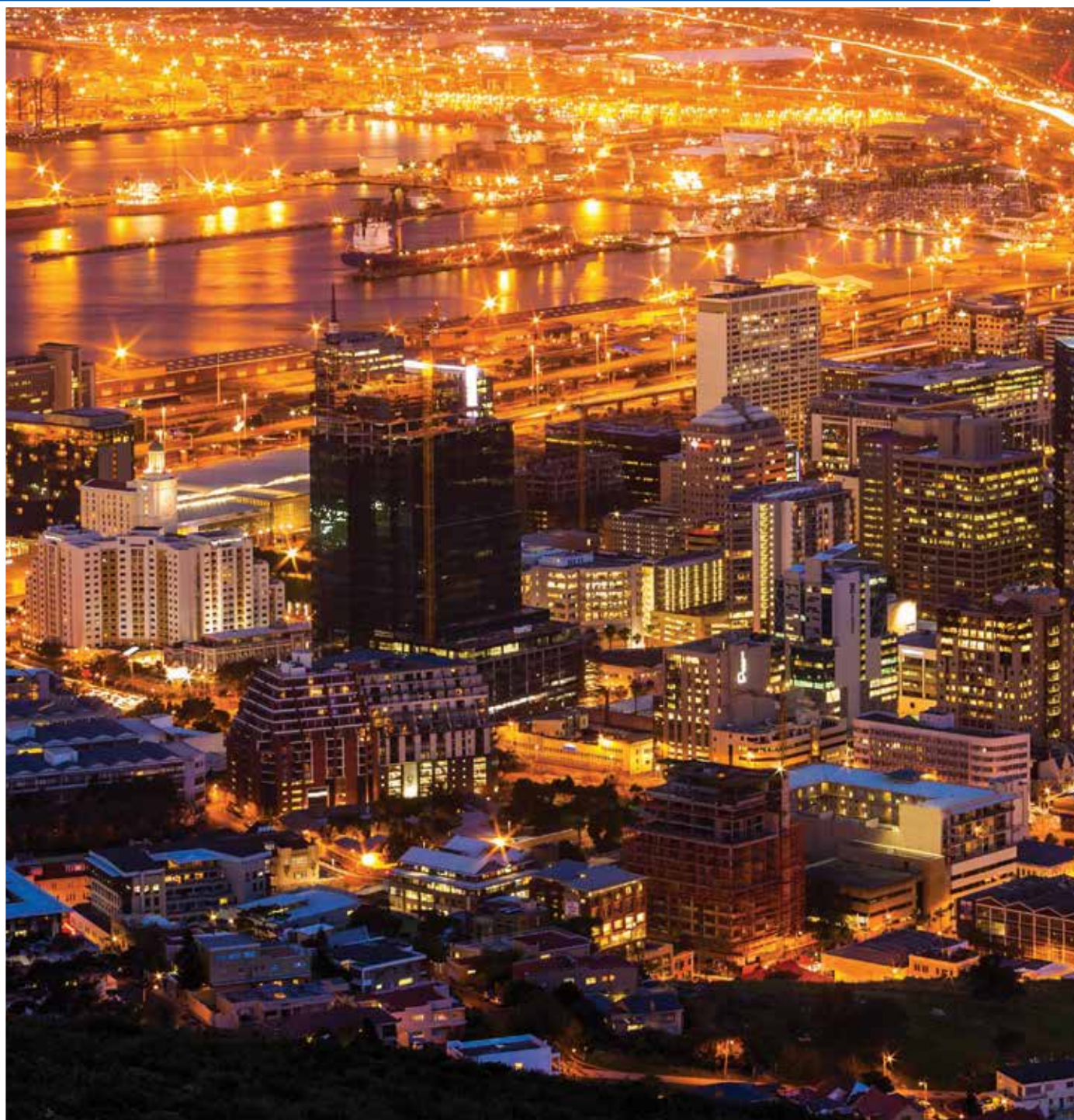




Summary of the SADC Revised Regional Indicative Strategic Development Plan 2015-2020

The region's potential to be an industrial hub lies in its capability to utilize its primary commodities and resources.



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“To benefit from this renewed interest and to deliver on our promise of socio-economic transformation, the 15 SADC nations have jointly agreed to the Revised Regional Indicative Strategic Development Plan (RISDP).”

FOREWORD

In August 2003, the Southern African Development Community (SADC) adopted the SADC Regional Indicative Strategic Development Plan (RISDP, 2005-2015) anchored on the SADC Vision, Mission and the objectives of SADC as enshrined in the SADC Treaty. The main objectives of SADC are to promote sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation, and ultimately its eradication, enhance the standard and quality of life of the people of Southern Africa, and support the socially disadvantaged through regional integration.

Consistent with the objectives of SADC, the major targets of the RISDP were the attainment of the SADC Free Trade Area by 2008, SADC Customs Union by 2010, SADC Common Market by 2015, SADC Monetary Union by 2016 and Regional Currency by 2018. Other milestones included integration of SADC into the global economy through, among other things, enhancement of SADC economic competitiveness by 2015, and diversification of production structure and exports by 2015.

The review of the RISDP which was completed in 2014, noted that there was moderate progress towards enhancing SADC intra-regional trade and economic diversification. This was due to limited capacities to produce, and to trade effectively and competitively. The review therefore pointed to an urgent need to frontload industrialisation so as to bring about socio-economic transformation in SADC Member States. The Revised RISDP 2015-2020, as approved in April 2015, has put a new impetus on industrialisation to facilitate the deepening and acceleration of market integration, with equitable distribution of regional integration opportunities. The primary orientation of the SADC industrialisation drive is to place the importance of technological and economic transformation, modernisation, skills development, science and technology, competitiveness, financial deepening, geographical considerations, among other factors, at the heart of regional integration and economic prosperity.

Infrastructure to support industrialisation, and peace and security cooperation as a pre-requisite to achieving



Dr. Stergomena Lawrence Tax
Executive Secretary of SADC

the industrialisation agenda, have remained priorities of SADC in its quest to achieve Regional Integration and socio-economic transformation. The Revised RISDP also recognize the importance of special programmes of regional dimension. These priorities are expected to usher the SADC region into an era of industrial revolution, with national and regional value chains being well integrated into the global value chain architecture. The region and economies of the Member States are expected to be dynamic and competitive, producing high quality products, for national, regional, continental and world markets, with a positive spill-over effect in the region for more sustainable livelihoods, more decent jobs, skills development, innovation, and entrepreneurship, especially among women and the youths.

The Revised RISDP 2015-2020 sets the tone for a promising future, where the region will experience improvement in productive capacities, product diversification, growth in value addition and increased value chains. Further, the Plan provides for greater collaboration with various stakeholders, with specific attention to the private sector as a key partner to integration. Deepened SADC integration and the dreams of the Founding Fathers of SADC, to have a region that is united with all the citizens enjoying high living standards, prosperity and peace, will be achievable only if, all actors, Public, Private Sector and Civil Society commit to the implementation of regional integration priorities as articulated in this Revised RISDP 2015 2020.

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WHAT IS SADC?

The Southern African Development Community (SADC) is a regional economic community founded and maintained by countries in Southern Africa. It aims to further the socio-economic, political and security cooperation among its Member States and foster regional integration in order to achieve peace, stability and wealth.

WHO ARE THE SADC MEMBER STATES?

SADC's 16 Member States are Angola, Botswana, Comoros (since August 2017), Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe.

RISDP AT A GLANCE

The Regional Indicative Strategic Development Plan of SADC (RISDP) is the blueprint for SADC's regional integration agenda – the process whereby the Member States agree to integrate their markets, co-operate and work closely together to achieve peace, stability and wealth.

The original plan was approved by the SADC Summit in 2003 for a 15-year period and implemented from 2005 onwards – thus giving an implementation time-frame of 2005-2020. Through concrete priorities, programmes, and targets, the RISDP allows all parties involved to keep track of progress made, and to obtain guidance for prioritisation.

After a review in 2012, the RISDP was revised to frontload industrialisation to fast-track the socio-economic goals of the region. The Revised RISDP runs from 2015 to 2020.

The realisation of all four priorities for the benefit of socio-economic development and poverty eradication depends on good political, economic and corporate governance, which are supported by the Revised RISDP as essential requirements.

PRIORITY AREAS OF THE RISDP:

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



SADC VISION

A common future in a regional community that will ensure economic wellbeing, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the peoples of Southern Africa.

SADC MISSION

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

OBJECTIVES OF THE RISDP

The ultimate objective of the Regional Indicative Strategic Development Plan is to deepen the integration agenda of SADC, with a view to accelerating poverty eradication and the attainment of other economic and non-economic development goals.

HIGHLIGHTS

2005 - 2015

A sectional analysis of the implementation of the RISDP since 2005 identified many achievements, including the following:

TRADE AND ECONOMIC LIBERALISATION

Minimum conditions for a Free Trade Area (FTA) were achieved in 2008, with 85% of tariffs on goods zero rated by almost all FTA participating countries. The 2012 Audit confirmed that intra-SADC trade substantially increased following the implementation of the SADC Protocol on Trade, more than doubling in absolute terms between the years 2000 and 2009.

Additionally, the Development Finance Resource Centre (DFRC) is fully functioning and effectively supporting Development Finance Institutions across the SADC region. Since 2005, and through the support of the DFRC, membership of the DFI network has expanded from 18 to 32 – covering a wide range of sectors and thereby increasing not only the development spend in SADC, but also the skill of resources deployed to the region.

REGIONAL INFRASTRUCTURE AND SERVICES DEVELOPMENT FOR REGIONAL INTEGRATION

To guarantee stable power generation for SADC citizens and businesses, the RISDP aims at bridging the energy gap by connecting all Member States to the regional power grid maintained by the Southern African Power Pool. The Power Pool allows for easy trade in power, increasing stability and reliability, to stimulate industrial development in the region and boost intra-regional trade. To date all but three Member States are connected. For Angola, Malawi and Tanzania, who are yet to be connected, several inter-connecting transmission lines are under preparation, including the following: Malawi-Mozambique, Zambia-Tanzania-Kenya, Malawi-Tanzania, Namibia-Angola, Kafue Livingstone upgrade, Zimbabwe-Zambia-Botswana-Namibia, DRC-Zambia, Central Transmission Corridor, and the Second RSA-Zimbabwe Inter-connector.

Recognizing the need for better physical connectivity to achieve true regional integration, in 2008 the region adopted the Regional Transport Development Strategy. Its flagship programme, the North-South Corridor (NSC), concerns the region's strategically most important transport corridor. Often dubbed the "backbone of the SADC economy", it carries over 60% of regional trade, serves eight countries and interconnects eight east-west regional transport corridors. The NSC is a comprehensive initiative that covers road, rail and ports. A number of road sections have been rehabilitated and others are undergoing feasibility and design studies in preparation for rehabilitation.

SUSTAINABLE FOOD SECURITY

- Agriculture

Southern Africa has always been among the regions in the world most affected by extreme shifts between droughts and floods. With climate change progressing, the phenomenon increases. Other market related fluctuations have long contributed to unstable food access across the SADC region. To manage the situation, Early Warning Units were established in 12 Member States to collect, analyse, and disseminate early warning information covering seasonal rainfall and crop development, harvest forecasting, import and exports, food stocks, price and market monitoring. This information is published regularly at both national and regional levels.

- Environment and Sustainable Development

In order to ensure sustainable development in the region, the Protocol on Environment for Sustainable Development was developed and approved by the SADC environment ministers in 2013 to promote sustainable use of the environment and natural resources while ensuring effective management and response to the impacts of climate change.

SOCIAL HUMAN DEVELOPMENT

SOCIAL AND HUMAN DEVELOPMENT

- Poverty Eradication

The SADC Regional Poverty Reduction Framework was developed, it reiterates SADC's commitment to the eradication of poverty in the region. With this framework came the operationalisation of the SADC RPO, a regional poverty observatory, to monitor progress in the implementation of priority actions required for the eradication of poverty. The framework also focused on the development of capacity in the region to ensure that poverty eradication programmes can be implemented effectively.

- Social & Human Development

SADC Member States have adopted the standard of nine years of basic education, as part of the implementation of the provisions of the Protocol on Education and Training. This has contributed to an improvement in access to primary education.

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

CROSS-CUTTING ISSUES

- Private Sector

The region's leaders recognise that wealth creation cannot be left to them alone. A strong private sector and solid coordination between the two is needed. Towards that end, a Public Private Partnership (PPP) Unit was established in 2012 within the region's Development Finance Resource Centre. The Unit focuses on development of PPP arrangements in infrastructure, supporting Member States and facilitating capacity development for implementing PPP projects.

- Gender

The SADC Protocol on Gender and Development was adopted in 2008 and entered into force in 2013. The revised 2015 targets in the Protocol have accelerated the implementation of the Protocol, created general awareness on gender equality and women's empowerment, and improved the achievement of gender commitments. This can be seen by the region-wide promotion and representation of more women in politics and decision-making positions at all levels as well as gender mainstreaming in the different protocols, policies and strategies in the other sectors of regional integration.

CHALLENGES:

Implementation of the RISDP in the period 2005-2015 has progressed well. SADC's role as a facilitator and catalyst of development in the region has been successful at many levels and across a wide range of areas. However, considering the magnitude, scope and complexity of the regional development agenda, there have been a variety of challenges with the actual implementation of the Plan.

1. Inadequate capacities at both the Member State and Secretariat levels.
2. Non-alignment of Member State national development plans with the priorities of the RISDP.
3. Low levels of Member State ratification and domestication of protocols.
4. Low levels of Member State compliance with Community obligations.
5. Undeveloped Community enforcement mechanisms (including low level of utilization of the provisions of the Treaty).
6. Insufficient coordination of the implementation of the RISDP and SIPO, the peace and security plan of SADC.
7. Undeveloped monitoring, analysis, reporting, and review systems.
8. Overreliance on donor funding for implementation of the RISDP programmes.

Yet, the number of successes outweighs the number of challenges.

THE REVISED RISDP 2015-2020

KEY CHANGES AND REVISIONS:

For the implementation of its last five year phase, the RISDP was revised to align the existing priorities with available resources. As the Plan is in its final stages of delivery, the aim was also to sharpen the focus of the RISDP implementation and to establish a framework so as to allocate resources for greater impact in the remaining five years from 2015 to 2020.

REVISED PRIORITIES:

PRIORITY A

Industrial Development and Market Integration including:

- i. Sustainable industrial development, productive competitiveness and supply side capacity;
- ii. Free movement of goods and services;
- iii. Stability oriented macroeconomic convergence;
- iv. Financial market integration and monetary cooperation;
- v. Intra-regional investment and foreign direct investment; and
- vi. Deepened regional integration.

PRIORITY B

Infrastructure in support of regional integration, including:

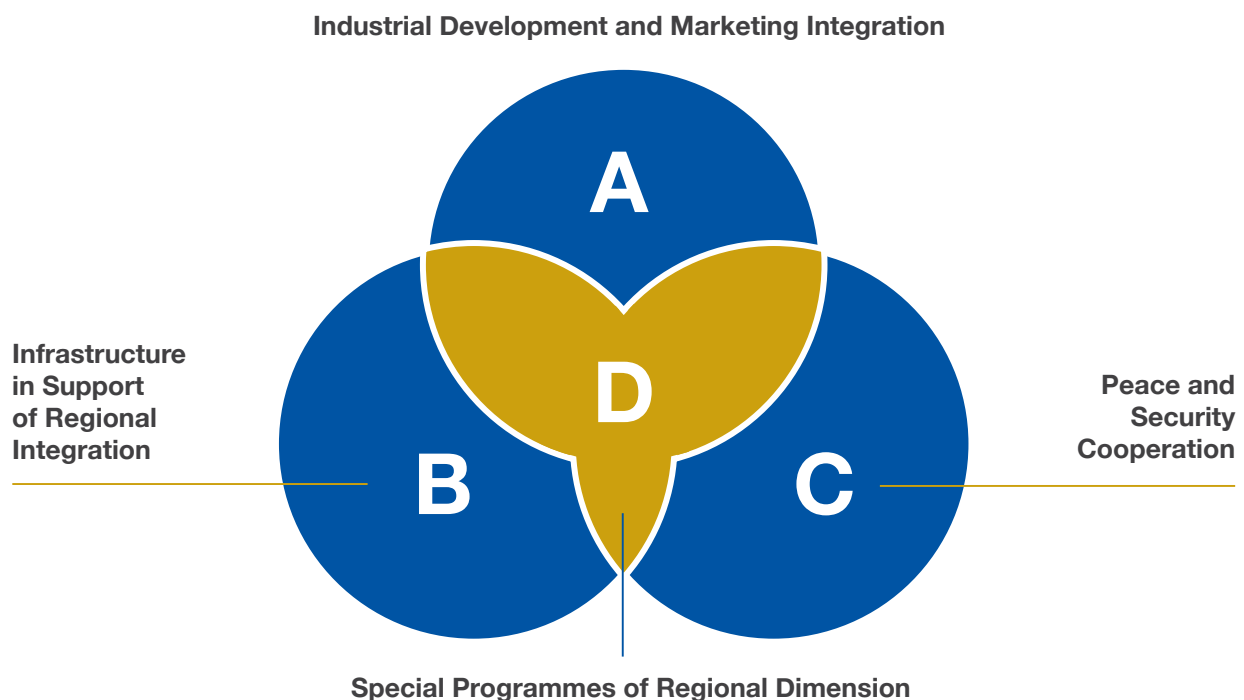
- i. Energy;
- ii. Transport (surface, air and intermodal);
- iii. Tourism;
- iv. ICT;
- v. Meteorology; and
- vi. Water.

PRIORITY C

Peace and security cooperation; (as a pre-requisite for achieving the Regional Integration Agenda)

PRIORITY D

Special programmes of regional dimension: Human development and special programmes including health, gender and labour.





PRIORITY AREAS EXPLAINED

PRIORITY A

STRATEGIC OBJECTIVE:

Sustainable industrial development, trade integration and financial cooperation

SPECIFIC OBJECTIVES:

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

INTERVENTIONS INCLUDE:

Develop an official, institutional way for donors, public and private sectors to speak to each other in order to collaborate on certain projects. For this to happen, there is the need for a deeper understanding of the challenges and opportunities for intra-regional investment and cooperation.

PRIORITY B

STRATEGIC OBJECTIVE:

Improved and integrated regional infrastructure

SPECIFIC OBJECTIVES:

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

INTERVENTIONS INCLUDE:

- Strengthen & implement broadband interconnectivity in the SADC region
- Promote and strengthen Public-Private Partnerships for infrastructure development, funding and operations
- Develop, maintain and rehabilitate regional infrastructure networks
- Establish regional institutions and frameworks in priority areas such as river basins, transport corridors, power pools, trans-frontier tourism areas, meteorology, and regional regulatory oversight organisations

PRIORITY C

STRATEGIC OBJECTIVE:

Improved peace and security cooperation

SPECIFIC OBJECTIVES:

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

INTERVENTIONS INCLUDE:

Combine the RISDP and Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO) into one strategy which will provide a holistic approach to issues of sustainable economic development and peace and security in the SADC region.

PRIORITY D

STRATEGIC OBJECTIVE:

Improved human capacities for socio-economic development

For the last five-year phase of the RISDP, the SADC Secretariat and Member States will focus on implementing the specific objectives on industrial development and market integration, and infrastructure.

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The cross cutting issues presented in Priority D on special programmes of regional dimension, however, are essential for successful action on industrial development, in terms of providing education and skills, health, communication and other human dimensions. Likewise, improved infrastructure is key for human development. Implementation is thus cross-cutting.

SPECIFIC OBJECTIVES:

- Improved monitoring and analysis of poverty trends in the region
- Increased access to quality and relevant education and skills for industrial development and other areas for social and economic integration and development
- Increased availability and access to quality health and HIV and AIDS services and commodities
- Enhanced employment creation, labour relation, labour market information and labour productivity for industrial development
- Increased production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region
- Increased market access for agricultural products (crops, livestock and natural resources)
- Reduced social and economic vulnerability in the context of food and nutrition security
- Enhanced sustainable management and conservation of natural resources, environment, plant and animal genetic resources
- Enhanced gender equality and equity
- Improved quality of regional statistics
- Enhanced application of science, technology and innovation to support the priorities of regional integration
- Enhanced youth development, empowerment and participation of youth in all aspects of social-economic development and regional integration

SOME SPECIFIC INTERVENTIONS INCLUDE:

- **HIV prevention & treatment:** Developing a regional HIV prevention strategy that addresses emerging issues and special populations such as young women and girls, as well as improving access to and quality of treatment for children and adolescents specifically.
- **Domesticate and implement regional and international policy frameworks** such as the SADC Protocol on Gender and Development, SADC Gender Policy and the SADC Framework for Achieving Gender Parity in political and decision-making positions, as well as gender mainstreaming in all SADC structures and institutions.
- **Attract and promote Public Private Partnerships (PPP) investment in STI and Research and Development Infrastructure**, as well as establish regional Centres of Specialization and Excellence in priority areas of STI and at the same time strengthen existing networks and centres.
- **Improve access, ownership and utilisation of land and agricultural inputs** including labour, capital and entrepreneurship skills through policies such as the Regional Agricultural Policy (RAP) Investment Plan.

RESULTS CHAIN

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

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COORDINATION AND IMPLEMENTATION OF THE REVISED RISDP

The SADC Treaty is the backbone of the legal, policy, and institutional frameworks guiding the region on how best to achieve development and wealth creation through regional co-operation and integration. The legal and institutional frameworks provide the basis for decision-making and action, and determine the operational environment of the RISDP.

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PRINCIPLES FOR IMPLEMENTATION OF THE REVISED RISDP

At a meeting of the SADC Council of Ministers held in Lusaka, Zambia, in August 2007, principles for RISDP implementation were elaborated.

The principles are:

Additionality – programmes must add value to regional integration and enhance the capacity to reach SADC objectives.

Subsidiarity – social and political issues should be dealt with at the most immediate (or local) level that is consistent with their resolution.

Variable geometry – allows consideration for Member States growing at different rates

Development orientation – when prioritising programmes the bottom line must be the eradication of poverty.

The implementation principles set out in 2007 are key to the effective implementation of the RISDP. Their basis is the establishment of acceptance, trust and commitment from Member States. They also aim to create synergies within the various SADC structures.

ROLES AND RESPONSIBILITIES OF KEY SADC INSTITUTIONS:

POLICY

1

Summit of the Heads of State and Government

Holds the highest policy making powers and provides overall direction.

2

Council of Ministers

Policy approval body which provides oversight on policy implementation.

3

Sectoral and Cluster Ministerial Committees

Provide oversight on the implementation of the RISDP in their areas of competency, such as Committee of Ministers of Trade or Transport.

OPERATIONS

1

Standing Committee of Officials/Senior Officials

Alongside technical teams in their various competencies they serve as a technical advisory committee to the Ministerial Committees.

2

Member States

SADC National Committees provide the link between the Secretariat and Member States; this ensures harmonisation of national and regional plans. Thematic Focal Points add additional contacts.

3

Secretariat

Provides overall day-to-day management, co-ordination and implementation of the RISDP.

OTHERS

1

SADC Administrative Tribunal (which replaced the now defunct SADC Tribunal)

Provides the legal backbone of SADC through the interpretation of treaties and adjudication of Member State disputes.

2

SADC Stakeholders

Include the private sector, civil society organisations and trade unions. These stakeholders provide inputs in their area of competence.

In order for the RISDP to be a success, the various structures need to be able to play their roles well.

GOING FORWARD, THE FOLLOWING WILL BE IMPORTANT:

- Capacity development to ensure that Member States have enough human resource in place to do the job effectively.
- Effective and improved communication between SADC and key stakeholders
- Regional goals need to reflect national concerns – this will be achieved by engaging all parties involved effectively
- Improved service delivery – a legal entity will need to be established to provide clarity on roles and responsibilities
- Strengthening the Ministerial Task Force on Regional Integration by including Ministers responsible for Infrastructure, Reserve Bank Governors and other relevant ministries to the current team of Ministers of Trade and Industry, Finance, Investment and Planning.
- Strengthened and improved systems for monitoring the implementation of the various Protocols

SUSTAINABLE RESOURCING OF THE REVISED RISDP

In order to meet the region's development needs, financial and human resources are necessary.

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Revised RISDP prioritised sources of funding:

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

The Revised RISDP is geared towards promoting and accessing finance through the following means:

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

In order for the financing mechanisms to work well, sound economic policies need to be maintained.

The Resource Mobilisation Strategy, approved in August 2012, was put in place to ensure that there is a clear, systematic, predictable and well-coordinated approach to looking for and receiving finance, as well as the utilisation, management and reporting systems in support of the RISDP. Amongst others, the Strategy aims to increase funding by broadening resource channels and increasing the capacity for resource mobilization and improving dialogue with International Cooperating Partners.

Strategies for Mobilising Resources to finance the Revised RISDP

- 1. Operationalisation of the SADC Regional Development Fund.**
- 2. Blended financing models, including building capacity for blending at national and regional levels through the development of blending frameworks and operational guidelines.**
- 3. Self-financing mechanisms, including voluntary contributions by Member States, Diaspora, Civil Society and Private Sector.**
- 4. Promotion of the use of Public-Private Partnerships in the development and financing of infrastructure.**
- 5. Institutionalising and operationalizing policies and instruments that minimise capital flight, including illicit financial flows, from the region.**

MONITORING AND EVALUATION OF THE REVISED RISDP

In order to ensure that implementation of the RISDP is evidence based and demonstrates value for money, a robust monitoring and evaluation framework has been developed to facilitate documentation of key priorities.

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MONITORING:

The monitoring of the RISDP is done at two levels:

- 1) Political and policy; and
- 2) Operational and technical levels.

On a continuous and regular basis, feedback is provided on planned and actual performance as well as compliance. More importantly, monitoring serves as an early warning on the expected results and external factors that may pose an impediment to achievement of results.

EVALUATION:

Evaluations provide a clear and concise basis for decision-making on the implementation of SADC priorities. Evaluations will not only support the allocation of resources to ensure that the right people are in the right places, but also facilitate compliance with international best practice and quality standards.







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