- The Protocol establishing the SADC Parliament was produced and submitted for approval by Council. Eight member states have so far signed.

b. Institutionalised citizenry participation platforms exist, recognised by Summit and include:

- the Regional Adjudication Committee on the SADC Media Awards, held every year since 1996, aim to promote regional integration and encourage journalism excellence in the region.
- The SADC Secondary School Essay Competition is held annually to raise awareness about SADC values, activities, and programmes.
- The Adjudication for the SADC Tertiary Institution Essay Competition was held virtually from 29 May-2 June by a panel of education experts.

**c. SADC National Committees (SNCs)**

Strengthening SNCs to improve coordination and civic participation in SADC matters could enhance public awareness and participation in regional integration affairs and raise public integrity. Studies on SNCs have highlighted their weaknesses and failures as follows:

- a. 50% of MS have functional SNCs with different levels of state and NSA involvement.
- b. Some SNCs lack the autonomy (or the right level of authority through their composition) to make pertinent decisions that affect the coordination of SADC activities at the national level.
- c. There is no mechanism to compel MS to establish and operationalise SNCs as per the requirements of the SADC Treaty.
- d. SADC MS have institutions coordinating SADC programmes at the national level. However, there is no uniformity concerning the establishment of such institutions.
- e. Some MS provide funding for implementing SADC programmes, although only Angola and Mozambique have special budgetary allocations for their national coordination structures
- f. SNCs/NCPs lack capacity for inter-sectoral coordination, planning, budgeting, communication, and Monitoring and Evaluation (M&E) required for evidence-based decisions. There is a need to build economic diplomacy or strong links with ministries responsible for finance and to formalise ad hoc links with Ministries, Departments and Agencies (MDAs) as the SADC RI agenda requires a multi-sectoral undertaking as well as a horizontal policy implementation approach.
- g. Indicators necessary to assess SNCs or NCPs' performance have been proposed under four criteria, namely: (i) legal establishment, (ii) availability of a dedicated budget, (iii) technical capacity; and (iv) availability of clear reports.

## 5.0 CHALLENGES AND OPPORTUNITIES

This section presents key challenges drawn from SADC annual reports and corporate plans and other documents and reflection on findings, as well as recommendations.

## 5.1 Challenges

- Slow ratification of the SADC Protocols, and of implementation of regional decisions at national level due to a lack of consistent evidence and knowledge to corroborate the benefits and costs of regional integration.
- Delayed procurement processes at the SADC Secretariat at times due to challenges in planning for procurement by sector programs affects achievement of planned outputs.
- Slow response by MS to provide information affects timely implementation of some of the planned activities.
- Lack of adequate funding and technical support at regional and national levels.
- High staff turnover at the national level, and limited human resources in some programs remained a major challenge at the SADC Secretariat wherein some programmes were managed by one person.

## 5.2 Opportunities

- New SADC Executive Secretary's prioritisation of Results Based Reporting (use of Score Card together with Online M&E) and M&E improvement efforts at SADC Secretariat and in Member States.
- Mainstreaming and cross-sectoral integration adopted by SADC in implementing RISDP together with existence of frameworks such as RBM, Grand Bargain, One UN, Whole of Government presents opportunities for greater coordination, collaboration and holistic approaches.
- Commitment towards a SADC Parliament will potentially enhance social accountability.
- Commitment towards enhancing NSAs engagement, and opportunities for NSAs to build understanding of SADC work culture and processes.
- Sectoral programmes have demonstrated commitments to M&E and resource mobilisation.
- Ongoing efforts to support the establishment and strengthening of SNCs.
- Understanding of the challenges at regional and national levels. These need to be packaged carefully into holistic advocacy by NSAs, and into interventions by SADC Secretariat and MS.
- Building on progress and achievements for continuous improvement.

# 6.0 CONCLUSIONS AND RECOMMENDATIONS

## 1.1 CONCLUSIONS

SADC RISDP implementation in the 2022-2023 period proceeded generally well despite challenges, with different sectors performing at different levels. The implementation plan was reprioritised in February 2023 to reduce the many outputs planned against limited financial and human resources, and to prioritise high impact projects. A regional balance score card was introduced to complement the existing online M&E system, enabling reporting on outcomes beyond traditional reporting on outputs.

**Mainstreaming and multisectoral approach:** The review noted that SADC Secretariat has adopted a mainstreaming and holistic multisectoral approach to planning and implementation of the RISDP as

demonstrated by both the integration of “cross cutting issues” in sector result areas; and the integration and complimentary implementation of sector priorities towards common goal orientation, especially towards achieving industrialisation milestones. It is important for NSAs to appreciate the systemic / holistic-approach intentions of the RISDP to effectively track and support its implementation. Opportunities to appreciate and apply this systemic approach exist in the form of frameworks such as: Grand Bargain 2.0 (2021); One UN; “Whole of Government”.

In reviewing the RISDP implementation through a social accountability lens, it can be argued that SADC has in place the basic conditions on which to improve (a) planning and resource allocation, (b) expenditure management, (c) performance monitoring, (d) public integrity, and (e) oversight of the implementation of the RISDP at regional level and national levels. The RISDP NSA Dialogue should be guided by the social accountability agenda and co-conveners should maintain their common goal orientation in tracking and supporting sectoral interests for efficacy and sustainability of advocacy.

## 1.2 RECOMMENDATIONS

### 1.2.1 General Recommendations

- d) **Strengthening the humanitarian-development-peace nexus for sustainable results.** The SADC region is prone to recurrent natural disasters and conflict. SADC is in the process of setting up and strengthening oversight and monitoring mechanisms and systems as well as resource mobilisation on DRR. This an opportunity for NSAs dialogue to focus on advising and supporting SADC on strengthening the humanitarian-development-peace nexus in policy and programming for resilience building and sustainable results, consistent with the evolving international discourse.
- e) **All stakeholders should embrace harmonized /joint assessments (data collection), monitoring, evaluation, reporting and learning.** MS, NSAs and ICPs should draw on and operationalise the Grand Bargain 2.0 (2021) to enhance “prioritisation and coordination”; “improve joint and impartial needs assessments... and reducing donors’ assessments”; enhance “due diligence and reporting of local actors”; and “ensuring funding is based on needs analysis”.
- f) **MS should operationalise national Health and HIV policies/strategies** to deliver a full package of health interventions including sexual and reproductive health interventions and related core-morbidities for young people, and vulnerable and risk populations.

### 1.2.2 Improved oversight of the implementation of the RISDP

- a) **NSAs should advocate and support operationalisation of the Model Law on Public Financial Management (PFM).** The RISDP NSA Dialogue process should advocate for the domestication of the SADC Model Law on Public Financial Management (PFM) of July 2022, which seeks to revitalise and modernise the PFM frameworks of MS for enhanced social accountability by the Executive.
- b) **PSA Alliance should facilitate its members familiarisation and understanding** with the Revised RISDP Implementation Plan and SADC decision making and work processes.

- c) **NSAs should engage with SADC and MS on education and skills development** with regards to improving education management systems, and contributions towards industrialisation in the immediate, medium and long term.
- d) **SADC should commit human resources to coordinate engagement with NSAs.** SADC Secretariat should have a dedicated officer for engaging with NSAs to coordinate operationalisation of SADC commitment to engaging with NSAs.

### 1.2.3 Planning and resource allocation

- e) **Incentivise national implementation of regional policies and decisions:** Most of the results of SADC RISDP implementation efforts coordinated by the Secretariat are outputs. MS have been slow to translate regional outputs into outcomes and impact at national level often due to limited capacity, limited political commitment, among other reasons. There is a need to design SADC RISDP implementation approaches that incentivise MS to domesticate and implement regional integration outputs policies and decisions. An example would be to commit regional budgetary support that matches a set proportion of MS financial commitment towards implementing regional priorities.
- f) **Promote or establish innovative resource mobilisation initiatives at national level to implement RISDP priorities at national level.** MS in partnership with NSAs could adopt technical and financial resource mobilisation innovations such as establishing and supporting local foundations, joint implementation partnerships and co-financing to implement RISDP priority cross border and national interventions.
- g) **Documentation and sharing of resource mobilisation lessons can be learnt.** SADC Secretariat in partnership with NSAs could identify, document and share lessons learnt on existing innovative resource mobilisation efforts.
- h) **NSAs can access SADC HIV Fund grants to support innovative interventions in MS.**
- i) **Governments should strengthen/ remodel public and private partnership** for health to tap into resources from the private sector, including strengthening transparency and accountability on the resources channelled towards the health sector.

### 1.2.4 Expenditure management

- c) **Multisectoral mainstreaming of RISDP priorities and budgeting into existing budgeted** for national and regional programs to leverage on existing resources, and to enhance relevance, local ownership and sustainability. This could include promoting national RISDP implementation models for mainstreaming regional priorities and funding to leverage into national and regional planning and budgets for priority projects, programs and routine high impact operations.
- d) Governments should allocate more domestic funding for the health sector towards complying with the Abuja Declaration of 15% and WHO threshold of 5% of Gross Domestic Product (GPD) to achieve Universal Health Coverage, and 10% of national budget to agriculture, in compliance with the Malabo



Declaration and CAADP commitments. This will ensure predictable flow of funds to cover commodity supply, technological investment, physical infrastructure, and skills building.

### 1.2.5 Performance monitoring

- e) **Capacity building for evidence generation and reporting for accountability.** Evidence is critical for social accountability. It is important that both MS, SADC Secretariat and NSAs be capacitated on MER towards harmonised and comprehensive reporting on the RISDP, AU agenda and SDGs drawing on a common MERL framework.
- f) **Promote stakeholder analysis to map out sectoral government-private-civic partnerships for RISDP implementation and monitoring.** SADC and RISDP NSA Dialogue co-conveners should engage in stakeholder analysis in projects and programmes' endeavors, with NSAs and citizens participating and committing to roles and responsibilities as both primary actors, beneficiaries and co-owners national policies and programmes.
- g) **Intensify RISDP NSA Dialogue beyond tracking of outputs,** towards engaging on the extent to which outputs can be translated into outcomes and impact.
- h) **NSAs shadow reporting to Summit on the implementation of the RISDP in the context of SAC.** In the context of the SADC People's Summit, the establishment of a SADC Parliament, and enhancing social accountability, RISDP NSA Dialogue co-conveners could consider coordinating production of an NSAs Regional SAC Shadow (Progress) Report on the RISDP 2020-2030 Implementation Plan to Summit. Within this context, the co-conveners could adopt a social accountability framework for their RISDP NSAs Dialogue, defining and tracking a compendium of results and performance.

### 1.2.6 Public integrity

- d) **Expand an inclusive RISDP NSA Dialogue membership** and organise and facilitate partners better understanding of SADC processes towards results oriented engagement with SADC and MS. This includes NSAs organizing into thematic groups of engagement and support to MS on the implementation of approved SADC policies, programmes and projects.
- e) **Dialogue on RISDP priorities that have not been reprioritised.** There are RISDP priorities that have not been reprioritised at regional level that NSAs and MS may consider as priorities at national level. RISDP NSA Dialogue co-conveners could draw up a joint plan of support for the implementation of such priorities working directly with MS at national level.
- f) MS and NSAs should invest in engaging **and empowering young people for meaningful participation in public resource management** and health decision-making structures and spaces for positive sexual and reproductive health outcomes. This includes adapting transformative digital application platforms that improve access to equitable SRH prevention tools.

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